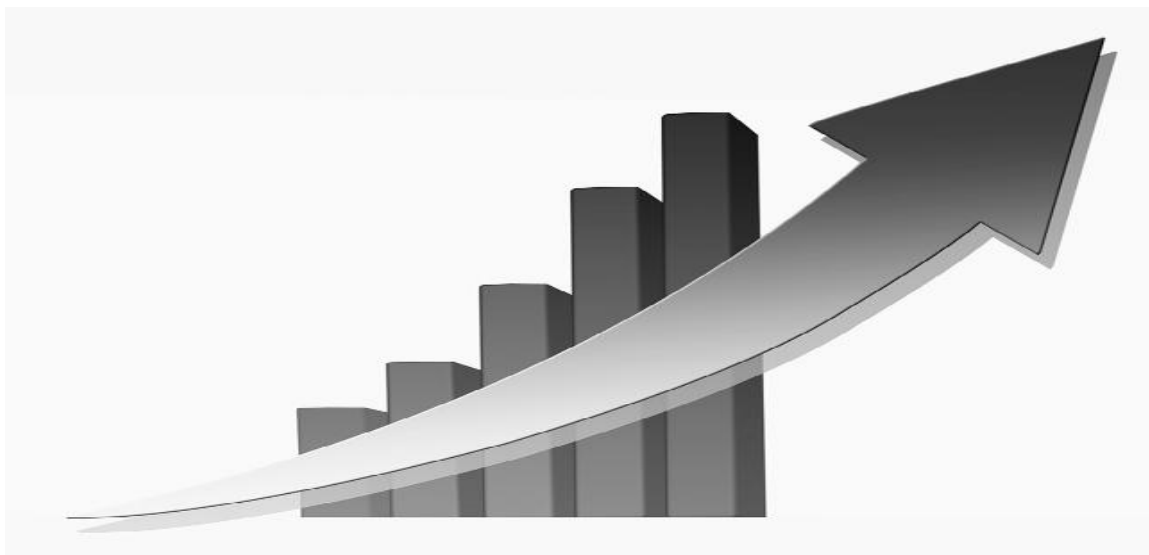


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RESEARCH ARTICLE

INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM, EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL ORIENTATION ON CORPORATE ENTREPRENEURSHIP

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ABSTRACT

Corporate entrepreneurship has become a popular topic of research among academicians and practitioners. Research on the factors influencing corporate entrepreneurship and its effect on job satisfaction and performance of organizations is one of the critical issues to be addressed. This goal of this paper is to test a proposed corporate entrepreneurship model involving High Performance Work System, Emotional Intelligence and Entrepreneurial Orientation. Structural equation model has been used to test the hypothesized relationships. Data was collected from 400 executives working in 12 manufacturing companies in Chennai and simple random sampling method was adopted to select the respondents. The results clearly indicate that the model fit the data obtained and revealed that High Performance Work System, Emotional Intelligence and Entrepreneurial Orientation are the dominant influencers of corporate entrepreneurship.

INTRODUCTION

During 18th century the economists Jean-Baptist and Joseph Schumpeter introduced the concept of corporate entrepreneurship which is derived from French language. Corporate entrepreneurship is entrepreneurship within an established business organization. Corporate entrepreneurship is the process of creating value by bringing together a unique package of resources to exploit and pursue opportunities. The process of corporate entrepreneurship is to follow and take advantages of opportunities not considering what resources they possess (Burglemann, 1983). It is concerned with idea recognition and making opportunities into businesses. It is often explained as a process that goes on inside an existing firm and that may lead to new business ventures, the development of new products, services or processes and the renewal of strategies, administrative techniques and competitive postures (Hisrich and Peters, 1984; Macmillan, Block and Narasimha, 1984). Sathe (1985) argues that corporate entrepreneurship is a process of organizational renewal. Corporate entrepreneurship has emerged as a much needed ingredient contributing towards the growth of any organization under a changing business environment.

