

# **The Impact of Corporate Entrepreneurship Culture on the Quality of Interventions by Market Systems Development Organisations. A case of AgroBiz**

By

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## ABSTRACT

Corporate entrepreneurship is the process by which organisations create value through introduction of new products, services or processes to ensure competitive advantage. Whilst entrepreneurship is such an important subject and crucial for organisational performance, most market systems development (MSD) organisations have not adopted an entrepreneurial posture in their quest to transform market systems to work better for the poor. The MSD programmes rely largely on the technical skills of staff within the Project Facilitation Unit (PFU) of development organisations. The objective of this study was to explore and understand the role and impact of corporate entrepreneurship in MSD organisations. The study was conducted at AgroBiz, in Mozambique. AgroBiz had a total of 20 employees (the population). Since the population size was small, a census survey technique was adopted for the quantitative study, followed by a snow ball volunteer sampling technique for the qualitative part of the study. The survey was conducted online using Google Forms and the qualitative study was undertaken using telephonic structured interviews. Data analysis was computed using Microsoft Excel and Statistical Package for the Social Sciences (SPSS) and the results were presented in the form of charts, tables and figures. The qualitative part of the study was analysed using the Grounded theory method. It was found that the organisation had a mechanistic structure, characterised by bureaucracy and rigid decision-making control. Even though the level of entrepreneurship was 10 out of 15, other strategic factors such as resource (or capital) availability, leadership and management support and decision-making control were found to be the main barriers to entrepreneurial behaviours. It was recommended that the leadership ought to focus on addressing key variables that prohibit entrepreneurship. Future research should identify the key skills that are required by leadership to effectively develop an entrepreneurial team. There is also an opportunity for academics to identify whether the business model of MSD organisations influences how entrepreneurial the individual employees can be. Lastly, there is need to explore the Hoselitz's theory further to understand the role of the individual's socio-economic class on entrepreneurial behaviour.

**Key terms:** Corporate entrepreneurship, market systems, development, organisational culture

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## LIST OF ACRONYMS

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Acronym	Meaning
MSD	Market Systems Development Organisation
CE	Corporate Entrepreneurship
FAO	Food and Agriculture Organisation
CE	Corporate Entrepreneurship
PFU	Partnership Facilitation Unit
GDP	Gross Domestic Product
EI	Entrepreneurship Intensity
CV	Corporate Venture
CEAI	Corporate Entrepreneurship Assessment Instrument
ANOVA	Analysis of Variance
SPSS	Statistical Package for the Social Sciences

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# CHAPTER 1: STUDY OVERVIEW

## 1.1 Introduction

The subject of entrepreneurship has been broadly studied over the years and the concept has evolved as new understanding came to the fore. Historically, entrepreneurship was viewed from an individual perspective, but Miller (1983) shifted the discussion from individual capability to organisation entrepreneurial orientation (EO). Entrepreneurial orientation is a strategic posture of an organization and it is related to basic policies and practices that the organisation employees use for creation of value (Martens, Machado, Martens, Silva and Freitas, 2018). This shift puts the responsibility to the executives to create an enabling environment for creativity and innovation. Pimentel, Couto and Scholten (2017) identified organisational culture and transformational leadership as contributors to corporate entrepreneurship (CE). It can be argued that, when looked wholly, leadership is an antecedent for a great organisational culture. Such a culture reproduces leaders that can perpetually promote a positive organisational culture.

Surprisingly, the role of CE in MSD organisations has not been acknowledged or studied in the context of market system changes. The MSD organisations' primary role is to reduce poverty through addressing market system failures. Market system failures typically lead to lack of access to basic goods and services, even though such goods and services maybe available elsewhere. The MSD organisations, through facilitation programs, can partner with private sector companies to ensure efficient market systems for the poor. Corporate entrepreneurship has increasingly been recognized as a legitimate path to high levels of organizational performance (Kuratko, 2010) and its adoption in the MSD organisations could be a game changer in terms of value creation.

This study hypothesised that the success of facilitation programs to achieve systemic changes will depend on how entrepreneurial the facilitators are and the general entrepreneurial culture of the organisation. The study was conducted at AgroBiz, an MSD organisation in Mozambique with its head offices in Maputo.

## 1.2 Definition of key terms

- **Market systems** are multi-function, multi-player arrangement comprising the core function of goods and services exchange (which is a demand-supply interaction) and the supporting functions and rules (which are formal and informal) that shape a variety of market players and reciprocally, the same rules are shaped by the same market players (Tschumi and Hagan, 2008).
- **Systemic change** is an intentional process designed to alter the *status quo* by shifting the function or structure of a market system with purposeful interventions to bring about lasting change so that the market system operates in a new and better way than before (Taylor, 2016).
- **Corporate entrepreneurship** is an organisational behaviour that seeks to develop, generate and implement new ideas to continuously create value (Kuratko, 2010).

## 1.3 Background to the study

The most important characteristic of entrepreneurial organisations is their ability to innovate, that is, bringing something new into being. This includes new processes, new products and new administrative structures to help organisations run more effectively (Duane, Kuratko and Morris, 2006). In most leading organisations, CE is a recipe for competitive advantage and organisational value. In an entrepreneurship organisation, individuals pursue entrepreneurial opportunities to innovate without regard to the level and nature of currently available resources (Kuratko, 2010; Sakhdari, 2016). In development organisations, it appears as if the subject of CE has been ignored or perhaps only considered relevant to profit making businesses. The main role of development organisations is to facilitate market systems development and resolving problems that causes or increase poverty levels particularly in rural areas (Ulleberg, 2009). Market systems development programs are common in several sectors of the economy, but this study focussed on the agriculture sector. Agriculture is particularly important because most of the people living in poverty rely on agriculture to sustain their livelihoods.

In Mozambique, various organisations such as Food and Agriculture Organisation (FAO), Smart Development Works (SNV), United States Agency for International Development (USAID), Innovation for Agribusiness, AgroBiz and many other non-profit organisations participate in MSD programs. These organisation's primary focus is to promote development of inclusive market

systems, also known as Making Markets Work for the Poor (MMWP) (Ulleberg, 2009; Moores and Hunter, 2018).

Some of the activities conducted by AgroBiz are aimed at:

- Increasing access to certified seeds and other inputs.
- Helping suppliers and output buyers develop embedded extension services.
- Strengthening farmers' associations.
- Facilitating increased mechanization services.
- Supporting establishment of agro-dealer networks.
- Facilitating linkages between private sector seed companies and Government Seed Multiplication Agency.
- Linking formal financial institutions with targeted farmers.
- Supporting community delimitation and formation of community land management committees

These activities highlight the need for entrepreneurship as a key success factor for development organisations to achieve their goals.

This study hypothesized that entrepreneurship orientation is a pre-requisite for an organisation to succeed in driving market systems change for the benefit of the poor. At an individual employee level, facilitators should have the necessary entrepreneurial skills.

#### **1.4 Motivation for the Study**

This study offers an opportunity to examine the impact<sup>1</sup> of corporate entrepreneurship on an MSD organisation and how the deals/projects established between the MSD organisations and private sector companies can be sustainable. After conducting an extensive research about CE in MSD organisations, no articles or study was found on this specific subject. The study was therefore the

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<sup>1</sup> Measured in terms of the number of farmers that benefited from the activities of the MSD organisation and the number/frequency of entrepreneurship

first and sought to set the foundation for future studies on the subject. The following were some of the benefits identified for conducting research on CE at AgroBiz. It:

- provided a thorough critique of the organization's competitiveness on value creation to beneficiaries of the projects.
- presented probing questions about the effectiveness of the organization to stimulate creativeness and introspections on how it had performed over the last years.
- would move AgroBiz staff off the status quo tendencies, which are a detriment in today's competitive environment. Participants who completed the survey had first-hand insights about the subject of CE.
- generated an understanding of how much AgroBiz acted as an innovative-minded, proactive or risk averse team.
- defined the bottlenecks and presented opportunities for AgroBiz to improve innovation process.
- provided a reference point for other MSD organisations on how they could leverage on theories described.

Lastly, the study added significantly to the board of knowledge and opened relevant questions that could be further explored through academic and applied research spheres. AgroBiz was chosen for this study because it represents MSD organisations in the Agriculture sector.

## **1.5 Problem Statement**

Higher and increasing poverty levels in Africa are one of the main challenges that governments must address (Williams, 2005; Godfray, Beddington, Crute, Haddad, Lawrence, Muir, Pretty, Robinson, Thomas and Toulmin, 2010). To address poverty and underdevelopment, several development organisations such as AgroBiz exist to promote efficient market systems. The delivery of market systems development programmes relies largely on the technical skills of staff within the Project Facilitation Unit (PFU) of development organisations. The responsibility of the PFU is to drive development projects with private sector partners. The PFU also looks for beneficiaries and possible private sector partners whom they can partner with to address market system deficiencies. Development projects are normally designed to last for a certain period after which the beneficiaries should be able to receive service or products from the private companies.

It should ideally be a mutual relationship, with beneficiaries receiving the necessary products and MSD organisations deriving value in terms of profitability and business growth.

However, over the years some AgroBiz MSD initiatives have failed to achieve desired results as some projects were terminated or discontinued before completion and those that continued until the end of the period may not have yielded the desired outcomes. Some studies and reports shows that other MSD organisations had the same problems (Helmig, Ingerfurth and Pinz, 2014; Pimoljinda and Siriprasertchok, 2017). At times, projects would be started but there was no proper thinking about who was going to continue to maintain the systems to ensure sustainability (Okereke, 2017; Damberger, n.d.). There are several reasons (such as lack of resources, lack of training, lack of effective monitoring and evaluation) that could explain this failure of MSD projects (Ulleberg, 2009; Barasa and Kagiri, 2018).

From the literature (Ulleberg, 2009; Smith, Besharov, Wessels and Chertok, 2012; Batti, 2014; Brière, Proulx, Flores and Laporte, 2015; Vögeli and Icka, 2017), organizations implementing MSD initiatives have not prioritised and operationalized systems and processes that promote the development of entrepreneurial skills (Brixiová, Ncube and Bicaba, 2015) in their facilitation teams as a strategy to improve engagement with target private sector partners. This is a notable gap. It is apparent that the role of CE in these organisations is generally overlooked. As defined earlier, corporate entrepreneurship is a broad term that refers to, among others, the level of entrepreneurship (how risk-taking, pro-active and innovative an organisation is) and frequency of innovation (which refers to how frequently the new products/processes/services are released on the market). These aspects explain the entrepreneurial culture of an organisation. The absence of literature specifically on entrepreneurial culture in MSD organisations may imply that there could be a significant negative impact on the quality and outcomes of MSD interventions.

The economic growth and efficient market systems, needless to say, have been found to reduce poverty levels (Moores and Hunter, 2018). For the poor, who have fewer resources, weaker informal networks and often limited access to services and efficient markets are some of the reasons why they cannot effectively participate in the market systems and be self-sustainable. Small holder farmers can be producers, entrepreneurs or labourers and at the same time they are consumers in the market systems. The challenge, however, is that in most economies, the economic growth and the markets are not efficient and inclusive (Moores and Hunter, 2018). The poor are generally excluded. Thus, they have no direct means to benefit as development and all

growth becomes concentrated in elite groups. The responsibility of MSD organisations is therefore to creatively find ways of empowering local poor communities for them to effectively participate in the value chains of various market systems. This can be achieved by establishing value propositions for all market players, that is, to demonstrate the “what’s in it for us” question. This calls for innovative ideas, risk undertaking and proactive behaviours.

Typically, to improve the lives of the poor or the disadvantaged communities, one must look at transforming the environment around them, that is, the market system in which the people are located. This would also involve building capacities for the poor and offering them the opportunity to enhance their live (Moore and Hunter, 2018). This is an immense task that can only be achieved if development organisations have the necessary skill sets to establish partnerships with all market players in government, private sector and other non-governmental organisations. Without such skills, the quality of interventions will undoubtedly be affected. Unfortunately, most development organisations function in communities where the quality of life is already below acceptable standards and the local people have been accustomed to being underprivileged. Without disruptive technological introductions or systems and processes that clearly demonstrate value for all market players, adoption of any new methods of doing things can easily be rejected. Therefore, MSD organisations should invest in CE programs for the PFUs and all employees to ensure that interventions are “disruptive” and with unquestionable value to target communities.

The absence of studies that recommends vital skills required for building entrepreneurial capacity of project facilitators and leaders in MSD organisations is an indication that a lot still must be done to improve the entrepreneurial skills in MSD organisations. This is reflected by several failures recorded by AgroBiz over the years. These failures include discontinued projects and partnerships, lack of continuity of initiatives and inability to significantly improve the general livelihoods of market players. In an organisation where CE is embedded, it can be assumed that employees tend to be more innovative, risk-taking and proactive (Kuratko, 2010). The result is that, there would be higher frequency of new sustainable projects and processes. There are examples of studies where organisational performance was positively correlated to the level of entrepreneurship (Miller, Washburn and Glick, 2013). This study is therefore important for AgroBiz to explore the prevailing entrepreneurial culture, looking at strategies on how the organisation may create value through embedding CE behaviours.

## **1.6 Focus of the Study**

The study focussed on the role of corporate entrepreneurship in market systems development organisations in Mozambique using the case of AgroBiz. The study explored the key variables such as employee diversity, organisational climate variables, how leadership influence organisational culture and quality of work delivered by AgroBiz. The main constraints or barriers to nurture an entrepreneurial culture at AgroBiz and the opportunities that are available for the organisation to champion entrepreneurial behaviours were also explored. The study focussed on all employees at AgroBiz from top management to junior employees. Below are the list of questions and study objectives.

## **1.7 Research Objectives**

**Objective 1:** To examine the main variables that influence the entrepreneurial culture in AgroBiz and how these variables impact employee entrepreneurial behaviour.

**Objective 2:** To examine the main constraints faced by AgroBiz to embed corporate entrepreneurship behaviours.

**Objective 3:** To determine the level of entrepreneurship, in terms of how pro-active, risk-taking and innovative the AgroBiz is.

**Objective 4:** To examine the impact of the current organisational culture on the quality and sustainability of work done by AgroBiz.

**Objective 5:** To proffer recommendations of strategies to nurture a corporate entrepreneurship culture in AgroBiz and other development organisations.

## **1.8 Research Questions**

**Question 1:** What are the main variables that influence entrepreneurial culture of AgroBiz and how do these variables affect employee entrepreneurial behaviour?

**Question 2:** What are the main constraints faced by AgroBiz to embed corporate entrepreneurship behaviours?

**Question 3:** What is the level of entrepreneurship, in terms of how proactive, risk-taking and innovative AgroBiz is?

**Question 4:** What is the impact of the current organisational culture on the quality and sustainability of work done by AgroBiz?

**Question 5:** What recommendations can be made on how AgroBiz can embed a corporate entrepreneurship culture?

## **1.9 Methodology**

The mutual research design approach which involves a combination of quantitative and qualitative techniques was adopted. The word “mutual” was used to appreciate the separateness of the two techniques. The author adopted critical realism and interpretivism paradigms for quantitative and qualitative approaches respectively. Because the population size was small, the census survey method was used for the quantitative study followed by the snowball-volunteer sampling method which was used as a follow-up qualitative study to understand the gaps from the quantitative responses.

The structured questionnaire tool was uploaded on Google Forms. The online survey method was chosen for convenience and from a cost perspective. The follow up questions were answered telephonically. The survey tools were tested and optimized to reduce errors and biases. The testing of tools was done by conducting test surveys with managers and other people to identify any deficiencies that could have affected the effectiveness of the tools. Google Forms data were analysed using statistical tool pack in Microsoft Excel and Statistical Package for the Social Sciences (SPSS). The grounded theory method was used to analysis qualitative data.

## **1.10 Chapter Outline**

**Chapter 1:** Study overview

**Chapter 2:** Review of available literature

**Chapter 3:** Research methodology

**Chapter 4:** Presentation of results

**Chapter 5:** Discussion

**Chapter 6:** Conclusion and recommendations

## **CHAPTER 2: REVIEW OF AVAILABLE LITERATURE**

### **2.1 Introduction**

To explore the available literature on the subject under study, key online word searches about “corporate entrepreneurship”, “entrepreneurial audit”, “entrepreneurial health” “market systems development” “systems change” “market systems” and development organisations were undertaken. To narrow the study, literature was reviewed on market systems development in the agriculture sector. At the time of writing, there was no study conducted on corporate entrepreneurship in development organisations; let alone in the agriculture sector. The literature review is presented in a systematic way, starting from developing a deeper understanding of market systems and market system failures, role of development organisations in addressing market systems failures, then to CE and how MSD organisations can apply CE in facilitation programs. The discussion was then narrowed down to specific key concepts underpinning the study, which are entrepreneurial culture, barriers to entrepreneurship, quality of work and opportunities for embedding the CE in MSD organisations. Lastly, theoretical and conceptual frameworks were developed.

### **2.2 Market Systems Development**

Market systems development is “an international development approach that seeks to address the underlying causes of market dysfunction through business focused (indirect) facilitation so that they operate more effectively, sustainably and beneficially for the poor, reducing poverty and generating widespread, sustainable change through expanded livelihood opportunities (also referred to as the making markets work for the poor (M4P) approach)” (Moore and Hunter, 2018). The key words in this definition are “market dysfunction” also known as market failures in economics, “facilitation”, “reducing poverty” and “sustainable change”.

As defined earlier, a market system is a network of buyers, sellers and other multi-actors that are involved in trading a given product or service. The market systems are multi-player, multi-function and multi-ruled, and are therefore complex in nature (Moore and Hunter, 2018; Nippard, Hitchins and Elliott, 2014). Consumer choices are affected by this complexity of market system supply chains across the globe. For example, some food items move thousands of kilometres before they reach the final consumers. From the source to the end user, there are unavoidable

constraints that affect the efficiency of market systems. Unfortunately, the poor are the ones who are most affected through increased transactional costs and other market systems inefficiencies some of which are exacerbated by corruption, patronage, poor distribution systems, etc. (Nippard, Hitchins and Elliott, 2014). While governments have the responsibility to address market system failures, there are several limitations that make it impossible for governments to be effective. These include a limit on terms of service of officials which affect continuity of programs, political boundaries, weak institutions and some growing fragmentation in democratic societies across the world (Humphrey, 2014). So, indisputably, private sector and development organisations have collaborative roles to play to address inefficiencies in the market systems to ensure sustainable development (Senge et al., 2007). The following sections discuss the concept of market systems change in the context of the agriculture sector.

### **2.2.1 Market system and systemic change**

A market system is composed of three elements (Figure 2.1): (i) the core transactions (of commercial or non-commercial demand-supply interactions) such as supply of goods and services to the consumers who demand them; (ii) the support functions and, lastly, (iii) the formal and informal rules that influence activities in the whole system (Humphrey, 2014; Nippard, Hitchins and Elliott, 2014). From an agriculture perspective, the core function includes the supply of inputs to farmers and outputs to the end users. Key factors that regulates this market system are mainly price, quality and quantity (Jenal, 2016; 2017). The support functions and the rules that govern market activities have a positive and negative effect on these three key factors. According to Tschumi and Hagan (2008), a market system change is a modification in the way core functions, supporting functions and market rules perform, which ultimately improving poor people's terms of participation in the market.

A change in market systems is when only one or a few parts of the market system are altered, and the overall effect is not large scale in nature (Jenal, 2017). Literature also refers to systemic change, which is a large scale and sustainable change. MSD organisations seek to attain system changes. Such a change considers all the interdependences and interrelationships (Nippard, Hitchins and Elliott, 2014). For this to be attained, it requires some sort of disruptive innovative approaches that are implemented by the facilitators of MSD organisations. To achieve systemic change, one must focus on the whole market system (Humphrey, 2014), but this may not be practical under normal circumstances. This is because, as Jenal and Cunningham (2013) submit,

complex systems involve complex interactions, both within the system, between the system and with the external environment. Change in one part has implications for other parts of the system, and these implications are often not known at the onset of the projects (Humphrey, 2014). This is commonly known as the “*bounded rationality problem*” which means that even the most intelligent people in the world are not able to maximise or optimise choices in complex situations because of: (i) the limited information on all available alternatives from the onset, (ii) the inherent humankind limitation on the ability to fully process the available information and; lastly, (iii) the time limitations (Schilirò, 2018). It is common that the unknowns and some of the complexities become clearer as one creatively finds solutions on specific parts of the market systems. Also, some solutions in one part may have positive (or negative) ripple effects in the whole system. There is therefore a need for continuous adaptation through monitoring and learning so that interventions can be adjusted to new understanding of the system (Jenal and Cunningham, 2013). In simple terms, to achieve system change, MSD organisations should focus on smaller key parts, hoping that through learning and adapting, the bigger picture can be attained.

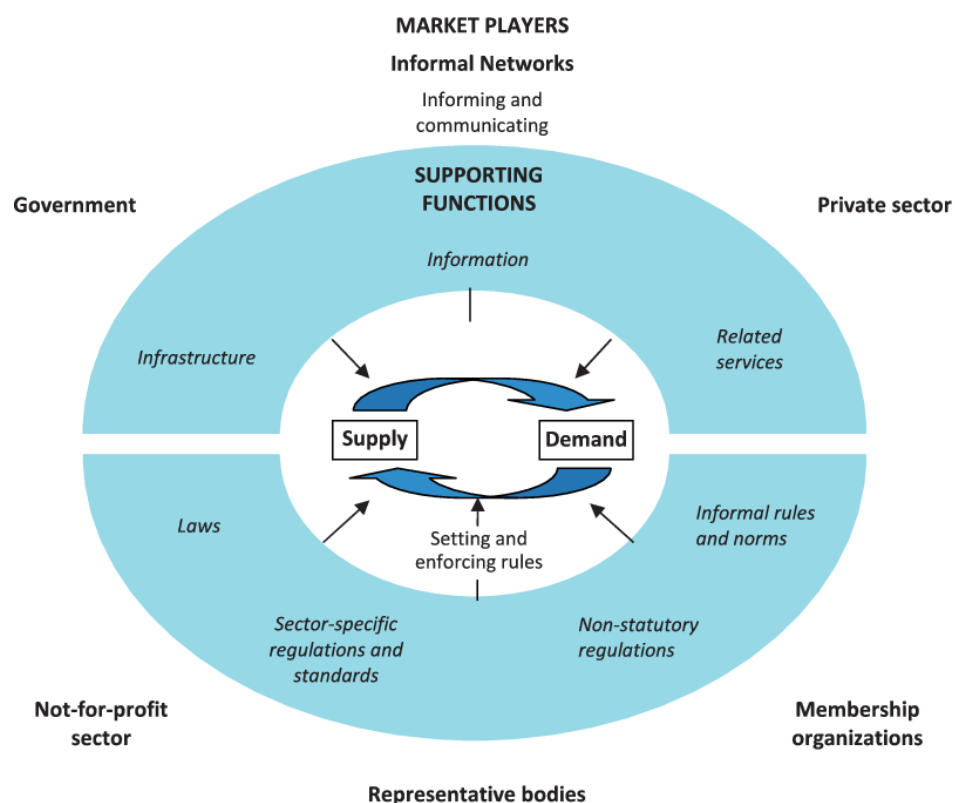


Figure 2.1 Structure of the market system. Source: Jenal and Cunningham, (2013)

## 2.2.2 The agriculture input market system

Market systems can be described or delineated using three elements:

**Relationships:** Refers to interconnected processes that define linkages between multiple actors and how they influence individual behaviour and system-level outcomes (Fowler and Dunn, 2014).

**Perspectives:** This refers to the market players' understanding of the market system and its parts, along with their beliefs about the system performance, ways to improve the system and the rewards or incentives associated with promoting change within the market system (Fowler and Dunn, 2014).

**Boundaries:** These are the limits of the system under study, which help to keep the system manageable for analytical purposes. Defining boundaries may exclude other relevant components, but it is the only logical way to properly understand and manage market systems (Fowler and Dunn, 2014).

This study focuses on market systems development in the agriculture input/output sector. Emphasis is on small holder farmers. The core transactions include input suppliers of fertiliser, seed and crop protection products while on the demand side, there are farmers as end users of inputs and consumers of farm produce. Between the suppliers and the buyers, there are commodity traders that buy farm produce and sell as raw or processed products.

Agriculture is particularly important because most of the poor people who reside in rural areas rely on farming for survival. These rural populations have very low annual per capital income and are classified as being at the bottom of the pyramid (BoP) based on the World Economic Pyramid in Figure 2.2 (ver Loren van Themaat et al., 2013). Although economic growth has helped lift hundreds of millions out of poverty, studies have shown that many people remain poor and unable to effectively participate in or benefit from economic growth despite being economically active as workers, producers and consumers (ver Loren van Themaat et al., 2013). This is due to market system inefficiencies as discussed earlier. Access to inputs and technology is one of the biggest challenges in rural agriculture. In addition, climate change is now one of the biggest concerns threatening food security (Vermeulen et al., 2012). There are good examples where MSD programs facilitated agriculture development by promoting access to inputs. For example; the improved access to fertiliser, irrigation, pesticides and modern technologies in Cambodia

(CAVAC, 2017). In this project, over 340 000 farmers changed their farming practices by end of 2017 with improved crop yields and income, and therefore reduced poverty. Another example is the GEMS1 project in Nigeria where feed companies were private sector partners. The innovation involved the introduction of a new balanced feed supplement and creating a new business model for feed companies (Jenal, 2017). The project improved the farmer's profits and led to entry of new players who adopted the new business model (GEMS1, 2015). Even though there was success, systemic changes can only be achieved when these projects are *adopted*, *adapted* and *expanded* across several beneficiaries and beyond the life of the period of implementation.

