Gordon Institute
of Business Science
University of Pretoria

The interaction of organisational trust on the relationship between entrepreneurial leadership and developing a corporate entrepreneurial environment.

12067157

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

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Abstract

Organisational trust has shown to have a net positive effect on innovation however limited research exists on the interaction effect of organisational trust between entrepreneurial leadership and developing a corporate entrepreneurial environment. The quantitative cross-sectional research study was conducted on sample population (N=393) within the technical and engineering operational business unit of a large petrochemical organisation. Statistical analysis was conducted on the N=71 responses to confirm reliability, validity, ability to be factorised and thereafter regression analysis to test the hypotheses. The results of the statistical analysis confirm a positive relationship between organisational trust and entrepreneurial leadership, organisational trust and a corporate entrepreneurial environment, and, entrepreneurial leadership and a corporate entrepreneurial environment. The interaction variable did not prove statistically significant and a corporate entrepreneurial environment could not be proved to predict entrepreneurial leadership. The research findings confirm the positive meta-cognitive effect of organisational trust on entrepreneurial leadership and a corporate entrepreneurial environment. Due to the low response rate the research cannot be regarded as generalisable.

Keywords: organisational trust, corporate entrepreneurship, entrepreneurial leadership

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 authorization and consent to carry out this research.

Student number: 12067157 ***Date: 2 November 2021***

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Chapter 1: Introduction to research

Introduction

Organisations globally are faced with the challenge to remain competitive and relevant in their given markets, due to the disruptive nature of technological advancement and related ambiguity (Li, Xia & Zajac, 2017). The adoption of an innovative business approach has been coined as a significant lever in the plight of remaining competitive and relevant, in a dynamic and competitive business environment (de Almeida & de Melo, 2017). The innovation process, however, requires a fertile environment to be established and grow. This is nurtured and developed by a corporate entrepreneurship environment (Kuratko, Hornsby & Covin, 2014). Organisational trust (OT) acts as an enabling mechanism that promotes the creation of trust institutions to guide the process of innovation (Ellonen, Blomqvist & Puumalainen, 2008).

The role of entrepreneurial leadership (EL) in the creation of a corporate entrepreneurial environment (CEE) sets the strategic intent of the organisation, towards the promotion of innovative activity within the organisation (Fontana & Musa, 2016). For a new venture, adopting an entrepreneurial leadership style to create a corporate entrepreneurial environment results in the associated risks of the uncertainty and novelty (Saunders, Schyns, Dietz & Den Hartog, 2006). One of the key factors that contributes to an innovative approach into adoption is organisational trust (Ellonen et al., 2008). Organisational trust acts to create a sense of psychological safety which encourages risk taking behaviour in pursuit of a unique offering (Lazanyi, 2017). The concept of social stratification influences the creation of trust relationships based on nationality and social categorization processes (Boone, Lokshin, Guenter & Belderbos, 2018). This can lead to negative ingroup-outgroup team dynamics negatively impacting the entrepreneurial environment, due to different value systems (Boone et al., 2018).

According to Mavi, Mavi and Goh (2017) the lack of innovation and competitiveness in organisations has resulted, from the absence of a corporate entrepreneurial environment, even though corporate entrepreneurial actions are encouraged in the leadership realm. Corporate entrepreneurship does not guarantee organisational

innovativeness and structures need to be implemented that facilitate the synthesizing of knowledge and insights (Boone et al., 2019). Entrepreneurial leadership originates from an entrepreneurial orientation of top managers who choose to take business related risks, in favour of change and innovation to compete with other firms, by creating a unique competitive advantage through innovative approaches (Mavi et al., 2017). The size of the organization is a critical factor in corporate entrepreneurship as larger organizations possess the necessary resources to embed this culture through structured systems based on rewards and incentives (Mavi et al., 2017). The argument presented by Antoncic and Zorn (2004), of organisational support in the form of training and trusting employees to identify innovative opportunities aligns with the link between corporate support mechanisms and entrepreneurial performance. This proposition does not investigate the role of organisational trust and focusses on the concept of organisational support performance relationship (Antoncic & Zorn, 2004). The effect of an unconscious enabler which is not considered in the process of converting strategic intent into strategic action leads to disconnects (Nadkarni & Barr, 2008). This results in artificial boundaries being created between economic and cognitive perspectives due to different perspectives and values (Nadkarni & Barr, 2008).

1.1 Background

Corporate entrepreneurship is described as the outcome of prevalent factors related to an organisation's orientation to innovative activities (which include use of rewards, management support, resource availability, organisational support) and a propensity for risk taking with a tolerance for failure (Rutherford & Holt, 2007). These factors while creating the necessary institutions to enable corporate entrepreneurship, however, do little to evaluate the context, process and individual characteristics required for corporate entrepreneurship (Rutherford & Holt, 2007). This highlights the requirement to understand the multidimensional relationship between tangible and intangible factors related to entrepreneurial leadership and corporate entrepreneurial environment. The intangible characteristics are described as perceptions based on the employee's bias and experience in the organisation which serves to create a reinforcing reality for the employee (Rutherford & Holt, 2007). The role of entrepreneurial leadership is critical in creating, as well as managing employee

perceptions as it is the leader who is expected to encourage and support appropriate entrepreneurial behaviour (Jena, Pradhan & Panigrahy, 2018).

The creation of a corporate entrepreneurial strategy is described as a complex challenge requiring leadership to commit to entrepreneurial values, beliefs and philosophies (Crawford & Kreiser, 2015). The findings of Crawford and Kreiser (2015), highlight the need for significant effort, interactions, and resources to align employee cognition with corporate entrepreneurship. The role of entrepreneurial leadership serves to create an enabling environment for corporate entrepreneurship by fostering organisational trust, dominant logic, and controls (Dess et al., 2003). The challenge that organisations face to become ambidextrous requires a strategic approach from leadership to embed a culture of agility (organisational effectuation by leveraging dynamic capabilities) within the organisation (Teece, Peteraf & Leih, 2016).

The process of creating an environment that is open to change and exploration of new ways to operate is a challenge (Abatecola, 2014). Leadership is required to inspire and energize the organisational teams to align with a strategy that ensures long term organisational viability (Shafique & Kalyar, 2018). Entrepreneurial leadership requires a leadership style which is aligned with organisational transformation and renewal efforts (Chang, Chang & Chen, 2017). However, the lack of organisational trust and disconnects between internal structures of the organisation results in superficial change, which is ineffective in the strategic intent of change (Jena et al., 2018).

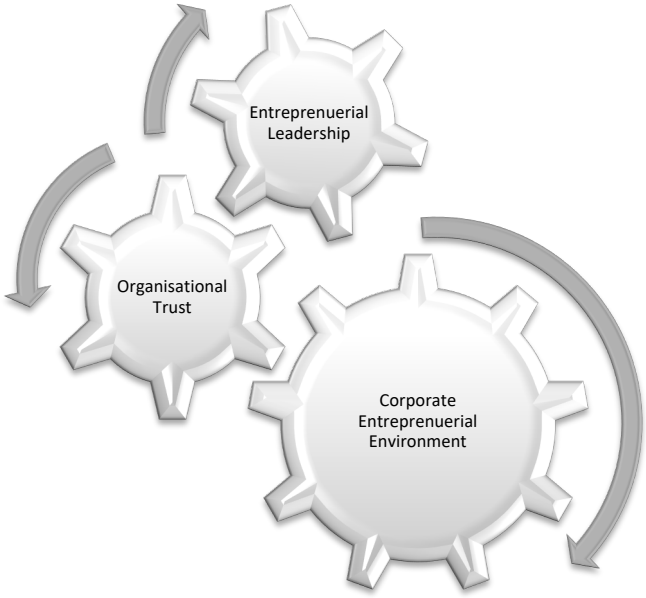


Figure 1. The conceptual representation of entrepreneurial leadership, organisational trust, and a corporate entrepreneurial environment.

1.2 Research problem

The local South African context is characterized by low trust institutions (Ndevu, 2019), that lack the foundational requirements of competence, openness, concern, reliability, and identity (Shockley-Zalabak, Ellis & Caseria, 2000). This impedes the corporate entrepreneurship and innovation process resulting in organisations not being globally competitive (Mavi et al., 2017). Macro-economic pressures require organisations to adapt to the dynamic external environment by implementing internal changes to ways of operating (Abatecola, 2014). This requires an organisation to constantly evolve with guidance from leadership in an organic manner to respond to external competitive and institutional pressures (Abatecola, 2014). Thus, to create the synergistic results evident from corporate entrepreneurship, organisational trust embedded in trust institutions are required, empowered by entrepreneurial leadership (Fontana & Musa, 2017).

1.3 Research purpose

The purpose of the research is to investigate the effect of organisational trust as a moderator between entrepreneurial leadership and the development of a corporate entrepreneurial environment. The research will quantitatively describe the

relationship between the entrepreneurial leadership and corporate entrepreneurial environment and organisational trust acting as an influencing characteristic on this relationship. These concepts are intangible characteristics which are not easily defined but are unconsciously developed both cognitively and through experience (Dess et al. 2003).

The role of free market institutions is aimed at enabling entrepreneurial activity however there are a multitude of barriers to entry (Mavi et al., 2017), none of which relates to trust institutions. Organisational trust acts as an enabling mechanism that allows leaders to communicate and roll out a strategy with buy in from team members. This creates alignment between the parties at a deeper cognitive level (Fontana & Musa, 2017). Pursuing an entrepreneurial direction consists of managing inherent uncertainty and related monetary and reputational risks. In this scenario the question arises, would an entrepreneurial leader choose to explore creating an entrepreneurial environment without a trust relationship with team members? Ethical challenges related to entrepreneurial activities have proven to have a significant negative economic impact (Goodale, Kuratko, Hornsby & Covin, 2001). These scenarios have played out both internationally and locally in the South African context with unethical leadership driving corrupt behaviour.

Research objective: To determine the role of organisational trust in influencing the relationship between entrepreneurial leadership and a corporate entrepreneurial environment.

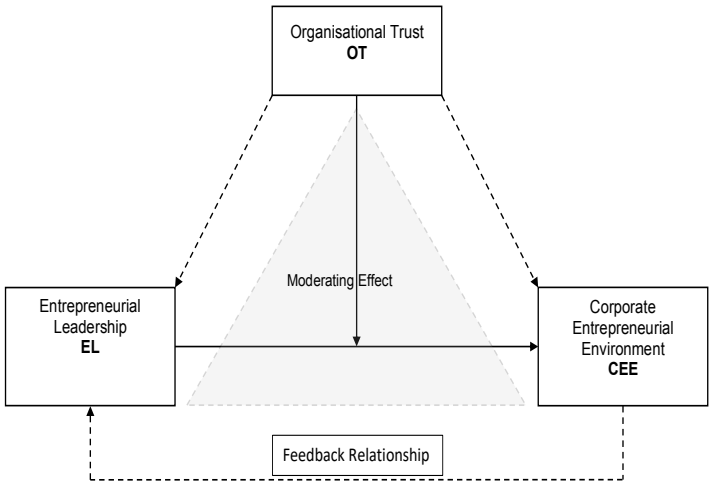


Figure 2.Conceptual diagram of research problem.

The statements below refine the research objective to develop research hypotheses:

a) Organisational trust has a positive influence on the strategic intent of entrepreneurial leaders to create a corporate entrepreneurial environment.
b) Entrepreneurial leaders consciously build trust relationships with their teams to influence an entrepreneurial mindset.
c) A corporate entrepreneurial environment serves to build trust with entrepreneurial leadership.

1.4 Benefits of research

The research aims to add value to the strategic management academia field as well as practical leadership in organisations to unravel the influence and effect of trust relationships in pursuit of strategic goals (Li et al., 2019). This serves as a metacognitive approach to strategic management by taking into consideration intangible qualitative factors that greater influence strategic outcomes (Nandkarni & Barr, 2006). The intended outcome of the research is to add value to medium sized to larger organisations. In these organisations the hierarchical structure can create misconceptions at middle management level due to a lack of organisational trust (Chang et al., 2017).

The research seeks to provide insight into the role and influence of organisational trust on entrepreneurial leadership in creating a corporate entrepreneurial environment. This creates an environment conducive to the promotion of innovative and unique solution development (Jena et al., 2018). The intention of the research is to explain the relationship of constructs using guidance from the framework presented by Pandey, Gupta and Hassan (2019) which measures the role of psychological capital in promoting intrapreneurship. This model is adapted with variances in the constructs and applied to the given context to evaluate the outcomes. This contributes to nurture innovative capabilities and organisational competitiveness.

1.5 Scope of research

The scope of the research entailed an investigation into the effect of organisational trust on entrepreneurial leadership and developing a corporate entrepreneurial environment. Three constructs, being entrepreneurial leadership, corporate entrepreneurial environment and organisational trust were evaluated via an online survey. The constructs were measured with previously created questionnaires with proven reliability and validity using multiple questions to measure the different dimensions. The data was collected using an online survey that was issued to a target population being the technical and engineering fraternity within the operational unit of a large petrochemical organisation. The research was cross sectional in nature and conclusions are drawn from a single online survey that was active for a five-week period.

The research was focused on investigating and evaluating the responses of employees within a business unit of the organisation. Quantitative analysis was adopted to analyse the data acquired and confirm statistical significance of the relationships using IBM statistical package for the social sciences (SPSS) software tool. The experiences in executing innovative initiatives and the role of organisational trust to support or impede the innovative initiative, forms part of the investigation.

Chapter 2: Literature review

Introduction

The literature review presents the theory on the topics of organisational trust, entrepreneurial leadership, and a corporate entrepreneurial environment. These three terms were applied as individual search terms when sourcing literature on the research topic. Initially, only peer reviewed articles were sourced that were published in the last five years. However, since the number of citations of the articles was low, therefore the publication period was increased to ten years. The quantity of peer reviewed articles increased significantly and was deemed sufficient.

2.1 Theory

To create an environment conducive to innovation and corporate entrepreneurship, managers are expected to support such activities (Kuratko, Hornsby & Covin, 2014). This, however, is facilitated by a conflict-free but engaging environment which is based on common trust permeating all sections of the organisation (Ndevu, 2019). Lazányi (2017), posits that trust is a measurable economic factor and acts to influence both monetary and social aspects with respect to relationships, interactions, and transactions. Measuring organisational trust is challenging as the process of trust is based on individual subject aspects where party “A” trusts party “B” (Saunders et al., 2006). The concepts of employee engagement, psychological well-being and transformational leadership have been investigated and have been shown to produce a positive effect on organisational trust (Jena et al., 2018). Bulatova (2015) presented findings showing that ethical leadership was paramount and a precursor to developing organisational trust resulting in the research to determine if organisational trust would be positively related to entrepreneurial leadership.

Hypothesis one aims to test the relationship between organisational trust and entrepreneurial leadership. H1(1) – A positive relationship exists between OT and EL.

Corporate entrepreneurship has been investigated and shown to create an opportunity for organisations to create a competitive and unique value perspective

by harnessing latent creative energy of entrepreneurial employees (Kuratko et al., 2014). The four types of corporate entrepreneurship investigated by Dess et al. (2003), explored the concepts of sustained regeneration, organisational rejuvenation, strategic renewal, and domain redefinition which fails to consider the influence of entrepreneurial leadership. The emphasis of these four concepts was primarily on learning, new knowledge and implementation but does little to define the fundamental contextual requirements for corporate entrepreneurship (Dess et al., 2003). Dess et al. (2003) posit those organisational managers have the responsibility to solve problems whereas leaders in an organisation serve to prepare their teams for change. This is a significant proposition highlighting the need for entrepreneurial leadership to support corporate entrepreneurship by exhibiting transformational characteristics. According to Fontana and Musa (2016) the positive relationship between entrepreneurial leadership and innovativeness cannot be proved for the innovation process thus it was required to test the relationship between EL and CEE.

The relationship between entrepreneurial leadership and corporate entrepreneurial environment is tested with hypothesis two. H1(2) – A positive relationship exists between EL and CEE.

Transformational leadership and entrepreneurial leadership share many attributes having a defined focus on leveraging absorptive capacity (Shafique & Kalyar, 2018). The concept of transformational leadership has been routinely applied to entrepreneurial research as scholars have discovered that entrepreneurs exhibit transformational leadership characteristics to positively impact new venture growth and performance (Reid, Anglin, Baur, Short & Buckley, 2018). Transformational leadership acts to influence individuals to attain strategic goals by levering a synergistic approach to task execution (Shafique & Kalyar, 2018). The five elements of transformational leadership include idealized behaviours, attributed influence, inspirational leadership, intellectual stimulation, and individual consideration which serve to create an environment of transparency and empowerment (Shafique & Kalyar, 2018).

Entrepreneurial leadership is defined as a dynamic approach of complementing a unique innovation with appropriate resources to respond to recognized opportunities,

thereby influencing the organisation through direct involvement in value creation (Fontana & Musa, 2016). Fontana and Musa (2016), explain that entrepreneurial leadership is created by the synergy of entrepreneurship, entrepreneurial management and leadership concepts thereby creating an environment conducive to corporate entrepreneurship.

Entrepreneurial leadership sets the expectation of shared values and accountability to support the change process. Ireland, Kuratko and Covin (2003) explained that external transformational triggers act as drivers to creating an entrepreneurial strategic vision. This understanding creates the sense that a transformational leader develops into an entrepreneurial leader by creating a corporate entrepreneurial environment. A positive relationship was found between transformational leadership and entrepreneurial leadership at unit level (Chang et al., 2017). Thus, transformational middle managers can stimulate interest in corporate entrepreneurship and influence subordinates to carry out these activities. Employee engagement serves as an enabler for corporate entrepreneurship with the components of management support and organisational boundaries representing a significant positive effect on employee engagement (Ahmed, Shah, Qureshi, Shah & Khuwaja, 2018). Li et al., (2019) successfully confirmed the mediating effect of organisational trust with Bultova (2015) confirming the requirement of ethical leadership, therefore it was required to determine if organisational trust had a moderating effect on the relationship between EL and CEE.

Hypothesis three serves to test the moderating effect of organisational trust in the relationship between entrepreneurial leadership and a corporate entrepreneurial environment. H1(3) – A positive relationship exists between the interaction of OT on EL and CEE.

Implementing corporate entrepreneurship in an operational management context has received contradictory reviews as explained by Goodale et al. (2011). The challenges arise with respect to the focus of operational management on stability and no innovation due to the inherent related risks of innovative activities (Goodale et al., 2011). Donald and Goldsby (2004) explain that corporate entrepreneurship

creates an opportunity for middle managers to act unethically using an entrepreneurial focus on financial dimensions only.

In contrast to the findings of Donald and Goldsby (2004), a significant positive relationship has been found between psychological factors and the impetus of employee intrapreneurship (Pandey et al., 2019). These intrapreneurial activities have resulted from employee behaviours relating to resource commitment which acts to drive new ventures and organisational renewal (Pandey et al., 2019). The role of organisational trust in support of employee psychological well-being (Jena et al., 2018) has shown to support innovativeness within and organisation (Ellonen et al., 2008). These entrepreneurial and innovative actions are facilitated by organisational institutions that impact both interpersonal and impersonal levels of an employee's psyche with respect to trust (Ellonen et al., 2008). Shockley-Zalabak et al. (2000) presented five key drivers of organisational trust which resonate with the themes presented by Kuratko et al. (2014) which required relationship between these constructs to be confirmed.

Hypothesis four tested the relationship between organisational trust and corporate entrepreneurial environment. H1(4) – A positive relationship exists between OT and CEE.

Trust is understood to be a subjective construct in a relationship between parties resting on the assumption that the resultant actions of parties have a net positive effect for the individuals (Dietz & Hartog, 2006). Dietz and Hartog (2006) explain that the relational experiences of trust result in the original assumption of trust being confirmed and leading to trustworthiness which explains the ability to deliver on commitments. This argument links to the findings of Ellonen et al. (2008) relating to institutional trust having a positive effect on organisational innovativeness. Positive employee experiences related to organisational institutions (Ellonen et al., 2008) serve to reinforce the trustworthiness of organisation (Dietz & Hartog, 2006) allowing the employee to explore innovative opportunities. Kuratko et al. (2014) posit that the corporate entrepreneurial assessment index (CEAI) is a measure of organisational preparedness for entrepreneurship however do not the meta-cognitive resulting effect of an entrepreneurial environment on employees.

Hypothesis five served to test the relationship between corporate entrepreneurship and entrepreneurial leadership with organisational trust. H1(5)– A positive relationship exists between CEE and EL when OT is evident.

Taking the South African context in consideration, Ndevu (2019) found a lack of trust among leadership and employees at all organisational levels resulting in poor performance. Ndevu (2019) highlighted the lack of transparency, integrity, legality, and collegiality resulting in mistrust compounded by lack of leadership commitment. Lazáyi (2019) explains that trust develops based on material incentives that are both social and psychological in nature which serves to support Ndevu's (2019) findings. The need to create an organisational culture based on mutual trust reduces the risk of uncertainty and enables creativity (Lazáyi, 2019) which supports corporate entrepreneurship. This further reiterates the need for trustworthy organisational institutions that create and entrepreneurial environment (Dietz & Hartog, 2006; Ellonen et al., 2008).

Hypothesis testing was conducted on five hypotheses using statistical tests to test the conceptual relationships between the variables (Khalid, Hilman & Kumar, 2012) as depicted in Figure 3.

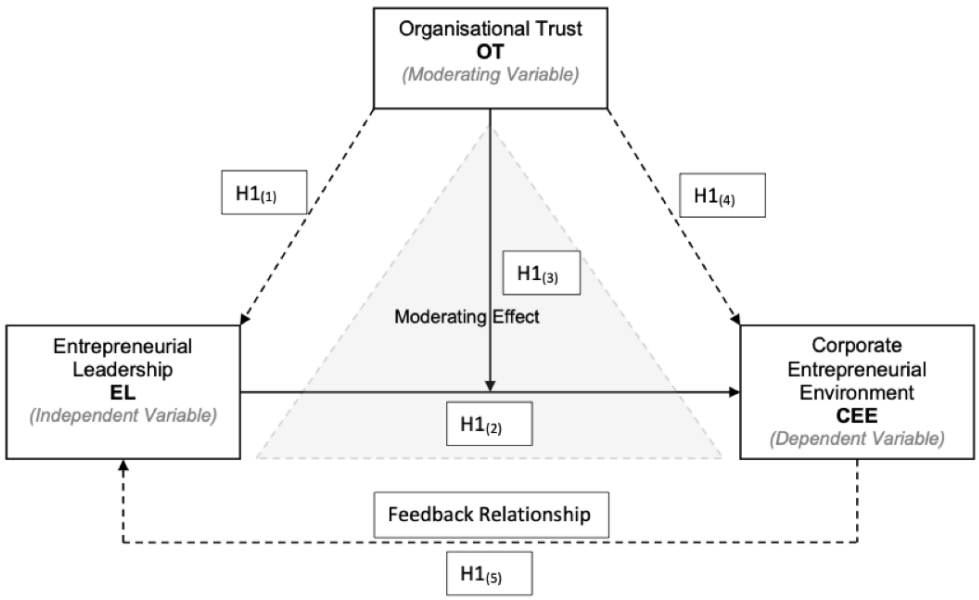


Figure 3.Research conceptual model for analysis.