Guth and Ginsberg (1985) further notes that corporate entrepreneurship encompasses two types of phenomena and

the processes surrounding them (1) the birth of new business within existing organization, i.e., internal innovations and venturing, and (2) the transformation of the organizations through renewal of the key ideas on which they are built, i.e., strategic renewal. Spann, Adams, and Wortman (1988) defines corporate entrepreneurship is the establishment of a separate corporate organization (often in the form of a profit center, strategic business unit, division, or subsidiary) to introduce a new product, serve or create a new market, or utilize a new technology.

Corporate entrepreneurship is embodying risk taking, proactiveness and radical product innovations. These corporate entrepreneurship activities can improve organizational growth and profitability and, depending on the company's competitive environment, their impact may increase over time (Hannan and Freeman, 1989; Stevenson and Jarillo, 1990). Covin and Slevin (1991) describe corporate entrepreneurship involves extending the firm's domain of competence and corresponding opportunity set through internally generated new resources combinations. Corporate entrepreneurship is an essential activity practiced by organizations in order to survive in the long term (Chittipeddi and Walleff, 1991).

Zahra (1993, 1995) explains corporate entrepreneurship as the sum of a company's innovation, renewal, and venturing efforts. Innovation involves creating and introducing products,

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production process and organizational systems. Renewal means revitalizing the company operations by changing the scope of its business, its competitive approaches or both. It also means building or acquiring new capabilities and then creatively leveraging them to add value of shareholders. Venturing means that the firm will enter new businesses by expanding operations in existing or new markets.

In addition to the categorizations of the dimensions of corporate entrepreneurship discussed so far, few others are also noted in the literature. For instance, Robichoud (2001) looked corporate entrepreneurship as two dimensions of “personal entrepreneurship behaviors” and ‘organizational structure’ and in this way Moratco (2003) added ‘organizational culture’ yet another dimension of corporate entrepreneurship. Other researchers (Varona, 2002) considered corporate entrepreneurship that contains the degree of creativity in organizations, offering ideas and risk taking. Afterward Zotto and Gustaffson accepted this view and offered other components such as pioneering and compatibility to explain corporate entrepreneurship. There are many classifications regarding measuring corporate entrepreneurship and the most widely used is Corporate Entrepreneurship Assessment Instrument (CEAI) proposed by Hornsby, Kuratko and Zahra (2002), 48 items in five dimensions of (management support, work discretion, reward reinforcement, time availability and organizational boundaries).

REVIEW OF LITERATURE

The concept of corporate entrepreneurship has been analyzed from different theoretical perspectives by academicians and the outcome mostly focuses on the link between the employee’s entrepreneurial attitude, and probable growth of firms, expansion of market or overall performance. Typically their definitions revolve around the concept that corporate entrepreneurship involves transformation of stagnant businesses into dynamic activities (Jennings and Lumpkin, 1984; Schendel, 1990), is an organizational process transforming individual ideas into collective actions (Chung and Gibbons, 1997), increases organizational progress through optimal performance (Bardt, 1998), is a way to recreate economic capabilities (Danka, 2000), shows the behavioral intentions different from the routine practices (Antoncic and Hisrich, 2001), and describes the employee’s entrepreneurial behavior within a stable organization (Jones and Butler, 1992; Burns, 2005; Shepherd, 2008).

Similarly, several authors view corporate entrepreneurship as the diversification and escalation of businesses (Nayager and Van Vuuren, 2005; Bhardwaj *et al.*, 2006; Ripolles-Melia *et al.*, 2007; Kearney *et al.*, 2007), leading to the development of new businesses within existing companies to enhance competitiveness, productivity and profitability (Morris *et al.*, 2008), a strategy enacted in organizational settings and discovery of opportunities (Zahra, 2008), has a lasting effect on company’s growth (Zahra, 2009), and in the words of Salvato *et al.*, (2009), it involves a constant reinvention of unique business projects which requires recognizing and exploiting the opportunities.

High performance work system is described as a coherent set of human resource management practices including selective hiring, promotion from within, extensive training, performance appraisal, employee participation, information-sharing, teamwork, broad job design, and have repeatedly been shown to relate positively with firm performance (Combs *et al.*, 2006; Subramony, 2009).

High-performance HR practices are bundles of HR practices that enhance the skills of the workforce, encourage participation in decision-making, and motivate employees to expend discretionary effort (Sun *et al.*, 2007). Accordingly, high performance human resource practices is expected to encourage employees to devote themselves to the organization by contributing innovative ideas (Paul and Anantharaman, 2003; Chen and Huang, 2009).

Existing literature suggest that emotional intelligence is the product of two main skills, personal and social competence. Personal competence focuses more on you as an individual, and is divided into self-awareness and self-management. Social competence focuses on how you behave with other people, and is divided into social awareness and relationship management (Mary Myers Dunlap, 2013). Emotional intelligence involves the capacity to accomplish faithful analysis about emotions and the capacity to employ feelings, emotions, and emotional knowledge to augment thought, incorporating particular expertise and suggesting that this distinctive expertise may also be considered as constituting a united, general emotional intelligence (Ljungholm, 2014).

Contributions from the academicians, finally shortlisted three dimensions to represent entrepreneurial orientation, which are used in our study are explained below. The individual dimensions of entrepreneurial orientation are classified as innovation, risk-taking and proactiveness.

Innovativeness, refer to willingness to support creativity and experimentation in introducing new products/services besides novelty, technological leadership, and R&D in developing new processes. Secondly, risk taking which means tendency to take bold actions such as venturing into unknown new markets, committing a large portion of resources to venture with uncertain outcomes, and/or borrowing heavily.

Lastly, proactiveness is defined as an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment. A successful entrepreneur in establishing his business does not only depend on his role but also on his orientation toward the organization itself; thus, entrepreneurial orientation is an important part since it can assist an individual to adapt to his working environment. Final conclusion that can be drawn from the literature is, that of the leaders that strategic decisions integrate these three dimensions, are the key impetus to generate growth.

Hypothesis

- H1:** There is significant between the High Performance Work System and Corporate Entrepreneurship.
- H2:** There is significant between the Emotional Intelligence and Corporate Entrepreneurship.
- H3:** There is significant between the Entrepreneurial Orientation and Corporate Entrepreneurship.

Research Objectives

To propose and test a corporate entrepreneurship model through structural equation model.

RESEARCH METHODOLOGY

Sample and Data Collection

Data were collected from sample that consist of 400 middle managers. The researcher visited 12 manufacturing companies in Chennai and got the permission from the authorities and established rapport with the executives. Middle-level-managers available on the day of data collection and whoever is willing to participate were considered for data collection. Consequently simple random sampling of probability sample has been followed to collect the data for the study. A questionnaire was developed based on existing measurement scales and literature. Before actual survey was conducted, the questionnaire was pre-tested qualitatively and quantitatively.

Measurement

Corporate Entrepreneurship

Corporate entrepreneurship is the dependent variable. Corporate Entrepreneurship Assessment Instrument (CEAI) developed by [Hornsby et al., \(2002\)](#) was used in this study. It consists of 48 items in five dimensions. They are management support measured by 19 items, reward/reinforcement (6 items), work discretion (10 items), time availability (6 items), and organizational boundaries (7 items). The questionnaire five point Likert type scale with Strongly Agree to Strongly Disagree.

High Performance Work System

High performance work system (HPWS) is one of the independent variables. Numerous studies have shown that various authors developed scales to measure High performance work system. [Snell and Dean \(1992\)](#), [Delery and Doty \(1996\)](#) and [Becker and Huselid \(1998\)](#) have proposed various dimensions to measure high performance work system. After careful study the researcher has chosen six dimensions from these three instruments. For example, employee empowerment, reward practices, job security and performance appraisal were taken from [Snell and Dean \(1992\)](#), internal career opportunities was taken from [Delery and Doty \(1996\)](#) and information sharing was taken from [Becker and Huselid \(1998\)](#). Employee empowerment has been measured by 4 items, reward practices (8 items), job security (3 items),

performance appraisal (4 items), internal career opportunities (4 items) and information sharing (5 items).

Emotional Intelligence

Emotional intelligence (EI) is another independent variable. The researcher used Wong and Law Emotional Intelligence Scale in this study. Emotional Intelligence scale has four dimensions namely, self-emotion measured by 4 items, other emotion (4 items), use of emotion (4 items) and regulation of emotion (4 items).

Entrepreneurial Orientation

Entrepreneurial orientation (EO) is the last independent variable. The entrepreneurial orientation scale of Covin and Slevin (1986) has been adopted in his study. The scale consists of three dimensions. They are innovativeness, (3 items), proactiveness (3 items) and risk-taking (3 items).

ANALYSIS AND RESULTS

To check the normality of data, skewness and kurtosis are compared. In our data, the univariate skewness of each variable was 1.9.8 in absolute value. The univariate kurtosis of each variable was 4.812 in absolute value. These values are well below the limit of 0-2 (skewness) and 0-7 (kurtosis). Hence, non-normality was not a issue for our data ([West et al., 1995](#)).

Reliability

Reliability of the multi-item scale for each dimensions was measured using Cronbach alphas and composite reliabilities measures. The co-efficient of Cronbach alpha is shown in table1. The accepted cut- off point is 0.7 ([Hair et al., 2007](#)). Since all the values lie above this cut off point, this questionnaire is reliable. In sum, the substantiation suggests that our scale has adequate measurement properties.

Table – 1 Reliability Test – Values of Cronbach Alpha

No.	Variable	Cronbach Alpha
1	Corporate Entrepreneurship Assessment Instrument	0.836
2	High Performance Work System	0.885
3	Emotional Intelligence	0.886
4	Entrepreneurial Orientation	0.736

The correlation coefficient between corporate entrepreneurship and high performance work system is 0.310 which indicate 31 percentage positive relationships between corporate entrepreneurship and high performance work system and is significant at 1% level. Correlation coefficient between corporate entrepreneurship and emotional intelligence is 0.338 which indicate 33.8 percentage positive relationships between corporate entrepreneurship and emotional intelligence and is significant at 1% level. Correlation coefficient between corporate entrepreneurship and entrepreneurial orientation is 0.121 which indicate 12.1 percentage positive relationships between corporate entrepreneurship and entrepreneurial orientation and is significant at 5% level.

Table 2 Descriptive Intercorrelations among variables

	Corporate Entrepreneurship	High Performance Work System	Emotional Intelligence	Entrepreneurial Orientation
Corporate Entrepreneurship	1.000	0.310**	0.338**	0.121*
High Performance Work System	-	1.000	0.171**	0.263**
Emotional Intelligence	-	-	1.000	0.367**
Entrepreneurial Orientation	-	-	-	1.000

Note : 1. ** Correlation is significant at 1% level.
2. * Correlation is significant at 5% level.

The correlation coefficient between high performance work system and emotional intelligence is 0.171 which indicate 17.1 percentage positive relationships between high performance work system and emotional intelligence and is significant at 1% level. Correlation coefficient between high performance work system and entrepreneurial orientation is 0.263 which indicate 26.3 percentage positive relationships between high performance work system and entrepreneurial orientation and is significant at 1% level. The correlation coefficient between emotional intelligence and entrepreneurial orientation is 0.367 which indicate 36.7 percentage positive relationships between emotional intelligence and entrepreneurial orientation and is significant at 1% level.

Structural Equation Model

We used structural equation modeling (SEM) to test the hypothesis. One advantage of structural equation model is that it corrects for measurement error in the constructs of interest. The structural equation model was tested with AMOS 19. Maximum likelihood estimation was used to evaluate the fit of the measurement and the structural models for the empirical data. Acceptable model fit is generally indicated by CFI values exceeding 0.933. For the RMSEA, values below 0.075 are considered a reasonable fit, whereas values below .05 are indicative of good fit (Kelloway, 1998). In our measurement model, one-factor loading for each latent construct was fixed to one for model identification. The measurement model fit the data quite well when evaluated in terms of the recommended cut-offs (Refer table 3) or the combination cut-off approach (Shook et al., 2004).

Table 3 Model Fit Summary

Indices	Value	Suggested value
Chi ² /af	2.54	< 3
P value	<0.001	>0.05 (Hair et al., 1998)
GFI	0.948	> 0.90 (Daire et al., 2008)
AGFI	0.912	< 0.08 (Hair et al. 2006)
CFI	0.931	< 0.08 (Hair et al. 2006)
RMR	0.056	< 0.06 (Hu and Bentler 1998)
RMSEA	0.075	< 0.08 (Hu and Bentler 1998)

From the table it is found that the calculated P value is <0.001 which is greater than 0.05 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which represent it is a good fit. The calculated CFI (Comparative Fit Index) value is 1 which means that it is a perfectly fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is 0.000 which is less than 0.75 which indicated it is perfectly fit. The path coefficient between high performance work system and corporate entrepreneurship is 0.59, between emotional intelligence and corporate entrepreneurship is 0.63 and between

entrepreneurial orientation and corporate entrepreneurship is 0.56. All values are significant at 1% level. Hence hypotheses H1, H2, H3 are accepted.

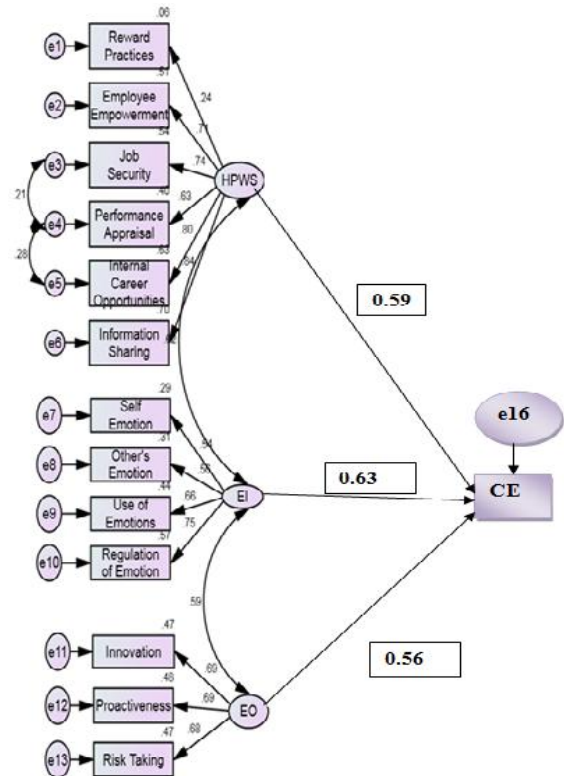


Figure 1 Structural Equation Model

Future Scope of the study

Research presented herein indicates that both high performance work system, emotional intelligence and entrepreneurial orientation variables correlate with corporate entrepreneurship. The model proposed provides evidence that managers are more likely to act entrepreneurially, when they have emotional intelligence and the belief that can successfully feel, recognize, regulate, control, and evaluate their own and others' emotions, levels of entrepreneurial orientation is stronger for managers when compared to managers with high performance work system. The results clearly indicate that the model fit the data obtained and revealed that high performance work system, emotional intelligence and entrepreneurial orientation are the dominant influencers of corporate entrepreneurship.

Managerial Implications

This study has important implications for the managers. It highlights the necessity of firms to develop superior entrepreneurial orientation, emotional intelligence and high

performance work system of all their members and also to invest on better resources and both capabilities as a way of achieving corporate entrepreneurship. Entrepreneurial orientation based on innovativeness, proactiveness and risk taking has positive impact on entrepreneurial attitude. Entrepreneurs compete not only to identify promising opportunities, but also for the resources necessary to exploit these opportunities. Establishing an environment of adopting high performance work system can motivate the executives to contribute more in engaging their subordinates in internal entrepreneurial programmes. Another implication of the study is that the firms should instill a skill among their employees to balancing their emotions rather than controlling their emotions. Specially, regulating their emotions would help them to contribute more in creating innovative product a process within the firms.

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