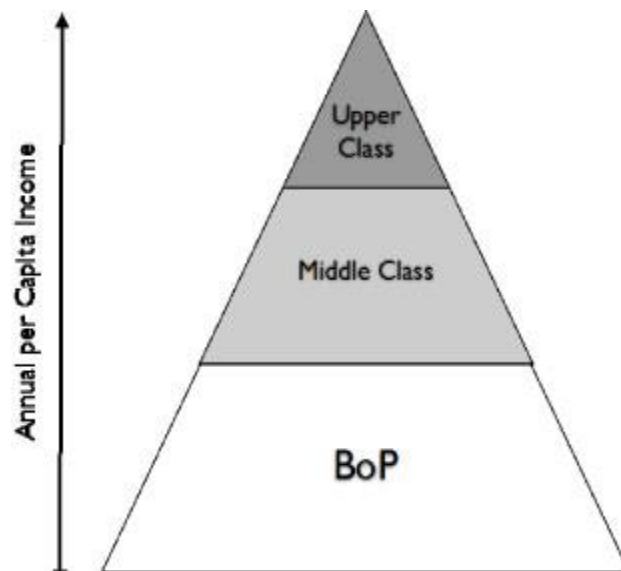


Figure 2.2 The world economic pyramid. Source: ver Loren van Themaat et al., (2013)

### 2.2.3 Agriculture in Mozambique

Since the study was conducted in Mozambique, it is important to understand the state of agriculture in the country. In the World Bank report of 2006, over 70% of the 19 million people of Mozambique lived in rural areas, with 40% residing in the central and northern parts of the country (World Bank, 2006). Many farmers grow food crops with a few participating in cash crops like tobacco and cotton. As per the recent report by FAO, 3.2 million smallholder farmers account for 95% of the total agricultural production and roughly 400 commercial farmers accounting for the remaining 5%. Agriculture is practised on only 10% of the available arable land of 42 million

hectares (ha) which implies that there is room for expansion (Nhlengethwa, Matchaya and Chilonda, 2015). Each household cultivates an average of 1.2 ha with no formal land title deeds (FAO, 2017).

Nevertheless, agriculture still contributes about 25% to the total gross domestic product (GDP) of Mozambique. Despite the importance of agriculture to economic growth, access to improved technologies remains a limitation and therefore crop yields remain lower (Nhlengethwa et al., 2015). In a recent article in the *Financial Times*, titled “*Mozambican agriculture needs a rethink to break the cycle of poverty*”, Joseph Cotterill (a research scholar on Mozambique) highlights some of the challenges the sector is facing and this cuts across the whole value chain from poor access to farm inputs, production inefficiencies due to lack of improved technology and lack of access to markets for farm produce as compared to other neighbouring countries (Cotterill, 2017). These challenges are some of the causes of market failures. The following section discusses market systems failures in detail.

#### **2.2.4 The concept of market systems failures**

The concept of market systems failure can be best described from an economics perspective. According to van Rensburg, McConnell and Brue (2015), there are public and private goods in economics. Private goods are produced through competitive market systems and are offered for sale through various distribution channels. There are two main characteristics of private goods and services and these are: (i) *Rivalry* (in consumption) which means that when a person buys a product or service, it may no longer be available for the other person to buy and consume and (ii) *excludability* – which means that sellers can exclude people who cannot pay for the product or service from enjoying the benefits (van Rensburg, McConnell and Brue, 2015). For private goods, the demand-supply rules apply.

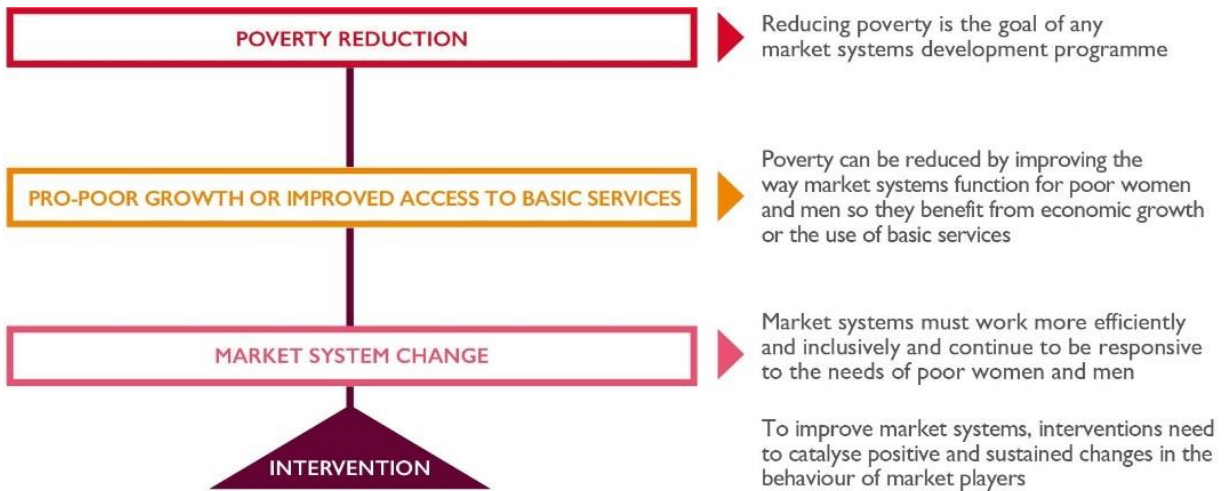
Public goods, in contrast to private goods, have non-rivalry and non-excludability characteristics. One person’s consumption of a good does not preclude consumption of the good by others, that is, everyone has access. Secondly, price cannot be used to exclude other consumers because the goods are “free” of charge (van Rensburg et al., 2015). But, in practice, public goods still do not reach all potential end users because of several constraints such as political interference in distribution, weak institutions, poor infrastructure, etc. So, the market systems of both public and private goods are prone to failure.

In a market systems failure, there is inefficient distribution of goods and services. Often market failures are caused by underlying policy and institutional failures that lead to asymmetric information, high transaction costs and imperfectly specified property rights (Shiferaw et al., 2011). In the agricultural sector, such impediments suggest that smallholder farmers' ability to seize and tap into emerging income opportunities is derailed (Shiferaw et al., 2011). The role of development organisations is to ensure that partnerships with existing market players including government and private players yield sustainable solutions (Moore and Hunter, 2018). Section 2.2.5 discusses the role of development organisations in promoting sustainable change.

### **2.2.5 The role of development organisations on systemic change**

The focus of MSDs is on the transformation of market systems so that they function more effectively and sustainably for the poor (Nippard, Hitchins and Elliott, 2014). Sadly, the poor are mainly both the producers in the market and consumers of goods and services provided by the same market system. In many cases the poor are typically disadvantaged because of the unfavourable rules and inadequate or failing support functions (Nippard et al., 2014). For development organisations to have meaningful impact, they must succeed in changing the supporting functions and rules that hinder the poor from taking full advantage of available opportunities (Nippard et al., 2014).

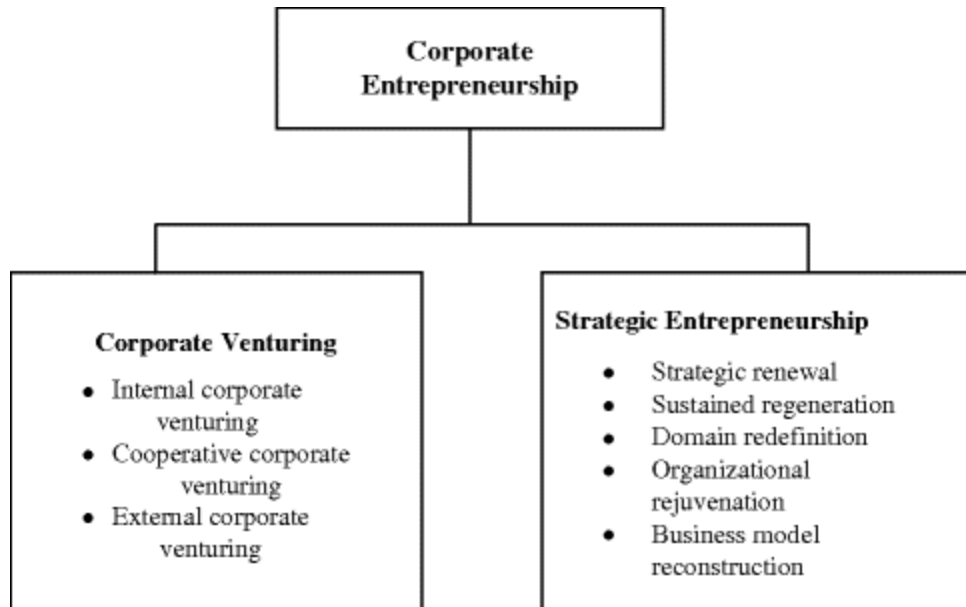
From the available literature, it is apparent that MSD organisations drive systemic change through “facilitation” or “interventions” to transform rules and support functions in already existing market systems. The key principle is that, after the interventions the outcomes should be large enough and existing market players (and other new players) should be able to operate without facilitators (Nippard et al., 2014). Ultimately the role of MSD organisations is to reduce poverty through expanded access to goods and services and facilitate economic growth and inclusive market systems (Humphrey, 2014). Figure 2.3.



*Figure 2.3. Strategic framework for market systems development. Source: Tschumi and Hagan (2008)*

## 2.3 Corporate entrepreneurship and organisational performance

Corporate entrepreneurship is about organisational behaviour that seeks to develop, generate and implement new ideas to continuously create sustainable value. It is manifested through two forms, namely corporate ventures (CV) or strategic entrepreneurship (Kuratko, 2010), (see Figure 2.4). Corporate venturing involves creating, adding or investing in new businesses (Kreiser, Marino, Kuratko and Weaver, 2013). It can be accomplished through: (i) internal corporate ventures (where new businesses are formed from pre-existing structures and housed in or outside the existing structures); (ii) joint venture (where a new business is formed in collaboration with an external development partners; and (iii) external corporate venture (where a corporation acquires a business that was established by external parties – normally growth stage firms). Most businesses are grown through a hybrid system of involving both CVs and strategic entrepreneurship activities (Morris, Kuratko and Covin, 2010). The choice of which form of CE to take depends on opportunities available. But the business model of MSD organisations seems to be aligned with strategic entrepreneurship.



*Figure 2.4 Types of corporate entrepreneurship. Source: Kuratko (2010)*

The internal and external environment of any organisation are the most important triggers for organisational performance. The internal environment includes resource capabilities, i.e., the human resources, assets and the culture within which all business operations occur (Kuratko, 2010). Apart from having the best talents and capital investments, organisational culture is the biggest driver for business success. Culture includes beliefs, values, rules, norms, symbols and traditions that are common to a group of people (Northouse, 2016). Organisational culture has many dimensions, but the most important ones in this case is the entrepreneurial culture. Studies have shown a positive relationship between entrepreneurial orientation and organisational performance (Kreiser et al., 2013). Organisations that exhibit entrepreneurial behaviours can consistently promote value creation (Mohamad et al., 2011). This can be achieved when employees freely choose to be proactive, risk-taking and innovative (Ireland, Kuratko and Morris, 2006). These are the three main components of corporate entrepreneurship (Morris, Kuratko and Covin, 2010). Entrepreneurial organisations can release new products and services ahead of competitors (Mohamad et al., 2011). The following discussion focusses on the three dimensions of entrepreneurship and how frequency of entrepreneurship can be measured.

### 2.3.1 Innovativeness

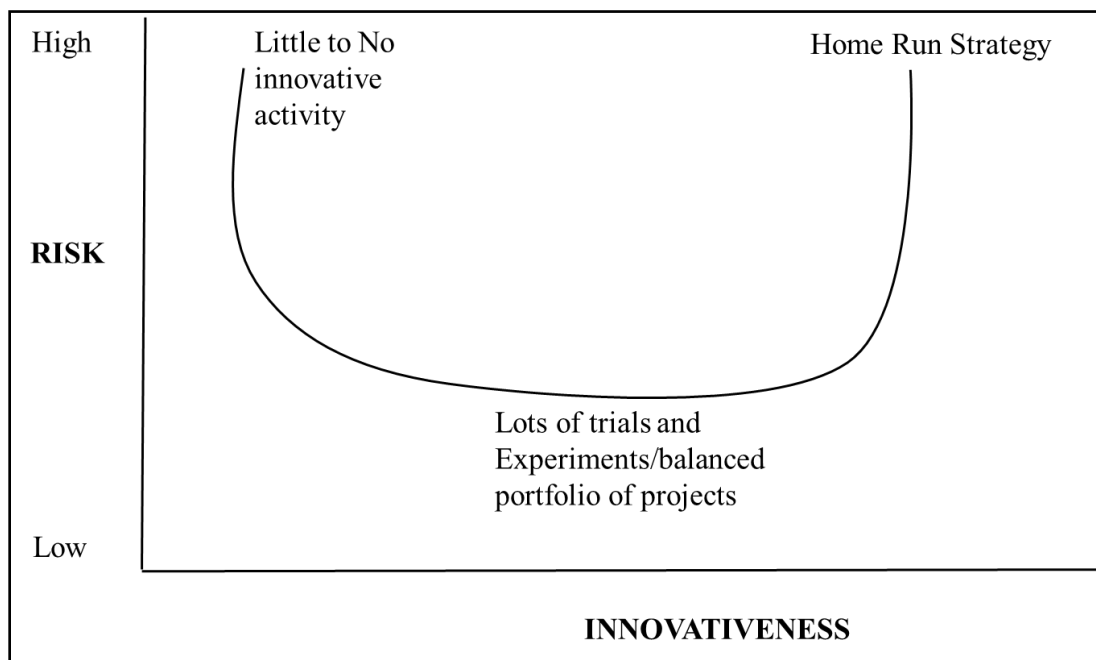
Innovativeness refers to the extent to which an organisation is doing something novel, unique and different (Morris, Kuratko and Covin, 2010). This is the basis for which MSD facilities can solve market system inefficiencies. Studies by Talke, Salomo and Rost (2010) emphasized the role of top management in driving innovation strategies that increase the organisation's innovativeness. A study by Ferraresi et al. (2012) found a positive correlation between strategic orientation and innovativeness. Innovation happens on three frontiers, namely products, services and processes. And these are the key areas of focus for MSDs. Figure 2.5 shows the many levels on which innovation can happen as far as the three frontiers are concerned. Innovativeness facilitates an organisation's ability to adapt to changing market conditions through the introduction of new and refined products or services (Ireland, Covin and Kuratko, 2009) and through continuous trial and experimentations. According to Kreiser et al. (2013), many studies have shown a positive relationship between innovativeness and organisational performance.



*Figure 2.5 Innovativeness as it applies to products and services. Source: Morris et al. (2010).*

### 2.3.2 Risk-taking

To deviate from the status quo, to introduce new products, services or process, involves some level of risk. Risk-taking refers to the chasing of opportunities that have likelihood of failure or performance losses. Morris et al. (2010) suggests that innovativeness and risk-taking have a U-shaped relationship as illustrated in Figure 2.6. It entails that those who hit a “home run” strategy are generally highly innovative and risk-takers. If one must make the greatest impact in transforming market systems, there must be that inclination to pursue risky opportunities.



*Figure 2.6 Relationship between innovation and risk-taking. Source: Morris et al. (2010).*

### 2.3.3 Proactiveness

Proactive organisations position themselves as market leaders and take an active role in defining the future state of their business and their external environment (Kreiser et al., 2013). Such organisations are action oriented rather than being reactive (Morris et al., 2010). The organisations can easily position themselves favourably to set the “rules of the game” in an industry. Furthermore, such organisations are better able to respond to customer needs and

create new opportunities by actively seeking to redefine their markets. At an individual level, proactive behaviours are displayed by a person's disposition to act to influence the environment. Obviously, to have such boldness, the work environment should be permitting. This is what CE entails (Morris et al., 2010). The result is that competitors will always be at a competitive disadvantage. Even though there are significant benefits from being proactive, a study by Martínez-Del-Río, Antolin-Lopez and Cespedes-Lorente (2014) also showed a negative moderating effect of the environment on proactiveness. To succeed, it involves perseverance, adaptability and a willingness to assume responsibility for failure.

It is the duty of leadership to create an environment that permits innovativeness, risk-taking and proactiveness. According to Maxwell (2011), "everything rises and falls on leadership".

#### **2.3.4 Degree and frequency of entrepreneurship**

Under normal circumstances the three dimensions of entrepreneurship discussed above do not vary positively and in close association. Sometimes an organisation is highly innovative, high risk-taking, but has low proactiveness (Morris et al., 2010). Morris et al. (2010) thus introduced the concept of the extent or degree of entrepreneurship which can be a multiplicative or additivity of the scores associated with the three dimensions of innovation. Put differently, the degree or extent of entrepreneurship can be determined by innovativeness x risk-taking x proactiveness or innovativeness + risk-taking + proactiveness. For example, if the total score for each dimension is 5 (high) and minimum score is 1 (low), it implies that the total additive score of 15, 7 and 1 show that an organisation is highly entrepreneurial, moderately entrepreneurial and poorly entrepreneurial respectively (Morris et al., 2010). This study shall adopt the additive method.

Frequency of entrepreneurship refers to the number of innovations over a given period (Morris et al., 2010). Some organisations produce a steady stream of new products, services and processes over time while others rarely introduce new products. The entrepreneurial grid (Figure 2.7) shows that there are several combinations possible when the concept of degree and frequency of entrepreneurship are considered together (Kuratko, 2010). These combinations illustrate the organisations' entrepreneurial intensity (EI). For example, a few entrepreneurial events and low degree of entrepreneurship can be referred to as periodic or incremental due to the modest level of EI. Alternatively, high degree of entrepreneurship and frequency of entrepreneurship can be regarded as revolutionary. For example, Apple can be classified as revolutionary because of their

high innovativeness, risk-taking and proactiveness coupled with the high entrepreneurial events for their iPhones and MacBooks.

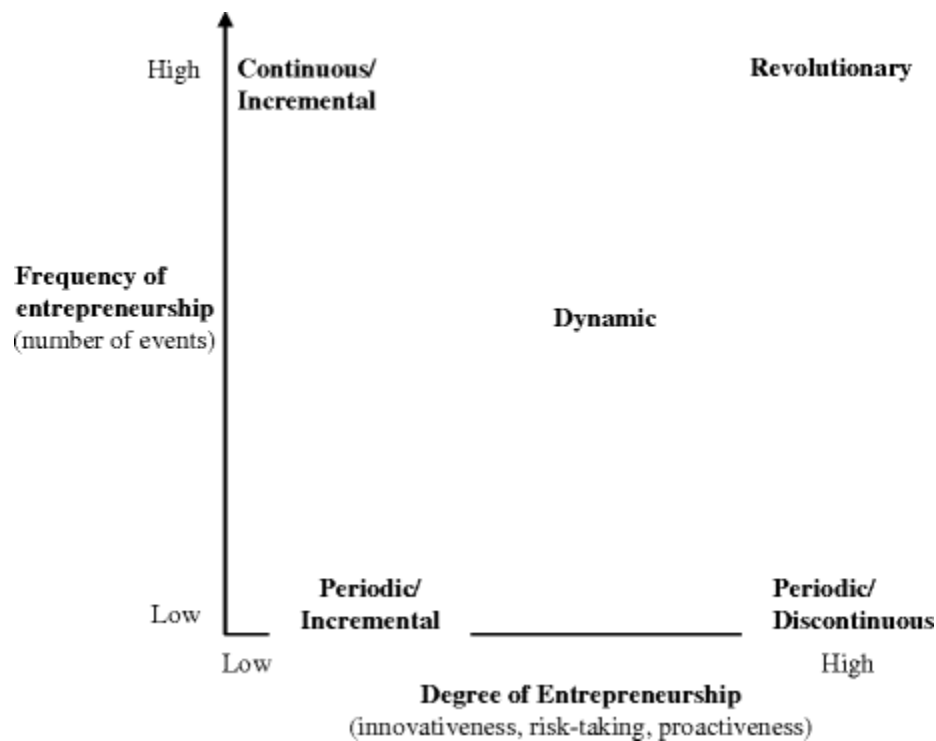


Figure 2.7 The Entrepreneurship Grid. Source: Morris et al. (2010)

## 2.4 Role of External Environment as a Moderating Factor

Organisational effectiveness or organisational performance largely depends on the interaction between internal capabilities and the environment, a concept coined organisation-environment interface by Håkansson and Snehota (1989). In this study, organisation-environment interface is characterised by the rules and support functions of the market systems. Many organisations fail due to obstacles that exists in both the internal and external environments (Olawale and Garwe, 2010). High failure rate could be a result of the inability to condition internal resources to adapt to environmental conditions to enhance effectiveness. It can be argued that successful organisations create internal distinct competences to superior value above competing organisations. The creation of value during obstacles reflects a good entrepreneurial environment. Turbulence in the external environment would always be a major driver or incentive for corporate entrepreneurship. Turbulence in the market systems is also the reason why there are inefficiencies and, eventually, it is the reason why MSD organisations exist to correct those imperfections. Figure 2.8 shows the

layers of the business environment and that the organisation only has control of its internal environment. The competitors, industry and the macro-environment are the major moderating factors (Johnson, Scholes and Whittington, 2008).



*Figure 2.8 Layers of a business environment. Source: Johnson et al. (2008)*

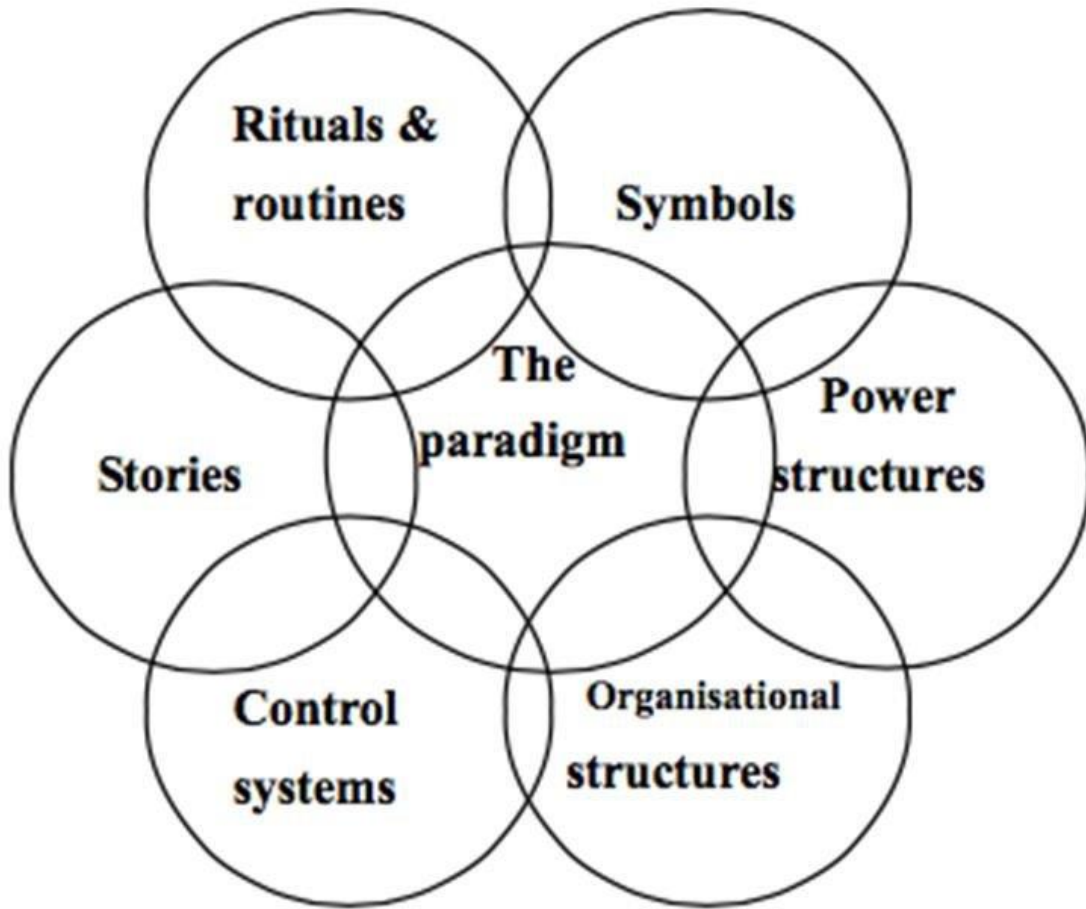
## **2.5 Organizational Culture**

Culture is an abstract word that can be defined in many ways. The Oxford dictionary defines it as, “relating to the ideas, customs, and social behaviour of a society” (Oxford, 2017). Northouse (2012; pp.427-451) extended the definition to include, learning beliefs, values, rules, norms, symbols and traditions that are common to a group of people. Since culture can be transmitted to people, it is therefore dynamic. Due to this dynamic nature, a new culture or blended form of culture may emerge as various groups of people live together and interact frequently. In this study, organisational culture was defined as the way a business operate that is influenced by ideas, customs (or paradigms) and traditions of a given group of people in an organisation (Johnson et al., 2008). Culture underpins the way things are done in the organisation (Watkins, 2013). Statement of mission and values are only statements of aspirations but not the real culture (Johnson et al., 2008). Aligning strategic positioning and organisational culture is a critical feature of successful organisations. Even though the environment may cause strategic drift and or

negatively influence the overall strategy of an organisation, a strong positive culture may resist such negative changes.

Cacciattolo (2014) suggested that organisational cultures can be analysed from an interpretive and structural view. The interpretive view implies that culture is continuously shaped through the organisational life cycle, whereas the structural view focusses on how positions are structured and how relationship work within organisation. Those in influential positions have authority to define the organisational culture.

The interpretive approach is based on Johnson et al. (2008) culture web (Figure 2.9). *Paradigms* are a set of assumptions held by a group of people and “the taken for granted views” in an organisation and they represent collective experience and relates to how people behave on a day-to-day basis. *Control systems* are the procedures that are put in place to control what happens in the organisation. *Organisational structures* deal with the hierarchies and the way work flows within the organisation and they are likely to reflect power structures (Cacciattolo, 2014). *Power structures* refer to how power is adopted, the person in charge of decision-making and how broadly power is distributed. *Rituals and routines* are the repetitive routines such as management meetings and board of directors’ reports. *Symbols* refer to things like logos, titles, the type of language and terminology commonly used and become a shorthand representation of the nature of the organisation (Cacciattolo, 2014). Lastly, *stories* are accounts made up by employees and may reflect the things that are appreciated the most in an organisation.