2.2 Rationale for research

The intention of the research is to provide a descriptor-explanatory (Khalid et al., 2012) representation of the influence of organisational trust when an entrepreneurial leader adopts a strategy to develop a corporate entrepreneurial environment. The descriptor-explanatory research philosophy adopted to understand and then explain the responses of the sample (Khalid et al., 2012). This experience varies between different individuals, therefore critical realism is required to understand and explain the underlying causal mechanisms that result in an empirical outcome (Fletcher, 2017). A quantitative research methodology was chosen for the research study, with a numerical representation being adopted to provide the understanding (Apuke, 2017) of the influence of organisational trust on entrepreneurial leadership and the process of creating a corporate entrepreneurial environment.

Integrating the concepts of entrepreneurial leadership, organisational trust and the creation of a corporate entrepreneurial environment requires one to adopt a systemic approach in understanding this dynamic relationship (Bloodgood, Hornsby, Burkemper & Sarooghi, 2015). The interactions of these concepts act together in a positive or negative reinforcing feedback loop which ultimately serves to strengthen or weaken the linkage. An important factor related to pursuing a corporate entrepreneurial strategy is that organisations are required to first analyze their internal capability to strategically act entrepreneurially and act within the context of a strategic perspective (Ireland, Covin & Kuratko, 2009). This reemphasizes the need for strong ethical entrepreneurial leadership.

The concept of strategic corporate entrepreneurship has received much attention in developed economies however little has been done to investigate this phenomenon in emerging economies (Petzer, De Meyer, Svensson & de Villiers-Scheepers, 2012). The model proposed by Petzer et al. (2012), focussed on organisational and environmental antecedents being acted on by individual internal antecedents, munificence, and hostility. These are described as drivers for entrepreneurial intensity however they fail to build on the cognitive drivers to enable a corporate entrepreneurial environment. This does little to explain the catalytic effect of

organisational trust in causing these individual components to interact together in creation of a corporate entrepreneurial environment.

The theoretical framework presented by Elia, Li, Maegherita and Petti (2017) acts as a basis to investigate the interaction of psychological characteristics and professional characteristics of middle managers, in combination with the organisational value system and management practices to enable corporate entrepreneurship. This qualitative construct based on literature review focuses on the influence of the "actors" (psychological and professional characteristics) in a given "context" (organisational value system and management practices) to determine the effect on corporate entrepreneurship (Elia et al., 2017) in the presence or absence of organisational trust. The research serves to determine the synergistic effect of the "actor" in a "context" to create organisational trust and enable corporate entrepreneurship however fails to treat these constructs independently in a quantitative nature.

The model presented by Nwachukwu, Chládkova and Źufan (2017) focusses strictly on the entrepreneurial leadership construct linking the associated core competencies to entrepreneurial outputs however did not empirically test these variables. Thus, the theoretical basis of this model does prove its reliability or validity in a real-world scenario. A similar literature-based review using thematic analysis was conducted to determine the characteristics behaviours and attitudes of intrapreneurial employees focusing on the individual level only (Neessen, Caniëls, Vos and de Jong, 2018). This linear framework does not take into consideration the psychological factors that permeate the boundaries of the organisation influencing the employee to act based on the intrapreneurial outcomes either positive or negative.

Nandkarni and Barr (2006), presented a theoretical model testing the mediating effect of industry velocity to integrate the economic aspects and cognitive aspects of strategic actions which is an externally biased investigation. The model presented does not consider the internal factors that impact strategic decision making in development of the causal maps therefore it was deemed unsuitable. Blanka (2019) in contrast adapted a more holistic view integrating the individual and organisational levels of entrepreneurship with respect to new venture creation. The theoretical

model presented is based on a literature review of peer reviewed publications (Blanka, 2019) but lacks a pragmatic approach to test the model.

The positive relationship between transformational leadership and corporate entrepreneurship provided a theoretical framework that is applicable to the study due to the characteristic of testing both mediating and moderating variables (Chang et al., 2016). The moderating variable of empowerment climate (Chang et al., 2016) serves to implicitly incorporate aspects of organisational trust and links to the theoretical model presented by Fontana and Musa (2016) of the entrepreneurial leadership impact on innovation. Bulatova (2015) argued that leadership plays a significant role in the formation of organisational trust which treats leadership as an enabler to organisational trust. This creates the understanding that in the absence of an ethical leader one cannot expect trust relationships or institutions to be created (Bulatova, 2015).

The mediating effect of organisational trust has been investigated and depicts a positive influence on work engagement (Li et al., 2019) which creates an understanding that organisational trust is an enabler. The requirement of organisational trust is not explicitly discussed by Boone et al. (2015) however the need for adaption, learning and innovation was found to enhance performance. This highlighted the role of status and power dynamics that impact corporate entrepreneurship and innovation (Boone et al., 2015).

The theoretical model that best created a meta-cognitive approach to evaluating the relationship between constructs was that developed by Pandey et al. (2019) which tested the mediating role of psychological between intrapreneurship and work engagement. The positive relationship discovered by this empirical investigation between the independent, mediating, and dependent variable (Pandey et al., 2019) guided the researcher to develop the conceptual model presented in Figure 4.

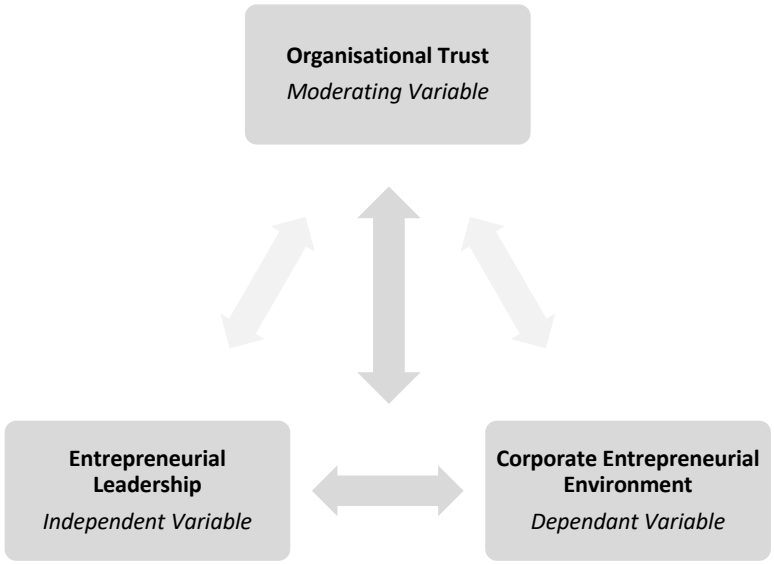


Figure 4. Conceptual representation of the interactive relationship between the research constructs.

2.3 Key literature sources

The key literature sources that provided insight into the three constructs (entrepreneurial leadership, corporate entrepreneurial environment, and organisational trust) are presented in Figure 5. This formed the framework of the of the research report and provided the guiding themes. The entrepreneurial leadership questionnaire (ELQ) developed by Fontana and Musa (2016), was adopted as part of the survey questionnaire with permission from the researchers. Similarly, the CEAI developed by Kuratko et al., (2014) and the organisational trust index (OTI) created by Shockley-Zalabak et al. (2000) formed part of the survey questionnaire.

Entrepreneurial Leadership	Corporate Entrepreneurial Environment	Organisational Trust
• Fontana and Musa (2016) • Chang, Chang and Chen (2016) • Elia, Li, Maegherita and Petti (2017) • Nwachukwu, Chládkova and Źufan (2017)	• Goodale, Kuratko, Hornsby and Covin (2011) • Petzer, De Meyer, Svensson and de Villiers-Scheepers (2012) • Kuratko, Hornsby and Covin (2014) • Bloodgood, Hornsby, Burkemper and Sarooghi (2015)	• Shockley-Zalabak, Ellis & Cesaia (2000) • Ellonen, Blomqvist and Puumalainen (2008) • Jena, Pradhan & Panigrahy (2018) • Pandey, Gupta and Hassan (2019) • Li, Sajjad, Wang, Ali, Khaqan and Amina (2019) • Lazáyi (2019) • Ndevu (2019)

Figure 5. Constructs with key literature contributions.

The key literature presented is not exhaustive however was able to provide the researcher with a foundation unpinned by the strong themes represented in the constructs. This key literature provided a basis for understanding the constructs deeper as well as providing mechanisms to source data for each construct and test results of these.

2.4 Research philosophy

A deductive approach was adopted to understand participants responses (Khalid et al., 2012) on the role and influence of organisational trust when an entrepreneurial leader chooses to develop an environment conducive to corporate entrepreneurship. A mono-methodological choice fits well with the research due to the limited time available to conduct such rigorous research.

A survey strategy was adopted. This aligns with the intent to understand values and mechanisms related to the research topic (Khalid et al., 2012). The complete list of

the target population was sourced creating the sample. Given the challenges related to in person surveys, an online survey was created and distributed to participants via email and a fully completed survey was used for data analysis purpose. A cross-sectional time horizon was used for the research to describe and explain the research findings. This aligns with the nature of the research which aims to understand underlying mechanisms and values that are inherent to the participants and employed unconsciously. It is expected that these values and mechanisms evolve over time based on the environmental characteristics.

2.5 Conclusion

Theoretical investigation into the constructs of entrepreneurial leadership, organisational trust and an entrepreneurial environment provided the researcher with insight into the lack of an integrated unpinning related to these constructs. Numerous articles were sourced related specifically to the technology industry innovation impetus without consideration of process related manufacturing operations. The findings presented by Ellonen et al. (2008), provided limited insight into innovation in the manufacturing industry however the technology industry also formed part of the research sample in a developed economic context.

Many theoretical frameworks and models have been developed (Elia et al., 2017; Blanka, 2019; Neessen et al., 2019; Nwachukwu et al., 2017) related implicitly to the constructs, however, these do not provide the researcher with a clear method of testing the theoretical frameworks. The study by Ndevu (2019) was related to a municipal structure operating in the South African context however is irrelevant when applied to a private corporate operating in this context. This led the researcher to question why such research has not been conducted in the emerging economy context. Thus, the opportunity exists to engineer an integrated theoretical model linking the constructs of leadership, trust and organisational context, which can be applied to a variety of industries operating in different economic contexts.

The literature review highlighted that a limited number of studies have been completed in emerging economy contexts relating to entrepreneurial leadership (Fontana & Musa, 2016), organisational trust (Shockley-Zalabak et al., 2000), and a corporate entrepreneurial environment (Kuratko et al., 2014). These concepts have

been extensively explored in developed economy contexts with a focus on the technology industry when investing organisational trust and innovativeness. This proves insufficient when applying this principle to mature organisations operating in emerging markets who are challenged by competition from developed economies. This study intends to provide a different perspective due to the contextual setting of an emerging economy.

Chapter 3: Research methodology

Introduction

A quantitative research methodology was selected for this study allowing the required data to be obtained from the participants. Quantitative research links with quantifying and analysing variables (Apuke, 2017) to determine relationships or correlations which explain a phenomenon. The phenomenon tested in this study is defined by the hypotheses presented with statistical analyses providing test results. Given the cross-sectional timeline of the research project a single email survey questionnaire was sent to the population sample.

3.1 Population

The target population for a research study is that group for which the researcher would like to draw conclusions, however reaching the entire population may be challenging due to schedule constraints and accessibility (Lunsford & Lunsford, 1995). The general population of the research consisted of all employees within a large petrochemical organisation operating in South Africa. The target population for the research was employees in the operations business unit. The sample population for the research was employees within the technical and engineering business unit which consisted of individuals in both technical and management roles.

This population was selected based on an underlying assumption that the technical and engineering team are expected to apply innovation in solution development for operation's challenges. The process of defining the target population participants required the researcher to first acquire approval to conduct the study within the organisation. Once the approval was granted, the researcher then contacted the human resource division of the business unit to obtain a list of employees. This initially proved challenging due to the protection of personal information (POPI) act, however after getting into contact with the governance team within the organisation and explaining to them the intent of the study access to the employee list was provided.

The target population list consisted of 393 individuals who formed part of the research sample. These individuals were emailed the research survey with a brief

explanation of the intent of the study as well as the expected time to complete the survey.

3.2 Unit of analysis

Grünbaum (2007) presented the ambiguity related to unit of analysis and explained the importance of defining the focus of the study being individual, a group or an organisation. Based on the interpretation of Grünbaum (2007), the unit of analysis for the research project was a large petrochemical organisation operating in South Africa. This provided clarity that the researcher was able to vary the organisational settings to systematically test hypotheses (Grünbaum, 2007).

Each completed survey questionnaire is used as a reference for retrieving coded data points (Likert scale) for analysis. This approach aligns with Silverman and Solman's (1998) explanation that the unit of analysis is the level at which data is used to represent a single data point for analysis. Silverman and Solman (1998), explain that the unit of analysis is the level at which data is used to represent a single data point for statistical analysis. The selection of unit of analysis has consequences on the research design and the statistical results that are obtained from the sample (Silverman & Solman, 1998). The unit of analysis for the research study links with the research questions to determine the impact of the independent and moderating variables on the dependent variable.

3.3 Sampling method and size

The population sample is a subset of the subjects who are representative of the target population (Lunsford & Lunsford, 1995). Zyphur and Pierides (2017), posit that the selected population must be adequately represented by the sample to apply probabilistic inference with statistics. The research population sample consisted of the entire target population and eliminated the potential problem in any system of selection bias (Lunsford & Lunsford, 1995). The choice to include the entire target population as the sample is considered a gold standard in sampling methodology as it ensures generalisability of the study results to the target population (Acharya, Prakash, Saxena & Nigam, 2013). Thus, it was not required to select subjects randomly to ensure that the sample is not biased, and it meets the requirements for statistical validity (Lunsford & Lunsford, 1995). The entire the sampling frame was

available, meeting the requirement of being accurate, easily accessible, and not containing periodic patterns (Saunders, Lewis & Thornhill, 2007).

The target population size for the current research comprised 393 individuals with 169 expected responses (Draugalis & Plaza, 2009). The reason for using the entire target population rested on the premise of low expected response rate of 20%. This was based on response rate of the pre-test sample consisting of 17 individuals with only seven responses. This produced a response rate of 40%, however the pre-test sample was conveniently selected including persons that would not be part of the target population for the research (Draugalis & Plaza, 2009). Thus, a prudent approach of anticipating a 20% response rate for the research survey was adopted resulting in an 78 expected completed responses.

The organisation human resource division was contacted after ethical clearance to source the target population list and to ensure that the research could be conducted within the organisation. Initially an unfiltered target population list was sourced from the human resource department to check and verify the sample as well as develop the email list of the sample population.

3.4 Measurement instrument

The measurement instrument selected for the research was the five-point Likert scale which in the quantitative paradigm provides a relative magnitude of the phenomenon of interest (Harpe, 2015). Harpe (2015) explained that a challenge experienced when analysing Likert scale data related to whether this data was considered ordinal or continuous as well as if parametric analysis techniques are appropriate. The raw five-point Likert scale data were treated as ordinal and non-parametric statistical tests were conducted. This measurement instrument was embedded into an online questionnaire using previously developed and tested questions based on a five-point Likert scale.

The second section of the survey questionnaire focused on measuring entrepreneurial leadership within the population. The ELQ developed and tested by Fontana and Musa (2016), was well suited for the current research. Fontana and

Musa (2016) validated the ELQ by performing data analysis to confirm accuracy and consistency. The ELQ comprised 24 items (five-point Likert scale) and served to measure dimensions of strategy, communication, motivation, and personal / organisational aspects (Fontana & Musa, 2016).

Section three of the online survey diagnosed whether the internal environment possessed corporate entrepreneurial characteristics. This was measured by adopting the CEAI developed by Kuratko et al. (2014). The CEAI comprised 48 questions (five-point Likert scale) which were segmented into five sections that measure the internal environment of an organisation and the instrument has been shown to be psychometrically sound (Kuratko et al., 2014). Kuratko et al. (2014) posit that the CEAI can significantly benefit organisations as the tool provides insight into the ability of an organisation to implement an innovation strategy.

The organisational trust measurement aspects were sourced from the International Association of Business Communication (IABC) organisational trust index (OTI) developed by Shockley-Zalabak et al., (2000). The reason for choosing this index as a measure is attributed to the fact that the 29-item (five-point Likert scale) OTI was subjected to statistical testing to verify validity and rigour (Shockley-Zalabak et al., 2000). The results of the statistical analysis confirmed that the index is both reliable and valid internationally (Shockley et al., 2000). The OTI formed section four of the proposed online survey questionnaire providing insight into the current levels of individual perception of organisational trust. For the statistical analysis, the OTI score was utilised as the moderating variable.

The respondent was required to answer a total of 108 questions of which seven were descriptive statistical questions. During development of the integrated questionnaire, an average time of 20 seconds was allowed to read and answer a question. The total time required to complete the questionnaire was approximately 40 minutes. The pre-test survey confirmed that the average time for completion per respondent was 36 minutes. Permission to utilise the questionnaires was requested from the respective authors. Written grant of permission was received and included as part of the ethical clearance process.

3.5 Data gathering process

The data gathering was conducted over the five-week period from 2 August 2021 until the 4 September 2021. This afforded the respondents sufficient time to complete the online survey. Sukamolson (2007), states that survey research comprises the systematic gathering of information from respondents to understand or predict of the behavioural aspects of the target population. The survey was segmented into four distinct sections namely, demographics, entrepreneurial leadership measurement aspects, corporate entrepreneurship aspects and organisational trust measurement aspects. The survey measurement instrument was created by combining previously proven and administered survey questionaries for each measurement aspect. The respective independent questionnaires comprised a five-point Likert scale to measure responses. The research survey structure was simplified by the symmetry created by standardising on the five-point Likert scale.

Sukamolson (2007), highlights that online surveys are particularly advantageous as respondents can complete and submit their survey in a single instance. Two email reminders were sent out during the five-week period as well as Signal message reminders to groups. This was prompted by the low response rate observed during the second and third weeks of the survey. The second email and Signal messages reiterated the need for more responses and highlighted the limited number of responses received. These friendly reminders reiterated the significance and benefit of the research and resulted in respondents prioritising completion of the survey. The total number of responses received was 71 (population sample of 393) for the research survey and seven responses for the pre-test survey (population sample of 17). The survey pre-test was run over a ten day period commencing 20 July 2021 and concluding on 30 July 2021. The pre-test provided useful insight into the structure and timing of the integrated survey questionnaire.

The various methods of conducting survey research each have their inherent advantages and disadvantages. The advantages of the administered online survey questionnaire are as follows; inexpensive, does not require interviewer time and allows respondents to maintain their anonymity and reconsider their responses before submitting (Sukamolson, 2007).

The respondents completed the self-administered questionaries themselves which was distributed via email with a link to the survey questionnaire as well as via Signal messenger. The respondents had the option of accessing and completing the survey via their computers or mobile devices. Sampling bias may occur with computer surveys (Sukamolson, 2007). Thus the researcher applied caution when drawing conclusions during data analysis.

The target population demographics formed section one of the survey questionnaire. This served to create a contextual description related to the responses. In section one of the questionnaire a question related to the change of reporting structure was included as this could influence the response of a participant in the following sections.

3.6 Analysis approach

The acquired survey questionnaire data was analysed using non-parametric statistical tests due to the sample not being normally distributed due to the limited number of responses (71 responses in total). The data analyses were conducted to test the interaction of the moderating variable on the interaction between independent and dependent variable. Since the data acquired was in the form of five-point Likert scale values, the most appropriate statistical test as advised by Murray (2013), would be statistical regression and ANOVA goodness of fit analyses.

The first step of the data analyses process was to code the responses received which was already in spreadsheet format as Microsoft Forms was used to create the online survey questionnaire. A codebook was created as a separate sheet in the data spreadsheet and was aligned to the item scores in the survey questionnaire. The second step was to convert the string response data into numeric equivalents. The was done using the find and replace function within Microsoft Excel. During the conversion process, the researcher found that not all strings were converted to numeric values as some of the cells reflected text format data. This was manually corrected using visual inspection of the cells by creating a separate sheet which was checked against the original sheet. This process was originally completed on the pre-

test data to familiarize the researcher with the data coding process and identify any corrections that will be required.

Once the data spreadsheet was coded into numeric values and checked to be correct the spreadsheet was uploaded to IBM SPSS statistical analysis software tool. This software was made freely available to the researcher from the institution's information technology department. The SPSS data file was then updated with the appropriate data types, with the Likert responses classified as ordinal data and the demographic questions that did not have mathematical meaning being coded as nominal data points. Each of the questions were then relabelled to provide meaning to the variable with the specific constructs ELQ, CEAI and OTI acting as acronyms for the questions followed by the question number. This segmentation of the data allowed the researcher to focus independently on each of segments being the population demographics and the three constructs (EL, CEAI and OTI). Descriptive statics were completed for each of the data segments to create an understanding of the data. The descriptive statics also provided insight into the existence of the independent, moderating, and dependent variable with the mean scores providing indication of the perceived level of each construct.

The reliability of the data collected for each construct (EL, CEAI and OTI) was subjected to Cronbach Alpha (Tavakol & Dennick, 2011) test with a value greater than 0.7 confirming homogeneity, stability, and equivalence of the data (Heale & Twycross, 2015). After confirmation of reliability the data constructs were subjected to exploratory factor analysis (EFA) to confirm content, construct, and criterion validity (Heale & Twycross, 2015) due to the sample size being less than 120 but greater than 50 responses (Budaev, 2010). The EFA results confirmed validity of the construct variables allowing these to be grouped as one variable in further statistical tests (Heale & Twycross, 2015). Once the EFA was confirmed as significant the variables could be grouped together by calculating the average scores for each factor. EFA was subsequently completed on the factors per construct allowing each construct to be represented by a single variable.