*Figure 2.9 The cultural web. Source: Cacciattolo (2014).*

A study by Mohr, Young and Burgess (2012) showed that organisations with a strong group-oriented culture had higher performance even when there was higher employee turnover. This study implied that successful organisations have enabling inherent cultures that can last forever.

The structural approach to culture is based on Handy's four types of power structures, namely the 'power culture', 'role culture', 'task culture' and 'person culture' (Handy, 1993). Table 2.1 shows the main characteristics of the four types of cultures. In a typical organisation, these cultures exist together, however, some organisations may be more skewed towards one or two cultures.

**Table 2.1 Handy's four types of cultures in an organisation**

<b>Power culture</b>	<b>Role culture</b>	<b>Task culture</b>	<b>Person culture</b>
Power is held by just a few individuals whose influence spreads throughout the organisation	Power is determined by a person's position in the organisational structure and not expertise or skills	Power often shifts depending on the mix of the team members and the status of the problem or project	Individuals very much see themselves as unique and superior in the organisation
Few rules and regulations – what those in power decides happens	Based on rules – highly controlled with detailed organisational structures	Job oriented and power is derived only from expertise and only when required	Simply just a collection of individuals who happen to be working for the same organisation
Employees are generally judged by what they achieve rather than how they do things or how they act	Everyone has clear delegated authority knowing what their roles and responsibilities are	Generally suitable resources, the right employees at a suitable rank are put in place	Common in firms such as accountants, lawyers
Quick decision-making	Decision-making can often be painfully-slow and doesn't always recognize the need for change	Teams in an organisation are formed to address specific problems or project	Control systems and management hierarchies are not viable in these cultures except by mutual approval
Can be symbolised as a 'web' and it refers to control that is spread out like a network from the centre to the rest of the organisation (Handy, 1993)	Less likely to take risks	Effectiveness depends on team dynamics	
Found in small entrepreneurial organisations such as property, trading and finance companies.	Tend to be very bureaucratic	With the right mix of skills, personalities and leadership, working in teams can be incredibly productive and creative	Individuals within this type of culture are difficult to manage, and there is little influence that can be conveyed to tolerate on them
Decisions are taken mainly upon persuasion rather than on bureaucratic or rational basis	Works by logic and rationality "the Greek temple"	Paternalistic/democratic leadership styles	Democratic leadership style
Autocratic leadership style is suitable	Put strengths in departments such finance, sales and interactions are controlled by rules and procedures		
	Autocratic/paternalistic leadership styles		

Source: Handy (1993)

## **2.6 Theories of Entrepreneurship**

There are several theories that can explain the relationship between organisational performance and entrepreneurship. Theories of entrepreneurship may be categorised into sociological, economic and cultural aspects. These theories provide a framework that can be used by organisations to improve performance.

### **2.6.1 Hoselitz's theory**

This theory was first postulated by Hoselitz in 1951 and the study has been cited over 230 times (Hoselitz, 1951). This socio-economic theory assumes that individuals are gifted with social and cultural power. The environment from which one is brought up (or the socio-economic class) plays a considerable role in determining if one is entrepreneurial or not. Marginal people in society who are considered culturally developed and who also belong to a well-developed society are considered eligible for being entrepreneurs (Chetty, 2016).

### **2.6.2 Peter F. Drucker's entrepreneurship theory**

The Drucker's theory is based on two important assumptions that innovation requires resources and resources gain importance when there is perceived economic value (Chetty, 2016). There is a complex relationship between innovation process, availability of resources and the behaviour of entrepreneurs. According to Drucker (2014), the entrepreneur always searches for change, responds to it and exploits it as an opportunity and that is what drives growth in a business.

## **2.7 Business Models and Impact on Organizational Culture**

One assumption that can be made is that the business models of any organisation can either promote entrepreneurial behaviour or discourage it. A business model describes the rationale of how an organization creates, delivers, and captures value (Osterwalder and Pigneur, 2010). Private sector companies and MSD organisations differ in their business model (Appendix 1 and 2). Any business model covers revenue inflows and cash outflows and in-between are various activities that support the inflows and cash outflow streams. Profit making organisations are product and/or service driven and so their revenue inflows emanate from the sale of products and/or service to fulfil the needs of customers. Appendix 2 is an example of the BMW business model with a cost structure that includes research and development, innovation, sales and

marketing, and training. MSD organisations rely on developing and maintaining relationships for donor funding (Holloway, 2012) as a source of cash inflows (Appendix 1). Most of the donor funds are used to support community development projects (that is, beneficiaries). Normally, there is no direct financial return from the investments except to ensure that beneficiaries have access to exploit opportunities that exist in the market systems (Humphrey, 2014).

Profit making organizations, in contrast to MSD organisations, derive financial returns directly from the sale of products and services. The revenues generated go into cycles of financing the production processes to produce new (improved) products and services to the shareholders. For the profit-making business to succeed, it must be profitable and should cover all operational and fixed costs. Yet, for MSD organisations to be sustainable, they must demonstrate value generated in the communities for donors to continue funding the projects. Most MSD projects have a short lifespan (Humphrey, 2014) while the life of a profit-making business could be “perpetual” if there is profitability and can evolve over years into a bigger firm.

From an organizational growth perspective, it can be implied that profit-making organisations have a bigger drive towards growth through entrepreneurial activities than MSDs. This growth can be achieved through various corporate entrepreneurial activities such as new ventures (acquisitions, joint ventures) and strategic renewal (new processes, new technology), if employees are more likely to be committed to what the organisation stands for. Employees in MSD organisations face the challenge of job security for its employees because most employees work on short term contracts (Holloway, 2012). Since NPOs do not necessary generate their own funds from the sale of products/services, they may tend to only focus on quantifying the interventions instead of qualifying through demonstration of quality and profitability. Obviously, donors want to see both quality and quantity of work done and there is pressure for donors to support projects that demonstrate value (Holloway, 2012). But comparatively, profit-making organisations employees generally demonstrate satisfaction towards entrepreneurial activities. This may have huge implications on the entrepreneurial activities of employees in MSD organisations versus private sector companies. Currently, there is no study that specifically looks at how the business model may affect entrepreneurial activities, and this is a subject for further academic research. As a notable gap, studies may need to find the effect of donor funding on CE culture of MSD organisations and possibly how organisations can be self-sustainable.

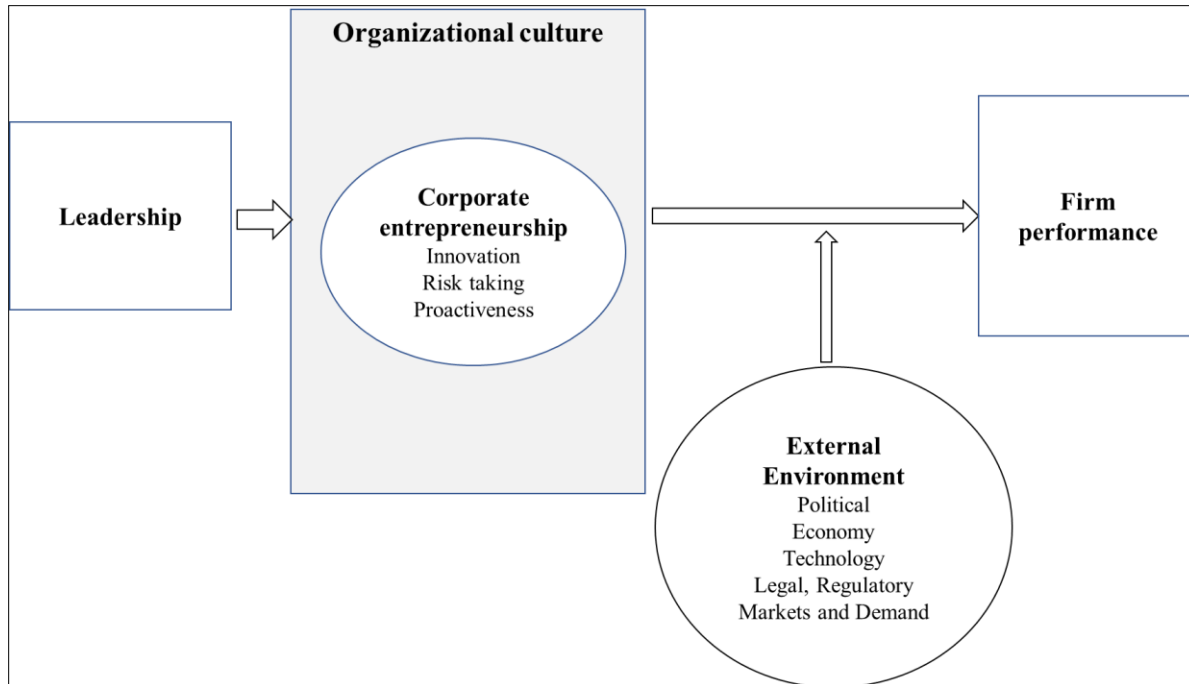
## **2.8 Theoretical Framework**

From the literature reviewed, the theoretical framework that underpins this study is presented from both an entrepreneurship and organisational culture perspectives. This study adopts both entrepreneurship theories of Hoselitz (1951) and Drucker (2014). The Hoselitz theory accepts the role of the environment in influencing the entrepreneurial ability of individuals in an organisation. It also recognises that the marginalised in society may see their “lack or disadvantage” as opportunities or incentive to be more entrepreneurial. The Drucker (2014) theory emphasizes the role of innovation and resources in the organisation as vehicles for business growth. Most importantly, the common factor between the two theories is that, an opportunity is the driver for entrepreneurship. What is also important to note is that, from Drucker’s theory, innovation and resource allocation are key elements of an organisation’s entrepreneurship culture. Hoselitz (1951) includes the role of external socio-economic environment.

From an organisational culture, various culture types have a significant impact on entrepreneurial orientation of an organisation. Comparatively, the task culture can be regarded as the most ideal for an organisation that pursues corporate entrepreneurship. However, the “power”, “role” and the “person” cultures may not promote an environment where individual employees or teams are creative, risk-taking, proactive and innovative.

## **2.9 Conceptual Framework**

The conceptual framework for this study is shown in Figure 2.10. What is missing in the discussion of CE is the role leaders play in developing an internal organisational culture that promotes CE. Simply, top management is responsible for creating and communicating clear vision, goals and values which collectively become the overarching culture in which all business functions operate. In other words, effective leadership is an antecedent to CE or entrepreneurial orientation as coined by Miller (1983). It is assumed that the success of MSD organisations is a function of the following variables; leadership, organisational culture and presence of corporate entrepreneurship, and the external environment (rules and support functions). As found by Mohamad et al. (2011) and per Morris et al. (2010), it is assumed that the degree of entrepreneurship and frequency of entrepreneurship are related to organisational performance.



*Figure 2.10 Conceptual framework*

## 2.10 Summary

The role of CE in MSD organizations has not been explored. The MSD organisations exist to develop market systems so that they benefit the poor. This is achieved through partnership with private sector companies, government and other non-government organizations. The lack of adequate information about CE in MSD organisations gave the researcher enough confidence that this would be the first study and would lay a foundation for further work on the topic. This knowledge gap reflected that MSD organizations may not be investing adequately in research to fully understand key success factors in their industry. Nevertheless, it was apparent that a CE culture would have a positive effect on organisational performance as observed in other industries. Other key gaps identified in literature are that, the organisational culture plays a huge role in promoting or discouraging entrepreneurial behaviours. But leadership is an antecedent to an ideal organisational culture. There are four types of cultures that may exist in any organisation and these are the power culture, task culture, role and person culture. At any moment, there is always a dominant culture. Other gaps that were identified in the literature includes the business model, particularly the funding structure of organisations. In profit making organisations, there are several incentives that promote entrepreneurial behaviours which are not found in MSD

organisations. Lastly, the external environment is always a moderating factor between on organisational performance. The political, legal and regulatory environment may promote or demote organisational entrepreneurial behaviours. Ultimately, factors that stand as barriers to entrepreneurial culture always emanate from the internal or external environment.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Research is a process undertaken in a systematic way to find out new things (Saunders, Lewis and Thornhill, 2016). It falls within the basic-applied research continuum. Basic research is about filling knowledge gap, whereas applied research is about problem solving. Researchers who do basic research generally follow quantitative approaches with a positivist paradigm whereas in applied research, qualitative approaches are used with an interpretivist paradigm. This study was in the middle of the continuum as it combined both quantitative and qualitative approaches. Characteristics of applied research are that, it improves understanding of a business or management problem and may result in a solution to the problem and findings are practically relevant to the organisation under study (Saunders, Lewis and Thornhill, 2016).

In trying to understand the role of CE in MSD organisations, a thorough literature review was conducted to understand the nature and extent of any work done on the subject. This was followed by formulating specific objectives for the gaps identified.

This section presents the research methodology that was employed in conducting this research. It covers, among others, the research paradigms, research methods, study setting, population and sample, sampling method, instrument construction, data collation, data analysis, reliability and validity of data, bias, limitations of the study and ethical considerations. Figure 3.1 shows an overview of the research focus areas as far as this study was concerned and the intended outcomes.

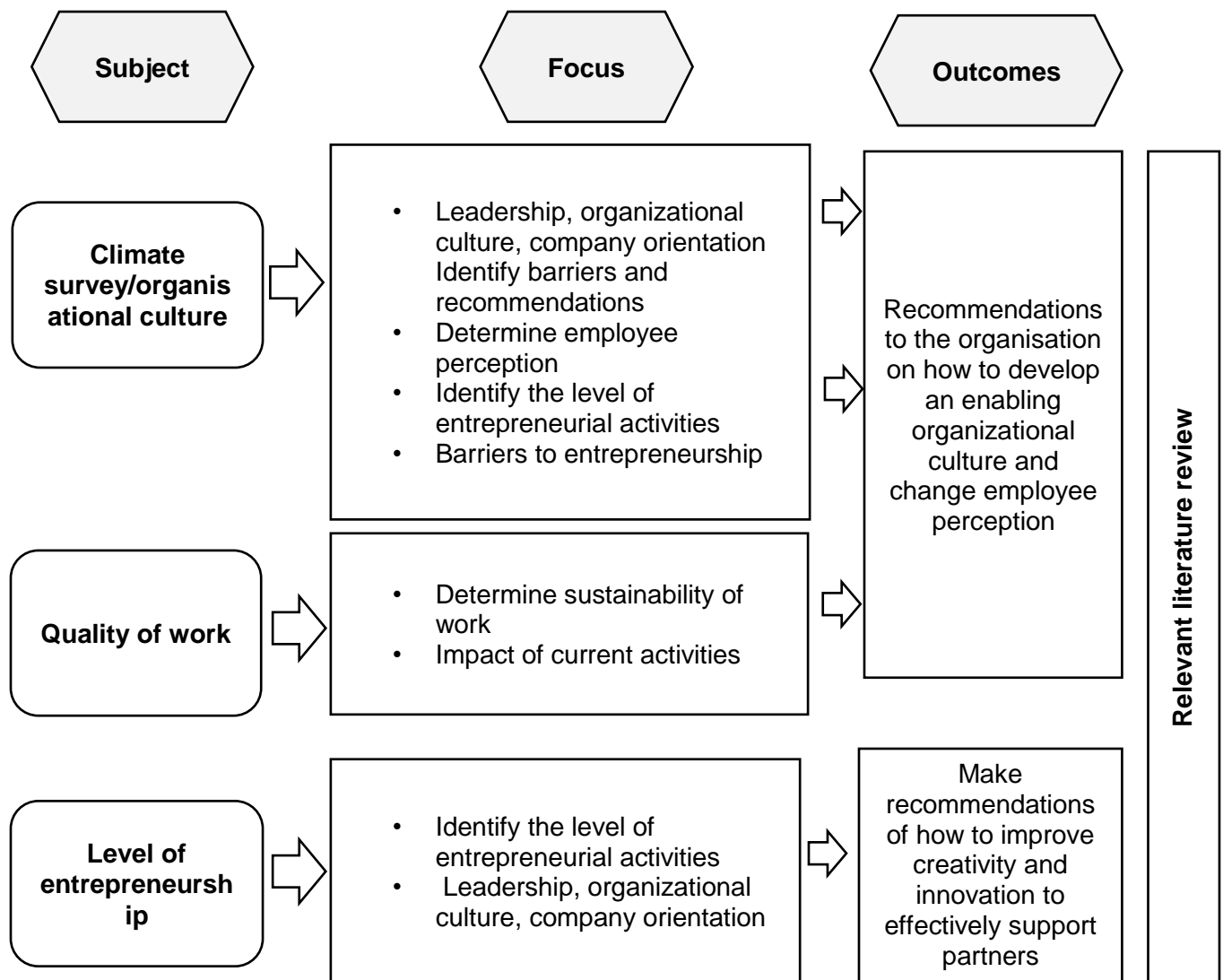


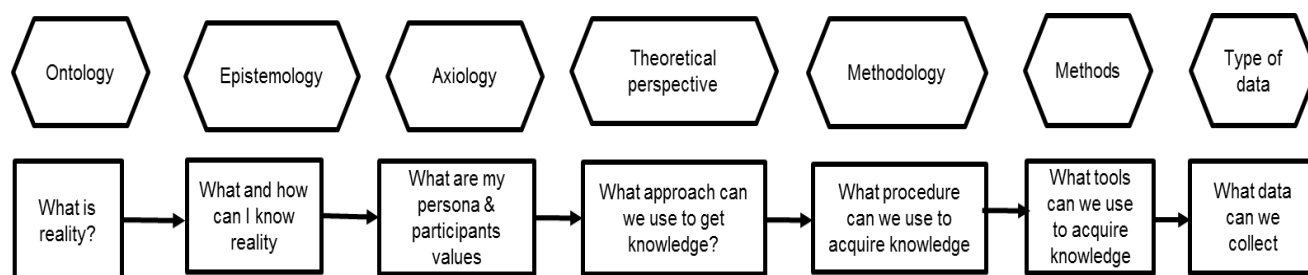
Figure 3.1 Overview of research focus areas

### 3.2 Overview of Research Paradigms

Research philosophies (Saunders, Lewis and Thornhill, 2016) or worldviews (Creswell, 2014) or paradigms (Armitage, 2007) refer to a system of beliefs and assumptions about the development of knowledge (Saunders, Lewis and Thornhill, 2016). There are five research paradigms, namely positivism, critical realism, interpretivism, postmodernism and pragmatism (Saunders, Lewis and Thornhill, 2016). Any form of research adopts a research paradigm anchoring on three philosophical assumptions. These are: *epistemological assumptions* (how knowledge is formed), *ontological assumptions* (the nature of realities or point of views), and *axiological assumptions*

(the extent and ways the researcher's own values influence the research process) (Saunders, Lewis and Thornhill, 2016). In other words, whether explicitly stated or not, any research has a combination of these three assumptions and the outcomes of the study depends on how; firstly, the researcher viewed what constitutes valid and legitimate knowledge; secondly, how the nature of reality and how people's point of views affected the outcome and validity of the research and lastly, how the researcher's own beliefs, ethical standards and values sways the study in one direction or the other.

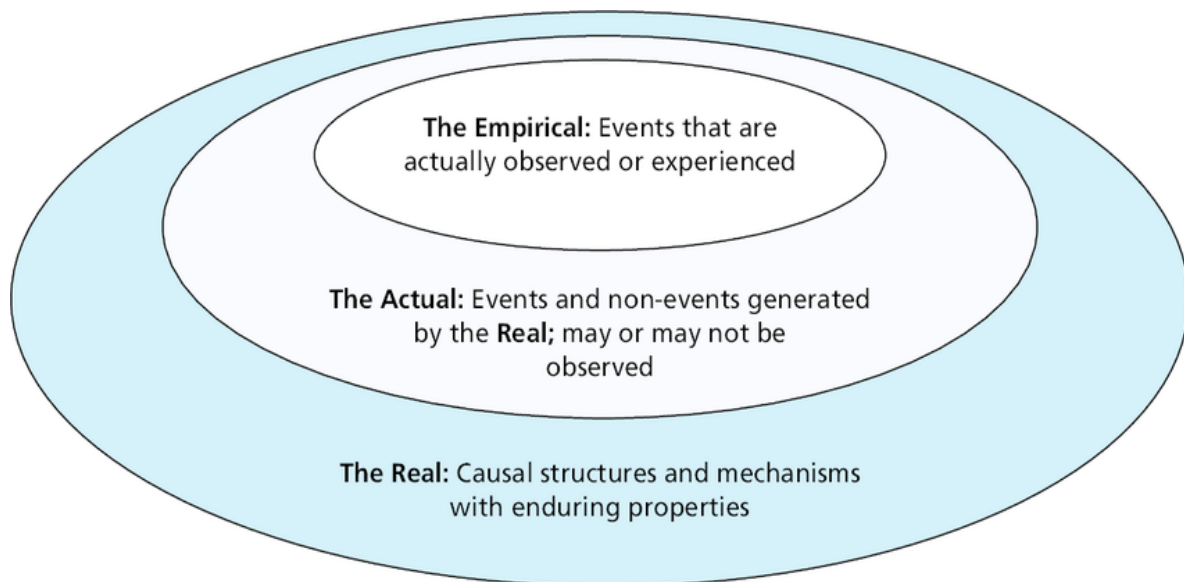
Therefore, the five research paradigms can be characterised through their ontology, epistemology, axiology and methodology (Patel, 2015) (Figure 3.2).



*Figure 3.2 Relationship between research paradigms and philosophical assumptions Source: Patel (2015); Saunders et al. (2016)*

Various authors suggested different research paradigms and up to date there seems to be no clear agreement on which one should be adopted when one conducts research. For this study, the five research philosophies discussed in Saunders et al. (2016) as opposed to those in Quinlan et al. (2011) and Creswell (2014) were reviewed (Appendix 3). The five philosophies are; positivism, critical realism, interpretivism, postmodernism and pragmatism. Positivism is the extreme form of objectivism whereas postmodernism is the extreme of subjectivism (Appendix 3). The axiological assumption of a positivism philosophy is that of value free research, where the researcher is completely neutral and independent from what is researched. This is also known as direct realism which means “what you see is what you get” (Saunders, Lewis and Thornhill, 2016). Epistemologically, facts are regarded as social constructions with clear causal explanations (empiricism). Ontologically, the positivist person assumes that the nature of reality is real, external, independent and well stratified with causal mechanisms.

From a quantitative perspective, this study adopted the critical realism paradigm stance and assumed that the events that were observed (the empirical) had underlying unseen causal mechanisms (Figure 3.3). Axiologically, the researcher appreciated the role of own values and that of participants but tried to be as objective as possible by using an independent survey tool to collect numerical data. Epistemologically, it was recognised that the knowledge of reality was a result of various social constructs (Saunders et al., 2016) and it was the everyday interactions that constantly shaped the organisational life. Responses given by participants were thus intertwined with their social built and various perceptions developed overtime.



*Figure 3.3 Critical realist classified ontology. Source: Saunders et al. (2016).*

Since this study took a “mixed” methods approach, the interpretivism philosophy was adopted as the most appropriate research paradigm for the qualitative part of the study. This was because it emphasized the role of different cultural backgrounds and languages, and how different times and circumstances created meanings and these meanings were studied to come up with theories. Epistemologically, what constituted knowledge were the narratives, perceptions and people’s stories. Ontologically, the nature of reality was regarded as complex and rich, with multiple meanings. Axiologically, the researcher’s values and ethical standards could not be dissociated from what was being researched and therefore, as suggested by Saunders et al. (2016), the researcher’s interpretation in this study was a key contributor to the overall result and conclusions drawn. This philosophical posture was adopted to exploit both the researcher’s and the

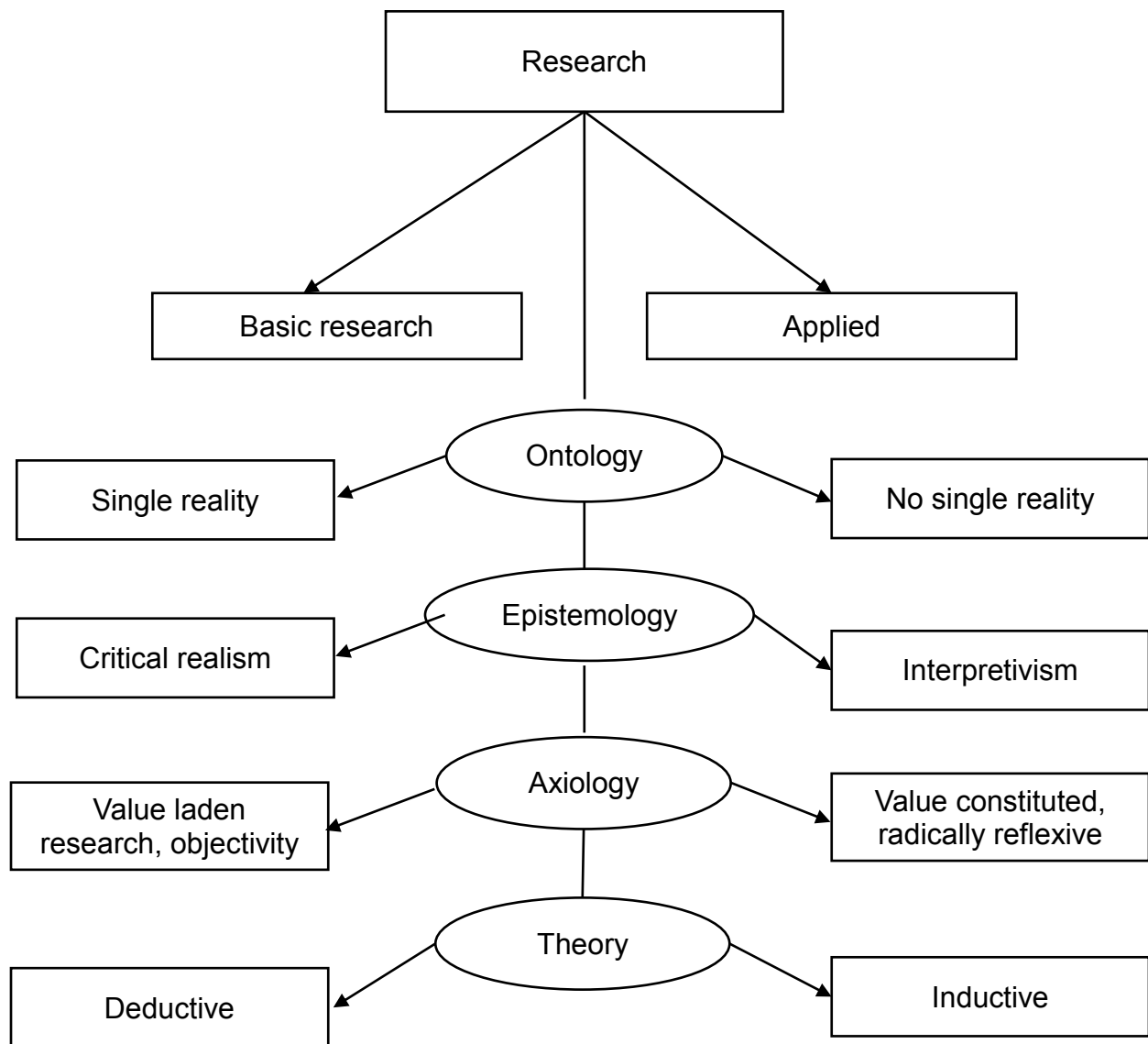
participant's point of views to create new and richer understanding of the organisational CE culture. But to ensure that the researcher's own views did not dominate the outcome of the study, more reflexivity was ensured. Reflexivity refers to how a researcher's attention to the potential systematic biases that may emanate from his/her own values and personal background, such as gender, history, culture, and socio-economic status, and how these shape his/her interpretations during a study (Saunders et al., 2016).

Even though this study adopted a "mixed" methods research approach, it could not just adopt the pragmatism research paradigm as an escape route. Later in this chapter, a brief discussion of "mutual" versus "mixed" research design was done. It is appreciated that while the critical realism and interpretivism paradigms were adopted, the researcher took a middle ground exploratory posture in the methodology, methods and overall structure of the write-up (Figure 3.4).

### **3.3 Research Purpose and Objectives**

This study was done to explore the role of the CE in MSD organisations using one organisation in Mozambique as a case study. It was envisaged that the results would show if the current organisational culture promoted or discouraged the entrepreneurial ability of employees. Specific research objectives were to:

- a) To examine the main variables that influence entrepreneurial culture in MSD organisations and how these variables impact on employee entrepreneurial behaviour
- b) To examine the main constraints faced by development organization to promote corporate entrepreneurship behaviours
- c) To determine the level of entrepreneurship, in terms of how proactive, risk-taking and innovative the organisation is.
- d) To examine the impact of the current organisational culture on the quality and sustainability of work done by MSD organisations
- e) To proffer recommendations of strategies to promote a corporate entrepreneurship culture in market systems development organisations.



*Figure 3.4 Summary of the research paradigms and assumptions underpinning the study*

### 3.4 Research Approaches

Research approaches are plans and procedures for research that span from the detailed methods of data collection, analysis and interpretation (Creswell, 2014). There are three different approaches that can be considered depending on the topic under study and these are qualitative, quantitative and mixed methods. This study took a mixed method (with both quantitative and qualitative) research approach. It is important to state that, according to Armitage (2007), the term

“mixed methods” or mixed approaches is not scientifically sound, because the word “mix” *“implies... to bring two elements together and to blend each into a holistic whole so as to produce a seamless and fully integrated entity”*. The author used the analogy of “oil and water” and “water and sugar”. Armitage (2007) argues that *“the latter is certainly a mix, while the former is more of an interface of elemental perspectives”*. So, while the oil and water are together, the two elements retreat to their respective paradigms. Instead, Armitage (2007) advocates for “mutual research designs” or “mutual research approaches”, because “mutual” recognises the separateness of opposing views and that each can work together whether it is in a sequential, concurrent, and/or nested. This discussion was important because in this study, the researcher also adopted a similar view including the separateness of the instruments and data collection techniques used.

Quantitative research approach was used to test objective theories, models and causal effects using variables measured through the survey instrument and expressed through numerical data which was then subjected to statistical analysis to arrive at a conclusion. By engaging in quantitative research, theories were tested, deductively, avoiding bias, controlling alternative explanations and being able to replicate findings through repeat participants and questions (Creswell and Creswell, 2017).

Qualitative research approach was used to explore and understand the meaning employees ascribed to their organisation. The aim was to inductively establish any theories that emerged from the findings.

In the mutual research methods, quantitative and qualitative data were collected in a simultaneous and sequential manner, in a fashion that best addressed the research questions. The core assumption of the mutual approach was that it covered both confirmatory and explanatory questions and gave an opportunity to adequately probe gaps that would otherwise have been left if one approach was used.

### **3.5 Research Design and Methods**

Research designs or strategies are types of enquiries within the quantitative, qualitative and “mixed” methods approach.

Quantitative research designs include true experiments, quasi-experiments, non-experimental designs (such as surveys), and non-experimental surveys or numeric description of trends,

attitudes, or opinions of a population. It includes the use of questionnaires and structured interviews to make generalisations about a population (Fowler Jr., 2013). Experimental designs seek to determine how a specific treatment influences an outcome. This is done through inducing a treatment on an experimental unit and withholding on another. True experiments are fully randomised while quasi-experiments are non-randomised (Creswell and Creswell, 2017; Fowler Jr, 2013). This study used non-experimental designs in the form of structured questionnaires and telephonic structured interviews.

There are several types of qualitative designs which include:

- **Narrative research** - where the researcher studies the lives of individuals and asks one or more individuals to provide stories about their lives. The stories are retold by the researcher into a narrative chronology, combining views of the participant and those of the researcher.
- **Phenomenology** - the researcher describes the lived experiences of individuals about a phenomenon as described by participant. This normally involves conducting interviews. (Creswell and Creswell, 2017)
- **Grounded theory** – where a researcher systematically extracts general, abstract theory and emerging views of participants. The design uses multi-stage data collection and refinement and defining of interrelationships of categories of information. The grounded theory can be simplified as the study of concepts (Creswell and Creswell, 2017)
- **Ethnographies** – where the researcher conducts an inquiry on the patterns of behaviours, language, and actions of a cultural group over a period. Data collection involves observation and interviews (Creswell and Creswell, 2017).
- **Case study**- where a researcher systematically investigates a single individual, group, community mutual

A discussed earlier “mutual” research designs combine both qualitative and quantitative designs. There are several combined design methods found in literature which are classified into three broad types

- **Convergent parallel** - where a researcher merges or converges quantitative and qualitative data to provide a comprehensive analysis of the research problem. The researcher typically collects data at the same time (Creswell and Creswell, 2017).

- ***Explanatory sequential*** - Quantitative study is conducted first, and results are analysed and build on the results to explain in more detail using the qualitative study. It is called explanatory because qualitative data is used to explain some of the outcomes from quantitative analysis. And it is sequential because quantitative phase builds into the qualitative phase (Creswell and Creswell, 2017).
- ***Exploratory sequential*** – It is the reverse of explanatory sequential in that the researcher starts with qualitative study and then build some concepts that are then further explored using quantitative methods (Creswell and Creswell, 2017).

To sum up, this study first conducted a quantitative study using a structured questionnaire. This was followed by a qualitative study, using the grounded theory. Therefore, this study adopted an explanatory sequential research design. This design recognises the separateness of the quantitative and qualitative designs and the outcomes thereof. The grounded theory approach was the most appropriate for the qualitative approach to decode the common themes.

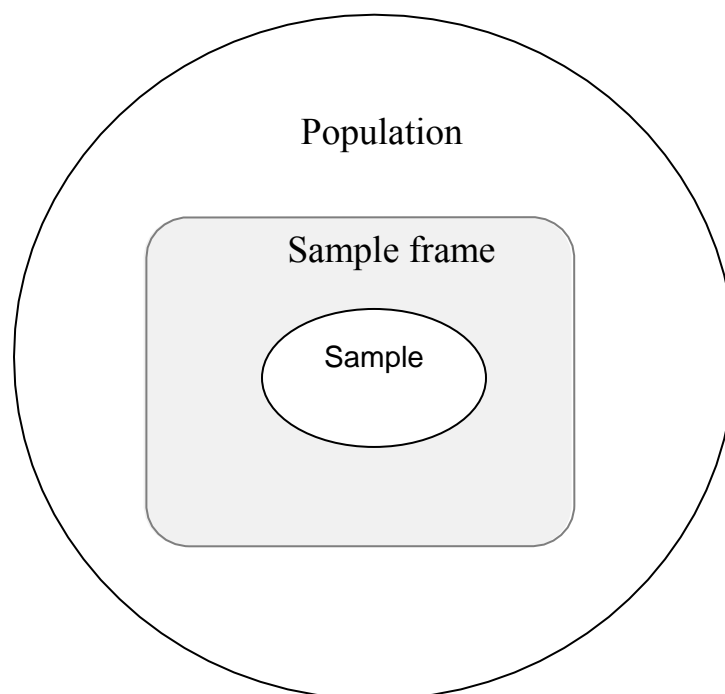
### 3.6 Population and Sample of the Study

The target population refers to all the members who meet the criterion specified for a research investigation (Alvi, 2016). A population can be homogenous or heterogenous. Heterogeneity can emanate from gender, age, ethnicity, socio-economic status, language, position/role in the group, etc. These were also measurements of diversity scores in the organisation under study. The study was conducted in Mozambique in two locations, that is, Maputo and Nampula where the organisation's offices were located. The scope of the study was limited to the lower level employees, junior, middle and senior management to get a wide array of feedback from all employees. The organisation had a total of 20 employees composed of administrative and technical staff. The technical staff was responsible for program implementation, working together with farmers and private sector partners.

Table 3.1 Location operating centres and number of employees

Operating Centre		Number of employees
1	Maputo	3
2	Nampula	17

The relationship between the population and a sample is shown in Figure 3.5. A sample is always a relatively smaller group of people selected from the population for an investigation. These members of the sample become participants. Sampling is important because, in many instances, it is impossible to assess every single element of the population. The basic characteristic of a sample is that it should be representative of the population and that any inferences and generalisations are true to the population (Alvi, 2016). Sampling is particularly important to reduce systematic error and sampling bias. Systematic error occurs because of flawed experimental designs or simply false or incorrect representation of the population. Bias occurs when the selected sample does not reflect the characteristics of the population.



*Figure 3.5 Relationship between a population, sample frame and sample.*

*Source: Saunders et al. (2016)*

### **3.7 Sampling Method**

There are two broad types of sampling methods, namely probability and non-probability sampling. In probability sampling, every member of the population has an equal chance of being selected as a participant. Selection of members is random. The following are probability sampling techniques:

- **Random sampling** — occurs when each member of the population has an equal chance of being included in the study sample (Creswell and Creswell, 2017)
- **Stratified sampling** — a researcher divides the population into sub group or strata, e.g., low income, medium and high-income groups. Sample units are then selected from the subgroups (Creswell and Creswell, 2017)
- **Cluster sampling** — occurs when sampling units are not individuals but groups such as schools or hospitals (Creswell and Creswell, 2017)

In non-probability method, there is no random sampling which means every member of the population does not have an equal chance of being selected. Selection of the sample is based on subjective judgement by the researcher. It is well suited for research of infinite number of elements and is ideal for exploratory studies (Saunders et al., 2016). Comparatively, probability sampling requires more effort, takes more time whereas non-probability sampling is less costly, and less effort is required. However, non-probability sampling is more prone to errors and bias which may affect the quality of research outcomes.

Non-probability sampling can be broadly classified into purposive and convenient sampling (Alvi, 2016). Etikan, Musa and Alkassim (2016) compare the two sampling categories and discuss several techniques under each. Further and a clearer classification of these sampling techniques were done by Teddlie and Yu (2007). There are several types of non-probability sampling techniques which are:

- **Volunteer sampling** – members of the samples self-select themselves to be part of the study. It is not expensive and can allow quick data collection. However, it is prone to systematic error and inferences may not be a true generalisation for the whole population
- **Convenient sampling** – also called accident sampling (Alvi, 2016) because the researcher only takes participants who are easy to approach. Used by Tang et al. (2015) in a study to uncover medical staff awareness about high alert medication. The technique is ideal when the target population is very broad. Individuals are informed about the study and asked for consent. Even though it is less expensive, it is also prone to errors and bias

- **Purposive sampling** – sampling is done with a predefined purpose in mind and so the elements/participants are predefined. Hence, those available for the study must meet the set criteria.
- **Quota sampling (proportional and nonproportional)** – used when the population is larger and heterogenous. Based on the topic and nature of the study, the researcher can establish quotas, non-randomly. An example where this was used is in the study to quantify the use of sunbeds in young people across England (Thomson et al., 2010).
- **Snowball sampling** – also referred to as chain sampling. One person is approached at a time and is asked to refer someone who might be interested in taking part in the study. The study is prone to sampling biases and systematic errors due to network connection. Friends may refer their friends who may hold the same view on a subject
- **Matched Sampling** – used in experimental research where a treatment is applied on one group and the untreated group is used as control for comparison of the effects of intervention.
- **Genealogy Based Sampling** – this involves selection of the whole family for a study instead of just a household. A researcher would select one member of the family and then after the survey, would then ask the participant to refer another close relative. This is almost like the snowball sampling technique except that the focus is on relatives.

According to a guide in Saunders et al. (2016, pp. 285), when data can be collected from the entire population, there is no need for sampling frame or a sample. A census should be adopted. A census involves the study of the whole population whereas a sample looks at a representative number of individuals of the total population.

For the quantitative research design, a census method was used to study and make inferences on the whole population under study. This was because the population size was small enough. For the telephonic part of the qualitative phase of interviews, the non-probability snowball and volunteer technique was used. The manager was first interviewed, and he recommended one staff member and the chain sampling proceeded.

**Volunteer sampling:** When there are challenges of refusal to participate, the volunteer sampling method is more appropriate (Saunders et al., 2016). For qualitative study, the employees that participated in the questionnaire were asked to refer someone who would be interested in taking

part in the study. It is important to state that, as Dworkin (2012) submits, the sample size used in qualitative research methods is often smaller than in quantitative research methods because qualitative research is about an in-depth understanding of a subject or meaning thereof. While several studies (Marshall, Cardon, Poddar, Fontenot, 2013; Trotter li, 2012) have argued about the “most appropriate” sample size, this study focussed more on the rigor and quality of responses relative to the target population. Therefore, at the end, the total number of participants who volunteered to answer telephonic interviews were 13 (65% of the population).

### **3.8 Construction of the Instrument**

A research instrument is a tool used to gather primary data. The corporate entrepreneurship assessment instrument (CEAI) tool is an instrument that can be used to measure the crucial role that employees should play in corporate entrepreneurship activities (van Wyk, 2011). It can also be used to assess the entrepreneurial climate and intensity of entrepreneurship (Kuratko, 2010). This was termed entrepreneurial health audit by Morris et al. (2010).

The study employed a structured questionnaire. Two methods were used to collect data, namely the online based questionnaire and structured telephonic interviews. These methods were chosen due to quick access, speed and lower cost. The participants were in another country and therefore it would have been costly and impractical to meet participants face to face. One of the disadvantages of the chosen instruments was that the researcher was not able to establish personal contact for observations as an addition to supplement data that was collected from telephonic and online survey.

The online questionnaire was constructed using sample questions from Morris et al. (2010, pp. 377-386). The questions were edited to ensure the research questions were adequately answered. The questions were then uploaded onto Google Forms, an online survey tool that is easy to customise. The results from this tool were easily downloadable into an excel spreadsheet for further computations.

***Qualifying the instrument*** - The survey instrument was chosen based on “best fit”. It was found to address the research objectives and there were no copyright infringement issues. Additional factors that were considered were validity, reliability and practicality. Practicality was considered in terms of cost, language and easy-of-use. Easy-of-use was also looked at from the point of view

of being able to have data in the electronic format, automatically stored on Google drive and easily accessible from any device connected to the internet. Other advantages of the online survey are:

- **Faster** – it takes on average two thirds of the time to complete a survey compared to paper based (Buchanan and Hvizdak, 2009; Lefever, Dal and Matthiasdottir, 2007)
- **Cheaper** - no costs of posting paper surveys or travelling for face to face interviews
- **More accurate** – the margin of error is reduced as participants enter responses directly into the system
- **Quick to analyse** – data comes ready to analyse. Google form summarise data and produces preliminary analysis such as charts.
- **Easy to use** – most people now use electronic gadgets and, therefore, by just clicking a button, participants can complete the surveys anytime when it suits them,
- **Easy to customise** - it was easy to make customisations, such as “unable to skip a question” and “thank you message after completion”.

### **3.8.1 Questionnaire development and description**

The online questionnaire had six sections that covered demographic information, climate assessment, leadership and entrepreneurship culture, employee perception, quality of work and barriers to entrepreneurship (Appendix 9).

**SECTION A: Demographic information** - Demographic information included age, gender, religion, age group and role in the organisation.

**SECTION B: Climate assessment, leadership and entrepreneurship culture** - Section B was concerned with the organisational culture encompassing the role of leadership to develop an enabling environment for workers to be entrepreneurial and not silent followers. The section covered.

**SECTION C: Assessing level of entrepreneurship** – Level of entrepreneurship was looked at from three facets, namely risk-taking, innovation and pro-activeness.

**SECTION D: Employee perception** – Covered the way employees perceived their work environment and their entrepreneurial ability

**SECTION E: Assessment of the quality of work** – This section had questions that probed the quality of work with regards to advancing the core objectives of the organisation.

**SECTION F: Barriers to entrepreneurship** – 10 selected barriers were listed, and participants were asked to rate the most important one for their organisation

### **3.8.2 Section F: Telephonic interviews**

A structured questionnaire was used to solicit qualitative responses to several open-ended questions. This was used to validate responses from the initial survey and to establish any other emerging themes with a focus on barriers/constraints and level of understanding of corporate entrepreneurship. The questionnaire contained three questions (Appendix 3). This provided an opportunity for participants to freely speak their opinions.

### **3.8.4 Finalising the instruments**

A pilot study was conducted with a selected manager including friends that volunteered. The pilot study was important to identify deficiencies in the questions such as inappropriate wording, poor sentence construction, question sequencing and layout that could have misled or confused participants and subsequently compromise the quality of data. One manager and three friends were selected to evaluate basic understanding of the questions, time taken to complete the survey, easy-of-use, and how the online questionnaire could translate questions to preferred languages.

Most comments came from the manager who suggested that some of the questions were too sensitive and appeared to be scrutinising their business. His concern was that the results may damage the reputation of their organisation. Therefore, this led to a revision of some of the wording and structure of the questions.

Notably, MSD organisations focus on market systems development which is more a service than products. These organisations focus on signing partnership deals with private sector companies and their responsibility is to ensure that these deals succeed. So, the word “products” in the questionnaire was changed to “deals” or “projects”, used interchangeably. After the corrections were made, the online survey was sent to friends to test the estimated time to completion. It was found that the participants would take an average of 15 minutes.

### 3.8.3 Design and link to objectives

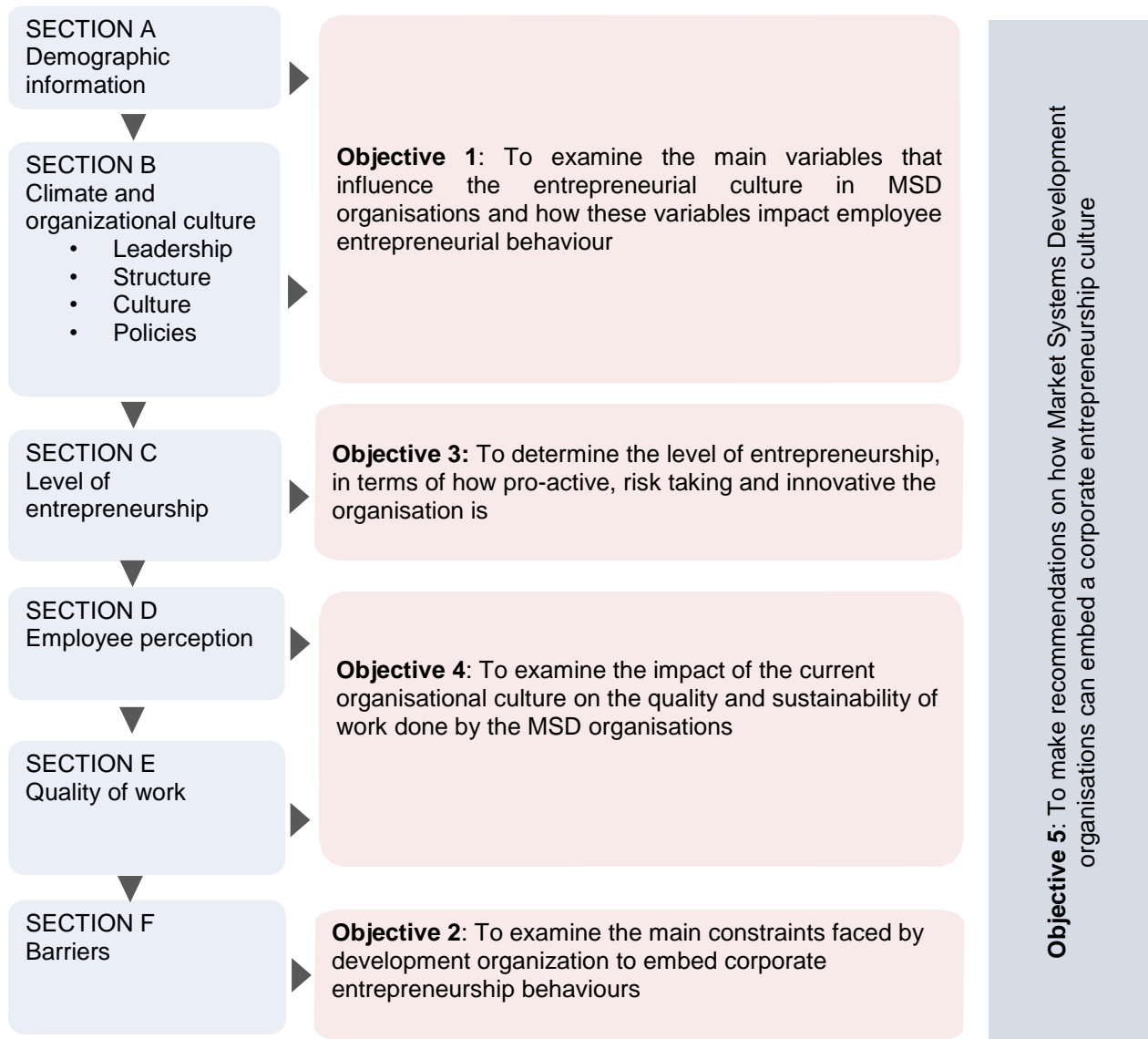


Figure 3.6 Linking sections of the research instruments and objectives

### 3.9 Testing Different Online Data Collection Methods

There are several electronic tools that can be used for online surveys. The electronic tools were assessed based on easy-of-use (in terms of formulating questions, styling and customising of questions and type of responses required) and cost (some are free, and others need payment). In this study, Survey Monkey and Google Forms were compared.

- **Survey Monkey** – Easy to customise and good online assistance, however, it was disqualified due to high cost. The tool is only free up to a certain number of questions and thereafter requires payment.
- **Google Forms** – This was selected because it was free with no limitation to the number of questions. It was easy to style and customise questions to suit the intended use. More importantly, the tool summarised responses in a ready to use format. In addition, after generating the online survey, a short link was created that could be sent to an email address and WhatsApp number.

### 3.10 Data Collection

Before sending to participants, the manager was contacted to discuss the main objective of the study, how and when the survey should be completed. The informed consent was also inserted on the first page of the questionnaire. A link was then sent to participants through both emails and WhatsApp. The purpose, objectives, affiliated university and a declaration that participants will remain anonymous was included. The following section discusses steps used to ensure participant corporations and other factors related to data collection.

#### 3.10.1 Participant cooperation

In any survey, several factors may affect participant cooperation and therefore the quantity and quality of data received. These factors may include:

- **Pressure of competing activities** – the study was conducted towards end year reporting for the organisation and therefore many participants might have been busy
- **Embarrassment at lack of understanding of the subject matter** – correct responses to the questions depends on the level of understanding of what corporate entrepreneurship is
- **Fear of consequences** – others may feel that even though anonymity was promised, they may still face negative consequences and therefore refuse to participate.

Fortunately, due to the awareness campaigns and concerted efforts to make sure that participants understand the topic under study, 100% response rate was achieved on the online census survey and 65% on the telephonic interviews.

### **3.10.2 Rating scales**

The questionnaire had a Likert Scale with multiple choice responses from 1 (strongly disagree) to 5 (strongly agree). Other questions required numerical responses such as the number of deals signed in the last year, while other questions required “yes” or “no” and “male” or “female” for gender (Appendix 9).

### **3.10.3 Data collection optimization**

A deadline was given for completion of the questionnaire. To ensure that all questions were completed a “required” setting was enabled on every question so that a participant could not proceed further if the question was not answered. Continuous follow up and reminders were done through phone calls.

### **3.10.4 Telephonic interviews**

The researcher recruited a friend to conduct the interviews. This was done to ensure objectivity and independent questioning, following the guidelines in interview script. The independent person was chosen because the researcher knew some employees personally and so this avoided any conflict of interest. A total of 13 employees were interviewed. To get the best data out of the telephonic interviewing processes, there are several competences that the interviewer needed to have which include:

- opening the interview;
- using appropriate language;
- conduct the questioning;
- listen;
- testing and summarising understanding of the responses;
- recognise and deal with difficult participants;
- recording data

The researcher had discussions with the interviewer about the above competences including a clear understanding of the purpose and objectives.