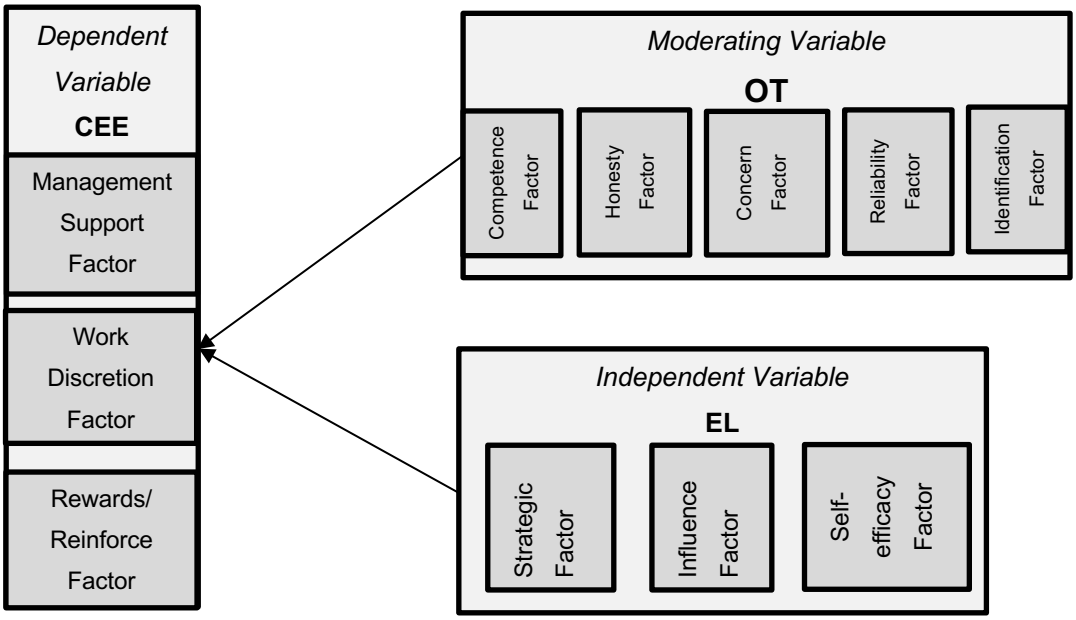


Figure 6. Factor representation of research constructs.

The interaction variable represents the standardised product of the independent variable and the moderating variable (Khalid et al., 2012). This provides insight into the significance of the moderating effect created when the independent variable is in presence of the moderating variable. The moderation effect serves to either strengthen or weaken the relationship between the independent variable and dependent variable (Khalid et al., 2012). This is not a causal relationship as described by mediation but rather an externality to the relationship. Thus, the interaction variable was used to test the moderating effect on the dependent variable (Khalid et al., 2012). The research study is focused on determining the moderating effect of organisational trust on the entrepreneurial leadership and entrepreneurial environment relationship.

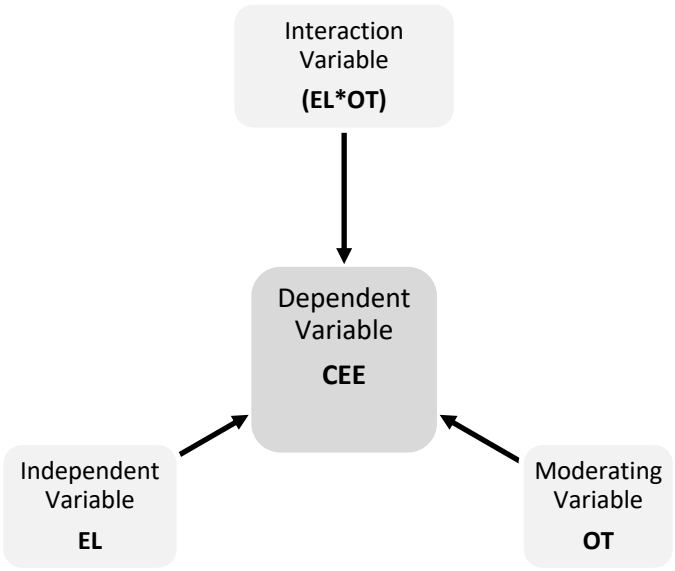


Figure 7.Statistical testing conceptual model.

Linear regression between the independent, moderating, interaction and dependent variables was chosen to be the most appropriate test for significance (Khalid et al., 2012). This was selected to determine the correlations between these variables based on a 95% significance (Khalid et al., 2012). Initially the independent and moderating variables were tested against the dependent variable and thereafter the inaction variable tested with the dependent variable.

Data triangulation was conducted using the research results of the papers from which the questionnaires were obtained. This allowed each construct to be compared with the results obtained from a sample independent to the research study. Furthermore, the strategy served to manage researcher bias when interpreting the results of the statistical analyses.

3.7 Quality control

An automated system for data collection was developed using the Microsoft Forms online platform to enhance data quality. The online form was locked by the researcher after checks and verification that all questions were covered. Microsoft Forms possesses inherent capabilities to automatically convert the form data collected into a Microsoft Excel spreadsheet. This spreadsheet formed the raw data

collected from the survey with the original spreadsheet saved on the researchers Microsoft OneDrive and GIBS Google Drive.

As a control measure the pre-test raw data was initially used to test the data coding process and to refine the process to ensure that the research data will not be compromised. This highlighted a few intricacies during the coding process that needed to be consciously managed to prevent data being lost or corrupted. One of these intricacies was related to coding the Likert scale “Strongly agree” and “Agree” scales, as using the convention from left to right the researcher initially used the find and replace function for “Agree” which caused the “Strongly agree” value to convert to “Strongly 4”. The researcher then adapted the coding process to commence with the minimum and maximum scale values first and then move inwards.

The coded spreadsheet was then automatically uploaded to IBM SPSS using the internal functionality (Khalid et al., 2012). The IBM SPSS data file was cross referenced with the Microsoft Excel coded spreadsheet to verify that the conversion process was accurately completed. Thereafter, the IBM SPSS variables were updated to reflect the data type, values and descriptions and reverse coded variables were created next to the original variables to check for consistency. Once the IBM SPSS data file was completed it was saved on both on OneDrive and Google Drive to ensure that backups were readily available.

Cronbach alpha was used to test reliability with a value greater than 0.7 providing confirmation (Tavakol & Dennick, 2011). EFA was chosen over confirmatory factor analysis (CFA) due to the sample size being less than 120 (Khalid et al., 2012) as well as IBM SPSS AMOS plugin not being available for Mac operating system. The quality of the data was not compromised using EFA as validity of the information remained intact (Khalid et al., 2012). Descriptive statistics was completed for each of the four data segments being demographics, entrepreneurial leadership, corporate entrepreneurial environment, and organisational trust. Linear regression and multiple linear regression tests were performed on the three research constructs with correlation significance of 95% (Khalid et al., 2012). ANOVA test was also completed on the research constructs with 95% significance relating to a good fit for the regression model (Khalid et al., 2012).

A compilation of all quantitative data as well as data analysis software files have been made available on the University of Pretoria, Gordon Institute of Business Science Google Drive. This information maintains participant anonymity and confidentiality by not revealing personal details publicly. Both the researcher and participant were required to agree to institutional confidentiality as prescribed by the ethical clearance guidelines as a prerequisite to commence the research survey. This information forms the basis of audit requirements related to the research project.

3.8 Limitations

The research was conducted on the population sample comprising employees of the technical and engineering operations business unit of a large petrochemical organisation. This sample is not reflective of the entire organisation. The target population and research sample consisted of 393 individuals with 71 responses received over a five-week period. The low response rate could have the effect of not providing credible results that can be generalisable across the population (Drauglis & Plaza, 2009) as 82% of the sample chose not to complete the survey questionnaire. CFA was not completed due to the small sample size.

3.9 Conclusion

The research methodology presented was used as a structured process to conduct the research study by adopting a pragmatic approach and leveraging the researcher's capabilities. The process allowed the researcher to utilise software tools and functionality that were automated reducing the risk of data corruption and misrepresentation. The low response rate of the survey responses was disappointing however the researcher leveraged multiple opportunities to seek responses. This highlighted the need to continuously prompt the sample population to complete the survey since no incentives were offered to respondents. It was reassuring to receive requests for the completed research report from six respondents and the business unit vice president who showed sincere interest in the research topic. The results of the statistical analysis follow in the next chapter.

Chapter 4: Results

Introduction

This chapter presents the analysis and interpretation of the online survey conducted on the sample population using regression analysis to determine the relationship between variables. The research results are segmented into four sections with the first being demographics and followed by the three research constructs. Each section with exception for demographics commences with the descriptive statistics and is followed by the reliability and validity, EFA and regression analysis results. The demographics section contains only descriptive statistics. Table 1. below describes the integration of different components during the data analysis.

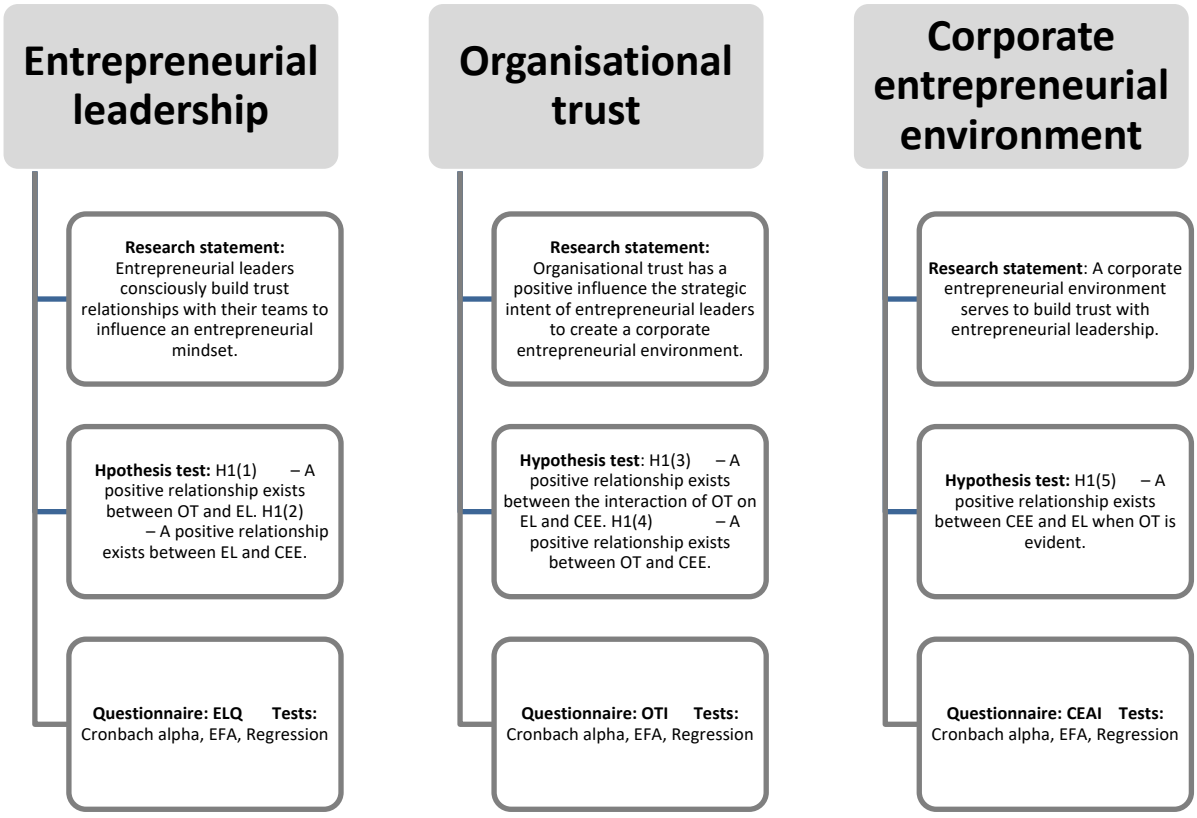


Figure 8. Integration of research objective with hypotheses, construct and analysis.

The online research survey was distributed via email to the target population comprising N=393 individuals with N=71 responses; a response rate of 18%. During the pre-test exercise, the response rate was 41% on this basis it was expected that the research would receive at least N=161 responses. Draugalis and Plaza (2009)

advise that at least N=196 responses are required to be representative of a population size N=400. Thus, for the research study the number of responses (N=71) is not representative of the population (N=393).

4.1 Demographics

Descriptive statistics were completed on the demographics to create an understanding into the respondents. The sample N=71 comprised a distribution of individuals predominantly in the age group 31-40 years old representing 38% of the sample.

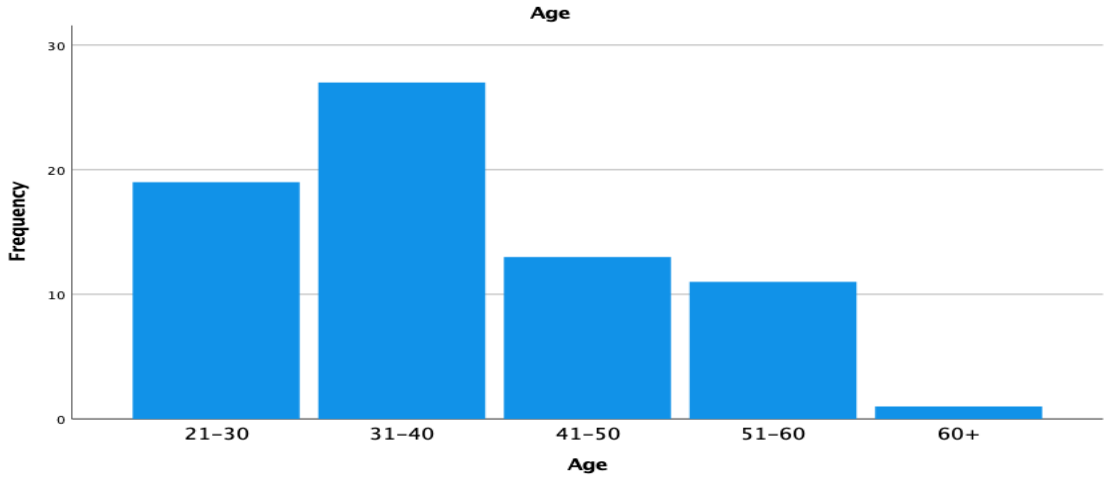


Figure 9. Graphical representation of respondents age groups.

The question related to tenure in the organisation was intended to provide an indication of the experience level of the respondent within the organisation relating to the level of organisational embeddedness. Most respondents (31%) were employed in the organisation for 3-5 years, followed by 23.9% of respondents in the category 11-15 years organisational employment, and 18.3% of the of the sample being employed in the organisation for over 21 years. The smallest group of respondents (9.9%) comprised the employment tenure of 16-20 years followed by the 6-10 year group (16.9%).

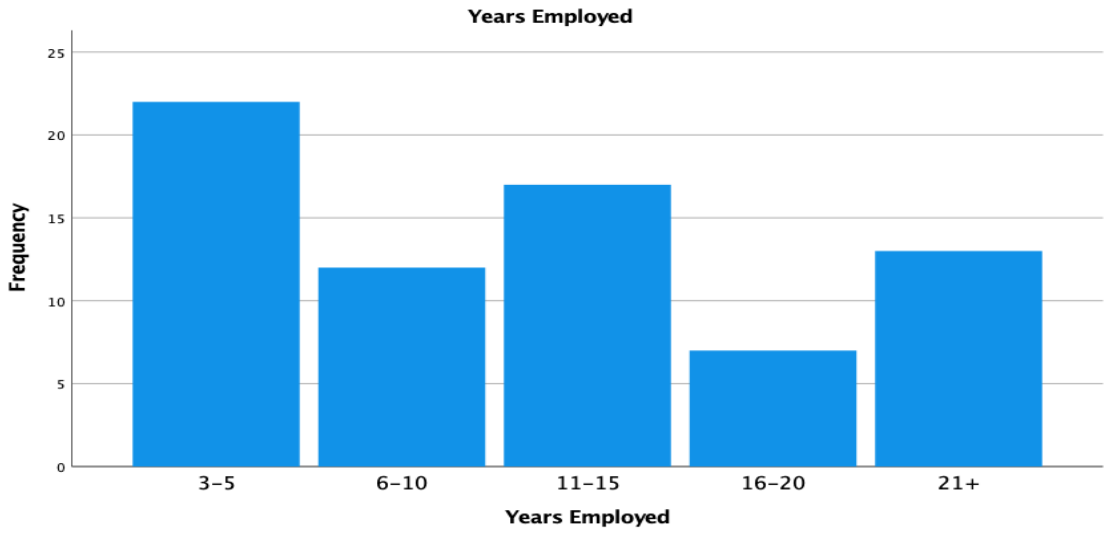


Figure 10. Graphical representation of respondent's tenure in organisation.

The role category question provided insight into understanding the perspective of the respondent either being of management or technical orientation as it is expected that management roles require a sense of leadership (Boone et al., 2019; Bulatova et al., 2015; Chang et al., 2017). Approximately 80% (57 responses) of the respondents comprised the technical role category with the remaining respondents (14 responses) in management roles.

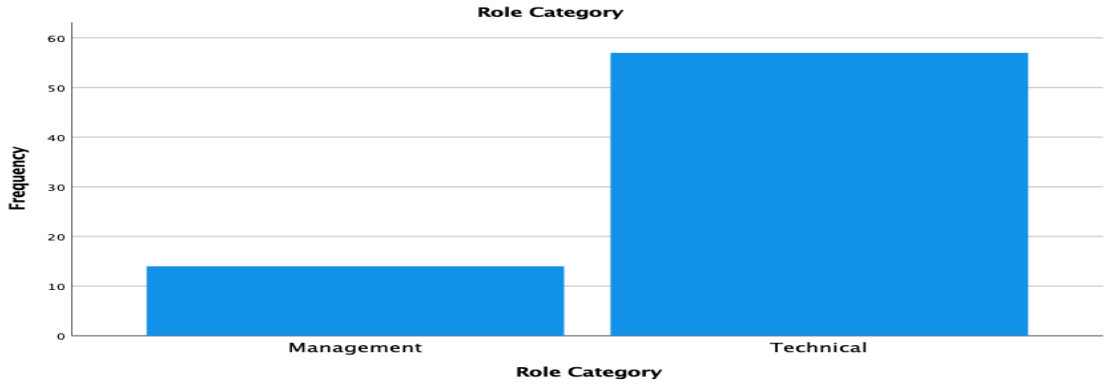


Figure 11. Graphical representation of role category.

The years in a specific role differed from the tenure in the organisation as one can fulfil different roles within an organisation during employment. The three categories that cumulatively represented 91% of the sample were 3-5 years (45.1%), 6-10 years (31%) and 11-15 years (15.5%) respectively. It was interesting to find that only 4 (5.6% of responses) individuals were employed for over 21 years in the same role

within the organisation which creates a sense that organisational restructuring does not have a negative effect on employees (Bews & Uys, 2002).

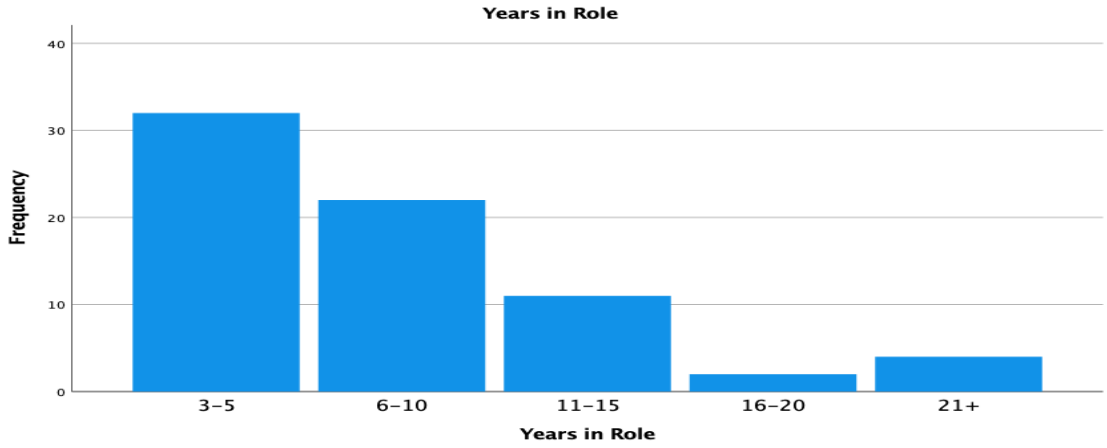


Figure 12. Graphical representation of respondent's tenure in their current role.

The gender of the respondents was predominately male (74.6%) with only 18 (25.4%) females choosing to respondent to the survey. This has no effect on hypothesis testing as none of the statistical tests used gender grouping of the data. Similarly, the qualification level question was not used to group the data for analysis however it did provide insight into the respondents that chose to complete the survey. Sixty-seven respondents completed university level qualification with the majority (36.6%) having acquired master's level qualifications. Four individuals who did not have university level qualifications chose to complete the survey, with 322 individuals in the sample population opting not to complete the survey.

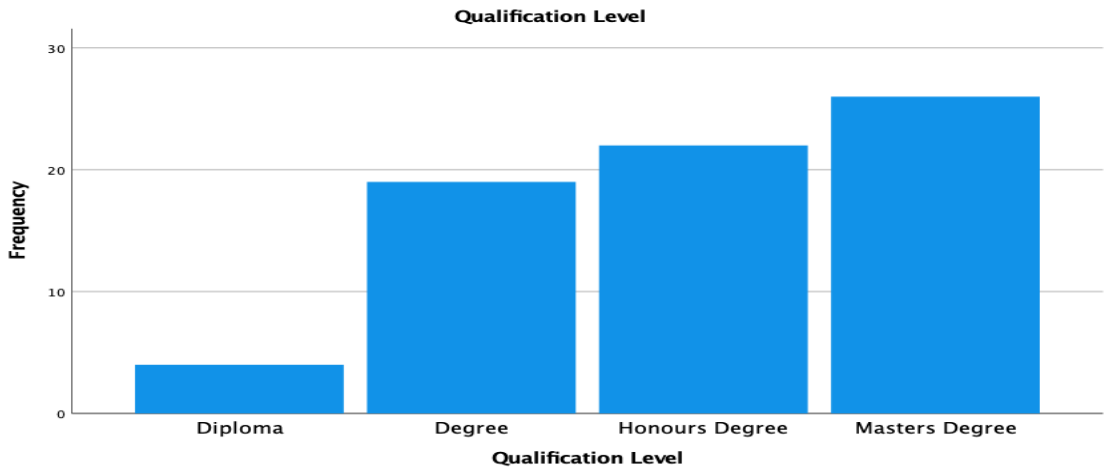


Figure 13. Graphical representation of respondent's qualification.

The rationale for the reporting change question was based on the recent organisational restructuring experienced by the sample. This question was not used to group the data but rather provided insight into understanding the perspective of the respondents. The majority (42 responses) of respondents did experience change in reporting structure with 40.8% of the respondents not experiencing a change in reporting structure.

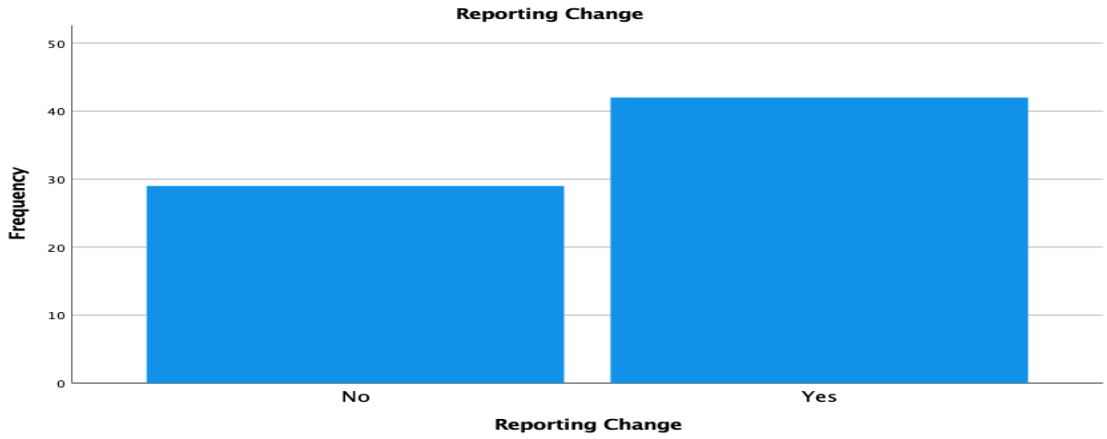


Figure 14. Graphical representation of respondents change in reporting structure.

4.2 Entrepreneurial leadership construct

Entrepreneurial leadership was measured using the ELQ (Fontana & Musa, 2016) consisting of 24 questions relating to the construct. The descriptive statistics showed that responses for N=71 (total sample) was valid with the maximum statistic for all questions being five (strongly agree) on the five-point Likert scale. The mode for 23 of the questions was “4” relating to “Agree” on the five-point Likert scale. The descriptive statistics for question eight of the ELQ resulted in a mode of “3” which is interpreted as “neutral”. This specific question related to the leader’s propensity to invest in risky projects. Data reliability was confirmed using Cronbach’s Alpha statistic of 0.957 with N=24 items and all responses (N=71) valid with no exclusions.

Table 1. Reliability test result for EL construct.

Reliability Statistics

Cronbach's Alpha	N of Items
.957	24

Exploratory factor analysis conducted on the dataset of the construct confirmed that the 24 item ELQ could be differentiated with Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of 0.892 and Bartlett's test of sphericity resulting in p=0.001 which confirms significance (Fontana & Musa, 2016).

Table 2. Exploratory factor analysis result for ELQ construct.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	1233.352
	df	276
	Sig.	.000

The component matrix results confirmed that three components could be extracted to form the factors relating to the construct. The rotated component matrix served to guide the grouping of the items into factors. Reliability test on the factors resulted in Cronbach Alpha of 0.908 confirming significance of the factors.

Table 3. Reliability test result for factors created.

Reliability Statistics

Cronbach's Alpha	N of Items
.908	3

Factor analysis was conducted on the three factors extracted to create a single variable representing the entrepreneurial leadership construct. The KMO test was acceptable with value of 0.734 and Bartlett's test being significant with p=0.001.

Table 4. Exploratory factor analysis for factors created.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	141.217
	df	3
	Sig.	.000

The component matrix results confirmed that only one component could be extracted. This allowed for a single variable entrepreneurial leadership (EL) being created to represent the construct for further analysis.

Table 5. Component matrix result for one ELQ component.

Component Matrix[a]

	Component 1
ELQ_Scale_1	.908
ELQ_Scale_2	.943
ELQ_Scale_3	.907

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The reliability and factor analysis showed significance with respect to the data collected allowing for regression analysis to be completed to test hypotheses. The mode (4= agree) of the Linkert scale result for 23 of 24 questions pointed to entrepreneurial leadership being existent which related to a valid independent variable.

4.3 Corporate entrepreneurial environment construct

The corporate entrepreneurial environment construct was measured the using the CEAI (Kuratko et al., 2014) which comprised 48 questions based on a five-point Likert scale response. Ten of 48 questions were required to be reversed coded as advised by Kuratko et al. (2014), these included questions 21, 36, 39, 40, 42, 43, 44, 45, 47 and 48 (Kuratko et al., 2014). The sample N=71 was deemed valid during

descriptive statics with the mode of 27 questions (56%) being “2” on the five-point Likert scale linked to “disagree” response. Seventeen (35%) of the questions had a mode of “4” relating to “agree” on the five-point Likert scale with no evidence of a mode of “5” for any of the questions. Data reliability was confirmed with Cronbach Alpha of 0.828 for the 48 questions and no cases (N=71) being excluded from the analysis.

Table 6. Reliability test result for CEE construct.

Reliability Statistics

Cronbach's Alpha	N of Items
.828	48

Exploratory factor analysis on the 48 items resulted in a dismal KMO measure of sampling adequacy of 0.547 with Bartlett’s test of sphericity being significant with p=0.00 allowing for four factors to be created.

Table 7. Exploratory factor analysis for CEE construct.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.547
Bartlett's Test of Sphericity	Approx. Chi-Square	2019.035
	df	1128
	Sig.	.000

The reliability test on the four factors resulted in a Cronbach Alpha of 0.572 which was below the required value of 0.7. This required the factor related to “time availability” to be removed to increase Cronbach Alpha to 0.703.

Table 8. Reliability test result for factors created.

Reliability Statistics

Cronbach's Alpha	N of Items
.703	3

This allowed for factor analysis to be completed on the three remaining factors to reduce this to one variable representing the construct. Exploratory factor analysis on the three factors resulted in KMO measure of sampling adequacy of 0.643 and Bartlett's test of sphericity being significant with p=0.001.

Table 9. Exploratory factor results for factors created.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.643
Bartlett's Test of Sphericity	Approx. Chi-Square	39.461
	df	3
	Sig.	.000

The component matrix results confirmed that a single variable could be created to represent the construct corporate entrepreneurial environment.

Table 10. Component matrix result depicting one component for CEE construct.

Component Matrix[a]

	Component 1
CEAI_SCALE_1	.846
CEAI_SCALE_2	.724
CEAI_SCALE_3	.804

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The results obtained for the CEAI depicted a low level corporate entrepreneurial environment with 56% of Likert scale responses having mode of "2" relating to disagree. The reliability and factor analysis depicted that hypotheses tests could be conducted.

4.4 Organisational trust construct

Organisational trust was measure using the OTI (Shockley-Zalabak et al., 2000) which comprised 29 questions with five-point Likert scale responses. All responses N=71 to the questions were deemed valid with 24 (82.7%) of the questions having a

mode of “4” interpreted as “great” on the five-point Likert scale. The question with the lowest mode of “2” (Likert scale “little”) was question 23 which related to having information with respect to organisational decisions that affect the respondent’s job. Reliability of the dataset was confirmed with Cronbach Alpha of 0.940 for 29 items and no cases excluded (N=71).

Table 11. Reliability results for OT construct.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	29

Exploratory factor analysis confirmed that the 29 questions could be segmented into factors with KMO measure of sampling adequacy being 0.824 and Bartlett’s test od sphericity being significant with p=0.001.

Table 12. Exploratory factor analysis result for EL construct.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
Bartlett's Test of Sphericity	Approx. Chi-Square	1472.412
	df	406
	Sig.	.000

The five factors created were then subjected to reliability test with Cronbach Alpha equal to 0.908 for the five items with all cases N=71 being valid.

Table 13. Reliability test results for factors created.

Reliability Statistics

Cronbach's Alpha	N of Items
.908	5

Factor analysis on the five components provided positive results with KMO measure of sampling adequacy being 0.823 and Bartlett's test of sphericity being significant with p=0.001.

Table 14. Exploratory factor analyses result for factors created.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	249.568
	df	10
	Sig.	.000

This resulted provided confirmation that the 29 question OTI could be represented as a single variable for statistical analysis as represented in the component matrix.

Table 15. Component matrix result depicting one resultant component for OT construct.

Component Matrix[a]

	Component 1
OTI_Scale_1	.778
OTI_Scale_2	.899
OTI_Scale_3	.899
OTI_Scale_4	.857
OTI_Scale_5	.861

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The results obtained for the OTI questions showed a relatively high level of organisational trust with 84% of the questions having a mode of "4 = agree". This depicted the existence of organisational trust as an independent variable allowing for statistical analysis to be conducted.

4.5 Hypothesis tests

Hypothesis testing was conducted with regression analysis to determine the level of correlation between the independent and dependent variable. A p-value<0.05 was used to determine significance of the relation and ANOVA of p<0.05 confirmed significance of the model fit.

Hypothesis one served to measure the relationship between the moderating variable OT and the independent variable EL. The regression analysis required the moderating variable to be treated as the independent variable and EL was treated as the dependent variable. This test was used to determine the influence of OT on EL.

H1(1) – A positive relationship exists between OT and EL.

H0(1) – No positive relationship exists between OT and EL.

Figure 15. H1 statistical test with OT as independent variable and EL as dependent variable.

The model summary output from IBM SPSS confirmed a significant relationship between OT and EL, having p=0.001 and adjusted R square being 0.354.

Table 16. Linear regression model summary with OT as independent variable and EL dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.603[a]	.364	.354	.55783	.364	39.437	1	69	.000	1.587

a. Predictors: (Constant), Organisational Trust

b. Dependent Variable: Entrepreneurial Leadership

The ANOVA goodness of fit also confirmed significance with p=0.00 and F = 39.437.

Table 17. ANOVA goodness of fit result with OT as independent variable and EL as dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.272	1	12.272	39.437	.000[b]
	Residual	21.471	69	.311		
	Total	33.743	70			

a. Dependent Variable: Entrepreneurial Leadership

b. Predictors: (Constant), Organisational Trust

The observed cumulative probability and expected cumulative probability is presented below and depicts the fit of the observed data in relation to the normal regression curve.

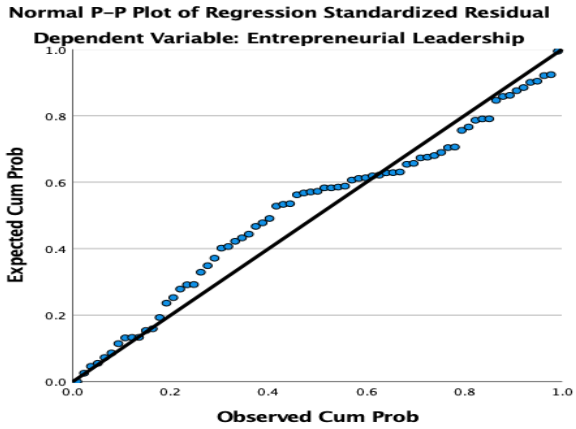


Figure 16. Graphical representation of linear regression with EL as dependent variable.

The coefficient output results confirm significance of the independent variable (p=0.001) and dependent variable (p=0.04) with both p-values being less than 0.05.

Table 18. Coefficient output of model depicting p-value for each variable.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.879	.421		2.089	.040
	Organisational Trust	.751	.120	.603	6.280	.000

a. Dependent Variable: Entrepreneurial Leadership

The results presented confirm that, *H0(1) – No positive relationship exists between OT and EL* is rejected in favour of *H1(1) – A positive relationship exists between OT and EL* failing to be rejected.

Hypothesis two was used to test the relationship between the independent variable EL and the dependent variable CEE. This hypothesis was used to confirm that entrepreneurial leadership (EL) results in a corporate entrepreneurial environment (CEE).

H1(2) – A positive relationship exists between EL and CEE.

H0(2) – No positive relationship exists between EL and CEE.

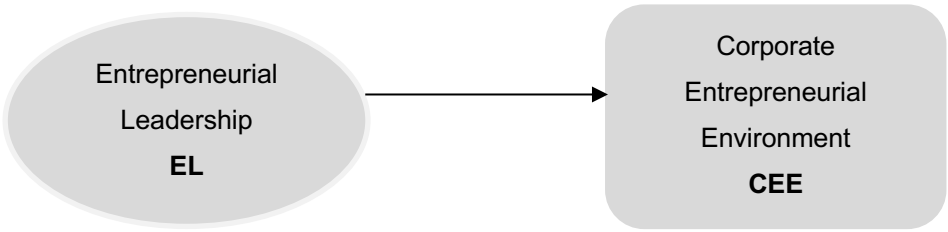


Figure 17. graphical representation of statistical test with EL as independent variable and CEE as dependent variable.

The model summary output confirmed a significant positive relationship between EL and CEE with p=0.001 and adjusted R square being 0.209.

Table 19. Linear regression model summary with EL as independent variable and CEE as dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.469[a]	.220	.209	.38297	.220	19.479	1	69	.000	1.996

a. Predictors: (Constant), Entrepreneurial Leadership

b. Dependent Variable: Entrepreneurial Environment

The ANOVA goodness of fit test also showed significance with p=0.001 and F=19.479.

Table 20. ANOVA goodness of fit result with EL as independent variable and CEE as dependent variable.

ANOVA[a]

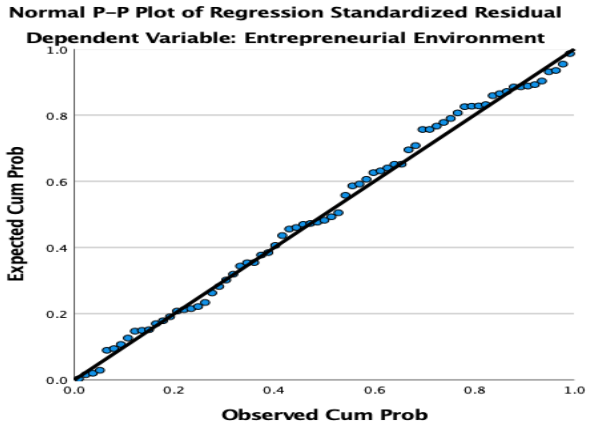
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.857	1	2.857	19.479	.000[b]
	Residual	10.120	69	.147		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment

b. Predictors: (Constant), Entrepreneurial Leadership

The expected cumulative probability and observed cumulative probability depict a good fit to the normal regression line.

Table 21. Graphical representation of linear regression with CEE as dependent variable.



The coefficient output results confirm significance of both the independent and dependent variables with p=0.001

Table 22. Coefficient result depicting EL and CEE p-value.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.054	.234		8.763	.000
	Entrepreneurial Leadership	.291	.066	.469	4.413	.000

a. Dependent Variable: Entrepreneurial Environment

The results of the regression analysis confirm that *H0(2) – No positive relationship exists between EL and CEE* is rejected in favour of *H1(2) – A positive relationship exists between EL and CEE* failing to be rejected.

Hypothesis three was developed to test the moderating effect of OT on the relation between EL and CEE. The interaction variable was created by the standardised product of the moderating variable (OT) and the independent variable (EL).

H1(3) – A positive relationship exists between the interaction of OT on EL and CEE.
H0(3) – No positive relationship exists between the interaction of OT on EL and CEE.

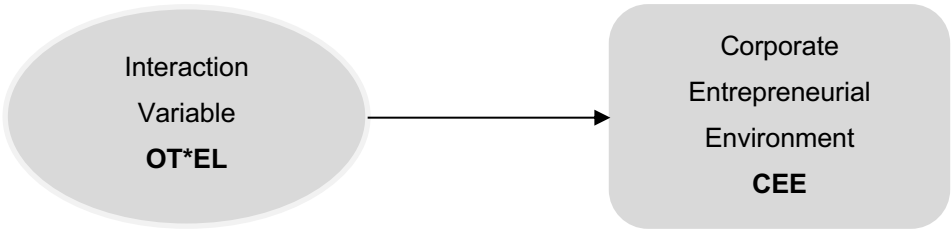


*Figure 18. Graphical representation of statistical test with OT*EL as interaction variable and CEE as dependent variable.*

The model summary output depicts that the moderating effect of OT on the relationship between EL and CEE is insignificant as p=0.731 with adjusted R square being -0.013.

Table 23. Linear regression model summary with interaction variable and CEE as dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.042[a]	.002	-.013	.43329	.002	.119	1	69	.731	2.169

a. Predictors: (Constant), Moderator

b. Dependent Variable: Entrepreneurial Environment

The ANOVA goodness of fit test confirmed that no significant relationship was observed between the moderating variable and the dependent variable with p=0.731 and F=0.119.

Table 24. ANOVA goodness of for result for interaction variable and CEE dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.022	1	.022	.119	.731[b]
	Residual	12.954	69	.188		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment

b. Predictors: (Constant), Moderator

The expected cumulative probability and observed cumulative probability look to follow the regression plot however this relation was deemed not to be significant.

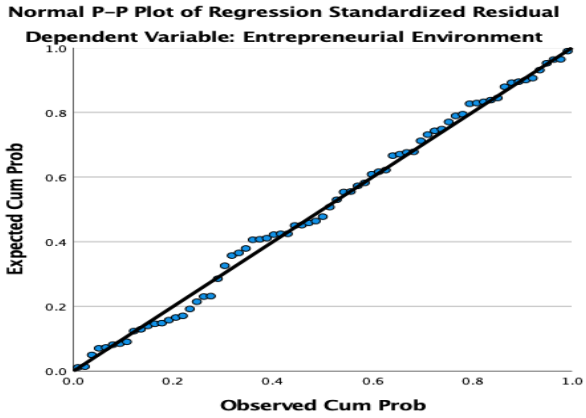


Figure 19. Graphical representation of linear regression with CEE as dependent variable.

The coefficient output results confirm significance of the dependent variables with p=0.001 however the independent variable is insignificant as p=0.731.

Table 25. Coefficient results depicting p-value for interaction variable and CEE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.077	.057		53.568	.000
	Moderator	-.015	.043	-.042	-.345	.731

a. Dependent Variable: Entrepreneurial Environment

The results of the regression analysis confirm that *H0(3)– No positive relationship exists between the interaction of OT on EL and CEE* fails to be rejected.

Hypothesis four was used to test if a positive relationship exists between OT and CEE. This test intended to investigate the need for entrepreneurial leadership when organisation is evident to create a corporate entrepreneurial environment.

H1(4) – A positive relationship exists between OT and CEE.

H0(4) – No positive relationship exists between OT and CEE.

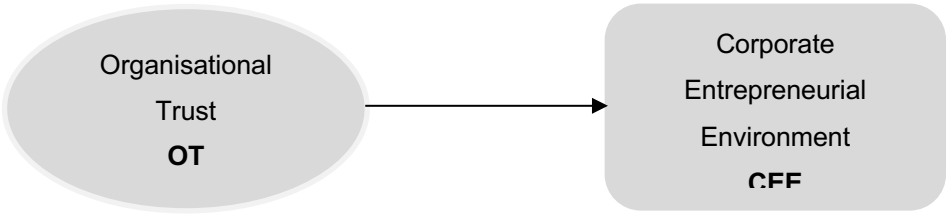


Figure 20. Graphical representation of statistical test with OT as independent variable and CEE as dependent variable.

The model summary output confirmed that a significant positive relation exists between OT and CEE with p=0.001 and adjusted R square being 0.568.

Table 26. Linear regression model summary with OT as independent variable and CEE as dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.758[a]	.574	.568	.28306	.574	92.957	1	69	.000	2.021

a. Predictors: (Constant), Organisational Trust

b. Dependent Variable: Entrepreneurial Environment

The ANOVA goodness of fit test confirmed significance with P=0.001 and F=92.957 depicting a strong positive relationship.

Table 27. ANOVA goodness of fit model results with OT as independent variable and CEE as dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.448	1	7.448	92.957	.000[b]
	Residual	5.529	69	.080		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment

b. Predictors: (Constant), Organisational Trust

The expected cumulative probability and observed cumulative probability depict adherence to the linear regression plot with is a positive relationship.

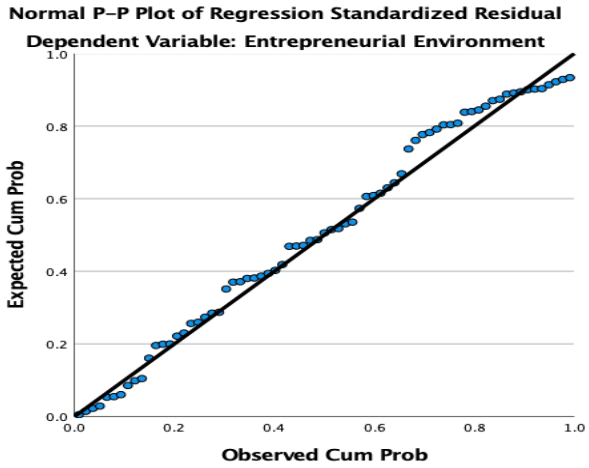


Figure 21. Graphical representation of linear regression with CEE as dependent variable.

The coefficient output results confirm significance of both the independent and dependent variables with p=0.001

Table 28. Coefficient results depicting p-values for OT and CEE.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.036	.213		4.855	.000
	Organisational Trust	.585	.061	.758	9.641	.000

a. Dependent Variable: Entrepreneurial Environment

The results of the regression analysis confirm that *H0(4) – No positive relationship exists between OT and CEE* is rejected in favour of *H1(4) – A positive relationship exists between OT and CEE* failing to be rejected.

The final hypothesis test, hypothesis five related to the testing of the influence of OT and CEE acting as independent variables on the dependent variable EL. This test was intended to determine if organisational trust in a corporate entrepreneurial environment will lead to entrepreneurial leadership.

H1(5) – A positive relationship exists between CEE and EL when OT is evident.
H0(5) – No positive relationship exists between CEE and EL when OT is evident.

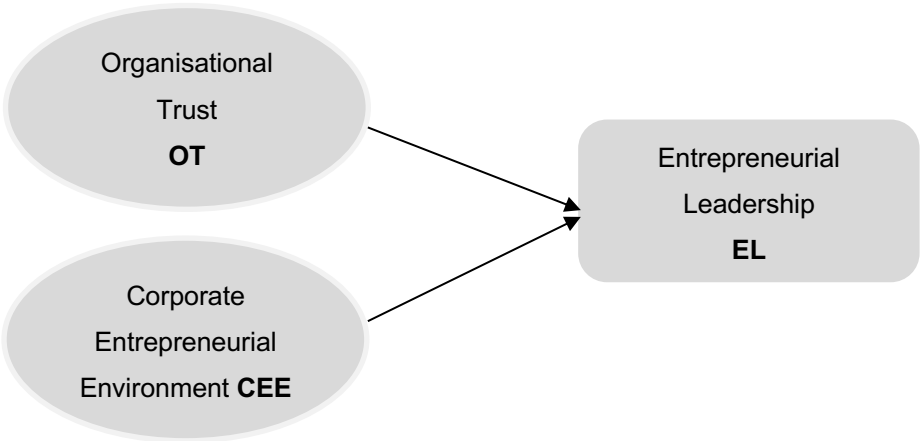


Figure 22. Graphical representation of statistical test with OT and CEE as independent variables and EL as dependent variable.