### 3.11 Data Analysis

The Microsoft Excel package was used as the main tool to collate and analyse data. The statistical tool-pack was loaded on Microsoft office 2010. This was done by going to “File”, “Options”, “Add-ins” and then selected and uploaded the relevant tool pack. This tool pack can analyse, among others, correlations, analysis of variance (ANOVA), regressions and many more.

Qualitative data from the telephonic interviews was organised per common themes using the Grounded theory method and their associated frequencies were also analysed using Microsoft Excel. Regression analysis was computed on the organisation’s strategic variables of leadership, organisational culture and entrepreneurial orientation and co-efficient of determination ( $r^2$ ) were also computed to determine the relationship between measured variables.

### 3.12 Reliability and Validity of Study

Data control measures were put in place to ensure validity and reliability of data. Validity and reliability are measurements of the accuracy and consistency of research instruments. Validity is the degree to which a measured score can be generalised to the population under study (Bolarinwa, 2015). There are different types of validity, namely face validity, construct validity, content validity and criterion validity. These types of validity can be classified into internal and external. External validity refers to the extent to which data from the test adequately measures the construct the researcher wishes to measure. Internal validity is concerned with how the data accurately measures what the researcher intended to measure (Bolarinwa, 2015).

Some questions that were asked by the researcher to test for validity are: *Is the relationship between two variables a causal relationship? Do the measures (questions and observations) accurately assess what the researcher wanted to know?* (content validity). In general, the instrument was found to be valid.

Reliability refers to the extent to which data collection techniques and/or analysis procedures yield reliable findings (Creswell and Creswell, 2017). Reliability was assessed by posing the following three questions:

- Will the measures yield the same results on other occasions?
- Will similar observations be reached by other observers?

- Is there transparency in how sense was made from the raw data?

The response to the question above was “yes”, but threats to reliability as explained in Creswell and Creswell (2017) could not be ruled out. There are four main threats, namely participant error, participant bias, observer error and observer bias.

But an instrument is said to be reliable when it gives consistent results. There are three common forms of reliability: (i) Stability – which measures the consistency of results from the same sample over different time intervals; (ii) Equivalence – measures the extent of error that is introduced due to different investigators and different samples; and (iii) Internal consistency – which measures the degree to which the items in the instrument are consistent and reflect the same underlying construct (Vaske, Beaman and Sponarski, 2017).

This study adopted the internal consistency check using Cronbach's alpha test. This test is most commonly used when one has used the Likert scales in a questionnaire. The Cronbach's  $\alpha$  is defined as:

$$\alpha = \frac{N}{N-1} \left( 1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

where N is the number of components (or items),  $\sigma_X^2$  is the variance of the observed total test scores, and  $\sigma_{Y_i}^2$  is the variance of component i for item Y (Sijtsma, 2009; Vaske et al., 2017).

The questions for each section of the questionnaire were subjected to SPSS statistics® package and a reliability test analysis. The Cronbach's alpha was found to be an average of 0.80 which indicates a higher level of reliability. The alpha scale ranges from 0 to 1 and a scale between 0.65- 0.80 is considered adequate (Vaske et al., 2017).

### 3.13 Bias

According to Simundic (2013), “*bias is any trend or deviation from the truth in data collection, data analysis, interpretation and publication which can cause false conclusions*”. Bias can be intentional or unintentional, but any competent researcher would avoid intentionally introducing bias in their research. However, it is important to state that in any research, there are always

confounding variables<sup>2</sup> and some limitations that are unavoidable. In this study, bias was prevented by using structured online instruments and the telephonic interviews were conducted by an independent person.

### **3.14 Ethical Considerations**

It was important to consider ethical issues and adapt them to the study to ensure that the rights and dignity of participants and the integrity of the study were protected.

Research participants were neither subjected to any harm nor forced to participate. The dignity of the participants was prioritised, and full consent was obtained before commencement of the study. All questionnaires were completed anonymously to protect the privacy of the participants. Confidentiality of the research data was also ensured by not collecting any names or information that could potentially link responses to participants. Data was also not shared with any third parties. Research objectives and aims were made clear to the participants and not exaggerated in any way. Communication with participants was done with honesty and transparency through company leadership. Any misleading information or misrepresentation of primary data findings in a biased way was avoided. Ethical clearance was sought from the university before data collection commenced. To ensure that prior authors were duly acknowledged, Turnitin tool was used to check for plagiarism (Appendix 8).

### **3.15 Limitation of the study**

The objective of this study was only limited to the subject of corporate entrepreneurship in one MSD organisation and results may not have direct generalisations to other organisations in the same industry or outside of the industry. Since the organisation was small, the sample size for the qualitative study became small and, therefore, may be difficult to identify significant relationships in some of the measures.

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<sup>2</sup> an outside influence that changes the effect of a dependent and independent variable, and a researcher is not able to control them

### **3.16 Summary**

The study employed a mutual research design approach, combining both the quantitative and qualitative research approaches. The researcher adopted the critical realism paradigm for the quantitative research and an interpretive paradigm for the qualitative part of the study. A census survey was used to study the whole population while a snowball sampling technique was employed for the follow-up qualitative study. Bias and systematic error were minimized by testing and optimizing the survey tools and ensuring that there was a balance between the authors opinion and that of participants.

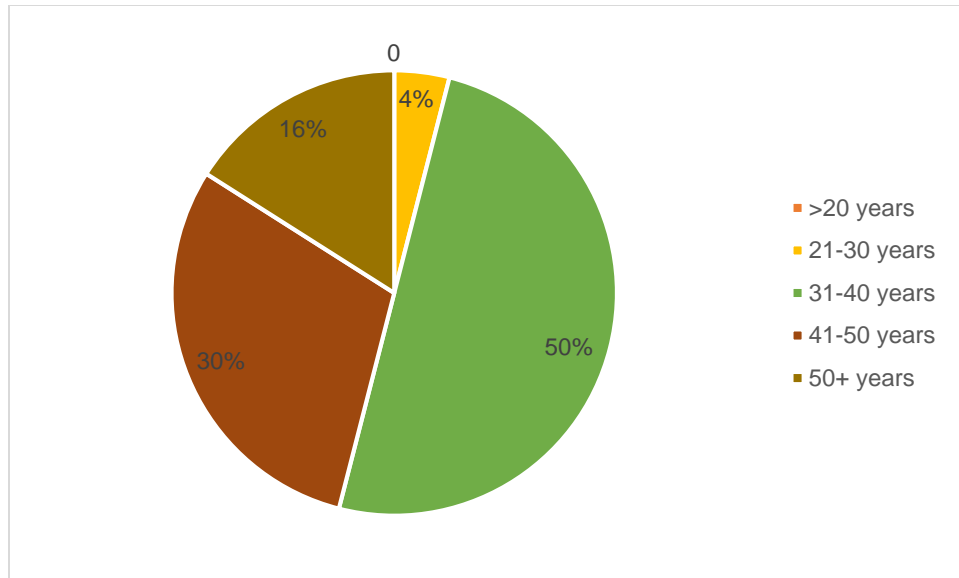
## **CHAPTER 4: PRESENTATION OF RESULTS**

### **4.1 Introduction**

This chapter is a presentation of the results as collected from the survey and telephonic interviews. Data is presented in the form of bar graphs, histograms, pie charts, figures and tables. Descriptive statistics such as the means, standard deviation, and variance were also computed and are presented. Results are presented per section of the survey and finally combined analysis were computed to determine any relationships between sections.

### **4.2 Section A: Demographic Information**

Firstly, it was important to understand the characteristics of the population under study. About 83% of the participants were males and 17% were females. With regards to age, 50% were between 31-40 years old, 33.3% were between 41-50 years old and 16.7% were over 50% years (Figure 4.1). All participants were Africans. Eighty-three percent were in the technical programming, that is, the program facilitation unit and 17% were working in administration (HR, Finance, and other operations). Sixty-seven percent were in supervisory roles and 33% on non-supervisory roles. A supervisory role was defined as either supervising a project and/or a team (Figure 4.2).



*Figure 4.1 Different age groups of the participants at AgroBiz*



*Figure 4.2 Role classification and management level of the participants at AgroBiz*

### 4.3 Reliability Test

The Cronbach's Alpha test was used to analyse the reliability of each of the Sections from B to E of the questionnaire and the results are presented in Table 4.1. The alpha coefficient ranges from 0.77 to 0.84. This was within the acceptable range of 0.65, according to Vaske, Beaman and Sponarski (2017).

Table 4.1 Cronbach's Alpha and analysis of variance for each of the sections in the questionnaire

Subsection	Mean	Standard Deviation	Cronbach Alpha
Leadership	21	7.21	0.84
Organisational culture	20	5.87	0.79
Level of entrepreneurship	22	6.21	0.78
Employee perception	23	4.65	0.81
Quality of work	24	3.14	0.80

#### 4.4 Section B: Climate Survey

This section presents data that pertains to the overall climate inside the organisation. One of the assumptions made earlier is that leadership is an antecedent for an organizational/entrepreneurial culture. Also, as posited by Maxwell (2011), “*everything rises and falls on leadership*”, the outcomes pertaining to the role of leadership to influence the organizational culture were presented first.

##### 4.3.1 Leadership and management

According to Georgakakis and Ruigrok (2017), the success of any leader depends in part to individual level characteristics (such as skills) and the internal and external environmental circumstances of the organisation. The leader’s main responsibility is to create a working environment where all issues are addressed, and all employees are energized to operate at their fullest potential. The vision, mission, purpose and values are the pillars of the organisation and the foundation for which the working environment is established. This study looked at how the participants viewed the role of leadership at their work place as far as entrepreneurship is concerned.

**Leadership flexibility:** When asked whether the organisation has bureaucratic structure, 50% of the participants agreed and 50% disagreed. Most employees (67%) think that an overly bureaucratic structure takes away from their ability to be entrepreneurial. This is evident in the results for analysis of flexibility, with 67% responding that the organisation is not highly flexible (Figure 4.3). It appears that most employees do not prefer a rigid chain of command as it limits their ability to experiment with new ideas.

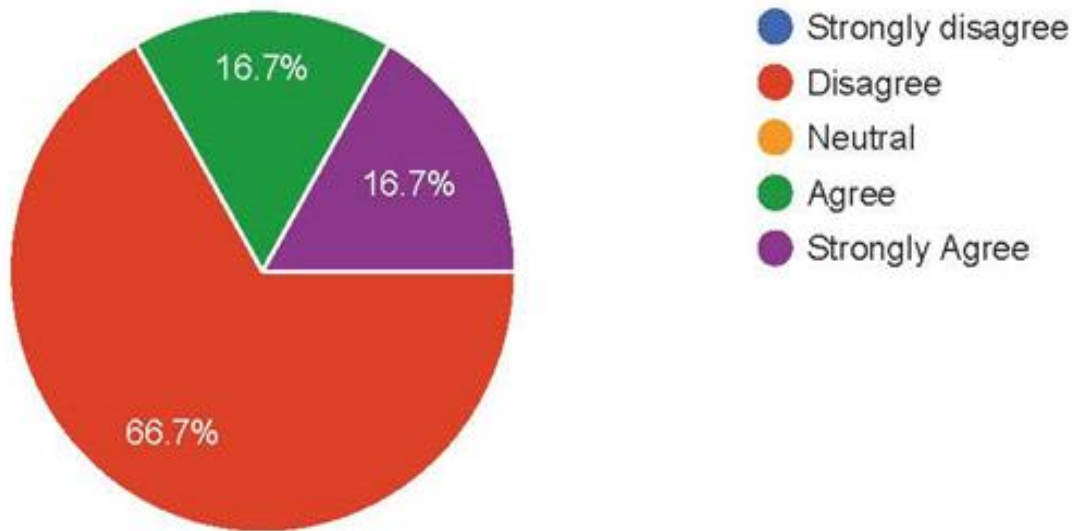


Figure 4.3 A pie chart showing flexibility level in the organisation

**Leadership support.** Most participants (66.7%) strongly agreed that their leader always persuade them to achieve goals, and 33.7% only agreed (Figure 4.4). All participants responded that the leader instils an entrepreneurial philosophy in all employees in the organisation. This is an indication that the leader is not only goal oriented but also want subordinates to pursue their goals and recognizes the role of entrepreneurship.

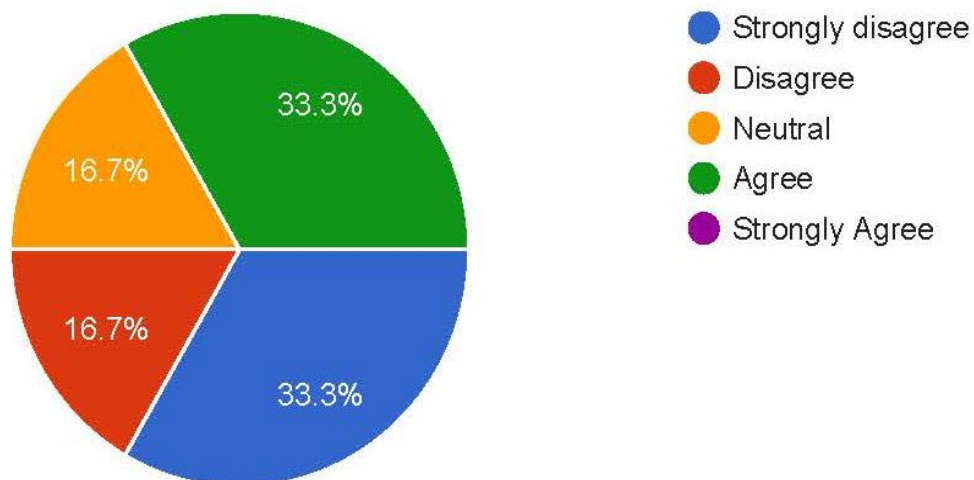
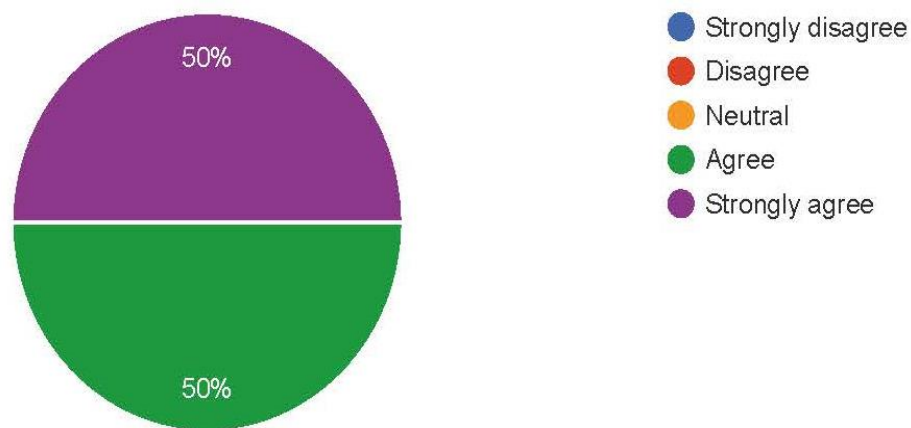


Figure 4.4 Leaders role in persuading other employees

#### 4.3.2 Search for new opportunities

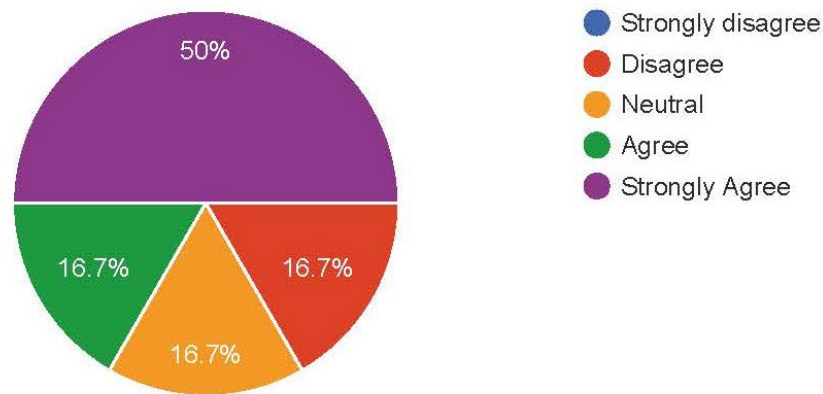
All participants believed that the organisation allowed them to look at things in new ways and all of them believed that their ideas were taken seriously (Figure 4.5). However, about 33% of participants feel that they always had to ask for permission from their supervisors for them to do something in a different way, whereas 67% feel that they have the flexibility to try new things without consulting their supervisors.



*Figure 4.5 Proportion of respondents who agreed that they had freedom to try new things*

An organisation relies on market intelligence to improve its internal capabilities. All participants believed that their organisation invested in market intelligence required to promote sustainable market development/entrepreneurship (Figure 4.7). Even though a higher percentage (67%) of participants believed that the organisation adequately invested in the human skills required to promote market development, there were about 33% who either disagreed or preferred to take a neutral view. Those who took a neutral view are either not sure about the question being asked or they prefer not to take a negative view (Figure 4.6).

Another positive attribute of the organisation was that, there was an ongoing search for new opportunities. All participants believed that their organisation was always actively searching for market opportunities (Figure 4.7) to grow their development work. The organizational culture discouraged failure, so even though employees had freedom to try out new things, failure was not always something that was regarded as positive (results not shown).



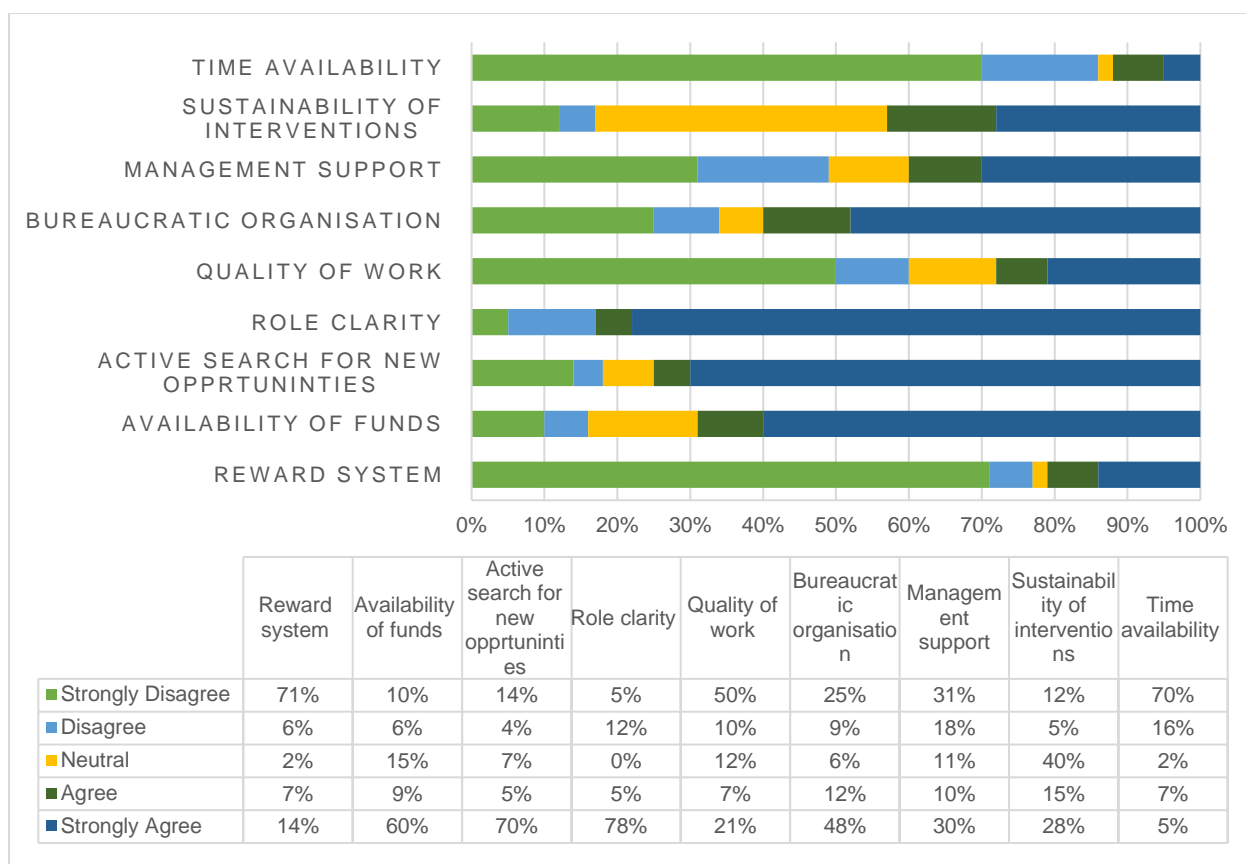
*Figure 4.6 Participants' responses to level of investment to build capacity for employees to be entrepreneurial*

#### **4.3.3 Time availability to work on other projects**

To be innovative, employees require some free time from their usual work so that they can focus on thinking about new ideas. About 86% of the employees disagreed that they had enough time to work on other projects (Figure 4.7). This implied that most employees were always busy with one thing or the other. Perhaps, the organization was understaffed such that employees' workload was too high.

#### **4.3.4 Availability of funds for new projects**

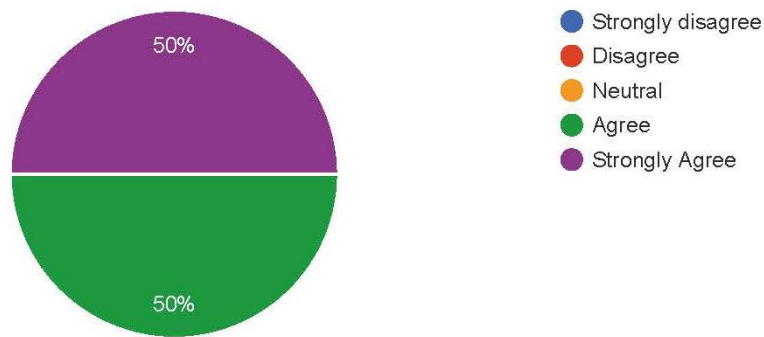
While the leadership generally support new ideas and projects, employees can only pursue innovative projects if there were enough funds to support the projects/ideas. From the analysis, it appears that about 69% of the respondents believe there is enough money to support new projects or ideas. Less than a quarter of respondents (16%) disagreed while 15% remained neutral (Figure 4.7).



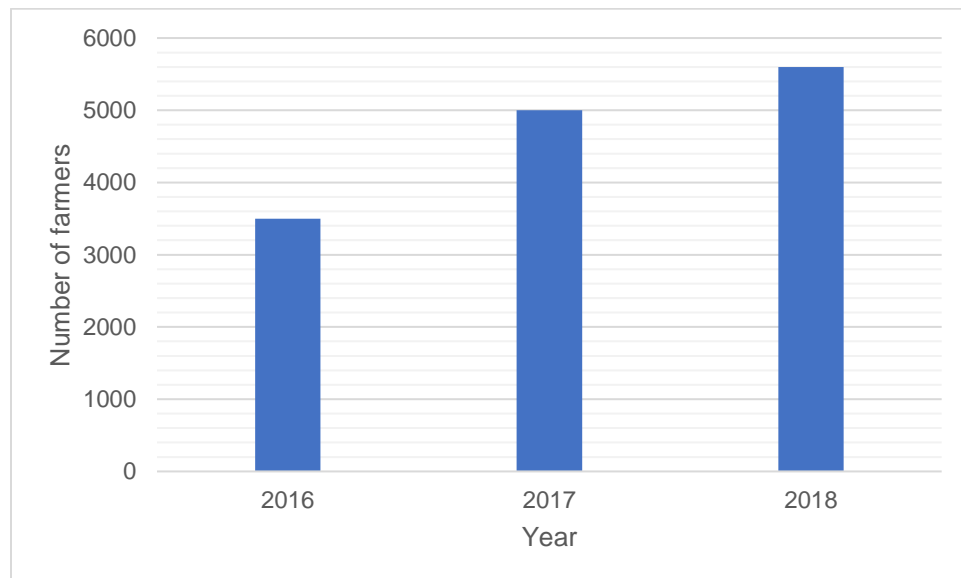
*Figure 4.7 Selected attributes measuring the organizational culture at AgroBiz.  
The percentage measure is of those who agree to the attribute or disagree that such exist in their organization*

#### 4.3.5 Impact of MSD activities in the last three years

All participants thought that the interventions provided by the organisation were in line with commercial requirements of the private sector companies (Figure 4.8). The private sector companies are in the inputs distribution business, supporting farmers to access the best quality products. The results indicated that the organisation may be contributing towards access to inputs by small holder farmers. This could be achieved through facilitation of the setting up of input distribution channels. There was a 57% growth in the number of farmers reached by the organisation (Figure 4.9) coupled by an increase in the number of private sector partner players.