The model summary output confirms that the data is a good fit with p=0.001 and adjusted R square being 0.345.

Table 29. Multiple regression model results with OT and CEE as independent variables and EL as dependent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.603[a]	.364	.345	.56176	.364	19.463	2	68	.000	1.585

a. Predictors: (Constant), Entrepreneurial Environment, Organisational Trust

b. Dependent Variable: Entrepreneurial Leadership

The ANOVA goodness of fit confirms the data and model fit with p=0.001.

Table 30. ANOVA goodness of fit model results with OT and CEE independent variable and EL as dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.284	2	6.142	19.463	.000[b]
	Residual	21.459	68	.316		
	Total	33.743	70			

a. Dependent Variable: Entrepreneurial Leadership

b. Predictors: (Constant), Entrepreneurial Environment, Organisational Trust

The coefficient representation of the results depict that the only significant independent variable is OT with p=0.001. Corporate entrepreneurial environment (CEE) as an independent variable is not significant in predicting entrepreneurial leadership as P=0.846 which is greater that 0.05. The dependent variable entrepreneurial leadership is not significant with p=0.095 which is greater than 0.05.

Table 31. Coefficient results representing p-value for OT, CEE and EL.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.830	.491		1.693	.095
	Organisational Trust	.724	.185	.581	3.922	.000
	Entrepreneurial Environment	.047	.239	.029	.195	.846

a. Dependent Variable: Entrepreneurial Leadership

The results of the regression analysis confirm that *H0(5) – No positive relationship exists between CEE and EL when OT is evident* thus fails to be rejected.

4.6 Conclusion

The results presented in this chapter provide insight into the process of data analysis applied to the data collected for the research study. A total of N=71 responses were received from the online survey. All survey responses were deemed valid during the statistical tests conducted. The data was segmented into four sections being demographics, entrepreneurial leadership, corporate entrepreneurial environment, and organisational trust. The three constructs were tested for reliability and validity and thereafter subjected to factor analysis. Exploratory factor analysis confirmed that the items per construct could be aggregated into a variable per construct. This allowed for regression analysis to be completed as per hypotheses presented.

The regression analysis resulted in three (H0(1), H0(2), H0(4) of the five null hypotheses being rejected with remaining two (H0(3), H0(5)) failing to be rejected. The failure of H0(3) being rejected is a significant finding of the research as this finding shows that organisational trust does not act as a moderator between entrepreneurial leadership and a corporate entrepreneurial environment. The standardised interaction variable created was not significant (p=0.731) and resulted in a negative coefficient (B=-0.015) in the relationship. Similarly, the failure of H0(5) being rejected proved that entrepreneurial leadership cannot be predicted by the presence of organisational trust and corporate entrepreneurial environment. The strong positive effect of organisational trust on the independent and dependent variables highlights the positive effect of this construct. The next chapter delves deeper in discussion of the findings.

Chapter 5: Discussion of results

Introduction

The sections that follow serve to present a discussion on the research results and link these to current theory on the topic. This chapter intends to synergise current theory with the real data collected to draw conclusions and recommendations for the next chapter. Data was collected from a sample N=71 respondents over a five-week period. A structured approach following the headings of the previous chapter is adopted to ensure all results are discussed.

5.1 Demographics

The median age group of respondents was 31-40 years old representing 38% (27 responses) of the total responses received. This aligned succinctly with the age group of responses received by Karatepe, Ozturk and Kim (2019), with 38.3% (N=54) of responses in the age group 18-27 years and 31.2% (N=44) responses in the age group 28-37 years. The cumulative percentage of these two age groups accounted for 69.5% of the total responses (Karatepe et al., 2019), with the cumulative percent for the research study of the age groups 21-30 years and 31-40 years representing 64.8% of the responses received. This creates the impression that individuals below 40 years old showed a greater propensity to respond to the survey questionnaire as majority of respondents were not in management roles.

Thirty one percent of respondents had an organisational tenure of 3-5 years which represented the largest group. This result is similar to the responses received by Karatepe et al. (2019) with their largest respondent group (40.4%) being employed in the organisation for 1-5 years. Similarly, the largest group of respondents (45.1%) years employed in a role was 3-5 years. This result showed that employee “newness” in a role positively influenced response to the survey questionnaire.

The population sample consisted of 63 individuals in a management role representing 16% of the population group. The responses received from individuals in a management role represented 19.7% (N=14) of the total responses, the remaining (N=57) responses were received from individuals in a technical role not

managing people. This represented 17% of individuals employed in the technical role category of the sample population. The research focus of strategic management was acknowledged by the sample population with a greater representation from individuals in a management role category when compared to the target population representation.

Most survey responses originated from male respondents (74.6%) with only 25.4% of females opting to complete the online survey. Lazányi (2017) experienced a similar underrepresentation of female respondents and attributed this to the unwillingness to answer personal questions. This result was also experienced with the survey pre-test were no females opted to respond to the online questionnaire and all responses received were from males.

The population sample was in the past year subjected to organisational restructuring which served to create a sense of uncertainty during the restructuring process. Bews and Uys (2002) found that organisational restructuring does not necessarily result in a negative impact on trustworthiness. Majority of the respondents (59.2%) did experience a change in reporting structure with only one respondent providing a free text input “frequent restructuring initiatives is causing harm to the company”. This finding supports the argument presented by Bews and Uys (2002). According to Bamberger et al. (2012), 11 out of 17 studies revealed an association between organisational change and elevated risk of mental health however the work could not provide sufficient evident of this phenomenon.

5.2 Entrepreneurial leadership construct

The entrepreneurial leadership construct consisted of a data collection tool comprising 24 questions that was sourced from Fontana and Musa (2016). Exploratory factor analysis conducted on the dataset proposed a three-factor solution which would explain 64.7% of the variance with KMO 0.897 measure of sampling adequacy being acceptable (Ellonen et al., 2008). The three factors created consisted the of themes with Cronbach Alpha 0.909 for the three factors similar when compared to the results of Fontana and Musa (2016).

Table 32. ELQ factor mean and standard deviation.

Factor	Mean	Standard deviation
Strategic factor	3.586	0.720
Influence factor	3.479	0.756
Self-efficacy factor	3.397	0.787

The strategic factor showed to have the largest mean value and smallest deviation which represented a strategic leadership focus. Fontana and Musa (2016) argue that strategic thinking is an aspect of entrepreneurial leadership that is aimed at developing a planning process for a coherent, unifying, explicit and proactive strategy. This notion is aligned with planning future courses of action by defining goals and developing clear paths toward attainment in complex and dynamic environments (Reid et al., 2018). The impetus of leaders to influence strategic objectives is considered as a fundamental and defining characteristic (Reid et al., 2018). The self-efficacy factor relates to belief of a leader in her/his ability to successfully perform the role of an entrepreneurial leader (Reid et al., 2018). Thus, the rationale to create the three factors is aligned with theory on the subject matter. EFA conducted on the three factors resulted in one component being able to explain 84.8% of the variance (KMO 0.746). This resulted in a single variable being created to represent the entrepreneurial leadership construct.

The entrepreneurial leadership variable created represented the three factors and was used for statistical hypothesis testing. The mean value for this variable was 3.487 with a standard deviation of 0.694 depicting that the independent variable entrepreneurial leadership was evident in the survey responses with good reliability (Cronbach Alpha 0.909).

5.3 Corporate entrepreneurial environment construct

The CEAI tool reliability test on the 48-item question produced positive results with Cronbach Alpha 0.828. this allowed for exploratory factor analysis to be completed on construct resulting in a dismal KMO 0.547 measure of sample adequacy allowing

for five factors to be created. These factors followed the themes presented in the CEAI questionnaire (Kuratko et al., 2014), as below:

Table 33. CEAI factor mean and standard deviation.

Factor	Mean	Standard deviation
Management support	2.610	0.547
Work discretion	3.100	0.505
Rewards/reinforcement	3.495	0.577
Time availability	2.765	0.410
Organisational boundaries	2.622	0.471

The reliability test on these factors was below the minimum acceptable level of 0.7 resulting in two of the factors (organisational boundaries first, followed by time availability) being removed /resulting in Cronbach Alpha 0.703. This was deemed acceptable due to the operational context of the sample population (Petzer et al., 2012). EFA conducted on the three remaining factors resulted in KMO 0.643 measure of sample adequacy with one factor able to explain 62.9% of the variance.

The single dependent variable created was representative of the three factors, management support, work discretion, and rewards/reinforcement with a mean of 3.069 and standard deviation of 0.431. The mean value for the dependent variable depicts that there is uncertainty with respect to corporate entrepreneurial environment being present. According to Lukes and Stephan (2017) employee innovative behaviour is influenced by the perceived work environment and organisational support for such activities. This notion is supported by Pandey et al. (2020) who found a positive relationship between psychological capital, intrapreneurship and work engagement. Mavi et al. (2017) approached employed a multidimensional approach in predicting corporate entrepreneurship by considering individual factors, organisational factors, and environmental factors. This reiterates the influence of the context in creating a corporate entrepreneurial environment.

The results obtained from the survey questionnaire related to a corporate entrepreneurial environment did not provide confirmation that the organisation has

created an environment for entrepreneurship. The influencing factor having the lowest mean was management support which is considered a critical factor (Lukes & Stephen, 2017; Pandey et al., 2020, Mavi et al., 2017).

5.4 Organisational trust construct

The organisational trust construct was measured using the OTI (Shockley-Zalabak et al., 2000) which comprised 29 items measuring the construct. The OTI provided the ability to measure trust within the sample population which relates to the organisation's ability to generate profits, support innovation, and manage perceptions and behaviours (Shockley-Zalabak et al., 2000). The sample dataset proved to be reliable having Cronbach Alpha 0.940 for the 29 items measured. This allowed for exploratory factor analysis to be completed on the dataset resulting in KMO 0.824 measure of sample adequacy with five items having the ability to explain 64.0% of the variance.

The five factors followed the five themes as presented by Shockley-Zalabak et al. (2000), with good reliability Cronbach Alpha 0.908. The five themes are presented below:

Table 34. OTI factor mean and standard deviation.

Factor	Mean	Standard deviation
Competence	3.190	0.715
Openness and honesty	3.460	0.589
Concern for employees	3.569	0.644
Reliability	3.743	0.609
Identification	3.375	0.699

Competence related to the organisation's ability to compete and survive; openness and honesty speak to how sincerely and appropriately information is communicated; concern for employees incorporates aspects of caring, empathy, tolerance, and safety; reliability includes consistency and dependability of actions; and identification relates to connectedness of individuals within the

organisation (Shockley-Zalabak et al., 2000). The OTI also presented results collected from other organisations (N=3383) to allow for bench marking each of the measured factors in the research sample with previously measured values (Shockley-Zalabak et al., 2000). These results are presented in the table that follows.

Table 35. Comparison between OTI research results and IABC OTI results.

Factor	Research Mean	Research SD	Research N	OTI Mean	OTI SD	OTI N
Competence	3.190	0.715	71	3.010	0.780	3383
Openness and honesty	3.460	0.589	71	2.540	0.720	3590
Concern for employees	3.569	0.644	71	2.680	0.890	3098
Reliability	3.743	0.609	71	3.430	0.970	288
Identification	3.375	0.699	71	3.360	0.930	264
Overall OTI	3.474	0.556	71	2.700	0.660	3592

Factor analysis completed on the five factors resulted in one variable being able to account for 74.0% of the variance with KMO measure of sampling adequacy being 0.823.

The variable organisational trust had a mean value of 3.474 with standard deviation 0.556 which relates to a moderate level of organisational trust however all mean values are above those presented by the OTI (Shockley-Zalabak et al., 2000). Jena et al. (2018) used the OTI in their study to measure the mediating effect of transformational leadership and psychological well-being on organisational trust with similar reliability (Cronbach Alpha>0.7) and factor analysis (KMO=0.890) results which creates assurance for hypothesis testing.

5.5 Hypothesis Tests

Hypothesis testing was conducted by means of regression analysis to determine causal and effect relationships (Ong & Puteh, 2007) between the independent, moderating, and dependent variable. Five hypothesis tests we conducted to meet the research objective, with four of the five tests using linear regression (Ong & Puteh, 2007) to determine the correlation between independent and dependent variable.

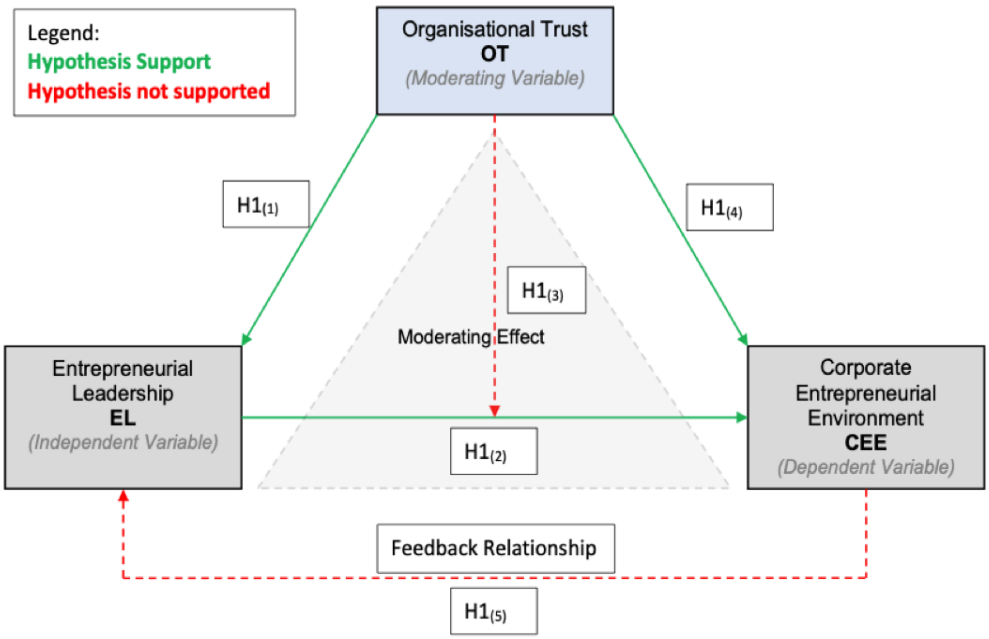


Figure 23. Graphical representation of hypothesis tests results.

The research hypothesis *H1(1) – A positive relationship exists between OT and EL* was proven valid with statistical significance confirming that organisational trust resulted in a positive effect on entrepreneurial leadership. This finding reiterates the link between the five components of the OTI (Shockley-Zalabak et al., 2000) and the intention of entrepreneurial leadership. Entrepreneurial leadership shares characteristics with transformational leadership which was proven to impact organisational trust as a mediator between employee engagement (Jena et al., 2018). The research results depict organisational trust as the independent variable having the ability to foster entrepreneurial leader, which is different from the study conducted by Jena et al. (2018). The finding presented by Ellonen et al. (2008) show that institutional trust rather than impersonal trust has a net positive effect on

organisational innovativeness this argument supports the creation of entrepreneurial leadership founded by strong organisational trust institutions.

Research hypothesis two *H1(2) – a positive relationship exists between EL and CEE* served to confirm the link between entrepreneurial leadership and the inherent intent to create a corporate entrepreneurial environment. The hypothesis was proven to be valid displaying a significant relationship between the independent and dependent variable. The ability of an entrepreneurial leader to plan, organize and leverage resources serves to create an entrepreneurial environment (Reid et al., 2018) that is conducive to innovative actions (Fontana & Musa, 2016). The research findings are supported by Fontana and Musa (2016) who define entrepreneurial leadership as the process of influencing organisations through effective communication in pursuit of strategic goals. This highlights the purpose of entrepreneurial leadership to shape the organisational environment and influence decision making (Reid et al., 2018).

The third research hypothesis *H1(3) – A positive relationship exists between the interaction of OT on EL and CEE* was proven to be insignificant and could not be deemed valid. This meant that organisational trust could be proven to moderate the relationship between entrepreneurial leadership and a corporate entrepreneurial environment. The findings presented by Li et al. (2019) depicted a positive mediating effect of trust between transformational leadership and work engagement. Thus, organisational trust is fostered by entrepreneurial leadership resulting in an environment suitable for entrepreneurial activity (Li et al., 2019). This understanding succinctly aligns with the five factors of the OTI which need to be created resulting in organisational trust (Shockley-Zalabak et al., 2000). It can be seen from the research results that organisational trust is not a moderator but rather shows characteristics of a mediator between entrepreneurial leadership and a corporate entrepreneurial environment.

Research hypothesis four *H1(4) – a positive relationship exists between OT and CEE* was proven to be significant and valid. This finding is supported by those of Jena et al. (2016) as well as Ellonen et al. (2008) who found positive relationships between organisational trust and employee engagement resulting in innovative behaviour. The notion of organisational trust serves to create a cognitive framework that is

embedded in strong institutions that are reliable, consistent, and benevolent (Ellonen et al., 2008). This confirms that organisational trust can foster a corporate entrepreneurial environment by psychologically creating a "safe space" for employees to act entrepreneurially (Pandey et al., 2019).

The fifth and final research hypothesis *H1(5) – a positive relationship exists between CEE and EL when OT is evident* was not proven significant thus cannot be deemed valid. This finding confirms the mediating effect of psychological capital in promotion of entrepreneurial behaviour (Pandey et al., 2019). The CEAI tool gauged the preparedness of organisations for corporate entrepreneurship (Kuratko et al., 2014) covering five distinct areas none of which relating directly to trust. Dietz and Hartog (2006) highlighted that theoretical trust measures have "blind spots" or contradictions thus represents a fragmented area in research resulting in differing opinions as to which dimensions are essential (Dietz & Hartog, 2006). Thus, the framework presented by Elia et al. (2016) taking into consideration both actor-related and organisational-related antecedents creates a personal sense that could predict entrepreneurial leadership. Nwachukwu et al. (2017) posit that entrepreneurial leadership plays mediating role between entrepreneurial orientation and entrepreneurial competences which relates to the human centric nature of entrepreneurial leadership. The research findings cannot predict that a corporate entrepreneurial environment with organisational trust results in entrepreneurial leadership.

5.6 Conclusion

Discussion into the results of the research provided clarity and insight with a theoretical underpinning to provide reasoning for such results. The mean values for each construct were unable to provide conclusive evidence of the construct being present. This may be due to the small sample size (N=71) or strong multicollinearity (which was not the case) and can be remedied by model re-specification, increasing the sample size and ridge regression as proposed by Ellonen et al. (2008). The organisational context of the population sample also plays a significant role in the results obtained, since this was an operational context one can understand the results obtained. A surprising finding was the relatively high mean values for

organisational trust when compared to overall OTI means. This finding highlight that the high trust levels depicted by responses, should create a conducive environment for corporate entrepreneurship.

Chapter 6: Conclusion and recommendation

Introduction

The objective of the research study was to understand the interaction of organisational trust on the relationship between entrepreneurial leadership and developing a corporate entrepreneurial environment within a large petrochemical organisation based in South Africa. The intent of this study was to understand the present characteristics with respect to competitive behaviours and determine opportunities to enhance these capabilities. The population sample comprised N=393 individuals reporting into the technical and engineering operational business unit within the organisation. An online survey tool comprising three constructs being EL (Fontana & Musa, 2016), CEE (Kuratko et al., 2014) and OT (Shockley-Zalabak et al., 2000), with questions previously created was administered to the sample population and was open for a five-week period. The measurement instrument for the questions was a five-point Likert scale with guidance with respect to reverse coding of certain questions (Kuratko et al., 2014). A total of N=71 responses were received at the end of the five-week period after numerous reminders to the sample population. The demographic of responses represented predominantly male respondents under the age of 40 years old with 3-5 years' experience level in their current role.

The dataset was then filtered and coded with no spoilt responses allowing for statistical analysis. The IBM SPSS software tool was used to complete data analysis by firstly confirming reliability, followed by factor analysis and lastly regression tests to determine significance and predictability of the hypothesis tests. The dataset was deemed reliable after confirmation of Cronbach Alpha greater than 0.7 allowing for factor analysis to be completed (Heale & Twycross, 2015). Three variables were then created after exploratory factor analysis confirmation representing the research constructs (Tavakol & Dennick, 2011). A total of five hypothesis tests were conducted on the dataset comprising three distinct constructs, these being entrepreneurial leadership, corporate entrepreneurial environment, and organisational trust.

6.1 Practical implications

The statistical tests served to validate three of the research hypotheses (H1, H2 and H4), however failed to validate two (H3 and H5). Research hypothesis H1 tested the relationship between organisational trust and entrepreneurial leadership which was proven significant and valid (Bulatova, 2015). Research hypothesis H2 tested the relationship between entrepreneurial leadership and a corporate entrepreneurial environment, this hypothesis was proven significant and valid (Chang et al., 2017). Research hypothesis H3 tested the moderation effect of organisational trust on the relationship between entrepreneurial leadership and corporate entrepreneurial environment which was proven to be insignificant and invalid (Li et al., 2019). Research hypothesis H4 tested the relationship between organisational trust and a corporate entrepreneurial environment which was significant and valid (Shockley-Zalabak et al. 2000). The final research hypothesis H5 tested the feedback relationship between corporate entrepreneurial environment on entrepreneurial leadership this test was not significant and could be validated (Kuratko et al. 2014).

The research findings highlight that organisational trust as an independent variable has a significant positive effect on entrepreneurial leadership and developing a corporate entrepreneurial environment (Shockley-Zalabak et al., 2000). Thus, the moderating effect of organisational trust could not be proven as its role appears to be of a mediating nature (Li et al., 2019). This provides an understanding that organisational trust is part of the relationship between entrepreneurial leadership and developing a corporate entrepreneurial environment thus cannot be neglected and tested as an externality (Elia et al., 2017; Ellonen et al., 2008). Conscious focus on enhancing organisational trust by creating trusted institutions within the organisation will create the necessary value system to promote both entrepreneurial leadership and develop a corporate entrepreneurial environment (Pandey et al., 2020; Jena et al., 2018).

Implication for business

Organisational trust in the form of strong trust institutions rather than a personal level of trust has shown to be effective in promoting the entrepreneurial and innovative

process (Ellonen et al., 2018). Li et al (2019) have proven the mediating effect of organisational trust which directly influences work engagement. This requires organisations to ensure that their values and culture are aligned to create such institutions that are trusted by employees. The role of leadership is critical in creating such institutions (Bulatova, 2015) and should embody the organisational values to create a culture that empowers employees to explore opportunities that benefit the organisation (Shockley-Zalabak et al., 2000).

The five-dimension organisation trust framework (Shockley-Zalabak et al., 2000) is a valuable construct that should be utilised by leadership to create and further enhance organisational institutions towards trusted platforms (Ellonen et al., 2018). It is often the case that institutions embody the characteristics of the leadership (Bulatova, 2015), thus the imperative is on leadership to be competent, honest, show concern for employees, reliable and identify themselves as part of the organisation. Organisational leadership should make a concerted effort to gauge the level of trust within the organisation on a factual basis and look for opportunities to develop strong institutions (Bulatova, 2015).

Implication for academia

The research results could not prove the moderating effect of organisational trust thus the role is more inclined to a mediating effect as proposed by Li et al. (2019). The research was able to provide conclusive evidence that organisational trust has a positive effect on entrepreneurial leadership (Bulatova, 2015) as well as on corporate entrepreneurial environment (Shockley-Zalabak et al. 2000). The findings of Pandey et al. (2020) as well as Jena et al. (2018) provided the required foundational framework for the research which supported the mediating effect of intangible experiences and the influence these have on employees (Li et al., 2019). Thus, the research was able to use the available “mediating” frameworks to test for the moderating effect of OT however significance of this result could not be validated. The research findings were able to find significant positive relationships between OT and EL, EL and CEE, and finally OT and CEE thus providing an integrated solution encompassing three distinct constructs (Shockley-Zalabak et al. 2019; Fontana & Musa, 2016; Kuratko et al., 2014). The research adopted a system (Bloodgood et al.,

2015) approach which proved to align with theoretical underpinnings presented by Chang et al., (2017); Ahmed et al., (2018); Crawford and Kreiser (2015); Pandey et al., (2020) and Jena et al. (2018).

6.2 Limitations

The research study was limited to a sample population consisting of engineers and technologists within the engineering and technical operational business unit of an organisation that consists of multiple business units. The small research sample of N=71 respondents is not representative of the sample population thus cannot be generalisable to the organisation (Draugalis & Plaza, 2009). Extensive statistical analysis could be performed with structural equation modelling if required number of responses (N=200) is evident.

6.3 Recommendations

It is recommended that the research survey be administered to a larger population sample allowing for a generalisable result. The mediating effect of organisational trust should be tested during the exercise using structured equation modelling to prove the relationship in the specific context. It is recommended that a means of incentivisation be employed from the sample population allowing for a greater response rate. This study should be conducted at an organisational level and be structured as a case study of the organisation.

6.4 Conclusion

The research study failed to prove organisational trust as being a “lubricant” between the “gears” of entrepreneurial leadership and a corporate entrepreneurial environment as organisational trust appears to be an enabling “gear” that mediates the relationship (Li et al., 2019; Pandey et al., 2020; Bloodgood et al., 2015). The research has proven that organisational trust impacts both entrepreneurial leadership and a corporate entrepreneurial environment which requires organisational leadership to acknowledge its significance within the sample context. In the South African context, it has been shown that low levels of trust are evident which could be attributed to existence of weak institutions which hinder

organisational trust (Ndevu, 2019). Leadership is required to focus on enhancing trust at the institutional level and not impersonal level as impersonal trust has shown to hinder the innovation process.

The three constructs investigated depict overlapping and synergistic characteristics when one delves into the attributes of each construct. Hypotheses H1 and H4 were proved to be valid and significant representing the influence of organisational trust on entrepreneurial leadership and a corporate entrepreneurial environment. This finding is supported by Shockley-Zalabak et al. (2000), providing insight into the organisational values system and culture that promotes trust institutions (Ellonen et al., 2008). This creates an understanding that although the three constructs investigated serve to influence an organisation's entrepreneurial intensity one cannot ignore the influence of environmental antecedents (Petzer et al., 2012). Figure 24. provides insight into understanding the dynamic relationship as well as the interconnectedness of systems that do not demonstrate explicit linkages. This requires organisations to understand the contextual environment and its influence on the organisation's culture which impacts employee's entrepreneurial ability (Petzer et al., 2012).

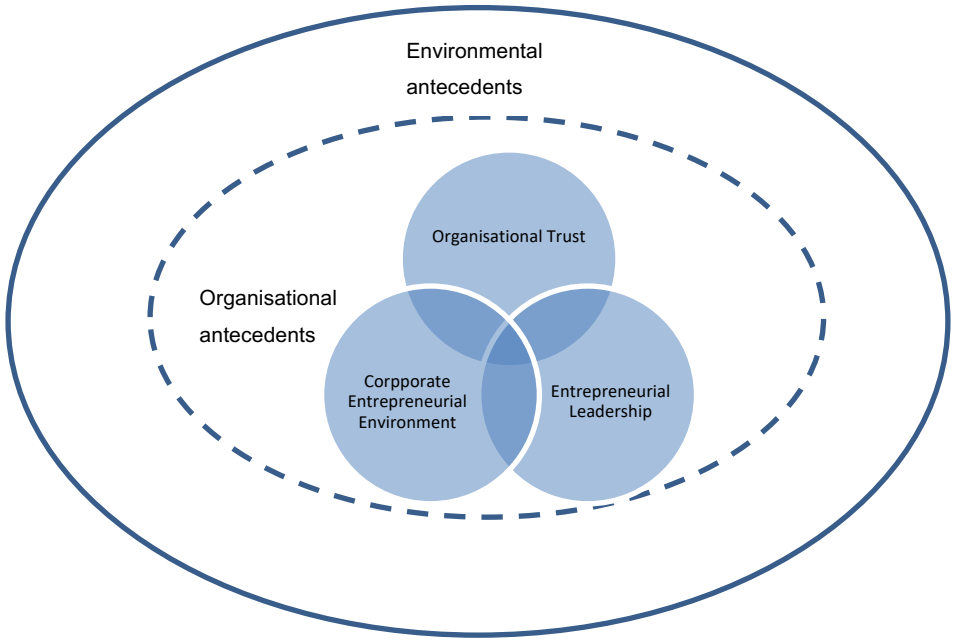


Figure 24. Interaction of environment, organisation and research constructs.

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Gordon Institute of Business Science
University of Pretoria

Appendices

Appendix A – Online survey questionnaire

I am Ashish Prithiraj, currently a student at the University of Pretoria's, Gordon Institution of Business Science. I am completing my research in partial fulfilment of an MBA qualification.

The research I am conducting relates to the role and influence of organisational trust on the relationship between entrepreneurial leadership and creating a corporate entrepreneurial environment. I would greatly appreciate if you could take approximately 40 minutes of your time to complete the survey questionnaire. This will help us to better understand the effect of trust relationships in organisations.

Your participation is voluntary, and you can withdraw at any time. All data will be reported without identifiers and is confidential with full anonymity. If you have any concerns, please contact my supervisor or me.

Our details are provided as follows:

Researcher: Ashish Prithiraj
Email: 12067157@mygibs.co.za
Phone: 072 537 0098

Supervisor: Jabu Maphalala
Email: jabumaphalala88@gmail.com
Phone: 071 679 2770

Please select next to confirm participation and commence the survey, all information will be treated as confidential, and responses are anonymous.

Section One – Demographics

1.1 What age group do you belong to?

21yrs-30yrs	31yrs-40yrs	41yrs-50yrs	51yrs-60yrs	61yrs and above

1.2 What is your tenure in the organisation?

3yrs-5yrs	6yrs-10yrs	11yrs-15yrs	16yrs-20yrs	21yrs and above

1.3 Are you in management of people or technical self-management?

Management	Technical

1.4 For how many years have you been in this role?

3yrs-5yrs	6yrs-10yrs	11yrs-15yrs	16yrs-20yrs	21yrs and above

1.5 What is you gender?

Female	Male

1.6 What is your highest level of education?

Diploma	Degree	Honours Degree	Master's Degree	PhD

1.7 Did you change your reporting structure in the past 18 months?

No	Yes

Section Two – ELQ

The ELQ has been adopted in entirety with permission from Fontana and Muss (2016). Please respond to the statements below which you feel the most accurately characterises your leader's characteristics or style using the following scale 1 to 5:

1	2	3	4	5
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

My leader or organisational leadership:

2.1 Has the ability to see the big picture of the business opportunities.

2.2 Is able to establish information system for exploring environmental changes of an organisation.

2.3 Has economic intuition in making business decision.

2.4 Has the ability to give a sense of direction throughout the organisation.

2.5 Has the ability to provide a sense of destiny throughout the organisation.

2.6 Has the ability to deal with opportunities and threats through innovation.

2.7 Is able to have flexibility in selecting strategies or making decisions when it comes to business opportunities.

2.8 Has willingness to invest in risky projects.

2.9 Has the ability to forecast future issues or crisis based on the past experience and the present action plans.

2.10 Is able to prepare the organisation to deal or face with unforeseen circumstances.

2.11 Ability to influence members of the organisation through effective persuasion.

2.12 Has the ability to control feeling in managing conflict.

2.13 Has the ability to foster a positive organisation climate.

2.14 Is able to encourage members of the organisation to participate actively in the organisation activities and/or in decision making process.

2.15 Recognises others' emotions in social interactions to create innovative organisation with sustainable performance.

2.16 Has motivation for success in business.

2.17 Understands the organisation's needs.

2.18 Has the ability to transfer positive affective to others in the organisation.

2.19 Shows entrepreneurial spirit for others to follow within the organisation.

2.20 Has self confidence in convincing people on business opportunities.

2.21 Encourages creativity in developing and applying innovation in the organisation.

2.22 Has commitment to support entrepreneurial activities within the organisation.

2.23 Has the ability to manage resources effectively in maintaining the dynamic capabilities of the organisation.

2.24 Shows discipline in making solid business model to maintain the competitiveness of the organisation through enactment of opportunities that arises.

Section Three – CEAI

The CEAI was adopted in entirety from Kuratko, Hornsby and Covin (2014). We are interested in learning about how you perceive your workplace and organization. Please read the following items. Using the scale below please indicate how much you agree or disagree with each of the statements. If you strongly agree, write ‘‘5.’’ If you strongly disagree write ‘‘1.’’ There are no right or wrong answers to these questions so please be as honest and thoughtful as possible in your responses.

1	2	3	4	5
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

Section A: Management support for corporate entrepreneurship

3.A1 My organization is quick to use improved work methods.

3.A2 My organization is quick to use improved work methods that are developed by workers.

3.A3 In my organization, developing one’s own ideas is encouraged for the improvement of the corporation.

3.A4 Upper management is aware and very receptive to my ideas and suggestions.

3.A5 A promotion usually follows from the development of new and innovative ideas.

3.A6 Those employees who come up with innovative ideas on their own often receive management encouragement for their activities.

3.A7 The ‘‘doers on projects’’ are allowed to make decisions without going through elaborate justification and approval procedures.

3.A8 Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.

3.A9 Many top managers have been known for their experience with the innovation process.

3.A10 Money is often available to get new project ideas off the ground.

3.A11 Individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts.

3.A12 There are several options within the organization for individuals to get financial support for their innovative projects and ideas.

3.A13 People are often encouraged to take calculated risks with ideas around here.

3.A14 Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not.

3.A15 The term ‘‘risk taker’’ is considered a positive attribute for people in my work area.

3.A16. This organization supports many small and experimental projects, realizing that some will undoubtedly fail.

3.A17. An employee with a good idea is often given free time to develop that idea.

3.A18. There is considerable desire among people in the organization for generating new ideas without regard for crossing departmental or functional boundaries.

3.A19. People are encouraged to talk to employees in other departments of this organization about ideas for new projects.

Section B: Work discretion

3.B1. I feel that I am my own boss and do not have to double check all of my decisions with someone else.

3.B2. Harsh criticism and punishment result from mistakes made on the job.

3.B3. This organization provides the chance to be creative and try my own methods of doing the job.

3.B4. This organization provides the freedom to use my own judgment.

3.B5. This organization provides the chance to do something that makes use of my abilities.

3.B6. I have the freedom to decide what I do on my job.

3.B7. It is basically my own responsibility to decide how my job gets done.

3.B8. I almost always get to decide what I do on my job.

3.B9. I have much autonomy on my job and am left on my own to do my own work.

3.B10. I seldom have to follow the same work methods or steps for doing my major tasks from day to day.

Section C: Rewards/Reinforcement

3.C1. My manager helps me get my work done by removing obstacles and roadblocks.

3.C2. The rewards I receive are dependent upon my innovation on the job.

3.C3. My supervisor will increase my job responsibilities if I am performing well in my job.

3.C4. My supervisor will give me special recognition if my work performance is especially good.

3.C5. My manager would tell his/her boss if my work was outstanding.

3.C6. There is a lot of challenge in my job.

Section D: Time availability

3.D1. During the past three months, my workload kept me from spending time on developing new ideas.

3.D2. I always seem to have plenty of time to get everything done.

3.D3. I have just the right amount of time and workload to do everything well.

3.D4. My job is structured so that I have very little time to think about wider organizational problems.

3.D5. I feel that I am always working with time constraints on my job.

3.D6. My co-workers and I always find time for long-term problem solving.

Section E: Organizational boundaries

3.E1. In the past three months, I have always followed standard operating procedures or practices to do my major tasks.

3.E2. There are many written rules and procedures that exist for doing my major tasks.

3.E3. On my job I have no doubt of what is expected of me.

3.E4. There is little uncertainty in my job.

3.E5. During the past year, my immediate supervisor discussed my work performance with me frequently.

3.E6. My job description clearly specifies the standards of performance on which my job is evaluated.

3.E7. I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output.

Section Four – OTI

The OTI was adopted in entirety from Shockley, Ellis and Cesaria (2000) with permission granted. The following are statements about your organization. Please circle the response that best indicates the extent to which the statement describes the current state of your organization.

How much the statement describes my organization:

1	2	3	4	5
Very Little	Little	Some	Great	Very Great

4.1. I can tell my immediate supervisor when things are going wrong.
4.2. My immediate supervisor follows through with what he/she says.
4.3. I am highly satisfied with the organization's overall efficiency of operation.
4.4. My immediate supervisor listens to me.
4.5. I feel connected to my peers.
4.6. I am free to disagree with my immediate supervisor.
4.7. Top management is sincere in their efforts to communicate with employees.
4.8. My immediate supervisor behaves in a consistent manner from day to day.
4.9. I feel connected to my organization.
4.10. I am highly satisfied with the overall quality of the products and / or services of the organization.
4.11. I have a say in decisions that affect my job.
4.12. My immediate supervisor keeps confidences.
4.13. I receive adequate information regarding how well I am doing in my job.
4.14. I am highly satisfied with the capacity of the organization to achieve its objectives.
4.15. I receive adequate information regarding how I am being evaluated.
4.16. Top management listens to employees' concerns.
4.17. Top management keeps their commitments to employees.
4.18. I am highly satisfied with the capability of the organization's employees.
4.19. I feel connected to my immediate supervisor.

4.20. I receive adequate information regarding how my job-related problems are handled.

4.21. My immediate supervisor is concerned about my personal well-being.

4.22. My values are similar to the values of my peers.

4.23. I receive adequate information regarding how organizational decisions are made that affect my job.

4.24. Top management is concerned about employees' well-being.

4.25. My immediate supervisor keeps his/ her commitments to team members.

4.26. My values are similar to the values of my immediate supervisor.

4.27. I receive adequate information regarding the long-term strategies of my organization.

4.28. My immediate supervisor is sincere in his/her efforts to communicate with team members.

4.29. My immediate supervisor speaks positively about subordinates in front of others.

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Appendix B – Approval to use previously created questionnaires

Thursday, July 15, 2021 at 10:30:39 South Africa Standard Time

Subject: FW: Permission to use ELQ for academic research purpose
Date: Thursday, 15 July 2021 at 10:26:44 South Africa Standard Time
From: Permissions Mailbox
To: 12067157@mygibs.co.za
Attachments: image001.png

Please let me introduce myself – my name is Becky Taylor, a Rights Executive here at Emerald.

Emerald is the copyright holder in the work so you will need our permission.

We are happy to grant you permission to use the questionnaire in the appendix for the purposes of your research only. Should you wish to publish your research commercially, you would need to clear permission once more.
All best wishes,

Becky Taylor

Rights Manager I Emerald Publishing
I am currently working from home as Emerald's UK offices are closed in response to the Covid-19 pandemic. Our phone numbers are not being monitored.

btaylor@emerald.com | www.emeraldpublishing.com | www.emeraldinsight.com
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From: **Kuratko, Donald F** dkuratko@indiana.edu
Subject: RE: [External] Permission to use CEAI questionnaire
Date: 06 July 2021 at 22:29
To: Ashish Prithiraj ashish.prithiraj@gmail.com, hornsbyj@umkc.edu

Dear Mr. Prithiraj,

Thank you for your email request. You have our permission to use the CEAI in your research project. We wish you all the best.

Regards,

Dr. K

Dr. Donald F. Kuratko (Dr. K)
The Jack M. Gill Distinguished Chair of Entrepreneurship
Professor of Entrepreneurship; Executive & Academic Director
Johnson Center for Entrepreneurship & Innovation;
Institute for Entrepreneurship & Competitive Enterprise
The Kelley School of Business
Indiana University – Bloomington
Bloomington, IN 47405
dkuratko@indiana.edu

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From: **IABC Member Relations** Member_Relations@iabc.com
Subject: RE: Permission to use OTI questionnaire
Date: 10 July 2021 at 00:05
To: Ashish Prithiraj ashish.prithiraj@gmail.com

Hi Ashish,

Permission to use the OTI questionnaire is granted.

Thank you,

Pete Cartwright
Membership & Operations

International Association of Business Communicators (IABC)
330 N Wabash Avenue, Suite 2000 I Chicago, IL 60611 USA
p: 312-673-4940 I e: pcartwright@iabc.com

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Appendix C – Ethical clearance approval

Dear Ashish Prithiraj,

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.

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Appendix D – Codebook

Age	**21-30**	**31-40**	**41-50**	**51-60**	**60+**
Nominal	1	2	3	4	5
Years Employed	**3-5**	**6-10**	**11-15**	**16-20**	**21+**
Nominal	1	2	3	4	5
Role	**Management**	**Technical**			
Nominal	1	2			
Years In Role	**3-5**	**6-10**	**11-15**	**16-20**	**21+**
Nominal	1	2	3	4	5
Gender	**Female**	**Male**			
Nominal	1	2			
Qualification	**Diploma**	**Degree**	**Honours Degree**	**Master's Degree**	**PhD**
Nominal	1	2	3	4	5
Reporting Change	**No**	**Yes**			
Nominal	1	2			
Likert Scale	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
Ordinal	1	2	3	4	5

Likert Scale	**Very little**	**Little**	**Some**	**Great**	**Very Great**
Ordinal	1	2	3	4	5

ELQ	Entrepreneurial Leadership Questionnaire
CEAI	Corporate Entrepreneurship Assessment Index
OTI	Organisation Trust Index

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Appendix E – Demographics results

Frequencies

Notes

Output Created		08-OCT-2021 20:36:12
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=Age YearsEmployed Role YearsinRole Gender QualificationLevel ReportingChange /NTILES=4 /STATISTICS=RANGE MINIMUM MAXIMUM MEAN MEDIAN /BARCHART FREQ /ORDER=ANALYSIS.
Resources	Processor Time	00:00:01.37
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Frequency Table

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	19	26.8	26.8	26.8
	31-40	27	38.0	38.0	64.8

	41-50	13	18.3	18.3	83.1
	51-60	11	15.5	15.5	98.6
	60+	1	1.4	1.4	100.0
	Total	71	100.0	100.0	

Years Employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5	22	31.0	31.0	31.0
	6-10	12	16.9	16.9	47.9
	11-15	17	23.9	23.9	71.8
	16-20	7	9.9	9.9	81.7
	21+	13	18.3	18.3	100.0
	Total	71	100.0	100.0	

Role Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	14	19.7	19.7	19.7
	Technical	57	80.3	80.3	100.0

	Total	71	100.0	100.0	

Years in Role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-5	32	45.1	45.1	45.1
	6-10	22	31.0	31.0	76.1
	11-15	11	15.5	15.5	91.5
	16-20	2	2.8	2.8	94.4
	21+	4	5.6	5.6	100.0
	Total	71	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	18	25.4	25.4	25.4
	Male	53	74.6	74.6	100.0
	Total	71	100.0	100.0	

Qualification Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	4	5.6	5.6	5.6
	Degree	19	26.8	26.8	32.4
	Honours Degree	22	31.0	31.0	63.4
	Master's Degree	26	36.6	36.6	100.0
	Total	71	100.0	100.0	

Reporting Change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	40.8	40.8	40.8
	Yes	42	59.2	59.2	100.0
	Total	71	100.0	100.0	

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Appendix F – Reliability test results

Reliability ELQ

Notes

Output Created		25-OCT-2021 13:42:53
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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=ELQ1 ELQ2 ELQ3 ELQ4 ELQ5 ELQ6 ELQ7 ELQ8 ELQ9 ELQ10 ELQ11 ELQ12 ELQ13 ELQ14 ELQ15 ELQ16 ELQ17 ELQ18 ELQ19 ELQ20 ELQ21 ELQ22 ELQ23 ELQ24 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.04
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[DataSet1] /Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	71	100.0
	Excluded[a]	0	.0
	Total	71	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

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Cronbach's Alpha	N of Items
.957	24

Item Statistics

	Mean	Std. Deviation	N
ELQ1	3.92	.732	71
ELQ2	3.39	.783	71
ELQ3	3.82	.899	71
ELQ4	3.61	.963	71
ELQ5	3.37	1.018	71
ELQ6	3.51	1.067	71
ELQ7	3.41	1.022	71
ELQ8	2.89	1.103	71
ELQ9	3.48	.969	71
ELQ10	3.37	.849	71
ELQ11	3.49	1.026	71
ELQ12	3.23	1.111	71
ELQ13	3.35	1.001	71
ELQ14	3.48	1.080	71
ELQ15	3.44	.996	71
ELQ16	3.79	.984	71

ELQ17	3.93	.976	71
ELQ18	3.37	1.059	71
ELQ19	3.23	.944	71
ELQ20	3.63	.930	71
ELQ21	3.56	1.024	71
ELQ22	3.20	.920	71
ELQ23	3.39	.978	71
ELQ24	3.56	.952	71