*Figure 4.8 Pie chart showing responses of employees who believe that the organisation is achieving its goals*

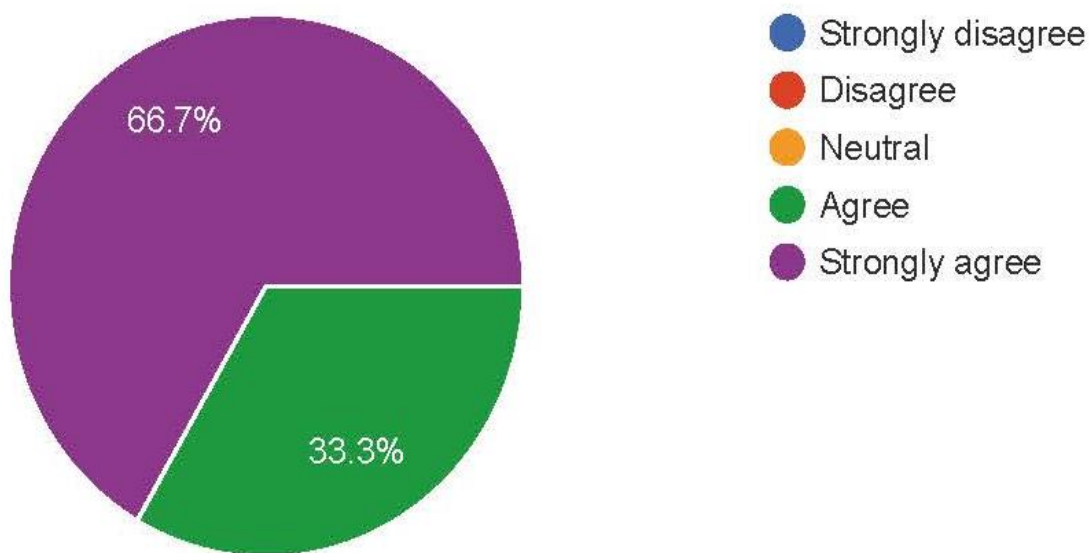


*Figure 4.9 Number of farmers reached by AgroBiz projects from 2016-2018.  
Data supplied by the organisation*

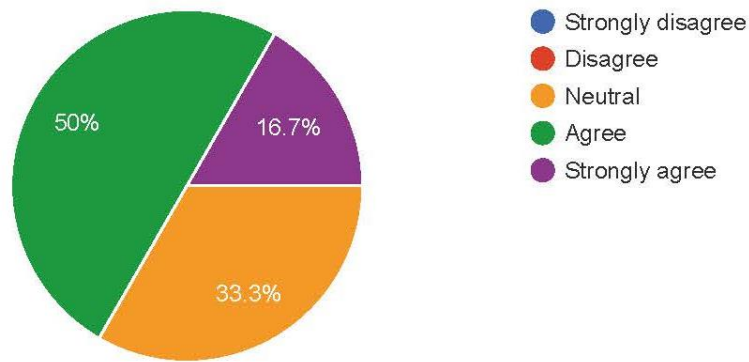
#### **4.5 Section C: Assessing the Level of Entrepreneurship**

There are three dimensions of entrepreneurship that were measured to determine the level of entrepreneurship. These are innovativeness, proactiveness and risk-taking behaviours. First, from an entrepreneurial orientation perspective, all participants had a widely-held belief that

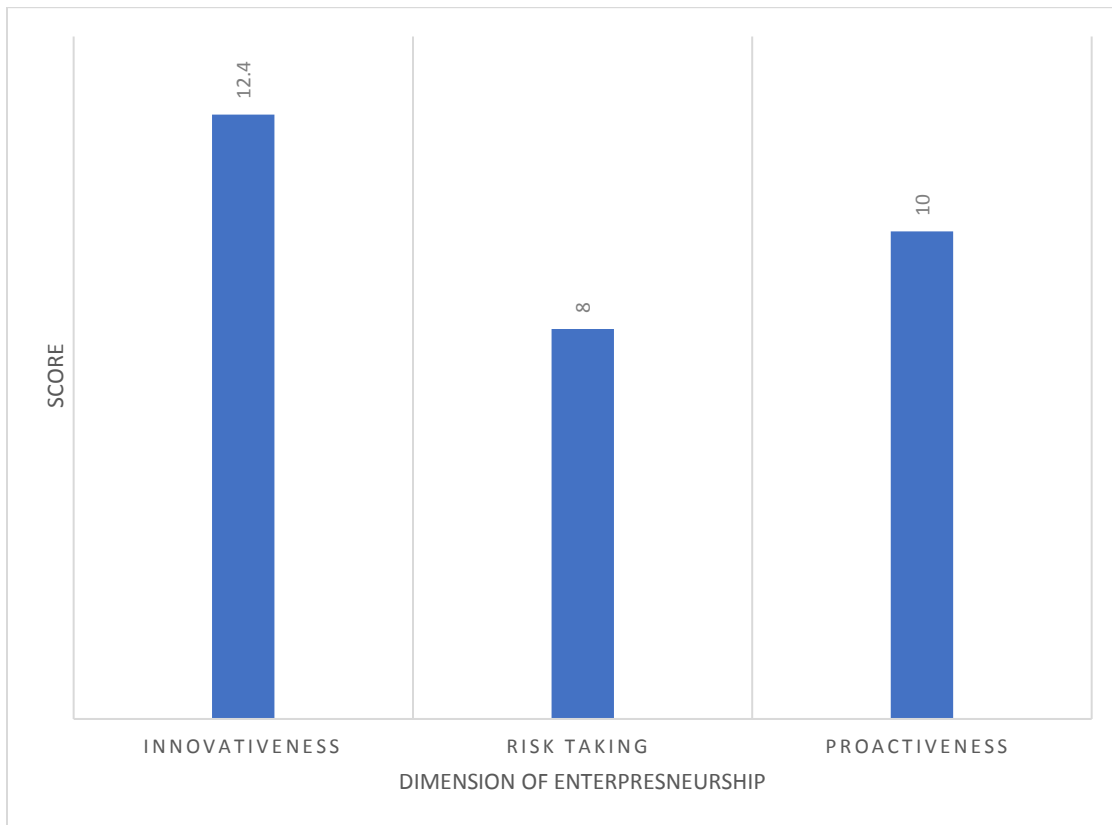
innovation is an absolute necessity for the organisation's future (Figure 4.10). In addition, there is periodic review of the organisation's level of entrepreneurship with regards to innovation, risk-taking and proactive behaviour on projects (Figure 4.12). Most participants (83%) believed their organisation periodically reviews all interventions in the market system to see gaps and identify areas of improvement (results not shown). Using the additive method to determine the degree of entrepreneurship, the least possible combination was 3 and maximum was 15 (based on the Likert scale from 1 (strongly disagree) to 5 (strongly agree)). This means a highly innovative, high risk undertaking and high proactiveness would have a score of 15. From Figure 4.12, the organization has scores of 12.4, 8 and 11 for innovativeness, risk undertaking and proactiveness, respectively. The average score is 10 (out of 15) which shows a relatively higher degree of entrepreneurship. Using entrepreneurship grid, the organization can be classified as having dynamic entrepreneurship intensity level.



*Figure 4.10 Percentage of respondents who believed that innovation is vital on the organisation's future success*

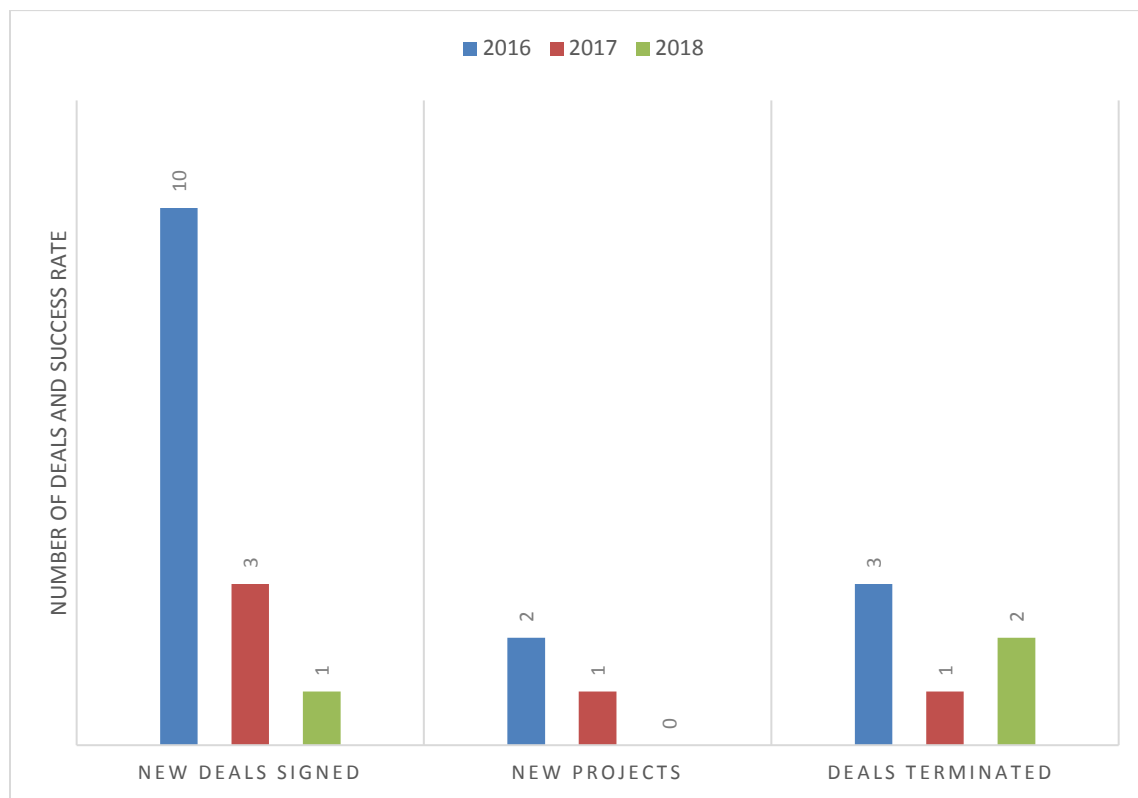


*Figure 4.11 Responses on setting of goals and periodic review of risk-taking, innovation and proactive behaviour*



*Figure 4.12 Degree of entrepreneurship for AgroBiz*

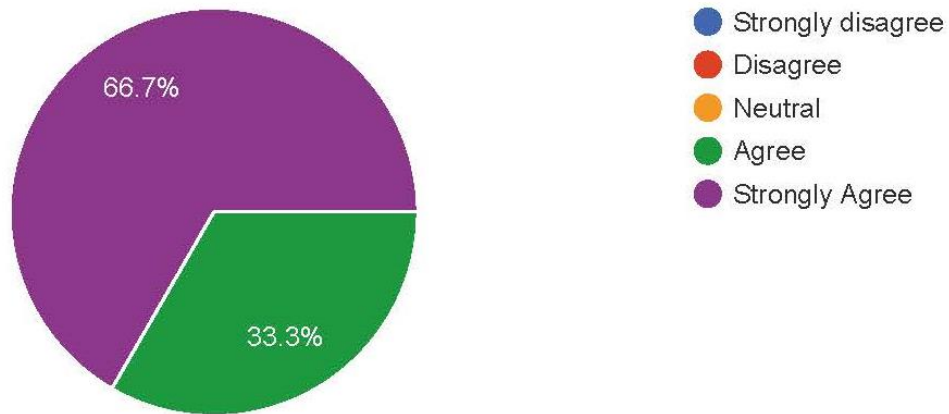
The level of entrepreneurial activity was also measured by looking at the number of new deals or projects introduced in the last three years. This is called frequency of entrepreneurship (Ireland et al., 2006). Figure 4.13 shows the response from participants showing the number of successful deals and those that were terminated. Most deals and projects were introduced in 2016. The highest number of deals from previous years were also terminated in 2016. Sixty-seven percent of the participants believed that the interventions significantly promoted the sustainable growth of market sectors supported by the organisation's projects. There were also 33% of the participants who thought the interventions were highly insignificant.



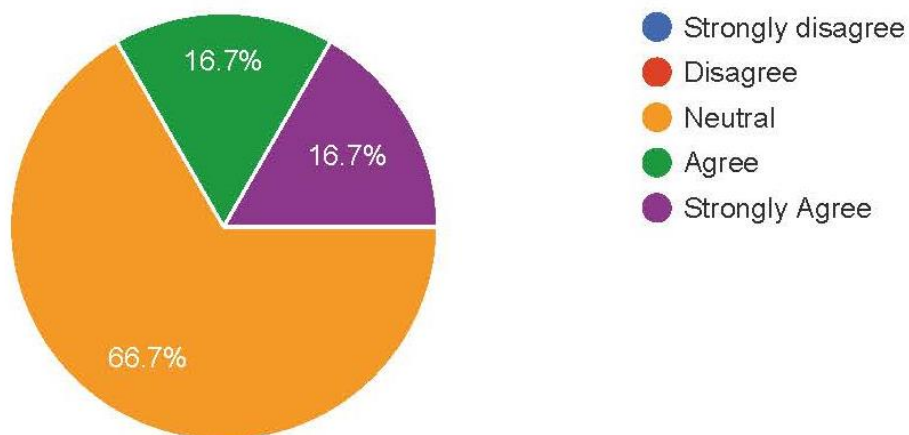
*Figure 4.13 The number of successful deals/projects in the last three years.*

*Deals terminated refer to deals that did not reach completion*

All participants believed that their organisation take risks in pursuit of interventions that promote entrepreneurship and market development (Figure 4.14). Even though there is risk undertaking taking, 67% of the participants remained neutral on whether there is reward for risk-taking behaviours (Figure 4.15). This may have implied that the organisation does not proactively reward employees that are innovative.



*Figure 4.14 Participants response on the organisations ability to take risks*

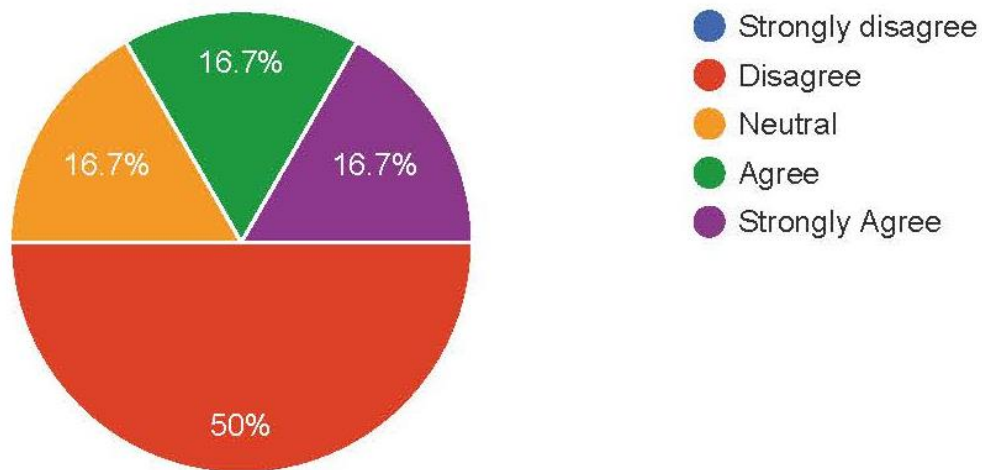


*Figure 4.15 Employee belief on rewarding for risk-taking behaviour*

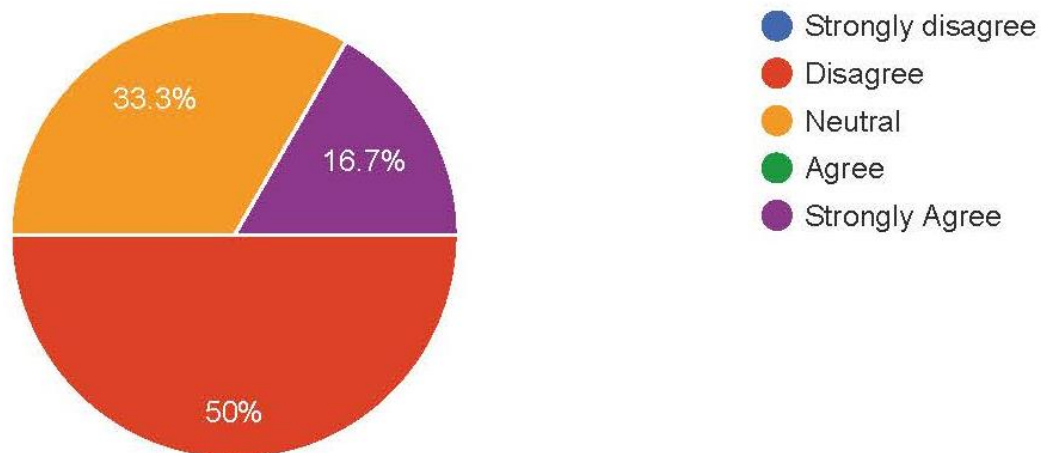
#### **4.6 Section D: Employee Perception**

Employee perception is a perspective that employees have based on their view of a situation. Perspectives are formed by various factors such as organizational roles, styles of leadership, styles of communication at the workplace. The employee perception is mostly influenced by organizational culture. About 50% of participants felt that they were not their own boss and they had to check their decisions with someone else before proceeding (Figure 4.16). About 33%

believe that they are their own boss and could make their own decisions. Seventeen percent remained neutral. Most participants felt that they had freedom to use their own judgements. Whilst 50% of participants believed that they did not get harshly criticized if they made mistakes. There are also 17% who did not choose to be proactive and risk-taking because they felt they would be harshly criticized (Figure 4.17).

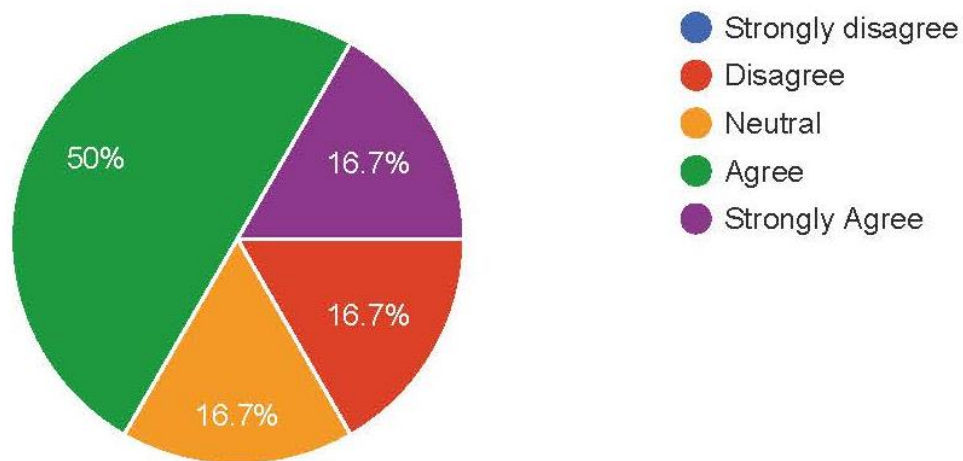


*Figure 4.16 Employees perception on being their own boss on decision making*



*Figure 4.17 Employee response on harsh criticism*

**Role clarity:** Employees normally have job descriptions which stipulates what they should do. The way the job is structured may or may not give employees the flexibility to try other things during work hours. In this study, all participants had job descriptions that clearly specified the standards of performance on which their jobs are evaluated. Eighty three percent of participants clearly knew what level of work performance was expected from them in terms of amount, quality, and timelines of output. However, most participants (67%) felt that their jobs were structured in such a way that they did not have time for any other organisational issues (Figure 4.18). Only 17% reported to have flexibility and the other 17% remained neutral. The results under this section are in line with responses on availability of time under section B. This triangular set up of questions enabled consistence of responses and quality check for any guessing.



*Figure 4.18 The perception of employees on the job structure and flexibility of the organisation*

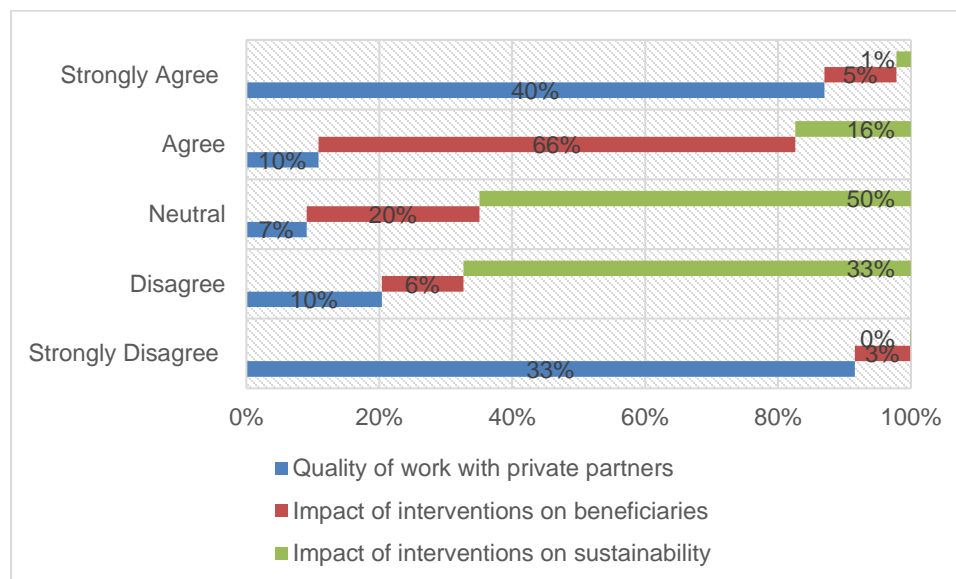
#### **4.7 Section E: Quality of Work**

Work quality is the value of work delivered by an individual, team or organisation. It can be measured by task completion, deliverables, or general interactions with clients. By measuring the employees' opinion on the quality of work, one can indirectly determine the performance of an organisation. First, 50% of the participants declared that the quality of work offered by their organisation is good (Figure 4.19). MSD organisations' core business is to partner with private sector partners to facilitate the development of efficient market systems. The results indicate that

participants believed they had an excellent relationship with the project and private sector partners and that was why they were achieving good results (Figure 4.19).

## 4.8 Sustainability

One of the main objectives of MSD organisations is to ensure that projects are sustainable, that is, market systems should be able to run into the future without the direct involvement of the MSD organisation. This is vital because, MSD organisations are not direct market system players, but only intervene to try and correct market deficiencies. From this study, 50% of participants chose to be neutral while 33% disagreed that projects introduced in the last three years could run without the direct involvement of the MSD organisation. The 50% neutral responses may imply that participants did not know whether their interventions were sustainable or not (Figure 4.19).



*Figure 4.19 Summary of the participant responses on sustainability, quality of work and relationship with private sector partners*

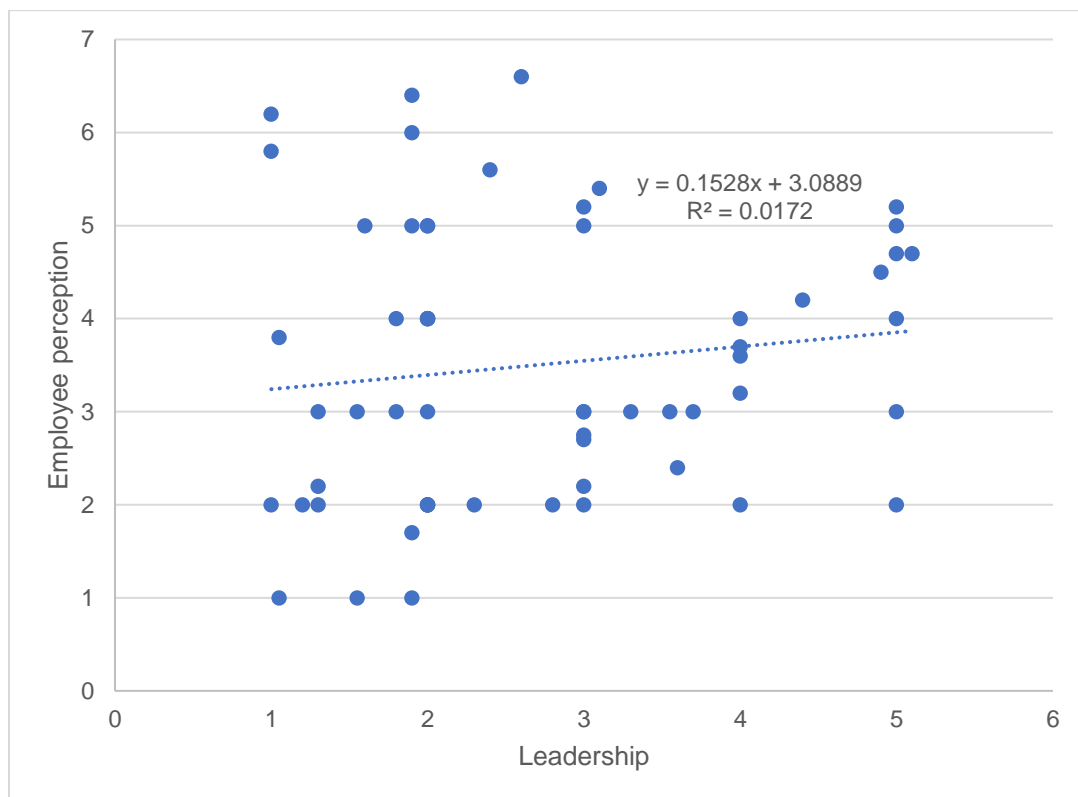
## 4.9 Regression Analysis for Strategic Variables

The strategic variables identified in this study were leadership and organisational culture. These two variables influenced the employee perceptions and quality of work. To understand the relationship between these variables, a regression analysis was computed. The  $R^2$  showed that the data explains only 21% of the relationship. Even though the relationship is positive, the results

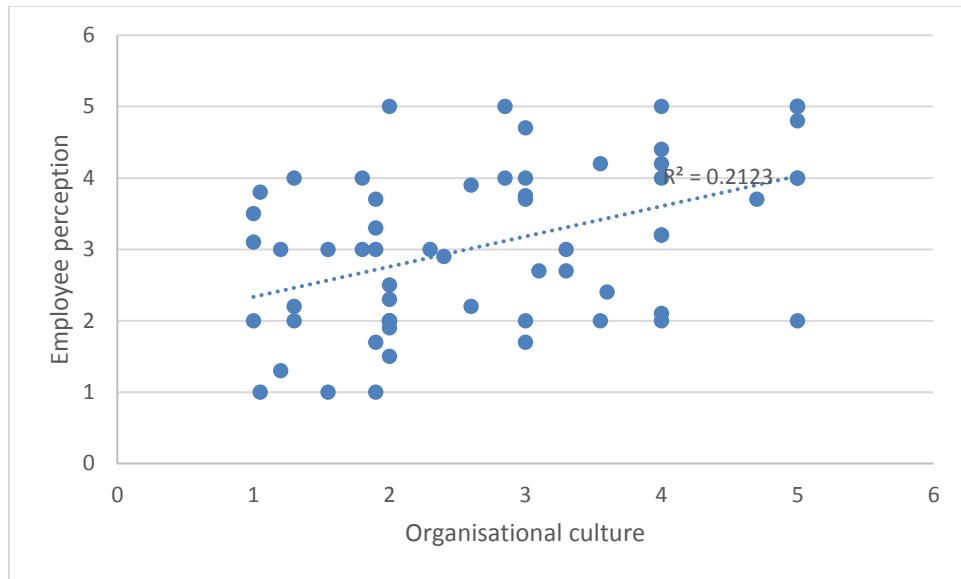
indicate that there is no linear relationship. Again, it is important to state that the  $R^2$  does not explain a direct causal relationship between the two variables. It can only be implied that, to an extent, organisational culture may influence how employees perceived their work environment.

Regression between leadership and employee perception score showed  $R^2$  only explain 1.7% of the relationship between the variables (Figure 4.20). This showed that the relationship is negligible.

A regression analysis was also computed for participants' response on organisational culture and employee perception. This had a positive relationship with an  $R^2$  explaining 21% of the data. This showed that leadership may play a prominent role on how employees perceived or felt about the organisational culture (Figure 4.21). Regression of leadership organisational culture scores showed  $R^2$  of 29%. This showed a much higher positive relationship between these two variables (Figure 4.22).



*Figure 4.20 Regression analysis for leadership variable versus employee perception scores*



*Figure 4.21 Regression analysis of organisational culture scores versus employee perception*



*Figure 4.22 Regression of leadership score versus organisational culture*

#### 4.10 Barriers to Entrepreneurship

Section F of the questionnaire solicited participants' perception of barriers to entrepreneurship through telephonic interviews. The most important forces that stand as barriers or constraints to entrepreneurship were included in the questionnaire on a rating scale from 1 (perceived importance of the constraint is low) to 5 (perceived importance of the constraint is high). The main constraints considered were: (i) capital availability, (ii) leadership style and management support, (iii) lack of entrepreneurial talent, (iv) resistance to change, (v) red tape and bureaucracy (vi) job role clarity, (vii) limited access to knowledge or training, (viii) inappropriate rewarding system, (ix) decision making control, (x) government regulations. These ten factors were chosen based on their prominence in literature (Klapper, Laeven and Rajan, 2004; Krasniqi, 2007; Nawaser et al., 2011; Raeesi et al., 2013; Sharma, 2018; Williams and Williams, 2011). Figure 4.23 shows the mean and classification of the importance of the constraints from low to high. The total number of participants was 20 and so the maximum possible total score for each factor would be  $20 \times 5 = 100$  (high importance). The least possible score would be  $1 \times 20 = 20$  (low importance), the middle point is  $20 \times 3 = 60$  (average). The mean score was determined by dividing the total score by the population. From Figure 4.23, leadership and management support and resource availability were ranked the highest in terms of importance. Resistance to change and limited knowledge (or training) were ranked average. The lowest ranked barriers were government regulations. From these results, it can be deduced that, with excellent leadership and management support (together with resource availability), it may be possible to overcome all other barriers because leadership sets the stage for all organisational operations. Otherwise, these barriers stand in the way of all efforts by the organisation to promote an entrepreneurial culture at AgroBiz.



*Figure 4.23 Ranking of barriers to entrepreneurship as perceived by the participants. Resource availability refers to capital*

#### 4.11 Opportunities for Growth

To determine the perceived opportunities for growth, the top three barriers for entrepreneurship were included in the telephonic interview questionnaire and participants were asked to explain how they would break the barriers should they be in charge. Since these were follow up telephonic interviews, the snowball method was used, where one participant volunteered to take the first questions and recommended others who would be interested to participate. A total of 13 people constituted the sample which is 45% of the population. The results were organised into common themes and tabulated as shown in Table 4.2. Based on the main themes extracted from the responses, leadership and management support were the key drivers for breaking the entrepreneurship barriers. Staff members prefer being consulted frequently, participate in brain storming sessions, work within functional teams, less bureaucratic environment, an environment where they are also listened to, to be rewarded and to go for skills training. On decision-making, employees prefer a more fluid than rigid structure and delegation of some decision-making roles. Employees suggested that the organisation ought to set aside a budget for entrepreneurship programs to promote new ideas. Sources of funds may include internally generating money, partner with other stakeholders or donor funding.

Table 4.2 Participant suggestions on how barriers to entrepreneurship can be broken. Themes generated from qualitative data.

Rank	Measured barrier	How to break the barrier
1	Resource availability	Allocate annual budget to support new projects Partner with other stakeholders to support new initiatives Start a cash generating business to support new ideas apart from those funded
2	Leadership style and management support	Consult staff monthly on new ideas Create brain storming sessions Encourage team work Remove bureaucracy Reward new ideas Give attention to other people's ideas Send employees for skills training
3	Decision making control	Delegate some decision making to lower level employees Decisions should be made quickly for time sensitive project ideas Have platforms to evaluate decisions made

#### 4.12 Summary of the Results and Link to Objectives

*Objective 1: To examine the entrepreneurial culture at AgroBiz and how culture may affect performance and employee perception.*

- The organisation is moderately diverse in terms of all demographic variables studied. Diversity is an important variable that influences creativity and the work place.
- The organizational culture is characterized by bureaucratic and rigid management style. Employees would always consult senior management for them to try out new things
- There is general a drive towards a search for new opportunities and the organisation invests in market intelligence to identify valuable opportunities
- However, some opportunities are missed because of other variables such as lack of management support, inability to commit funds, etc.

- Overall, employee perception depended on variables – generally the perception is positive even though in some areas, employees perceive the work environment as prohibitive towards entrepreneurship.

*Objective 2: To examine the main constraints faced by development organization to embed corporate entrepreneurship behaviours*

- Various factors that could stand as barriers or constraints were considered and these are: (i) resource availability, (ii) leadership style and management support, (iii) lack of entrepreneurial talent, (iv) resistance to change, (v) red tape and bureaucracy (vi) job role clarity, (vii) limited access to knowledge or training, (viii) inappropriate rewarding system, (ix) decision making control, (x) government regulations
- From participants' responses, capital, leadership and management support, bureaucracy and decision-making control were ranked as the top four most important constraints.

*Objective 3: To determine the level of entrepreneurship, in terms of how pro-active, risk-taking and innovative the organisation is*

- The level of entrepreneurship was measured based on how innovative, risk-taking and proactive the organisation is.
- The organisation was more innovative (score of 12.4), followed by proactiveness (score of 10) and risk-taking (score of 8). On average, the combined level of entrepreneurship was measured at 10. This shows that the organisation had a relatively higher entrepreneurial score.
- Most of the deals/projects were introduced in 2016 and significant number of projects were terminated before completion.

*Objective 4: To examine the impact of the current organisational culture on the quality and sustainability of work done by the MSD organisations*

- The impact of the current organizational culture was measured based on the number of beneficiary farmers that were reached for the last 3 years. The number of beneficiaries increased by 57% over three years.

- Apart from any other factors that may derail entrepreneurship, the organisation managed to increase the number of beneficiaries who had access to agriculture inputs in the market system.

*Objective 5: To proffer recommendations of strategies to promote a corporate entrepreneurship culture in market systems development organisations.*

- From the main constraints identified, the organisation has gaps on funding entrepreneurship activities, reduce bureaucratic and decision-making rigidity and; finally, lack of leadership and management support. These are the top four barriers to nurture or promote entrepreneurial culture
- Opportunities to improve the entrepreneurship culture lie in the areas of weaknesses

## **CHAPTER 5: DISCUSSION**

### **5.1 Introduction**

Entrepreneurship has become the relevant instrument to promote business and economic growth (Linan, Rodríguez-Cohard and Rueda-Cantuche, 2005; Liñán, Rodríguez-Cohard and Rueda-Cantuche, 2011). This chapter focusses on an in-depth discussion of the results obtained from the study. First, the main objective of this study was to conduct an exploratory study on the impact of corporate entrepreneurship on the quality of interventions by MSD organizations. The topic of CE has been extensively studied in the business fraternity; however, less studies on the subject have been done in the market systems development organisations. This is probably because those in the non-profit making organizations feel that their business models are different in that they do not “chase” profit, but only satisfying the basic needs of the communities they serve. There are various reasons why the subject of entrepreneurship has not been explored particularly in the NGO sector and development organizations. This can be explained by looking at the business model of the NGO or development organizations (discussed in Chapter 2). The business model informs the philosophy of the organisations and subsequently the organisational cultures. The following discussion focusses on the key results emanating from the study.

### **5.2 Organizational Entrepreneurial Culture**

While this study intended to measure the impact of a corporate entrepreneurship culture on the quality of interventions by MSD organisations, it is important to state that culture is a complex and multifaceted and therefore it is difficult to measure the influence of culture precisely on a variable (Curry, Brault, Linnander, McNatt, Brewster, Cherlin, Flieger, Ting and Bradley, 2018). One can only assume that what we see is a result of the underlying enablers. This is the basis of the critical realism philosophy that was adopted. Therefore, various attributes that pertained to the entrepreneurial culture of the organisation were explored. In entrepreneurial process, the entrepreneur does not act alone but together with members of the team that is why the entrepreneurial activity should be nurtured in the whole team (Schott and Sedaghat, 2014). As a recap, organisational culture is defined as the patterns of shared values and beliefs that evolve because of the interaction of members of the organisation over time to produce consistent behavioural norms. Three elements are important in this definition: (i) shared values and beliefs – these emanate from the overall organisational structure, purpose, objectives and including the demographics of the people that form the organisation; (ii) evolution of

these values and belief over time; and (iii) what is consistently experienced by members of the organisation or those outside. From the onset, it is important to state that a regression of the organisational culture versus employee perception showed a positive relationship. This, therefore, implies that employees' responses reflected their "feel" of the organisation which may change if organisational culture evolves. A similar regression of organisational culture versus leadership scores showed a positive relationship. From the discussion in Section 2.5 and in Table 2.1, AgroBiz can be classified as having more of a role culture and task oriented. As shall be discussed latter, leadership play a significant role in defining organisational culture.

The following discussion focusses on some of the attributes that were measured to understand the current entrepreneurial culture. The attributes include diversity, role clarity, search for new opportunities and reward system, level of entrepreneurship and quality of work, to mention a few.

### **5.2.1 Diversity**

The results indicated that the organisation was slightly diverse from the gender and age perspective. From a racial perspective, all employees were Africans. Studies have shown that organisations that have high levels of diversity are more likely to be more innovative, have better decision-making, a larger talent pool and a wider customer base (Meško Štok, Markič, Bertoncej and Meško, 2010; Garnero, Kampelmann and Rycx, 2014, Saxena, 2014. The advantage of a diverse organisation is on the diversity of ideas, creativity and even management styles because these ideals are built from the backgrounds from which people come from.

### **5.2.2 Role clarity**

Several studies showed a correlation between role clarity, job satisfaction and performance (Hassan, 2013; Karim, 2017). All respondents believe that they have the flexibility to try out new things at work and most employees have clear job descriptions outlining what they should do. In addition, employees have a say on how things should be done. Job clarity is regarded as one of the key factors that influences entrepreneurship in an organisation. Because it allows employees to focus on specific areas where they are competent. Through continuously repeating certain roles, employees may become experts and more versatile in their ability to come up with creative ideas.

### **5.2.3 Search for new opportunities**

According to Atkinson, Castro, Andes, Ezell, Hackler and Bennett (2010) “*to be an entrepreneur means to be innovative and look for new opportunities and possibilities*”. One of the key attributes of corporate entrepreneurship is the ability to identify opportunities and derive value out of them (Kreiser et al., 2013; Kuratko, 2010). To be an entrepreneur means to be able to be innovative and look for new opportunities and possibilities (Bytyçi, 2015). AgroBiz invested in market intelligence required to identify opportunities to achieve sustainable market development. In addition, 67% of participants believed that the organisation also invested in capacity building to improve the skills of their staff members. With an investment in learning and development, AgroBiz was in a better position to have employees that are keen to advance the business by exploiting new opportunities. In market systems development, when an opportunity is identified, it is incumbent of the development organisation to find the right private sector partner. Such opportunities may include ways to improve access to agriculture inputs. After identifying the private sector partners, MSD organisation can assist in coming up with innovative solutions to the problem, ensuring that the private sector partner(s) take full responsibility for sustainable growth. Possibly, the notable opportunity for development is for AgroBiz to improve on their ability to convert opportunities to real product innovations.

### **5.2.4 Level of entrepreneurship**

The level of entrepreneurial activity in an organisation is measured by three dimensions which are innovativeness, risk-taking and proactivity. An organisational level of entrepreneurship is determined by looking at a combination of these dimensions (Ireland, Kuratko and Morris, 2006; Kreiser et al., 2013; Kuratko, 2010). In addition, the frequency of entrepreneurship can also be used as an indicator of the level of entrepreneurship. Frequency of entrepreneurship refers to the rate at which an organisation introduces new innovations. Organisations that have a higher level of entrepreneurship are more likely to have new products, services or processes introductions in each period. In this study, it would be new process or new partnership deals or new projects.

The score of 10 out of 15 illustrated that AgroBiz is relatively entrepreneurial in terms of its innovativeness, risk-taking and proactiveness. Innovation in the products, services, management systems, production processes, corporate values and other aspects of the organization is what keeps organisation growing, changing and flourishing (Bytyçi, 2015). For anyone to be innovative, there are

elements of risk undertaking and proactiveness. Without these attributes, no organisation can survive in these turbulent markets.

While these three dimensions are a good measure of entrepreneurship in an organisation, there are other confounding factors that may derail entrepreneurship behaviours. Some studies argue that, apart from organisational culture, personal attitude is one of the most important factors to determine employee's entrepreneurial intentions (Liñán, Rodríguez-Cohard and Rueda-Cantuche, 2011). While the organisation may have an enabling entrepreneurial environment, one must study the personal attributes of employees to understand any correlations between an entrepreneurial culture and certain personal attributes or qualities. This raises the importance of education and mentorship. Future studies could look identify the most common qualities possessed by entrepreneurs and how organisational culture may nurture these qualities for individuals to be motivated and have the capacity to identify opportunities and to pursue them to create value.

AgroBiz had a total of 14 deals and 3 project introductions in the last three years. About 35% of the deals and projects were terminated before completion. Projects are a means for companies to achieve their main objectives. If projects or deals are terminated, it means that the success sought by the organisation was negatively affected and the development targets were not achieved. There are several reasons why projects can be terminated, and this may include lack of commitment from the responsible teams, poor execution, lack of resources, lack of required technical skills to drive projects, inability to adapt to changing market dynamics and lack of leadership and management support. These are also some of the barriers to entrepreneurship. There is a noticeable gap in project management skills for the team, which may explain why some projects have failed. Several leading companies use new projects as a vehicle to outshine competitors (Ozcelik, 2010; Cook, Brown, Alexander, March, Morgan, Satterthwaite and Pangalos, 2014). At organisational level, AgroBiz may need to capacitate the team on project management, so that any new idea can be well managed until completion. For researchers, it is important in future to look and the key success factors that influence project success specifically for the MSD organisations.

#### **5.2.5 Reward system**

Reward system is one of the most important functions in human resource management and it is especially important for entrepreneurial oriented firms (Bau and Dowling, 2007) as an incentive for encouraging entrepreneurship. A study by Thongpapanl, Kaciak and Welsh (2018) showed a positive

correlation between reward system and job performance and employee collaborations. In this study, almost 81% of the respondents disagree that the organisation specifically rewarded new ideas and creativity. Organizations that do not reward entrepreneurial behaviours are more likely to have high employee turnover, reduced employee performance, low morale and slow organizational growth.

#### **5.2.6 Capital availability**

New ideas or projects require funds to support the initial stages if experimentation and execution of ideas have been accepted. If the organization has no funds to support new innovative ideas, entrepreneurship may be suffocated. For development organizations, sources of funds are normally donors, and, in most cases, there is a budget for a set of activities. It is common that most organisations do not set aside funds to support research and development activities, especially if research is not the organisation's core function. But undeniably, for development organisations to succeed in implementing systemic changes to the market systems, there is need for the facilitation team to be at par in terms of understanding business needs and what value is for all market players. This can be achieved through support for ideation. About 69% of respondents believed that the organization had enough funds to support entrepreneurial activities. However, it is important to state that funds alone would not be enough if all other variables are not favourable. This should be accompanied by a supportive management and leadership team. The level of support needed could be simply approving new projects and accordingly make concerted efforts to allocate funds to support executions.

### **5.3 Leadership Styles and Management Structure**

Organizational structure refers to how the work of employees and teams within an organization is coordinated. It relates to how hierarchical or flat the organisation is. About 60% of the employees surveyed believed that AgroBiz is a bureaucratic organisation. Most employees agreed that a bureaucratic organisation does not promote entrepreneurship. Studies have shown that bureaucracy tend to restrict the ability of employees to come up with new ideas and to be innovative (Svensson, 2008). Decision-making takes long, and employees always get frustrated and discouraged from pursuing new projects. This problem of bureaucracy is bigger in large companies than small ones (because in small companies, owners quickly make decisions). Most large corporations have several management layers that should be consulted for a decision to be passed. A study by Özcan and Reichstein (2009) found that the bureaucratic nature of public (and development) organizations and

subsequent bureaucratization of individual employees is the main reason why these organisations are not entrepreneurial.

About 67% of the participants responded that the AgroBiz is not highly flexible. Again, lack of flexibility is one of the characteristics of a bureaucratic organisation. To drive growth in any business depends predominantly on leadership and management's ability to quickly respond to change. According to an article by Gerdeman (2016), 0.1% of business start-ups make it to 40 years. They fail due to the inability of leaders to manage contradictions and complexities that exist on the markets. Due to the lack of flexibility, leaders tend to default to one way of doing business. Market systems are a lot more complex and therefore require leaders with the tenacity and flexibility to adapt and navigate through contradictions and complexities.

Leadership and management styles affect the overall performance of any organisation (George, 2016). In the article by Mazal (2014), the concept of "flat and fluid" management style is well discussed. Flat and fluid organizational structures have minimal to no middle management, empowering employees to take on more responsibility on decision-making and power is distributed, and accountability is multiplied (Mazal, 2014). This gives employees the latitude to take risks, and to be creative and innovative. Flat and fluid organisations follow the following key principles suggested by Mazal (2014):

- **Management is tasks:** Management is a set of tasks rather than a group of people. The tasks are distributed amongst regular core-workers and everyone manages.
- **Transparency and accountability are sacred:** Everyone's performance and metrics are made public and anyone demands accountability from anyone
- **Everyone makes decisions but not everyone is involved in all decision:** Anyone can decide without consulting the senior management. Decision-making is distributed.
- **Make what's implicit explicit:** Topics that are taboo and are a cause of internal politics in hierarchical organizations are confronted and outcomes are made public.

Examples of effective organizations with "flat and fluid" management styles include W. L. Gore and The Morning Star Company (Mazal, 2014). In these organizations, employees are all referred to as colleagues and if there is a CEO, he/she is normally elected by the colleagues (Mazal, 2014). Table 5.1 shows a comparison of the two models of organizational cultures which are the mechanistic and organic systems (Robbins and Coulter, 2013, Kessler, Nixon and Nord, 2017). AgroBiz can be classified as having a predominantly mechanistic structure because of its hierarchical nature. There

are also hierarchical organizations that are very successful. Some studies liken the flat and fluid leadership to laissez-faire leadership behaviour (Chaudhry and Javed, 2012; Northouse, 2016). Laissez-faire leadership is also known as delegative leadership and it is where leaders are hands-off and allow group members to make decisions (Skogstad et al., 2007). In their study, Skogstad et al. (2007) found that laissez-faire leadership was positively correlated with role conflict, role ambiguity, and conflicts with co-workers. It is not to say that “flat and fluid” organizations do not work, but that concerted efforts are required to ensure there is effective clarity and accountability on roles. As shown in Figure 4.11, AgroBiz ought to invest more in ensuring leadership and management support for entrepreneurial behaviours. Such support might imply that the organisation ought to reduce its rigidity and adopt a more flexible approach. Ideally, a management style between the mechanistic and organic systems may be a healthier approach.

*Table 5.1 Comparison of the two models of organisational structure (Robbins and Coulter, 2013)*

<i>Mechanistic system</i>	<i>Organic system</i>
<ul style="list-style-type: none"> <li>• Centralized work culture</li> <li>• Highly formalized (exhaustive written orders)</li> <li>• High specialization</li> <li>• Standardised job structure</li> <li>• Narrow span of management</li> <li>• Tall organizational structure with number of organizational tiers</li> <li>• Centralised decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Decentralised work structure</li> <li>• Formalisation is very low (very few written instructions)</li> <li>• Low level of specialization (team work)</li> <li>• Fluctuation in work culture</li> <li>• Wide span of management</li> <li>• Flat organizational structure with few tiers</li> <li>• Decentralised decision making</li> </ul>

## 5.4 Barriers to Entrepreneurship

The discussion above centred on the organizational culture and impact on performance with regards to quality of work, the signing of new deals, and impact of the current work culture with regards to the number of farmers reached. There are several barriers that were identified in literature and respondents were required to rate those that were more important in their organization. The top four barriers (Figure 4.27) were capital, leadership and management support, decision-making control and bureaucracy. These barriers were discussed above, however, important to note is that while employees believed that funds were available to support entrepreneurial activities, in a separate survey, it was also highlighted as a barrier to entrepreneurship. This may imply that even though funds

were available, the allocation of the funds to new projects may be problematic. It is also important to note that both decision-making control and bureaucracy were rated highly because these two variables are related. Again, this confirms that AgroBiz may have a mechanistic organizational structure that may negatively impacts the performance of the organization.

The least important barriers were government regulations, reward system and role clarity. It can be deduced that if AgroBiz has a supportive leadership and management and the funds, all other variables may fall into place. This is why John Maxwell posits that “*everything rises and falls on leadership*” (Maxwell, 2011). One of the major opportunities for AgroBiz is, therefore, to find the right management style that supports a healthy entrepreneurship culture. Table 4.2 shows some of the solutions suggested by participants. For these barriers to be broken, management should be committed to implement the suggestions as outlined.

## **5.5 Theoretical Perspective**

The quantitative study sought to prove the two theories discussed in Chapter 2. The results are in line with the Ducker theory, proving that innovation or entrepreneurial behaviour requires resources and resources gain importance when there is economic value. Resources were identified as one of the barriers to entrepreneurship. Further research is required to investigate Hoselitz’s theory and find out the role of socio-economic class on the entrepreneurial behaviour of employees.

## **5.6 Implications**

The results from this study have implications both on academic research and application to business management particularly on market systems development organisations. In academic research, the study opens opportunities for researchers to extend the knowledge of corporate entrepreneurship to development organisations for them to achieve sustainable change of market systems. In business management, organisations can effectively apply some of the recommendations to enhance their entrepreneurial behaviours and team performance.



## **CHAPTER 6: CONCLUSION AND RECOMMENDATIONS**

### **6.1 Introduction**

The market system under study was that of the agriculture input supply. AgroBiz's main objective as an organisation is to ensure that smallholder farmers had access to inputs such as fertilisers, seeds and crop protection products so that they can increase productions. To achieve this goal, the organisations identifies input suppliers and establish projects that are aimed adding value to both the beneficiaries and the private sector players. The benefits that target beneficiaries look out for include increased production in terms of yield per hectare, increase in area under farming, and access to commodity markets. Success is achieved by bringing the right suppliers of inputs, that is, those who focus on development of the local farmers for them to know good agricultural practices and loop in commodity traders as takers of the farm produce.

Development of smallholder farmers includes upskilling and new technology introductions. One of the challenges with these farmers is that they use traditional farming methods that is why capacity building and technology transfer are crucial to their success. Another known challenge is the unavailability of funding to support operations. So ideally, the four key success factors for the small holder farmers in this market system are: (i) accessibility of inputs, (ii) farming skills, (iii) commodity traders, and (iv) financing. These success factors were not the subject of this study, but the author attempted to explore and understand how corporate entrepreneurship culture could affect the quality of work done by MSD organisations. Obviously, the success of these MSD organizations depends on how they come up with projects that directly or indirectly address these factors. The assumption is that entrepreneurial organisations are more able to drive growth through multifaceted approaches that address these factors in one way or the other. The following conclusions can be made from the study:

### **6.2 Entrepreneurial Culture at AgroBiz**

The following conclusions were made on entrepreneurship culture:

- The organization was found to be moderately diverse in terms of all demographic variables studied. Studies have shown that diversity is an important variable that influences creativity in the work place. Therefore, AgroBiz ought to improve on diversity metrics such as a balance in gender, race and language. All employees were above 30 years old and so there is also a need to improve age balance by including younger personnel.

- The organizational culture was characterized by bureaucratic and rigid management style. Employees had to always consult senior management for them to try out new things. There is general lack of balance between a mechanistic and organic structure such that the organisation and management style is predominantly rigid.
- There was a general drive towards a search for new opportunities and the organisation invested in market intelligence to identify valuable opportunities. This is a positive attribute that would need to be supported by investment of funds to support development of new solutions for the opportunities identified. Some opportunities could have been missed because of lack of management support.
- Overall, employee perception depended on how they perceived and felt about the work environment. The positive perception in many areas studied showed that the organisation may be a healthy environment for entrepreneurship activities.

### **6.3 Main Constraints to Promote Corporate Entrepreneurship Behaviours**

Various factors that could stand as barriers or constraints were considered and these are:

- (i) availability of capital to support entrepreneurship activities
- (ii) leadership style and management support,
- (iii) lack of entrepreneurial talent,
- (iv) resistance to change,
- (v) red tape and bureaucracy
- (vi) job role clarity,
- (vii) limited access to knowledge or training,
- (viii) inappropriate rewarding system,
- (ix) decision-making control,
- (x) government regulations

From the participants' responses; capital, leadership and management support, bureaucracy and decision-making control were ranked as the top four most important constraints. It was also concluded that leadership is most critical in establishing the foundation and the "rules of the game". Leadership and management team were the ones to ensure that the negative effect of all other variables was mitigated against.