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ELQ1	79.48	261.453	.664	.956
ELQ2	80.00	262.200	.587	.956
ELQ3	79.58	258.562	.634	.956
ELQ4	79.79	255.169	.702	.955
ELQ5	80.03	253.742	.707	.955
ELQ6	79.89	251.873	.729	.955
ELQ7	79.99	252.614	.740	.955
ELQ8	80.51	257.711	.530	.957
ELQ9	79.92	254.421	.723	.955

ELQ10	80.03	257.599	.711	.955
ELQ11	79.90	253.862	.697	.955
ELQ12	80.17	254.085	.632	.956
ELQ13	80.04	251.355	.798	.954
ELQ14	79.92	252.850	.689	.955
ELQ15	79.96	257.498	.601	.956
ELQ16	79.61	254.214	.717	.955
ELQ17	79.46	254.195	.725	.955
ELQ18	80.03	251.399	.750	.955
ELQ19	80.17	258.942	.588	.956
ELQ20	79.76	253.985	.771	.954
ELQ21	79.83	256.571	.612	.956
ELQ22	80.20	260.361	.556	.957
ELQ23	80.00	251.857	.802	.954
ELQ24	79.83	255.857	.687	.955

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
83.39	277.699	16.664	24

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Reliability CEAI

Notes

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	Matrix Input	

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax	RELIABILITY /VARIABLES=CEAI1 CEAI2 CEAI3 CEAI4 CEAI5 CEAI6 CEAI7 CEAI8 CEAI9 CEAI10 CEAI11 CEAI12 CEAI13 CEAI14 CEAI15 CEAI16 CEAI17 CEAI18 CEAI19 CEAI20 CEAI21_Reverse CEAI22 CEAI23 CEAI24 CEAI25 CEAI26 CEAI27 CEAI28 CEAI29 CEAI30 CEAI31 CEAI32 CEAI33 CEAI34 CEAI35 CEAI36_Reverse CEAI37 CEAI38 CEAI39_Reverse CEAI40_Reverse CEAI41 CEAI42_Reverse CEAI43_Reverse CEAI44_Reverse CEAI45_Reverse

		CEAI46 CEAI47_Reverse CEAI48_Reverse /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.
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Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	71	100.0
	Excluded[a]	0	.0
	Total	71	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.828	48

Item Statistics

	Mean	Std. Deviation	N
CEAI1	2.77	1.031	71
CEAI2	2.77	1.003	71
CEAI3	3.42	.856	71
CEAI4	2.99	.902	71
CEAI5	2.23	.959	71

CEAI6	3.34	.894	71
CEAI7	2.28	.929	71
CEAI8	2.06	.969	71
CEAI9	2.68	.938	71
CEAI10	2.30	.977	71
CEAI11	2.17	1.055	71
CEAI12	2.45	.997	71
CEAI13	2.70	.977	71
CEAI14	2.63	.945	71
CEAI15	2.06	.826	71
CEAI16	2.25	.890	71
CEAI17	2.31	.980	71
CEAI18	2.86	1.060	71
CEAI19	3.32	1.011	71
CEAI20	2.93	1.033	71
CEAI21_Reverse	3.28	.974	71
CEAI22	3.04	.818	71
CEAI23	3.30	.782	71
CEAI24	3.51	.754	71
CEAI25	3.28	.929	71
CEAI26	2.77	.848	71
CEAI27	3.38	.900	71
CEAI28	2.66	.909	71

CEAI29	2.85	.951	71
CEAI30	3.46	.892	71
CEAI31	3.76	.643	71
CEAI32	3.56	.952	71
CEAI33	3.86	.723	71
CEAI34	2.68	1.011	71
CEAI35	3.65	.958	71
CEAI36_Reverse	2.10	.913	71
CEAI37	2.04	.885	71
CEAI38	2.66	.999	71
CEAI39_Reverse	2.56	.922	71
CEAI40_Reverse	3.56	1.052	71
CEAI41	3.66	.909	71
CEAI42_Reverse	2.13	.773	71
CEAI43_Reverse	2.21	.970	71
CEAI44_Reverse	2.38	.900	71
CEAI45_Reverse	3.00	1.042	71
CEAI46	3.48	1.067	71
CEAI47_Reverse	2.69	.994	71
CEAI48_Reverse	2.46	1.040	71

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CEAI1	133.73	211.342	.355	.823
CEAI2	133.73	212.399	.330	.824
CEAI3	133.08	210.250	.486	.821
CEAI4	133.52	211.939	.392	.823
CEAI5	134.28	214.462	.273	.826
CEAI6	133.17	208.742	.523	.820
CEAI7	134.23	212.548	.356	.823
CEAI8	134.45	213.937	.288	.825
CEAI9	133.83	209.228	.477	.820
CEAI10	134.21	209.655	.440	.821
CEAI11	134.34	210.084	.388	.822
CEAI12	134.06	204.568	.613	.816
CEAI13	133.80	205.161	.605	.817
CEAI14	133.87	207.884	.524	.819
CEAI15	134.45	208.308	.590	.819
CEAI16	134.25	212.478	.377	.823
CEAI17	134.20	205.789	.580	.817
CEAI18	133.65	206.974	.491	.819
CEAI19	133.18	207.437	.501	.819
CEAI20	133.58	209.505	.418	.822

CEAI21_Reverse	133.23	217.777	.151	.829
CEAI22	133.46	211.595	.453	.822
CEAI23	133.21	214.655	.340	.824
CEAI24	133.00	214.229	.374	.824
CEAI25	133.23	212.006	.377	.823
CEAI26	133.73	214.570	.312	.825
CEAI27	133.13	210.455	.451	.821
CEAI28	133.85	217.419	.179	.828
CEAI29	133.66	209.427	.462	.821
CEAI30	133.04	212.841	.362	.823
CEAI31	132.75	217.678	.262	.826
CEAI32	132.94	208.740	.487	.820
CEAI33	132.65	220.089	.114	.829
CEAI34	133.83	205.457	.572	.817
CEAI35	132.86	211.066	.398	.822
CEAI36_Reverse	134.41	216.988	.195	.827
CEAI37	134.46	214.081	.316	.825
CEAI38	133.85	210.761	.389	.822
CEAI39_Reverse	133.94	214.911	.270	.826
CEAI40_Reverse	132.94	239.740	-.546	.847
CEAI41	132.85	232.990	-.388	.841
CEAI42_Reverse	134.38	223.553	-.047	.832
CEAI43_Reverse	134.30	219.040	.107	.830

CEAI44_Reverse	134.13	229.712	-.274	.838
CEAI45_Reverse	133.51	230.111	-.258	.840
CEAI46	133.03	218.313	.114	.830
CEAI47_Reverse	133.82	230.837	-.290	.840
CEAI48_Reverse	134.04	230.841	-.281	.840

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
136.51	223.054	14.935	48

Reliability OTI

Notes

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	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY /VARIABLES=OTI1 OTI2 OTI3 OTI4 OTI5 OTI6 OTI7 OTI8 OTI9 OTI10 OTI11 OTI12 OTI13 OTI14 OTI15 OTI16 OTI17 OTI18 OTI19 OTI20 OTI21 OTI22 OTI23 OTI24 OTI25 OTI26 OTI27 OTI28 OTI29 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.04
	Elapsed Time	00:00:00.00

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	71	100.0
	Excluded[a]	0	.0
	Total	71	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.940	29

Item Statistics

	Mean	Std. Deviation	N

OTI1	4.01	.819	71
OTI2	3.94	.809	71
OTI3	2.89	.979	71
OTI4	3.97	.696	71
OTI5	3.30	1.113	71
OTI6	3.68	.858	71
OTI7	3.25	1.092	71
OTI8	4.01	.802	71
OTI9	3.20	.920	71
OTI10	3.51	.860	71
OTI11	3.23	.865	71
OTI12	3.83	.828	71
OTI13	3.41	.935	71
OTI14	3.06	.984	71
OTI15	3.27	.999	71
OTI16	2.99	1.035	71
OTI17	3.20	1.009	71
OTI18	3.31	.919	71
OTI19	3.42	1.142	71
OTI20	3.45	.875	71
OTI21	3.70	1.006	71
OTI22	3.48	.734	71
OTI23	2.90	1.016	71

OTI24	3.08	.982	71
OTI25	3.82	.743	71
OTI26	3.48	.772	71
OTI27	3.37	.960	71
OTI28	3.97	.696	71
OTI29	4.01	.819	71

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OTI1	96.72	246.662	.548	.938
OTI2	96.79	246.312	.570	.938
OTI3	97.85	247.647	.416	.940
OTI4	96.76	247.213	.627	.937
OTI5	97.44	243.907	.468	.939
OTI6	97.06	247.768	.478	.939
OTI7	97.48	241.710	.546	.938
OTI8	96.72	245.320	.616	.937
OTI9	97.54	243.309	.602	.937
OTI10	97.23	244.434	.605	.937
OTI11	97.51	243.796	.625	.937

OTI12	96.90	249.319	.437	.939
OTI13	97.32	241.879	.642	.937
OTI14	97.68	243.451	.554	.938
OTI15	97.46	242.567	.574	.938
OTI16	97.75	243.249	.530	.938
OTI17	97.54	243.509	.537	.938
OTI18	97.42	243.190	.606	.937
OTI19	97.31	237.074	.655	.937
OTI20	97.28	241.777	.694	.936
OTI21	97.03	238.313	.712	.936
OTI22	97.25	246.163	.639	.937
OTI23	97.83	242.457	.567	.938
OTI24	97.65	241.174	.632	.937
OTI25	96.92	247.450	.575	.938
OTI26	97.25	243.278	.729	.936
OTI27	97.37	246.693	.458	.939
OTI28	96.76	246.728	.650	.937
OTI29	96.72	246.405	.558	.938

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
100.73	261.427	16.169	29

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Appendix G – Hypothesis test results

Regression Analysis H1

Notes

Output Created		12-OCT-2021 09:03:27
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT ELQ_Scale_6 /METHOD=ENTER OTI_Scale_6 /PARTIALPLOT ALL /RESIDUALS DURBIN NORMPROB(ZRESID).
Resources	Processor Time	00:00:00.34

	Elapsed Time	00:00:00.00
	Memory Required	7840 bytes
	Additional Memory Required for Residual Plots	640 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Leadership	3.4873	.69429	71
Organisational Trust	3.4735	.55754	71

Correlations

		Entrepreneurial Leadership	Organisational Trust
Pearson Correlation	Entrepreneurial Leadership	1.000	.603
	Organisational Trust	.603	1.000
Sig. (1-tailed)	Entrepreneurial Leadership	.	.000
	Organisational Trust	.000	.
N	Entrepreneurial Leadership	71	71
	Organisational Trust	71	71

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Organisational Trust[b]	.	Enter

a. Dependent Variable: Entrepreneurial Leadership
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.603[a]	.364	.354	.55783	.364	39.437	1	69

Model Summary[b]

Model	Change Statistics	Durbin-Watson
	Sig. F Change	
1	.000	1.587

a. Predictors: (Constant), Organisational Trust
b. Dependent Variable: Entrepreneurial Leadership

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.272	1	12.272	39.437	.000[b]
	Residual	21.471	69	.311		
	Total	33.743	70			

a. Dependent Variable: Entrepreneurial Leadership
b. Predictors: (Constant), Organisational Trust

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.879	.421		2.089	.040
	Organisational Trust	.751	.120	.603	6.280	.000

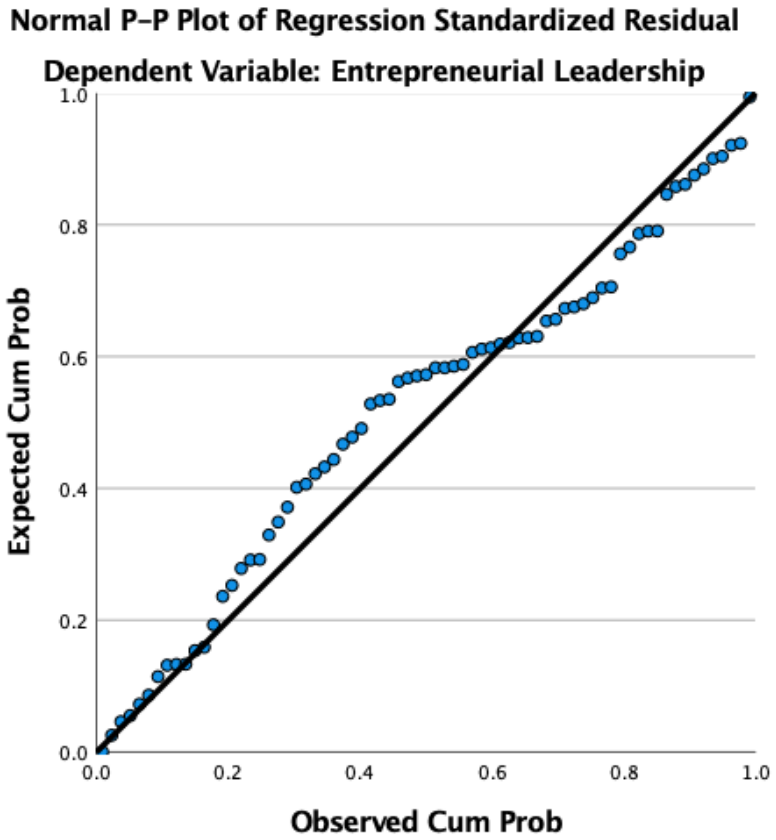
a. Dependent Variable: Entrepreneurial Leadership

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6138	4.4006	3.4873	.41870	71
Residual	-2.46782	1.40933	.00000	.55383	71
Std. Predicted Value	-2.086	2.181	.000	1.000	71
Std. Residual	-4.424	2.526	.000	.993	71

a. Dependent Variable: Entrepreneurial Leadership

Charts



CORRELATIONS

```
/VARIABLES=ELQ_Scale_6 OTI_Scale_6
/PRINT=TWOTAIL NOSIG FULL
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.
```

Correlations

Notes

Output Created	14-OCT-2021 09:58:02
Comments	

Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

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Syntax		CORRELATIONS /VARIABLES=ELQ_Scale_6 OTI_Scale_6 /PRINT=TWOTAIL NOSIG FULL /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.00

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Leadership	3.4873	.69429	71
Organisational Trust	3.4735	.55754	71

Correlations

		Entrepreneurial Leadership	Organisational Trust
Entrepreneurial Leadership	Pearson Correlation	1	.603**

	Sig. (2-tailed)		.000
	N	71	71
Organisational Trust	Pearson Correlation	.603**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

```
NONPAR CORR
  /VARIABLES=ELQ_Scale_6 OTI_Scale_6
  /PRINT=SPEARMAN TWOTAIL NOSIG FULL
  /MISSING=PAIRWISE.
```

Nonparametric Correlations

Notes

Output Created		14-OCT-2021 09:58:02
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		NONPAR CORR /VARIABLES=ELQ_Scale_6 OTI_Scale_6 /PRINT=SPEARMAN TWOTAIL NOSIG FULL /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00
	Number of Cases Allowed	629145 cases[a]

a. Based on availability of workspace memory

Correlations

			Entrepreneurial Leadership	Organisational Trust
Spearman's rho	Entrepreneurial Leadership	Correlation Coefficient	1.000	.612**
		Sig. (2-tailed)	.	.000
		N	71	71
	Organisational Trust	Correlation Coefficient	.612**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71

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

Regression Analysis H2

Notes

Output Created		12-OCT-2021 10:08:42
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT CEAI_Scale_6 /METHOD=ENTER ELQ_Scale_6 /PARTIALPLOT ALL /RESIDUALS DURBIN NORMPROB(ZRESID).
Resources	Processor Time	00:00:00.26
	Elapsed Time	00:00:01.00
	Memory Required	7840 bytes

	Additional Memory Required for Residual Plots	640 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Environment	3.0685	.43056	71
Entrepreneurial Leadership	3.4873	.69429	71

Correlations

		Entrepreneurial Environment	Entrepreneurial Leadership
Pearson Correlation	Entrepreneurial Environment	1.000	.469
	Entrepreneurial Leadership	.469	1.000
Sig. (1-tailed)	Entrepreneurial Environment	.	.000
	Entrepreneurial Leadership	.000	.
N	Entrepreneurial Environment	71	71

Entrepreneurial Leadership	71	71

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Entrepreneurial Leadership[b]	.	Enter

a. Dependent Variable: Entrepreneurial Environment
b. All requested variables entered.

Model Summary[b]

					Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2
1	.469[a]	.220	.209	.38297	.220	19.479	1	69

Model Summary[b]

Model	Change Statistics	Durbin-Watson
	Sig. F Change	

1	.000	1.996

a. Predictors: (Constant), Entrepreneurial Leadership
b. Dependent Variable: Entrepreneurial Environment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.857	1	2.857	19.479	.000[b]
	Residual	10.120	69	.147		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment
b. Predictors: (Constant), Entrepreneurial Leadership

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	2.054	.234		8.763	.000
	Entrepreneurial Leadership	.291	.066	.469	4.413	.000

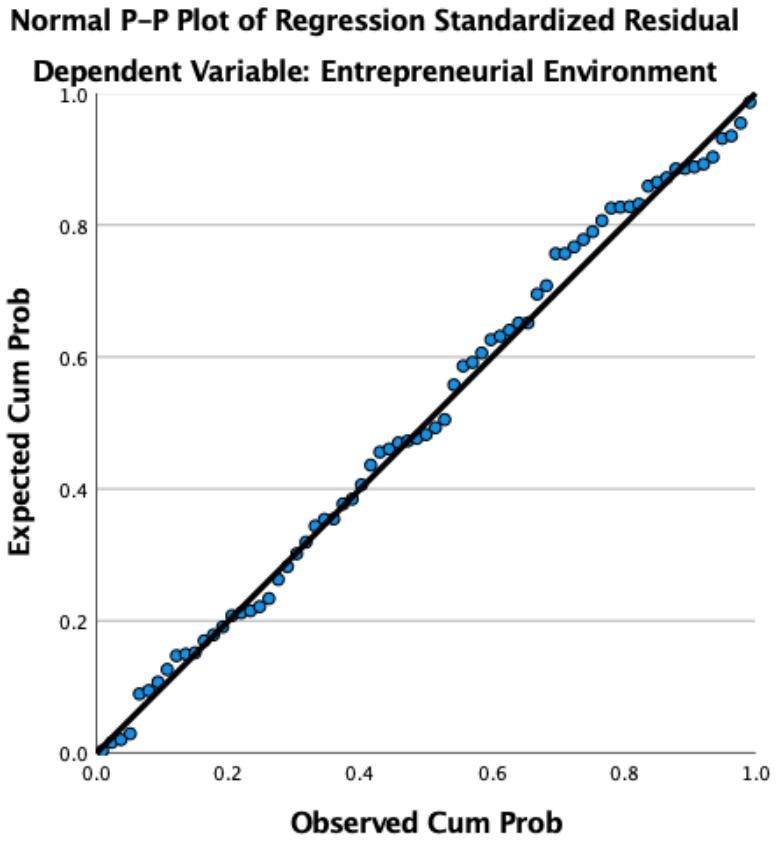
a. Dependent Variable: Entrepreneurial Environment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4805	3.4504	3.0685	.20202	71
Residual	-1.04668	.84347	.00000	.38022	71
Std. Predicted Value	-2.910	1.891	.000	1.000	71
Std. Residual	-2.733	2.202	.000	.993	71

a. Dependent Variable: Entrepreneurial Environment

Charts


Normal P–P Plot of Regression Standardized Residual
Dependent Variable: Entrepreneurial Environment
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

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```
CORRELATIONS
  /VARIABLES=ELQ_Scale_6 CEAI_Scale_6
  /PRINT=TWOTAIL NOSIG FULL
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations

Notes

Output Created	14-OCT-2021 10:02:33
Comments	

Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		CORRELATIONS /VARIABLES=ELQ_Scale_6 CEAI_Scale_6 /PRINT=TWOTAIL NOSIG FULL /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Leadership	3.4873	.69429	71
Entrepreneurial Environment	3.0685	.43056	71

Correlations

	Entrepreneurial Leadership	Entrepreneurial Environment

Entrepreneurial Leadership	Pearson Correlation	1	.469**
	Sig. (2-tailed)		.000
	N	71	71
Entrepreneurial Environment	Pearson Correlation	.469**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

```
NONPAR CORR
  /VARIABLES=ELQ_Scale_6 CEAI_Scale_6
  /PRINT=SPEARMAN TWOTAIL NOSIG FULL
  /MISSING=PAIRWISE.
```

Nonparametric Correlations

Notes

Output Created		14-OCT-2021 10:02:33
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		NONPAR CORR /VARIABLES=ELQ_Scale_6 CEAI_Scale_6 /PRINT=SPEARMAN TWOTAIL NOSIG FULL /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00
	Number of Cases Allowed	629145 cases[a]

a. Based on availability of workspace memory

Correlations

			Entrepreneurial Leadership	Entrepreneurial Environment
Spearman's rho	Entrepreneurial Leadership	Correlation Coefficient	1.000	.483**
		Sig. (2-tailed)	.	.000

		N	71	71
	Entrepreneurial Environment	Correlation Coefficient	.483**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71

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

Regression Analysis H3

Notes

Output Created		12-OCT-2021 10:11:31
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>

	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.

Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT CEAI_Scale_6 /METHOD=ENTER ELQ_OTI_Interaction1 /PARTIALPLOT ALL /RESIDUALS DURBIN NORMPROB(ZRESID).
Resources	Processor Time	00:00:00.30
	Elapsed Time	00:00:00.00
	Memory Required	7840 bytes
	Additional Memory Required for Residual Plots	640 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Environment	3.0685	.43056	71
Moderator	.5946	1.20234	71

Correlations

		Entrepreneurial Environment	Moderator
Pearson Correlation	Entrepreneurial Environment	1.000	-.042
	Moderator	-.042	1.000
Sig. (1-tailed)	Entrepreneurial Environment	.	.365
	Moderator	.365	.
N	Entrepreneurial Environment	71	71
	Moderator	71	71

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Moderator[b]	.	Enter

a. Dependent Variable: Entrepreneurial Environment
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.042[a]	.002	-.013	.43329	.002	.119	1	69

Model Summary[b]

Model	Change Statistics	Durbin-Watson
	Sig. F Change	
1	.731	2.169

a. Predictors: (Constant), Moderator
b. Dependent Variable: Entrepreneurial Environment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.022	1	.022	.119	.731[b]
	Residual	12.954	69	.188		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment
b. Predictors: (Constant), Moderator

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.077	.057		53.568	.000
	Moderator	-.015	.043	-.042	-.345	.731

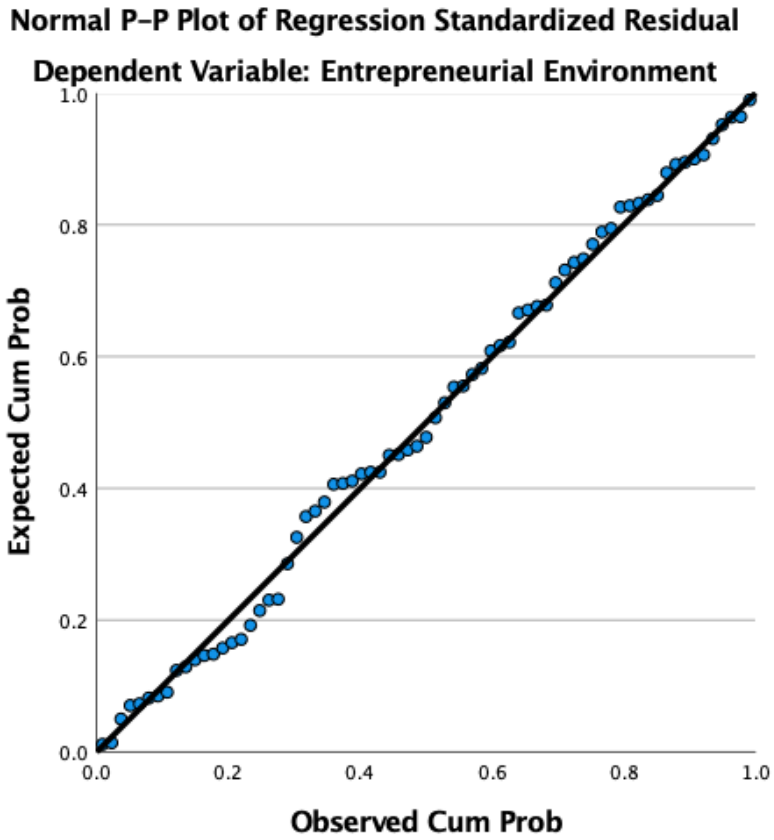
a. Dependent Variable: Entrepreneurial Environment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9998	3.1236	3.0685	.01789	71
Residual	-.98308	.99988	.00000	.43019	71
Std. Predicted Value	-3.840	3.080	.000	1.000	71
Std. Residual	-2.269	2.308	.000	.993	71

a. Dependent Variable: Entrepreneurial Environment

Charts



CORRELATIONS

/VARIABLES=CEAI_Scale_6 ELQ_OTI_Interaction1

/PRINT=TWOTAIL NOSIG FULL

/STATISTICS DESCRIPTIVES

/MISSING=PAIRWISE.

Correlations

Notes

Output Created	14-OCT-2021 10:03:51
Comments	

Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		CORRELATIONS /VARIABLES=CEAI_Scale_6 ELQ_OTI_Interaction1 /PRINT=TWOTAIL NOSIG FULL /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Environment	3.0685	.43056	71
Moderator	.5946	1.20234	71

Correlations

	Entrepreneurial Environment	Moderator

Entrepreneurial Environment	Pearson Correlation	1	-.042
	Sig. (2-tailed)		.731
	N	71	71
Moderator	Pearson Correlation	-.042	1
	Sig. (2-tailed)	.731	
	N	71	71

```
NONPAR CORR
  /VARIABLES=CEAI_Scale_6 ELQ_OTI_Interaction1
  /PRINT=SPEARMAN TWOTAIL NOSIG FULL
  /MISSING=PAIRWISE.
```

Nonparametric Correlations

Notes

Output Created		14-OCT-2021 10:03:51
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		NONPAR CORR /VARIABLES=CEAI_Scale_6 ELQ_OTI_Interaction1 /PRINT=SPEARMAN TWOTAIL NOSIG FULL /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00
	Number of Cases Allowed	629145 cases[a]

a. Based on availability of workspace memory

Correlations

			Entrepreneurial Environment	Moderator
Spearman's rho	Entrepreneurial Environment	Correlation Coefficient	1.000	.034
		Sig. (2-tailed)	.	.776
		N	71	71
	Moderator	Correlation Coefficient	.034	1.000
		Sig. (2-tailed)	.776	.
		N	71	71

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Regression Analysis H4

Notes

Output Created		12-OCT-2021 10:36:33
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT CEAI_Scale_6 /METHOD=ENTER OTI_Scale_6 /PARTIALPLOT ALL /RESIDUALS DURBIN NORMPROB(ZRESID).
Resources	Processor Time	00:00:00.26

	Elapsed Time	00:00:01.00
	Memory Required	7840 bytes
	Additional Memory Required for Residual Plots	640 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Environment	3.0685	.43056	71
Organisational Trust	3.4735	.55754	71

Correlations

		Entrepreneurial Environment	Organisational Trust
Pearson Correlation	Entrepreneurial Environment	1.000	.758
	Organisational Trust	.758	1.000
Sig. (1-tailed)	Entrepreneurial Environment	.	.000
	Organisational Trust	.000	.

N	Entrepreneurial Environment	71	71
	Organisational Trust	71	71

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Organisational Trust[b]	.	Enter

a. Dependent Variable: Entrepreneurial Environment
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.758[a]	.574	.568	.28306	.574	92.957	1	69

Model Summary[b]

Model	Change Statistics Sig. F Change	Durbin-Watson
1	.000	2.021

a. Predictors: (Constant), Organisational Trust
b. Dependent Variable: Entrepreneurial Environment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.448	1	7.448	92.957	.000[b]
	Residual	5.529	69	.080		
	Total	12.977	70			

a. Dependent Variable: Entrepreneurial Environment
b. Predictors: (Constant), Organisational Trust

Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.036	.213		4.855	.000
	Organisational Trust	.585	.061	.758	9.641	.000

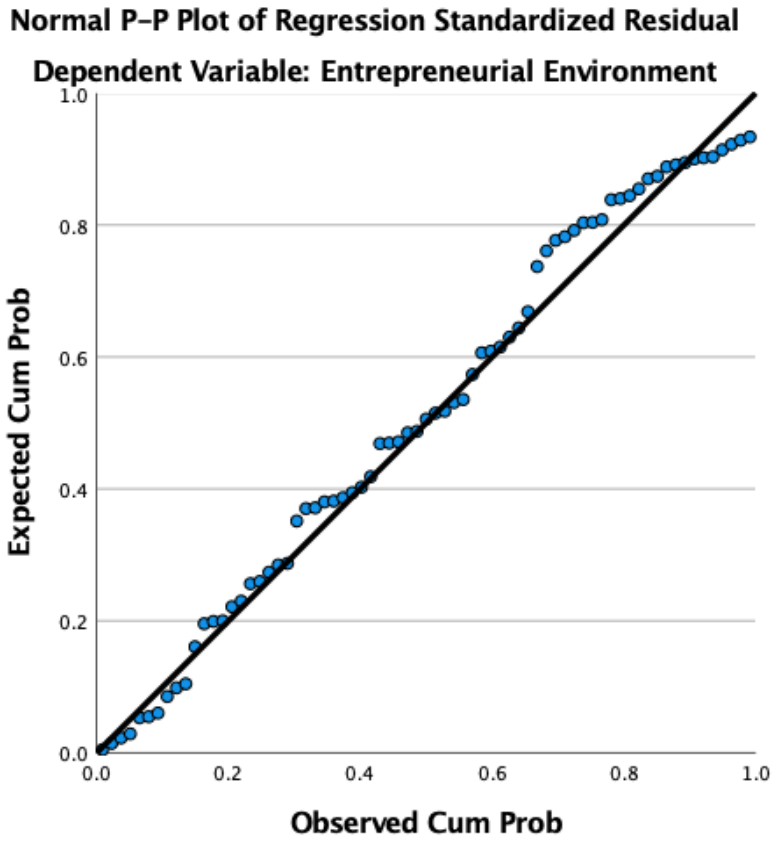
a. Dependent Variable: Entrepreneurial Environment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3879	3.7800	3.0685	.32619	71
Residual	-.73204	.42553	.00000	.28103	71
Std. Predicted Value	-2.086	2.181	.000	1.000	71
Std. Residual	-2.586	1.503	.000	.993	71

a. Dependent Variable: Entrepreneurial Environment

Charts


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Entrepreneurial Environment
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

```
CORRELATIONS
  /VARIABLES=CEAI_Scale_6 OTI_Scale_6
  /PRINT=TWOTAIL NOSIG FULL
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations

Notes

Output Created	14-OCT-2021 10:05:09
Comments	

Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		CORRELATIONS /VARIABLES=CEAI_Scale_6 OTI_Scale_6 /PRINT=TWOTAIL NOSIG FULL /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Environment	3.0685	.43056	71
Organisational Trust	3.4735	.55754	71

Correlations

	Entrepreneurial Environment	Organisational Trust

Entrepreneurial Environment	Pearson Correlation	1	.758**
	Sig. (2-tailed)		.000
	N	71	71
Organisational Trust	Pearson Correlation	.758**	1
	Sig. (2-tailed)	.000	
	N	71	71

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

```
NONPAR CORR
  /VARIABLES=CEAI_Scale_6 OTI_Scale_6
  /PRINT=SPEARMAN TWOTAIL NOSIG FULL
  /MISSING=PAIRWISE.
```

Nonparametric Correlations

Notes

Output Created		14-OCT-2021 10:05:09
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		NONPAR CORR /VARIABLES=CEAI_Scale_6 OTI_Scale_6 /PRINT=SPEARMAN TWOTAIL NOSIG FULL /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.01
	Elapsed Time	00:00:00.00
	Number of Cases Allowed	629145 cases[a]

a. Based on availability of workspace memory

Correlations

			Entrepreneurial Environment	Organisational Trust
Spearman's rho	Entrepreneurial Environment	Correlation Coefficient	1.000	.736**
		Sig. (2-tailed)	.	.000

		N	71	71
	Organisational Trust	Correlation Coefficient	.736**	1.000
		Sig. (2-tailed)	.000	.
		N	71	71

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

Regression Analysis H5

Notes

Output Created		12-OCT-2021 11:02:35
Comments		
Input	Data	/Users/ashishprithiraj/Desktop/OneDrive/SPSS Results/MBA Research Data.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	71

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT ELQ_Scale_6 /METHOD=ENTER OTI_Scale_6 CEAI_Scale_6 /PARTIALPLOT ALL /RESIDUALS DURBIN NORMPROB(ZRESID).

Resources	Processor Time	00:00:00.76
	Elapsed Time	00:00:01.00
	Memory Required	8304 bytes
	Additional Memory Required for Residual Plots	1008 bytes

Descriptive Statistics

	Mean	Std. Deviation	N
Entrepreneurial Leadership	3.4873	.69429	71
Organisational Trust	3.4735	.55754	71
Entrepreneurial Environment	3.0685	.43056	71

Correlations

		Entrepreneurial Leadership	Organisational Trust	Entrepreneurial Environment
Pearson Correlation	Entrepreneurial Leadership	1.000	.603	.469
	Organisational Trust	.603	1.000	.758
	Entrepreneurial Environment	.469	.758	1.000

Sig. (1-tailed)	Entrepreneurial Leadership	.	.000	.000
	Organisational Trust	.000	.	.000
	Entrepreneurial Environment	.000	.000	.
N	Entrepreneurial Leadership	71	71	71
	Organisational Trust	71	71	71
	Entrepreneurial Environment	71	71	71

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Entrepreneurial Environment, Organisational Trust[b]	.	Enter

a. Dependent Variable: Entrepreneurial Leadership
b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.603[a]	.364	.345	.56176	.364	19.463	2	68

Model Summary[b]

Model	Change Statistics	
	Sig. F Change	Durbin-Watson
1	.000	1.585

a. Predictors: (Constant), Entrepreneurial Environment, Organisational Trust
b. Dependent Variable: Entrepreneurial Leadership

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.284	2	6.142	19.463	.000[b]
	Residual	21.459	68	.316		
	Total	33.743	70			

a. Dependent Variable: Entrepreneurial Leadership

b. Predictors: (Constant), Entrepreneurial Environment, Organisational Trust

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.830	.491		1.693	.095
	Organisational Trust	.724	.185	.581	3.922	.000
	Entrepreneurial Environment	.047	.239	.029	.195	.846

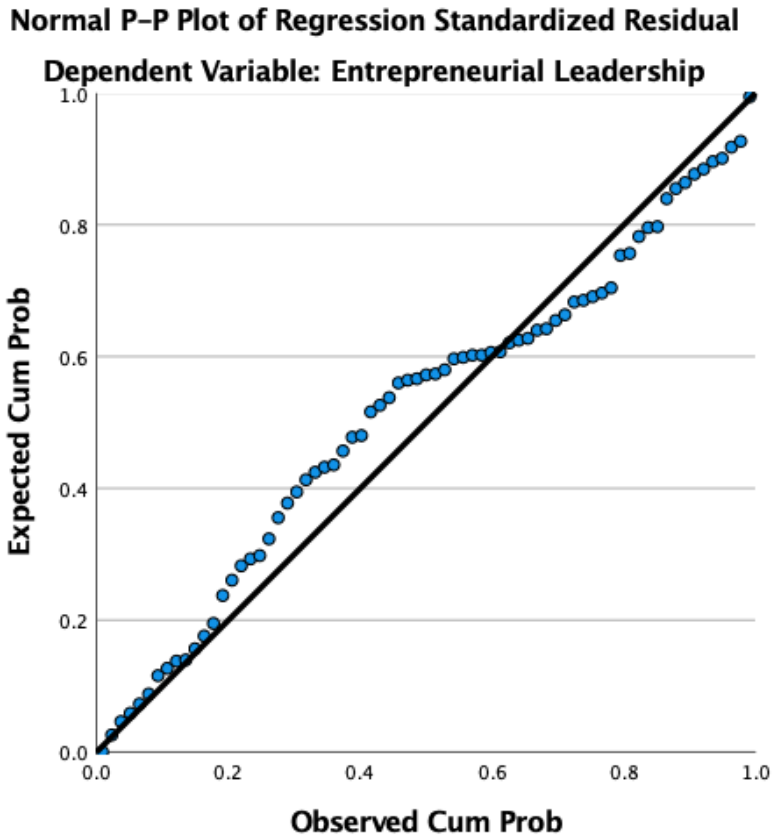
a. Dependent Variable: Entrepreneurial Leadership

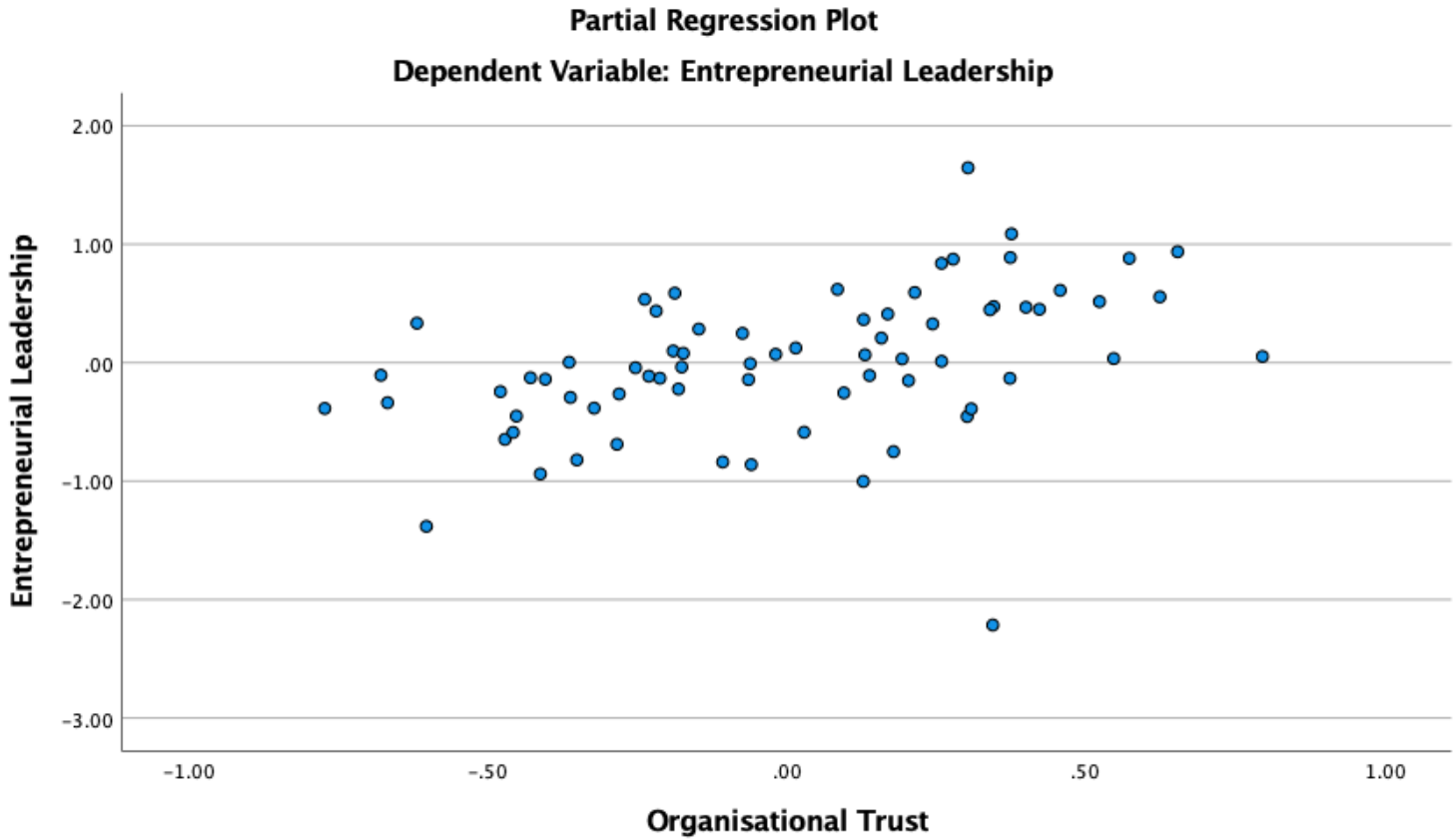
Residuals Statistics[a]

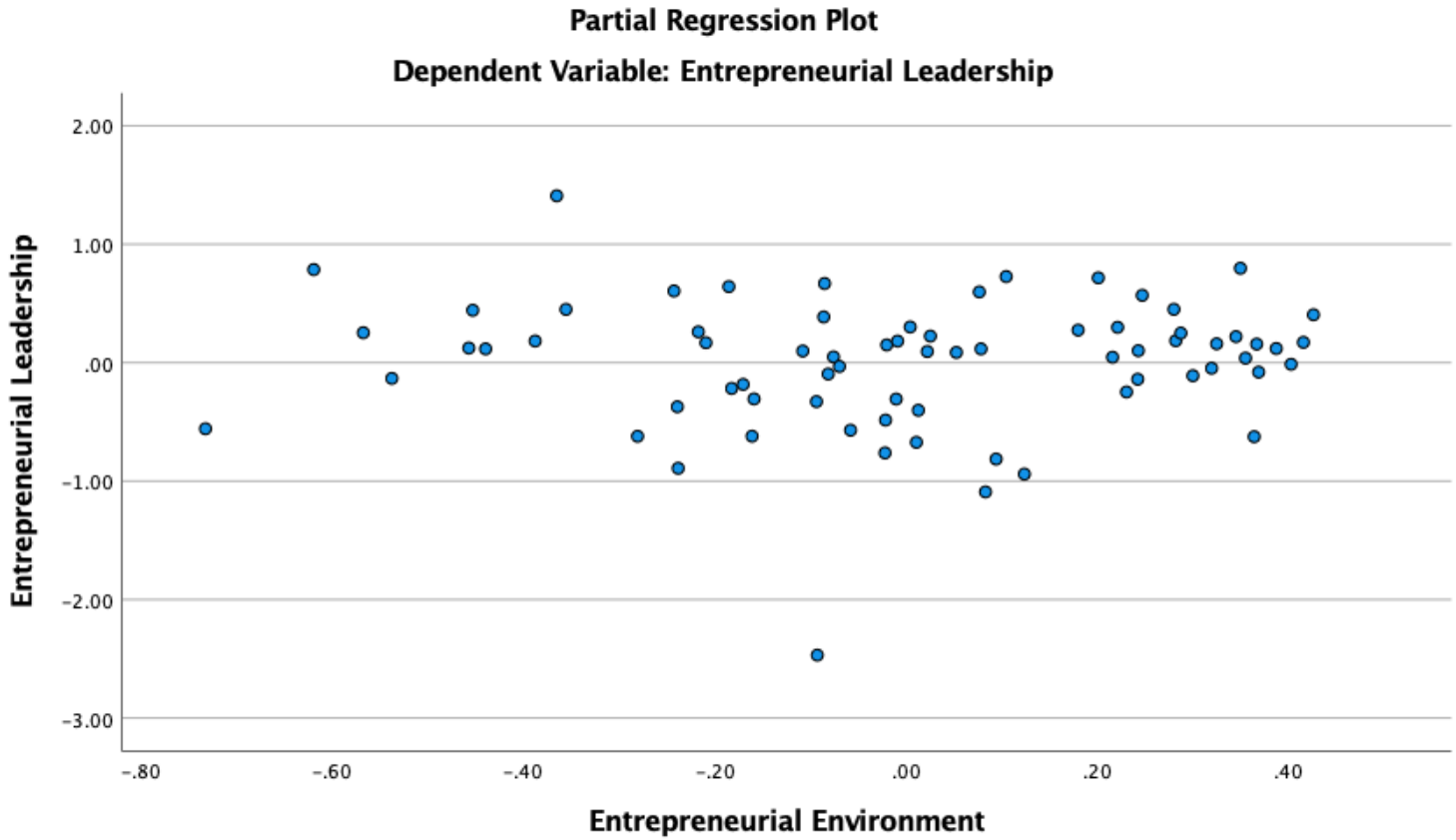
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6269	4.3956	3.4873	.41891	71
Residual	-2.46349	1.42636	.00000	.55368	71
Std. Predicted Value	-2.054	2.168	.000	1.000	71
Std. Residual	-4.385	2.539	.000	.986	71

a. Dependent Variable: Entrepreneurial Leadership

Charts


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Entrepreneurial Leadership
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Partial Regression Plot
Dependent Variable: Entrepreneurial Leadership
Entrepreneurial Leadership
2.00
1.00
.00
-1.00
-2.00
-3.00
-1.00
-.50
.00
.50
1.00
Organisational Trust


Partial Regression Plot
Dependent Variable: Entrepreneurial Leadership
Entrepreneurial Leadership
2.00
1.00
.00
-1.00
-2.00
-3.00
-.80
-.60
-.40
-.20
.00
.20
.40
Entrepreneurial Environment