## 6.4 Level of Entrepreneurship

- The level of entrepreneurship was measured based on how innovative, risk-taking and proactive the organisation was.
- The organisation was more innovative (score of 12.4), followed by proactiveness (score of 10) and risk-taking (score of 8). On average, the combined level of entrepreneurship was measured at 10 out of 15. This shows that the organisation had a relatively higher entrepreneurial score.
- Most of the deals/projects were introduced in 2016 and a significant number of projects was terminated before completion. For the projects that were terminated, it implied that perhaps the organisation had a poor project implementation strategy.

## 6.5 The Quality and Sustainability of Work

- The impact of the current organizational culture was measured based on the number of beneficiary farmers that were reached for the last 3 years. The number of beneficiaries increased by 57% over three years. This increase may imply that there was value in the projects. Perhaps, if the organisation had a higher entrepreneurial orientation, the impact on number of farmers reached would have been higher.
- Most of the participants believed that they could not “take their hands off” some of the projects to operate without their direct involvement. The main purpose of the MSD organizations is to establish projects that would ensure system change. As defined in Chapter 2, systemic change refers to large scale change in the market system that is long term and sustainable. The results here suggested that the facilitation team did not focus adequately on sustainable solutions.

## 6.6 Recommendations

While the study shows that in many areas AgroBiz had a good organizational health. There are also many areas where the organisation can improve to promote an entrepreneurial culture. Such a culture is where an entrepreneur sees an opportunity, mobilize and acquire resources to exploit the opportunity through innovation to create value to communities. Ultimately, change depends on leadership commitment. The following recommendations can be made:

**Leadership and management support** – There is a need for strong leadership to drive the organisation’s entrepreneurial strategy. To change the culture, one must change the people. First, leadership must change in terms of their understanding of their role in promoting entrepreneurial

behaviours. At times, this may also mean terminating employment contracts of those that do not fit in the organizational culture. To drive entrepreneurship, it begins by ensuring that the concept of entrepreneurship and its many facets are embedded in the organisation's purpose, vision and values. It is recommended that, as a start, AgroBiz, should nurture entrepreneurship behaviours in the core of their values and then leadership and management support is required to ensure that entrepreneurial activities are supported.

There are several ways in which entrepreneurial activities can be promoted. This include, first, training and upskilling employees with various technical skills. This is the role of talent management that falls under human resources department. This would address the shortage of entrepreneurial talent. Secondly, management team ought to reduce bureaucratic hurdles and ensure that decision-making is delegated to low level employees. Ideally, it is recommended that AgroBiz implements a healthy balance between mechanistic and organic organizational structure so that the organizational structure simulates or emulates flat and fluid companies. This would give employees the latitudes to take bold decisions to be creative and innovative, rather than functioning within the confines of the *status quo*.

Thirdly, once employees are free to come up with new ideas, leadership and management team ought to allocate funds to support development of the idea. It is one thing to have funds available and another thing to be able to allocate the required funds towards experimental projects. This is particularly important for development organisation because the innovations may not lead directly to tangible products, but development of processes and systems that lead to value for all players in the market system. It therefore requires leadership to quantify value and do cost and benefit analysis.

Fourthly, other key success factors that can be recommended for AgroBiz to promote an entrepreneurial culture are the implementation of and appropriate reward system and job clarity. Every employee should know what their job entails. But more importantly, they should have entrepreneurship as one of their metrics for which their performance is measured. In addition, performance must be appropriately rewarded. The organisation should specifically reward entrepreneurial activities such as how proactive one has been, how risk-taking and innovative the employee is. Appropriate rewards are an incentive to promote similar behaviours.

Finally, in the Table 6.1 is a list of ideas generated by employees on how the top 3 barriers to entrepreneurship could be broken. This list was taken as it is from Chapter 4. By implementing these action plans, AgroBiz may send a positive message to employees that their views matter.

## **6.7 Future Research**

This study laid a foundation for further studies about corporate entrepreneurship in MSD organisations. Future research should focus on establishing the role of the external environment in influencing corporate entrepreneurship. The external environment includes all factors outside of the organisation such as regulations, economic situation and factors that relate to differences in upbringing of individual employees of the organisations. It will be worth noting if there would be any correlations between social upbringing and level of entrepreneurship (the Hoselitz's theory).

Further studies should also be conducted to determine the key leadership skills required to develop an entrepreneurial team. This is important because this study established from literature that leadership is an antecedent to organisational culture. Most importantly, unlike profit-making companies that are characterised by product/process/service driven innovations, it is important for future researchers to uncover how the business models of MSD organisations can be self-motivating and attracting entrepreneurial talent. Researchers could also look at whether business models (including the donor funding model) of MSD organisations may not promote entrepreneurial behaviour. This could be achieved by conducting some comparative studies on level of entrepreneurship for private versus NGO sector organisations.

Table 6.1 Summary recommendations by employees on how to development the entrepreneurship culture

Rank	Measured barrier	How to break the barrier
1	Resource availability	Allocate annual budget to support new projects Partner with other stakeholders to support new initiatives Start a cash generating business to support new ideas apart from those funded
2	Leadership style and management support	Consult staff monthly on new ideas Create brain storming sessions Encourage team work Remove bureaucracy Reward new ideas Give attention to other people's ideas Send employees for skills training
3	Decision making control	Delegate some decision making to lower level employees Decisions should be made quickly for time sensitive project ideas Have platforms to evaluate decisions made

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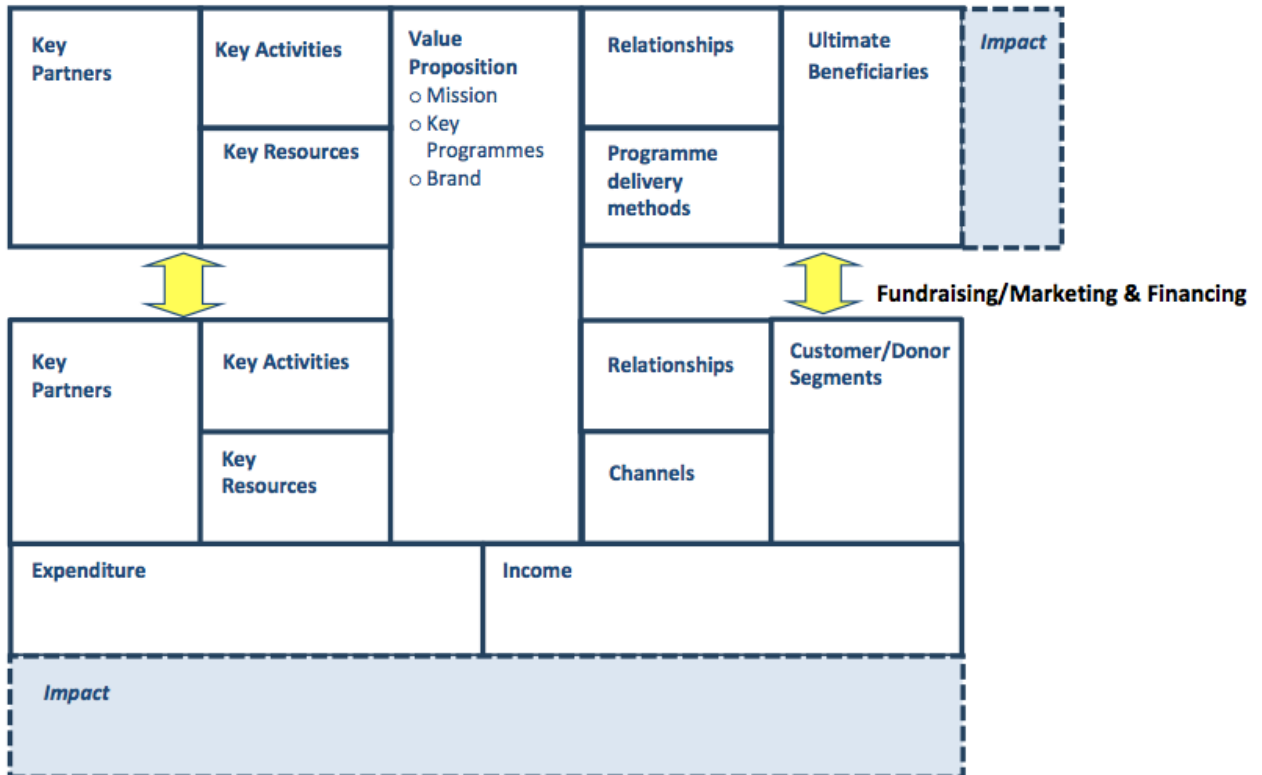
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# APPENDICES

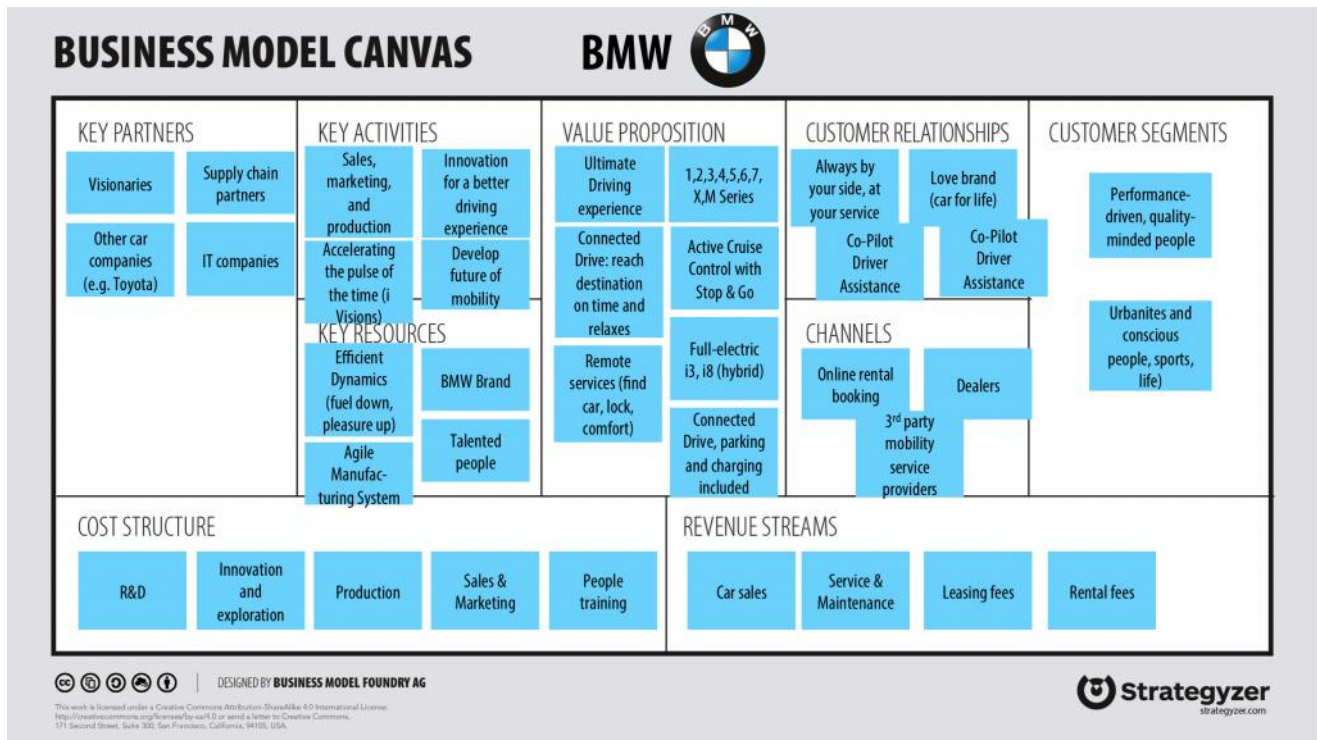
## Appendix 1: Business Model Canvas for NGOs

Vision:

Programmatic



## Appendix 2: A Business Model for BMW



### Appendix 3: Comparison of Five Research Paradigms in Business and Management Research (Saunders, Lewis and Thornhill, 2016)

<b>Ontology</b> (nature of reality or being)	<b>Epistemology</b> (what constitutes acceptable knowledge)	<b>Axiology</b> (role of values)	<b>Typical methods</b>
<b>Positivism</b>			
Real, external, independent One true reality (universalism) Granular (things) Ordered	Scientific method Observable and measurable facts Law-like generalisations Numbers Causal explanation and prediction as contribution	Value-free research Researcher is detached, neutral and independent of what is researched Researcher maintains objective stance	Typically deductive, highly structured, large samples, measurement, typically quantitative methods of analysis, but a range of data can be analysed
<b>Critical realism</b>			
Stratified/layered (the empirical, the actual and the real) External, independent Intransient Objective structures Causal mechanisms	Epistemological relativism Knowledge historically situated and transient Facts are social constructions Historical causal explanation as contribution	Value-laden research Researcher acknowledges bias by world views, cultural experience and upbringing Researcher tries to minimise bias and errors Researcher is as objective as possible	Retroductive, in-depth historically situated analysis of pre-existing structures and emerging agency. Range of methods and data types to fit subject matter
<b>Interpretivism</b>			
Complex, rich Socially constructed through culture and language Multiple meanings, interpretations, realities Flux of processes, experiences, practices	Theories and concepts too simplistic Focus on narratives, stories, perceptions and interpretations New understandings and worldviews as contribution	Value-bound research Researchers are part of what is researched, subjective Researcher interpretations key to contribution Researcher reflexive	Typically inductive. Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted

Appendix 3 Continued .....

<b>Ontology</b> (nature of reality or being)	<b>Epistemology</b> (what constitutes acceptable knowledge)	<b>Axiology</b> (role of values)	<b>Typical methods</b>
<b>Postmodernism</b>			
Nominal Complex, rich Socially constructed through power relations Some meanings, interpretations, realities are dominated and silenced by others Flux of processes, experiences, practices	What counts as 'truth' and 'knowledge' is decided by dominant ideologies Focus on absences, silences and oppressed/repressed meanings, interpretations and voices Exposure of power relations and challenge of dominant views as contribution	Value-constituted research Researcher and research embedded in power relations Some research narratives are repressed and silenced at the expense of others Researcher radically reflexive	Typically deconstructive – reading texts and realities against themselves In-depth investigations of anomalies, silences and absences Range of data types, typically qualitative methods of analysis
<b>Pragmatism</b>			
Complex, rich, external 'Reality' is the practical consequences of ideas Flux of processes, experiences and practices	Practical meaning of knowledge in specific contexts 'True' theories and knowledge are those that enable successful action Focus on problems, practices and relevance Problem solving and informed future practice as contribution	Value-driven research Research initiated and sustained by researcher's doubts and beliefs Researcher reflexive	Following research problem and research question Range of methods: mixed, multiple, qualitative, quantitative, action research Emphasis on practical solutions and outcomes

## Appendix 4: Telephonic Interview Schedule

### Telephonic Interview Schedule

- 1) In your opinion (in few words), what is entrepreneurship?

.....

.....

.....

- 2) What are the characteristics of an entrepreneurial culture?

.....

.....

.....

### BARRIERS TO ENTREPRENEURSHIP

This section seeks to identify barriers to entrepreneurship and identify practical recommendations to the firm in terms of fostering an entrepreneurial environment and strategy

- 3) **What are the key barriers preventing innovation, risk-taking and pro-active behaviour in the firm?** Please rate from 1 being “no constraint” to 5 being a “high constraint”

being a high constraint

		Constraint (barrier) →				High
		Low				
1	Resource availability	1	2	3	4	5
2	Leadership style & management support	1	2	3	4	5
3	Lack of entrepreneurial talent	1	2	3	4	5
4	Resistance to change	1	2	3	4	5
5	Red tape and bureaucracy	1	2	3	4	5
6	Job role clarity	1	2	3	4	5
7	Limited access to knowledge or training	1	2	3	4	5
8	Inappropriate rewarding system	1	2	3	4	5
9	Decision making control	1	2	3	4	5
10	Regulations/restrictive country laws	1	2	3	4	5
	Other – please specify					

- 4) In your view, how can the organisation raise its entrepreneurial culture, i.e., innovation, risk-taking and pro-activeness?

.....

## Appendix 5: Gate keepers letter

7th August 2018

Academic Research Leader  
University of KwaZulu Natal  
Graduate School of Business  
South Africa

Dear Sir/Madam

**RE: PERMISSION TO CONDUCT RESEACRH AT AGROBIZ**

I write to confirm that Agrobiz has granted permission to Mr. Caiphas Muyambo to conduct a study entitled ***"The impact of corporate entrepreneurial culture on intervention facilitation by market systems development programs"***.

AgroBiz is a pro-poor private sector development initiative. The project aims to increase household incomes of smallholder farmers through their improved participation and integration in agribusiness value chains. The project currently has partnerships with more than 20 private sector partners providing assorted services within the agribusiness sector in Mozambique.

AgroBiz considers the proposed research topic to be appropriate for market systems development programs and the findings will make a positive contribution towards the adoption of best practice by development organizations and related stakeholders.

AgroBiz is willing to provide some financial support towards data collection with the full understanding that the University of KwaZulu Natal would guarantee quality control of the overall research process.

We are also keen to discuss details with the university on how the research findings could be disseminated to stakeholders in Mozambique.

Yours sincerely



Dr. N. Muggedye  
Team Leader / Chief of Party

---

## Appendix 6: Informed consent letter 3C

### UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

#### **MBA Research Project**

**Researcher:** Name (Telephone number)

**Supervisor:** Name (Office Telephone number)

**Research Office:** Ms P Ximba 031-2603587

I, **CAIPHAS MUYAMBO** am an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled “*The impact of corporate entrepreneurial culture on the quality of intervention on market systems development programs*”. The study seeks to determine the role of corporate entrepreneurship in organisations that implement market systems development, using the case of InoVagro organisation in Mozambique.

Through your participation, I hope to understand the link between entrepreneurial culture and organizational performance with regards to establishment of new projects and successful management of existing ones; to identify the main constraints faced by development organizations to embed corporate entrepreneurship; to determine the impact of corporate entrepreneurship on management and success of partnership deals signed by development organizations with private sector companies and lastly, to recommend opportunities for successful implementation of Market Systems Development initiatives through promotion of corporate entrepreneurship in organisations like yours. The results of the study are intended to contribute to the general understanding of the subject of corporate entrepreneurship and how this contributes towards the success of Market Systems Development organizations. Additionally, the results could also be pioneering in introducing the concept of corporate entrepreneurship in the non-profit making organisations.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN and encrypted by a password.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 60 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

**This page is to be retained by participant**

**UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

**MBA Research Project**

**Researcher:** Name (Telephone number)  
**Supervisor:** Name (Office Telephone number)  
**Research Office:** Ms P Ximba 031-2603587

**CONSENT**

I.....(full names of participant)  
hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

**This page is to be retained by researcher**

18 October 2018

Mr Caiphas Muyambo (208525377)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Muyambo,

Protocol reference number: HSS/1697/018M

Project title: The impact of Corporate Entrepreneurial Culture on the quality of intervention on Market Systems Development Programs

**Approval Notification – Expedited Application**

In response to your application received 25 September 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....  
Dr Rosemary Sibanda (Deputy Chair)

/ms

Cc Supervisor: Dr Vuyokazi Mtembu  
Cc Academic Leader Research: Professor Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: /

Website:

[ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za) [snymann@ukzn.ac.za](mailto:snymann@ukzn.ac.za) [mohunp@ukzn.ac.za](mailto:mohunp@ukzn.ac.za)

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## Appendix 8: Turn it in report

The impact of corporate entrepreneurship culture on the quality of interventions by market systems development organisations. A case of AgroBiz

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## Appendix 9: Google Forms Survey questionnaire

# MARKET SYSTEMS DEVELOPMENT

UNIVERSITY OF KWAZULU-NATAL: GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

I, Caiphaz Muyambo, an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal invite you to participate in a research project entitled "The impact of corporate entrepreneurial culture on the quality of intervention on market systems development programs". The study seeks to determine the role of corporate entrepreneurship in organisations that implement market systems development

Through your participation, I hope to understand the link between entrepreneurial culture and organizational performance with regards to establishment of new projects and successful management of existing ones; to identify the main constraints faced by development organizations to embed corporate entrepreneurship; to determine the impact of corporate entrepreneurship on management and success of partnership deals signed by development organizations with private sector companies and lastly, to recommend opportunities for successful implementation of Market Systems Development initiatives

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Your responses are anonymous and you are not required to write your name.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me on [208525377@stu.ukzn.ac.za](mailto:208525377@stu.ukzn.ac.za)

The survey should take you about 15 minutes to complete. Thank you for your time

\* Required

## SECTION A: BACKGROUND INFORMATION

All fields are required. Please select the appropriate response

### 1. 1. Indicate your gender \*

*Mark only one oval.*

- ☐ Female
- ☐ Male
- ☐ Prefer not to say

### 2. 2. Indicate your age group \*

*Mark only one oval.*

- ☐ <20
- ☐ 21- 30 years
- ☐ 31- 40 years
- ☐ 41-50 years
- ☐ 50+ years

**3. 3. Religion \***

*Mark only one oval.*

- ☐ Christian
- ☐ Muslim
- ☐ African tradition
- ☐ other

**4. 4. Indicate your race \***

*Mark only one oval.*

- ☐ Coloured
- ☐ Asian
- ☐ African
- ☐ White
- ☐ Other: \_\_\_\_\_

**5. 5. Indicate your management level \***

*Mark only one oval.*

- ☐ Supervisory role
- ☐ Non supervisory

**6. 6. What department are you in? \***

*Mark only one oval.*

- ☐ Operational support (admin, finance, procurement, hr)
- ☐ Technical programming

## **SECTION B: Leadership, Organisational and Entrepreneurial culture**

For the following statements, please select the number that best corresponds to your level of agreement with each statement.

**7. I know what entrepreneurship mean \***

*Mark only one oval.*

- ☐ Yes
- ☐ No

**8. The interventions delivered by our organization are in line with commercial requirements of private sector partners? \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

9. **Our organisation can be described as a bureaucratic organisation \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

10. **The organisation encourages employees to continually look at things in new ways \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

11. **Our leader has a great ability to persuade others to achieve a certain goal \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

12. **Our leader has instilled an entrepreneurial philosophy in all employees in the organisation \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

13. **Everyone's ideas and suggestions are taken seriously and valued \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

14. **I always have to ask for permission from my supervisor to perform a task in a different way \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

15. **Money is often available to get new project ideas off the ground \***

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

16. **Employees are encouraged to manage their own work and have the flexibility to resolve problems \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

17. **Our organisation has a widely-held belief that innovation is an absolute necessity for the organisation's future \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

18. **Employees are given time to work on their own projects which could benefit the organisation \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

19. **The organisation sets and regularly evaluates goals related to innovative, risky and proactive behaviour \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

20. **The organisation's interventions are reviewed periodically to ensure alignment with changing market dynamics. \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

21. **My organisation invests in market intelligence required to promote sustainable market development/entrepreneurship \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

22. **My organisation invests adequately in building the human skills required to promote market development and entrepreneurship \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## SECTION C: ASSESSING LEVEL OF ENTREPRENEURSHIP

### PART 1: ASSESSING INNOVATIVENESS

23. **How many successful deals has your organisation signed up with private sector partners in the last 2 years? \***

\_\_\_\_\_

24. **How many deals failed to translate into effective partnerships with private sector during the last two years? \***

\_\_\_\_\_

25. **How would you rate the significance of your interventions in promoting the sustainable growth of market sectors supported by your projects? \***

*Mark only one oval.*

	1	2	3	4	5	
Highly significant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highly insignificant

26. **There is a sense of urgency in this organisation regarding the importance of change and innovation \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

27. **This is an organisation that celebrates innovative achievements \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

### PART 2: ASSESSING RISK-TAKING

28. **My organisation take risks in pursuit of interventions that promote entrepreneurship & market development \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

29. **Employees are rewarded for taking calculated risks \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

30. **The term "risk taker" is considered a positive attribute for people in my work area \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

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

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

PART3: ASSESSING PROACTIVENESS

32. **There is promptness in decision making to support entrepreneurial opportunities that emerge in the market \***

*Mark only one oval.*

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

33. **My organisation is always actively searching for market opportunities \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

34. **This organization supports many small and experimental projects, realizing that some will undoubtedly fail \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

**SECTION D: EMPLOYEE PERCEPTION**

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

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

36. If I make mistakes on the job I face harsh criticism and punishment \*

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

37. This organization provides the chance to be creative and try my own methods of doing the job \*

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

38. I have the freedom to use my own judgment \*

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

39. My job is structured so that I have very little time to think about wider organizational problems \*

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

40. My job description clearly specifies the standards of performance on which my job is evaluated \*

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

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

Mark only one oval.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

42. **This organisation does a good job of balancing incentives for individual initiative with incentives for team collaboration \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

43. **An overly bureaucratic structure takes away from our ability to be entrepreneurial \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

44. **I would characterize the company structure as being highly flexible \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

45. **A rigid chain of command limits our ability to experiment with new ideas \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

46. **The organizational structure is very clearly defined and delineated \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

47. **In this company, employees have a lot of say in how things are done \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

48. **We have a culture that strongly discourages failure \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

49. **Innovation and risk-taking are core values in this company \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

50. **New ideas tend to receive quick approval or disapproval decisions from management in this company \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## SECTION E: QUALITY OF WORK

51. **1. How do you rate the quality of interventions in relations to the core objectives of the organisation? \***

*Mark only one oval.*

- ☐ Good  
☐ Bad  
☐ Not sure

52. **2. The quality of relationships between the project and its private sector partners is excellent \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

53. **3. The livelihoods of smallholder farmer beneficiaries of our market development projects has improved over the last 3 years \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

54. **3. Private sector programs that were established can now run without direct involvement of facilitators \***

*Mark only one oval.*

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree