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GRADUATE SCHOOL OF BUSINESS

MASTERS IN BUSINESS LEADERSHIP

ADOPTION OF CORPORATE ENTREPRENEURSHIP AS A MECHANISM FOR ENHANCING PERFORMANCE IN ZIMBABWEAN PARASTATALS: A CASE OF GRAIN MARKETING BOARD.

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RESEARCH SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE), IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS IN BUSINESS LEADERSHIP (MBL) DEGREE QUALIFICATION.

BINDURA, ZIMBABWE

MARCH, 2019
BINDURA UNIVERSITY OF SCIENCE EDUCATION

APPROVAL FORM

The undersigned certify that they have read and recommended to the Bindura University of Science Education for acceptance: a dissertation entitled, “Adoption of corporate entrepreneurship as a mechanism for enhancing performance in Zimbabwean Parastatals: A Case of Grain Marketing Board”, submitted by Petronella Nyamutswa in partial fulfilment of the requirements for the Degree of Masters in Business Leadership (MBL).

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DEDICATION

This dissertation is dedicated to my husband Everisto, my sons Ashley, Labril and Mutsawashe for their usual unfailing love and support. I would like to thank my parents for continuous prayers and words of wisdom. Their inspiration kept me on track. I would also want to dedicate the dissertation to my sisters, brothers and colleagues who also stood by me throughout this project and encouraged me to work hard regardless of challenges faced.
ACKNOWLEDGEMENTS

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I would also want to express my gratitude to all the respondents from Grain Marketing Board, who answered my questionnaire and interviews from where valuable findings in this dissertation were attained. Their effort, time and willingness to share their knowledge were appreciated. My gratitude also goes to my sister Ratchel Makasi who assisted me on statistics.
ABSTRACT

The study sought to evaluate the effect of adopting corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board. The study was guided by five specific objectives which are; determination of factors that foster corporate entrepreneurship, ways of enhancing economic use of resources in the parastatal, evaluation of the influence of innovativeness on performance of parastatals, identification of challenges faced by the parastatals in implementing corporate entrepreneurial strategies and determination of the ability of GMB, to manage and embrace corporate entrepreneurship. The study looked at three models that have been developed in line with corporate entrepreneurship and how they have related different issues to firm performance and brought about a critique analysis on corporate entrepreneurship and firm performance. Whilst many authors concurred at the fact that corporate entrepreneurship is the backbone of growth and profitability, on the other hand other authors argued that there were other factors which influence performance such as return on equity which were not directly related to entrepreneurship. The philosophy applied by the researcher was pragmatism. The study used abductive approach. The researcher adopted descriptive and explanatory research design. The strategy applied was a case study. Both qualitative and quantitative data collection techniques were used. Primary data was gathered using questionnaires and interviews. A purposive sampling was used, fifty-seven managers and supervisors were included in the study, five managers and three supervisors were interviewed. STATA (Statistics and Data) package was used to analyse data. Descriptive and inferential statistics were used for data analysis. Descriptive statistics produced frequencies, trends, means and percentages while inferential statistics produced regression and correlation results which showed the causal relationship among the variables. The study concluded that factors that foster corporate entrepreneurship in private entities are the same as those that can foster in parastatals. Results led to the conclusion that resources are not fully utilised in the organisation, despite the fact that the organisation have almost adequate resources to promote corporate entrepreneurship. The researcher also noted that the loss control department was not effective. Innovativeness had a significant positive effect on firm performance. It was noted that customer care initiatives were not considered and there was no continuous improvement on service delivery. The study concluded that the major challenges in implementing corporate entrepreneurship in parastatals were political interference and organisational structures. Economic crisis and cultural issues posed challenges but to a lesser extent. The study discovered that, the organisation can manage and embrace corporate entrepreneurship when it capitalises on attributes and minimise problems. The researcher concluded that, for the environment to be conducive there was need for teamwork. The study recommended the organisation to pursue commercialisation and ensure that the new commercial section have a lean structure which can ensure efficient decision making. The researcher proposed a blue ocean canvas for GMB.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contents</td>
<td></td>
</tr>
<tr>
<td>APPROVAL FORM</td>
<td>i</td>
</tr>
<tr>
<td>RELEASE FORM</td>
<td>ii</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>iii</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>iv</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>v</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>vi</td>
</tr>
<tr>
<td>ABBREVIATIONS AND SYNONMS</td>
<td>xv</td>
</tr>
<tr>
<td>CHAPTER 1: INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the study</td>
<td>1</td>
</tr>
<tr>
<td>1.1.1 Background of the case study: Grain Marketing Board</td>
<td>3</td>
</tr>
<tr>
<td>1.2 Statement of the research problem</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Objectives of the study</td>
<td>7</td>
</tr>
<tr>
<td>1.4 Research questions</td>
<td>7</td>
</tr>
<tr>
<td>1.5 Statement of hypothesis</td>
<td>8</td>
</tr>
<tr>
<td>1.6 Research assumptions</td>
<td>8</td>
</tr>
<tr>
<td>1.7 Justification for the Research</td>
<td>8</td>
</tr>
<tr>
<td>1.8 Significance of the study</td>
<td>10</td>
</tr>
<tr>
<td>1.9 Delimitations</td>
<td>11</td>
</tr>
<tr>
<td>1.10 Limitations</td>
<td>12</td>
</tr>
<tr>
<td>1.11 Scope of study</td>
<td>12</td>
</tr>
<tr>
<td>1.11.1 Structure of the report</td>
<td>13</td>
</tr>
<tr>
<td>1.12 Summary</td>
<td>13</td>
</tr>
<tr>
<td>CHAPTER 2: LITERATURE REVIEW</td>
<td>14</td>
</tr>
<tr>
<td>2.0 Introduction</td>
<td>14</td>
</tr>
</tbody>
</table>
2.1 Theoretical framework and Conceptual framework ............................................... 14
  2.1.1 Corporate Entrepreneurship ........................................................................... 14
2.2 Theories of corporate entrepreneurship .................................................................. 16
  2.2.1 Schumpeterian Theory on Innovation ............................................................... 16
2.3 Models of Corporate Entrepreneurship .................................................................. 17
  2.3.1 Model of Barrett and Weinstein (1998) ............................................................. 17
  2.3.2 Guth and Ginsberg model of entrepreneurship .................................................. 18
2.4 Public sector corporate entrepreneurship models .................................................. 21
  2.4.1 Exploratory Model Specification ...................................................................... 21
2.5 Factors that foster corporate entrepreneurship ...................................................... 22
  2.5.1 The appropriate use of rewards ....................................................................... 22
  2.5.2 Gaining top management support ................................................................... 23
  2.5.3 Autonomy ....................................................................................................... 24
  2.5.4 Supportive organisational structures ................................................................. 24
  2.5.5 Risk taking and tolerance for failure .................................................................. 25
  2.5.6 Organisational culture ..................................................................................... 26
2.6 Challenges faced by organisations in implementing corporate entrepreneurial strategies .... 27
  2.6.1 Bureaucratic structures .................................................................................... 28
  2.6.2 Structural Inertia .............................................................................................. 29
  2.6.3 Political challenges ......................................................................................... 29
  2.6.4 Economic crisis ............................................................................................... 30
2.7 Influence of innovativeness on performance ......................................................... 31
2.8 Embracing and managing corporate entrepreneurship ............................................ 32
  2.8.1 Control ............................................................................................................ 33
  2.8.2 Human resources management ........................................................................ 33
  2.8.3 Structuring the company for entrepreneurship ................................................ 34
2.9 Corporate Entrepreneurship and firm performance ............................................... 34
2.10 Conceptual Framework ....................................................................................... 37
  2.10 Empirical study on corporate entrepreneurship and firm performance .................. 38
  2.11 Summary ......................................................................................................... 39

CHAPTER 3: METHODOLOGY .................................................................................. 41

  3.0 Introduction ....................................................................................................... 41
  3.1 Research Design .................................................................................................. 41
    3.1.1 Exploratory and Descriptive study ................................................................. 42
3.2 Research Philosophy ................................................................................................................... 43
  3.2.1 Positivism .................................................................................................................................. 44
  3.2.2 Interpretivism ............................................................................................................................. 45

3.3 Research approaches .................................................................................................................. 45
  3.3.1 Deductive and Inductive approaches ....................................................................................... 46
  3.3.2 Qualitative and Quantitative approaches ................................................................................. 46

3.4 Research Strategy ....................................................................................................................... 47
  3.4.1 Case studies .............................................................................................................................. 48

3.5 Research Methods ...................................................................................................................... 49
  3.5.1 Population .................................................................................................................................. 50
  3.5.2 Sampling techniques ............................................................................................................... 50
  3.5.3 Sampling Frame and sample size determination ...................................................................... 51

3.6 Data Collection Techniques ..................................................................................................... 52
  3.6.1 Methods of Data Collection .................................................................................................... 53
  3.6.2 Questionnaire ........................................................................................................................... 53
  3.6.3 Interviews ................................................................................................................................... 55
  3.6.4 Validity and Reliability ............................................................................................................ 56

3.7 Delimitations ............................................................................................................................... 57

3.8 Limitations .................................................................................................................................. 57

3.9 Ethical Considerations ............................................................................................................... 57

3.10 Introduction to Data Analysis .................................................................................................. 58

3.11 Summary ................................................................................................................................... 59

CHAPTER 4: DATA PRESENTATION AND DISCUSSION ......................................................... 60

4.0 Introduction ................................................................................................................................. 60

4.1 Research objectives and hypothesis revisited ........................................................................... 60
  4.1.1 Response rate .......................................................................................................................... 61

4.2 Demographic information characteristic ............................................................................... 61
  4.2.1 Gender of respondents ........................................................................................................... 63
  4.2.2 Age of Respondents .............................................................................................................. 63
  4.2.3 Level of education ................................................................................................................ 64
  4.2.4 Years worked in the organisation ......................................................................................... 65
  4.2.5 Location ................................................................................................................................... 66
  4.2.6 Department ............................................................................................................................. 67
  4.2.7 Position in the department ...................................................................................................... 68
4.3 Factors that foster corporate entrepreneurship in the private sector are the same with that foster corporate entrepreneurship in Parastatals.

4.3.1 Use of rewards as a strong motivator of employee job performance

4.3.2 Management support in facilitating and promoting entrepreneurial activities in the organisation

4.3.3 Evaluation of organisation autonomy and flexibility in decision making

4.3.4 Risk taking and tolerance to failure

4.3.5 Competitive culture

4.3.6 High performance human resources practice

4.4 Ways of enhancing economic use of resources in the parastatal through corporate entrepreneurship

4.4.1 Resource utilisation in GMB

4.5 The influence of innovativeness as a mechanism for enhancing performance in parastatals

4.5.1 Importance of innovativeness on organisation performance

4.5.2 Corporate entrepreneurship and firm performance

4.6 Challenges faced by the parastatals in implementing the corporate entrepreneurial strategies

4.6.1 Challenges in implementing corporate entrepreneurship strategies

4.6.2 Political interference

4.6.3 Economic challenges

4.6.4 Organisational structure

4.6.5 Cultural issues

4.7 The ability of the organisation, to manage and embrace corporate entrepreneurship hence improving on performance

4.7.1 Existence of operational guidelines

4.7.2 Managing and embracing corporate entrepreneurship

4.8 Inferential Statistics-Hypothesis testing

4.8.1 Hypothesis Testing

4.9 Summary

5.0 Introduction

5.1 Summary of the findings

5.2 Conclusions

5.2.1 Fostering corporate entrepreneurship

5.2.2 Enhancing economic use of resources

5.2.3 Innovativeness and firm performance

5.2.4 Challenges in implementing corporate entrepreneurship
5.2.5 Managing and embracing corporate entrepreneurship ................................................. 96
5.3 Recommendations ........................................................................................................... 96
5.4 Areas of further study ..................................................................................................... 99
5.5 Summary .......................................................................................................................... 99
REFERENCES ...................................................................................................................... 100
APPENDIX ........................................................................................................................... 107
# LIST OF TABLES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1: Causes of poor performance of parastatals in Zimbabwe</td>
<td>3</td>
</tr>
<tr>
<td>Table 3.1: Targeted population and required sample sizes of managers and supervisors</td>
<td>49</td>
</tr>
<tr>
<td>Table 4.1: Response rate of interviews and questionnaires</td>
<td>60</td>
</tr>
<tr>
<td>Table 4.2: Demographics</td>
<td>61</td>
</tr>
<tr>
<td>Table 4.3: Understanding of corporate entrepreneurship</td>
<td>74</td>
</tr>
<tr>
<td>Table 4.4: Challenges faced in implementing corporate entrepreneurship</td>
<td>76</td>
</tr>
<tr>
<td>Table 4.5: Change</td>
<td>80</td>
</tr>
<tr>
<td>Table 4.6: Attributes and problems</td>
<td>84</td>
</tr>
<tr>
<td>Table 4.7: Results of Reliability Test for Innovativeness</td>
<td>86</td>
</tr>
<tr>
<td>Table 4.8: Parastatal Performance Subjects</td>
<td>87</td>
</tr>
<tr>
<td>Table 4.9: Results of Reliability Test for Parastatal Performance</td>
<td>88</td>
</tr>
<tr>
<td>Table 5.10: Proposed Blue Ocean Canvas for Grain Marketing Board</td>
<td>95</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>PAGE</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Figure 1:1 GMB’s Revenue, Profit and Staff Costs</td>
<td>6</td>
</tr>
<tr>
<td>Figure 2.1. The Marxian-Schumpeterian Diagram of Economic Evolution</td>
<td>17</td>
</tr>
<tr>
<td>Figure 2.2: The CEFMO model of Barrett and Weinstein (1998)</td>
<td>18</td>
</tr>
<tr>
<td>Figure 2.3 Corporate Entrepreneurship Model of Guth and Ginsberg</td>
<td>20</td>
</tr>
<tr>
<td>Figure 2.4: Exploratory Model Specification</td>
<td>21</td>
</tr>
<tr>
<td>Figure 2.5: Proposed Corporate Entrepreneurship model for Parastatals</td>
<td>37</td>
</tr>
<tr>
<td>Figure 4.1: Gender of respondents</td>
<td>62</td>
</tr>
<tr>
<td>Figure 4.2: Age of respondents</td>
<td>63</td>
</tr>
<tr>
<td>Figure 4.3: Highest level of education of respondents</td>
<td>63</td>
</tr>
<tr>
<td>Figure 4.4 Years worked in the organisation</td>
<td>64</td>
</tr>
<tr>
<td>Figure 4.5: Location of respondents</td>
<td>65</td>
</tr>
<tr>
<td>Figure 4.6: Departments of respondents</td>
<td>66</td>
</tr>
<tr>
<td>Figure 4.7: Positions of respondents</td>
<td>66</td>
</tr>
<tr>
<td>Figure 4.8: Effectiveness of loss control department</td>
<td>72</td>
</tr>
<tr>
<td>Figure 4.9: Importance of innovativeness on firm performance</td>
<td>73</td>
</tr>
<tr>
<td>Figure 4.10: Organisational structure flexibility</td>
<td>79</td>
</tr>
<tr>
<td>Figure 4.11 Rating</td>
<td>81</td>
</tr>
<tr>
<td>Figure 4.12 Existence of operational guidelines</td>
<td>83</td>
</tr>
</tbody>
</table>
## APPENDICES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix I: Cover letter and Questionnaire for GMB Managers and Supervisors</td>
<td>104</td>
</tr>
<tr>
<td>Appendix II: Cover letter and Interview guide for GMB Managers and Supervisors</td>
<td>113</td>
</tr>
<tr>
<td>Appendix III: Proposed Blue Ocean Canvas for Grain Marketing Board</td>
<td>115</td>
</tr>
</tbody>
</table>
## ABBREVIATIONS AND SYNONMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEFMO</td>
<td>Corporate entrepreneurship, flexibility and market orientation.</td>
</tr>
<tr>
<td>ESAP</td>
<td>Economic Structural Adjustment Programme</td>
</tr>
<tr>
<td>GMB</td>
<td>Grain Marketing Board.</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-Operation and Development.</td>
</tr>
<tr>
<td>SEP</td>
<td>State Enterprises and Parastatals.</td>
</tr>
<tr>
<td>SGR</td>
<td>Strategic Grain Reserves</td>
</tr>
<tr>
<td>STATA</td>
<td>Statistics and Data</td>
</tr>
<tr>
<td>RBZ</td>
<td>Reserve Bank of Zimbabwe.</td>
</tr>
<tr>
<td>ZIM-ASSET</td>
<td>Zimbabwe Agenda for Sustainable Socio-Economic Transformation.</td>
</tr>
</tbody>
</table>
CHAPTER I: INTRODUCTION

This chapter gives the background of both the study and the case study. It looks at the statement of the problem, research objectives, research questions, statement of hypothesis and research assumptions. It further clarifies the significance of the study and justification of the research. Lastly it gives the scope, structure of the research.

1.1 Background of the study

Zimbabwean Parastatals were established to spearhead development by investing in industries where the private sector is reluctant to invest, to address conflicts of interest through regulatory agencies, to fulfil service delivery, social and research roles in various sectors, particularly in those areas dominated by natural monopolies. Parastatals play a key role in advancing the economic development of Zimbabwe. Government’s economic blueprint, the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM-ASSET), acknowledges the pivotal role played by parastatals in socio-economic development. As cited by Finance Minister in the Sunday Mail 13 April 2018,

“Government has been consistent in emphasizing the critical contribution expected from the State Enterprises and Parastatal (SEP) sector towards the revival of Zimbabwe’s economic fortunes and in this regard has for some time been pursuing a programme of SEPs reform designed to enhance performance, improve service-delivery and to bring more order, discipline and rationality to the sector as a whole”.

The scale of public investments in parastatals and impact in the national economy makes entrepreneurship an important determinant for national economic performance. Since year 2000, Zimbabwe was hamstrung by poor performance of loss making parastatals. They continue to be saddled by huge debt that has destroyed the infrastructure due to lack of entrepreneurial activities.

According to a baseline survey for Zimbabwe’s Portfolio of State enterprises and Parastatals 2011 – 2014, it was noted that, losses generated by Parastatals in 2014 totalled US$ 260.5 million and losses increased as the mining sector’s profitability declined. Losses were also attributable to increased losses in the agriculture sector. Commercial Parastatals accounted
for US$ 285 million of the losses. Lack of profitability by these organisations has resulted in their low capacity to sustain their operations financially. Parastatals are usually an uneconomical way of doing business as they are characterised by heavy losses, budgetary burdens, poor services, mismanagement and political interference.

According to Godana and Hlatshwayo (1998:23), there exists a monopoly among parastatals which, and when prices and quality of service are not regulated, the new private owners can charge high prices and offer poor service at the expense of the customers. Therefore, the promotion of monopolies is in contrast with globalisation which aims to liberalise the world economies so as to promote free markets, a private sector, fair competition, good corporate governance and professionalism.

Challenges facing industries in Zimbabwe includes rebuilding growth and profitability, up-skilling staff and achieves efficiencies following the period of hyper-inflation and the collapse of many industries. Problems are further compounded by lack of entrepreneurial activities from within and outside and these have brought about structural changes in many industries. In order for parastatals to be relevant in the global world, they have to harness issues of entrepreneurship.

The Economic Structural Adjustment Programme (ESAP) proposal recognized the causes of the poor performance of parastatals, as indicated in Table 1.1 below.
Table 1.1: Causes of poor performance of parastatals in Zimbabwe

<table>
<thead>
<tr>
<th>Variable</th>
<th>Causes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pricing</td>
<td>• Government charged low prices which could not cover the costs of parastatals.</td>
</tr>
<tr>
<td>Acts of Parliament</td>
<td>• A number of Acts allowed government to provide funding public parastatals shortfalls from the national budget, despite these losses being incurred as a result of poor management.</td>
</tr>
<tr>
<td>Government payment</td>
<td>• Government’s failure to pay for services provided by parastatals for social reasons.</td>
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<tr>
<td>Capital base</td>
<td>• Parastatals were mainly financed through loans; the consequence of this was the heavy burden of servicing these loans.</td>
</tr>
<tr>
<td>Accountability</td>
<td>• Management of parastatals and Boards of directors and managers lacked autonomy as line ministries interfered in their operations such as hiring employees, salaries, procurement and investments.</td>
</tr>
<tr>
<td>Management</td>
<td>• Parastatals are characterised by corruption and mismanagement.</td>
</tr>
<tr>
<td>Control and monitoring</td>
<td>• Weak internal financial control systems and external monitoring systems of parastatals’ performance.</td>
</tr>
<tr>
<td>Expertise</td>
<td>• Boards lacked the necessary expertise for effective management.</td>
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</tbody>
</table>

Source: Adapted from Dore et al. (2008:188).

1.1.1 Background of the case study: Grain Marketing Board

The Grain Marketing Board (GMB) was established in 1931 as the Maize Control Board. It was renamed the Grain Marketing Board in 1951 after its portfolio was increased to include all grains. The GMB is a wholly state owned enterprise with 84 network depots. The GMB is in the business of commodity trading in cereals and oil seeds, the provision of logistic services to the agricultural industry as well as processing of products. Its main objective is to ensure national food security through production, procurement and management of Strategic Grain Reserve and to transform the organisation into a commercially viable entity.
GMB has been modified from being fundamentally a developmental or social institution to include being a commercially oriented commodity trading organisation targeting all citizens and having depots, supplying supermarkets in all the provinces of the country as well as export. This led to introduction of SILO brand of products and stock feeds. GMB is currently trading in all the grains produced in the country as it is the buyer of last resort. In addition, GMB has taken a leading role in support of the agrarian reform by supporting farmers to grow cash crops such as soya beans, sunflower, sugar beans, sorghum, and millet through its Input Supply Credit scheme to stimulate agriculture.

GMB trades in the Agricultural industry and it is involved in the trade of grain products under the brand called Silo. Zimbabwean economy is Agro-based and GMB is the major player in the industry that does virtually everything to set the pace in the industry. It is practically an all-rounder in the industry; for it is involved in farming, inputs supply, contract farming, grain transportation and storage, marketing of grain produce, packaging, fumigation services and value addition. These inputs include fertilizers, seeds and tillage machines.

According to a preliminary review of parastatals by the World Bank (2008), GMB has traditionally been the largest loss-making parastatal. GMB’s deficit had been financed by government-guaranteed domestic bank loans and grain bills. In early 2003, GMB developed serious cash-flow problems, resulting from the pricing policy that did not allow cost recovery and high operational costs, faced with difficulties in rolling over its commercial credit, it requested the government to honour the guarantees. In 2004, the government, through the RBZ, recapitalized GMB by paying off short-term debt owed to several financial institutions and began to provide a sizable grant to mitigate GMB’s liquidity problems.

The company adopted the commercialization concept so that it could remain viable and self-sustainable at the same time coming to the aid of the consumer who was being short-changed by large players in the industry. This led to the birth of the SILO brand, which received an overwhelming response by the targeted mass-market. Following the announcement of the 2009 Fiscal policy and the first quarter monetary Policy statement, local grain trading was totally decontrolled, that is, the GMB monopoly in grain trading was removed and this allowed other merchants to compete with GMB in local grain trading. The government now requires GMB to operate commercially and use its own resources to conduct business. In 2005 GMB established Norton stock feed plant so that it will improve in its overall liquidity
position, employment creation and cross subsidization of SGR operations. The stock feeds business traded under the name Country feeds brand.

Technological factors are the scientific developments which affect the competitive position of organizations. Maintaining alertness of new technologies reduces the probability of becoming obsolete and innovation is supported (Kay, 2000). Kay further explains that developments in technology may affect the performances of organizations in many ways. Technological infrastructure such as internet, social networking sites and telephones are driving business in Zimbabwe e.g. e-marketing and e-commerce. Though there are such developments in Grain Marketing Board (GMB), still most assets and equipment of the parastatals are fairly old and are not automated and this has a strong influence on the service delivery. There is very little automation whilst service needs to be done speedily and also has to be extensively integrated. Obsolete equipment and poor technology have seen a high tendency of inefficiencies in the organisation.

1.2 Statement of the research problem

Traditional methods are not able to fulfil the complex and evolving requirements of twenty-first century and such change of attitudes toward government and its agents administration is rooted in their inefficiency in performing its duties. Inefficiency of government bureaucracy and a change in the attitude of people and governments about the nature of government have urged governments to seek collaborative management, downsizing government, reengineering, continuous improvement, increasing quality standards for services empowering employees, changing the attitude of people from citizens to customer, customer orientation and tendency toward entrepreneurship and privatization (Moghaddama et al., 2014). Although there is not any discrepancy between public sector and entrepreneurship, the type of structures, the dominant culture, bureaucracy and traditional activities hinder the entrepreneurship in government and public agencies (Sadler, 2000).

According to Baseline data for Zimbabwe’s Portfolio of state enterprises & parastatals (2014), state owned enterprises and parastatals financial performance deteriorated significantly over the period 2011-2014. In 2014 the commercial SEPs reported a US$285 million loss before Comprehensive Income. It had been observed that 17 commercial SEPs
reported capacity utilization below 50 percent, which includes 3 that operated below 20 percent capacity utilization. During the data collection exercise, 84 SEPs reported their results for 2011-2014, out of the total of 97. Those 84 SEPs recorded an overall loss/deficit of US$260 million in 2014.

In a paper presented by Vice-President Constantino Chiwenga at the National Defence University in Harare on the importance of State owned enterprises and parastatal, Sunday mail, 13 May 2018, it was cited that; “ensuring that the State Enterprise and Parastatals (SEPs) are accountable, transparent, efficient, effective and profitable, where their mandate is commercial, is important. It is also necessary to ensure that they operate on equal terms with their private sector counterparts. The under-performance takes the form of loss making; inadequate, expensive and poor service delivery; and excessive debts. A robust SEP sector is key to the country’s efficient allocation of resources, competitiveness, economic development and poverty alleviation”.

**Figure 1.1: GMB’s Revenue, Profit and Staff Costs**

![Revenue and Profit/loss Diagrams](source: World Bank (2017))

As noted from the above diagrams, Although GMB had significant revenue each year, however, expenditure surpassed revenue and the parastatal had no profits and made losses. This study is intended to analyze the adoption of corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board.
1.3 Objectives of the study

Main objective

To evaluate the effect of adopting corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board.

Other objectives;

- To determine whether factors that foster corporate entrepreneurship in the private sector are the same with that foster corporate entrepreneurship in Parastatals.
- To find ways of enhancing economic use of resources in the parastatal through corporate entrepreneurship.
- To evaluate the influence of innovativeness as a mechanism for sustainability on performance of parastatals.
- To identify challenges faced by the parastatals in implementing the corporate entrepreneurial strategies.
- To determine the ability of the organisation, to manage and embrace corporate entrepreneurship hence improving on performance.

1.4 Research questions

- Are the factors that foster corporate entrepreneurship in the private sectors same as those that foster corporate entrepreneurship in parastatals?
- How can the organisation ensure economic use of resources through corporate entrepreneurship?
- To what extend does innovativeness influence parastatals performance and sustainability?
- Which challenges are faced by parastatal in implementing corporate entrepreneurial strategies?
- Does the organisation have the ability to manage and embrace corporate entrepreneurship hence improving on performance?
1.5 Statement of hypothesis

In order to validate the results of this research the following propositions have been made;

**Hypothesis**

\( H_0: \) Innovativeness has no influence on parastatal performance

\( H_1: \) Innovativeness influences parastatal performance

1.6 Research assumptions

The study was guided by the following assumptions;

Resources are not fully utilised for economic growth due to lack of entrepreneurship. The organisation does not have innovative strategies for sustainability and also that parastatals have been recording losses for a long time losing market share to competitors. It is also assumed that the organisation is failing to respond to the volatile environment due to lack of innovation and respondents will provide unbiased information and will be cooperative. Literature will be available for this research.

1.7 Justification for the Research

Governments throughout the western world are trying to re-align their public sectors with the changing global environment (Reith, 1996) and OECD (1996) they are stressing both new “public managerialism” and discontinuous reforms that challenge traditional mind-sets and include the need for innovation and entrepreneurship Forster, Graham, Wanna (1996). Whilst calls for innovation and entrepreneurship in the public sector have global significance there is little evidence of an international paradigm of reform (Borins, 1998).

A critical review of past literature showed that several conceptual and contextual research gaps existed in the influence of corporate entrepreneurship on the performance of state corporations. The studies by Lekmat and Selvarajah (2008) evaluated the corporate entrepreneurship activity of senior managers in 400 auto-parts manufacturing companies
randomly chosen from the Thailand Automotive Industry directory 2006-2007 and it suggested that corporate entrepreneurship has significant influence on firm performance in terms of financial aspects.

Entebang (2006) conducted a study on corporate entrepreneurial orientations in state owned enterprises in Malaysia. The study attempted to determine the level of entrepreneurial orientation in a sample of Government Linked Companies (GLCs) in Malaysia in relation to the dimensions of innovation, risk taking, proactiveness and aggressive competitiveness the results show positive entrepreneurial behaviour in innovation, proactiveness and competitive aggressiveness, but are low in their rating for risk taking. The finding from above study in Malaysia was only limited to entrepreneurial orientations in state owned enterprises in Malaysia. A few researches of corporate entrepreneurship have been conducted in Africa, for instance, Gantsho (2006) carried out a study on how it can be implemented in Development Finance Institutions in South Africa. The study did not cover state owned enterprises. Nyanjoma (2007) likewise researched on how enterprises in Botswana can develop and enhance entrepreneurial innovation and encourage entrepreneurial activity within enterprises. However, the study failed to address the obstacles affecting corporate entrepreneurship and enterprise characteristics at a global level.

In Kenya, Lwamba, N.M, et al (2014) and Mokaya, S (2012); have conducted on factors that influence performance of enterprises; however, they fail to address commercial state corporations. Chivasa, S. (2014) carried a research on entrepreneurship culture among Small and Medium Enterprises in Zimbabwe, however this research looked at the private sector and does not address issues affecting public entities and Parastatals in Zimbabwe. Chinyoka, A. (2013) also carried a study on corporate entrepreneurship in the performance of Zimbabwean banks and did not address the issue of parastatals as well.

Munyoro, G et al (2017) made a research on the role of entrepreneurship in sustaining non-governmental organizations’ operations in Zimbabwe which also failed to give insights on public entities such as Parastatals. Hosho, N et al (2013) likewise, carried a study on Unlocking Zimbabwe’s global competitiveness through compulsory entrepreneurial education. This study basically concentrated on Zimbabwean education systems and organisation and not parastatals.
Research to date has not addressed the manner of introducing entrepreneurship into the public sector despite its emergence as a “leading force of public management reform” (Koch, 1996). It has been assumed that the models of private sector entrepreneurship can be foisted into the public sector. This research evaluates whether the private sector models can be legitimately transposed into the public sector. It tests, the effect of adopting entrepreneurship by evaluating whether its introduction can enhance performance and increase profitability in Zimbabwean parastatals.

1.8 Significance of the study

This research will be of paramount to the following stakeholders:

1.8.1 Grain Marketing Board.

This research will add to the body of information that is available regarding strategies employed by the organization. The recommendations will help management team, Board of directors, staff and government to improve in the formulation and implementation of entrepreneurial activities. The research is of great value to the employer. It will help the parastatal to understand how they can utilize and tap the potential of opportunities available through entrepreneurial orientation for business growth. It will also assist on understanding the various dimensions of corporate entrepreneurship that are available and invest in adequate resources to these activities as well as matching them with their respective organizational goals.

1.8.2 Employees

Employees on the other hand will appreciate the necessity of development whether through self-development or through their organizations and strive to develop to remain relevant and of value.

1.8.3 Parastatals.

It will be a benchmark for comparison with other organizations operating in the same industry. The study will also act as a point of reference in coming up with models for different parastatals.
1.8.4 Government:
The results of this study will objectively inform the government on the feasibility of adopting entrepreneurship in Parastatals and other state owned organizations. The study will seek to bring important and relevant contribution in decision making by other government ministries. The government in its effort to realize its strategic goals and to promote growth of the economy through state corporations can appreciate the role of corporate entrepreneurship in the growth process. The report can empower leaders with proactive management of entrepreneurship and influence improvement in service delivery.

1.8.5 The Business Community
The study will help them to understand how innovation is applied and also get to know how it impacts on growth and sustainability of business. This will help them to improve on their products and provision of services. The research will help to come up with measures that will help in mitigating losses. It will also inform the policy makers and strategists on whether entrepreneurship is feasible or not in Zimbabwean Parastatals.

1.8.6 Academic Community.
The research will also benefit the academic community, as it adds on literature review for the university and give more knowledge on innovation and deeper insights on entrepreneurship.

1.9 Delimitations

- The research is confined to Grain Marketing Board yet there are many parastatals in Zimbabwe.
- The Research is expected to be completed in one semester.
- The sample of 57 people due to time and financial constraints.
- Only aspects of innovation are evaluated.
- The research was confined to 5 depots only.
1.10 Limitations

- Time was the major constraint as the study has to be completed within the time limit set by the university which is one semester. The researcher is an employee of Grain Marketing Board, therefore data collection from one place to another becomes a challenge, and however the researcher chose to use other forms of communication, as to mitigate the challenge of time.

- Costs is another constraint as the dissertation is self-sponsored in an economy where most workers are experiencing liquidity challenges, the researcher used simple methods to collect information, that is, posting questionnaires by mail and telephone interviews for areas like Bulawayo.

- The study was limited to one parastatal, it is not possible to generalise findings to one parastatal considering that there are many parastatals in Zimbabwe which might be experiencing different challenges, nevertheless the researcher tried to gather information that affect most parastatals.

- Confidentiality issue, some vital information needed for the sake of the research were not be fully divulged to the researcher, however the researcher gave assurance to the respondents that their names will not be published, such that they may freely give information.

- Questionnaires may become a burden and mighty be left unattended, however the researcher attempted to be brief and concise.

1.11 Scope of study

Richard (2006), defined scope as the domain of the scientific inquiry, the coverage and the reach of the project. The focus of this study is to evaluate the feasibility and effectiveness of adopting corporate entrepreneurship in GMB. The study looked at various depots in the Organisation (GMB). The people involved in the study are depot managers, supervisors, departmental managers, senior managers and executive managers.
1.11.1 Structure of the report

**Chapter 1:** This chapter covers the general overview of the project. It gives the background of both the study and of the case study. The chapter further gives the statement of the problem, research objectives, research questions, justification, significance and scope of the study.

**Chapter 2:** This chapter focuses on literature review. It highlights on work that has been done before by other researchers. It gives the theoretical framework of the study and critically analyse on the subject matter. Various aspects and approaches to the subject are discussed in this chapter.

**Chapter 3:** The methodology employed to carry out the research work is summarized in this chapter. It outlines the analytical framework of the chosen research design, justification of case study used, methods used to collect and analyse data together collection procedures. Sampling techniques will also be outlined.

**Chapter 4:** Data analysis and discussion of findings are done in this chapter. The theoretical framework from chapter 2 will be applied to the case study and see how theory links and explains the results obtained from the case study. Findings from the case study are discussed here.

**Chapter 5:** The chapter concludes by summarising the major findings and drawing up conclusions from the study. It gives implications and suggests recommendations basing on the findings. The chapter also give directions for future research.

1.12 Summary

This chapter gave a brief overview about the adoption of corporate entrepreneurship as a mechanism for enhancing performance in parastatals. It gave the research problem and justifies the reason behind carrying such study by exploring into related areas that have been
done to date, thus the research gap is defined. The chapter also highlighted the organisation of the study. The following chapter review the literature in line with corporate entrepreneurship.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter illustrates information from other researches done before in line with corporate entrepreneurship and firm performance. The study specifically covers both the theoretical discussions and conceptual framework. It highlights on models that have been developed in line with corporate entrepreneurship and the research gap.

2.1 Theoretical framework and Conceptual framework

2.1.1 Corporate Entrepreneurship

According to (Slevin & Covin, 1990), corporate entrepreneurship focuses on organisational or firm behaviour and includes the infusion of entrepreneurial thinking within a corporate culture or the undertaking of entrepreneurial behaviour by parastatals or public enterprises. Guth and Ginsberg (1990) have a broad definition of corporate entrepreneurship connected to changes in the pattern of resource deployment, new combinations of resources; transform the firm into something significantly different from what it was before.

Echols and Neck (1998) also think that corporate entrepreneurship and entrepreneurship is similar and involves fostering entrepreneurial behaviours within an established organization. The more the organization can exhibit entrepreneurial properties and its people believe in behaving entrepreneurially the greater the firm’s ability to achieve maximum innovation or entrepreneurial success.

It is used in contrast to entrepreneurial behaviour by individuals. Corporate Entrepreneurship can be defined as the sum of a company’s efforts aimed at innovation, pro-activeness and risk taking (Zahra & Garvis, 2000). Hornsby et al. (2002) define “Corporate entrepreneurship centres on reenergizing and enhancing the ability of a firm to acquire innovative skills and
capabilities”. Corporate entrepreneurship is frequently used synonymously with intrapreneurship or corporate venture creation as they all apply to the same thing. In this study, a broader meaning to corporate entrepreneurship articulated.

On the other hand, Morris and Kuratko (2002), defined corporate entrepreneurship as a term used to describe the entrepreneurial behaviour inside an established organization of which, they concur with Echols and Neck. Thornberry (2002) state that corporate venturing, or new business development within an existing firm, is only one of several possible ways to achieve strategic renewal. Corporate entrepreneurship can be viewed as a counter measure to large organisations staleness. Lack of innovation, hinders growth and cause inertia that often overtakes the large, mature companies of the world or even leads to insolvency.

In recent time corporate entrepreneurship has received a valuable attention as an activity important for firms’ vitality (Dess, et al., 2003) that leads to organizational rejuvenation through implementing of novel ideas of employees. Similarly, McFadzen et al. (2005) think it is important to note that corporate entrepreneurship can be used interchangeable with intrapreneurship. They define corporate entrepreneurship as an effort of promoting innovation from an internal organisational perspective, through the assessment of potential new opportunities, alignment of resources, exploitation and commercialisation of said opportunities.

Hayton and Kelly (2006) define corporate entrepreneurship as a set of firm wide activities that concentrate on the discovery and pursuit of new opportunities through innovation, new business creation, or the introduction of new business models. Crucially, Lassen (2007) posits that in order to survive, firms are required to continuously manage change and maintain flexibility, thus both fields of strategic management and entrepreneurship are envisaged to become increasingly intertwined. Whereas, Yiu and Lau (2008:38) proposes that corporate entrepreneurship is resource capital configuration mechanism in emerging markets.

A lot of studies (Aktan & Bulut, 2008), (Lumpkin & Dess, 2001); (Sharma& Chrisman, 1999); (Lwamba, Bwisa & Sakwa, 2014), focus on ways to become innovative, risk-taking and readiness to pioneer which leads to the financial performance and strategic value of organisations. Reviewing corporate entrepreneurship literature represents a challenging task considering that it is a very broad concept it tends to be studied at different levels within
organization, under different terms and from different perspectives regarding the outcome of the entrepreneurial process for the organization where it takes place. Nevertheless, from all the above definition it can be noted that there is a relationship between firm performance and corporate entrepreneurship.

2.2 Theories of corporate entrepreneurship

2.2.1 Schumpeterian Theory on Innovation

Joseph Schumpeter (1930), a prominent young economist, embarked on a contemporary study of entrepreneurship. He linked entrepreneurship with innovation and focused on the entrepreneur as driving dynamic disequilibrium as opposed to comparative static equilibrium. The economist saw the entrepreneur as a driving participant in creating new combinations of production and entrepreneurship as a destabilising force which started the process of creative destruction. In his view, the impetus for the economic system came from men of courage, men who risked their fortunes to implement new ideas. He also noted that entrepreneurs may also be capitalists, managers or inventors, but as entrepreneurs they provide a recombination of pre-existing factors of production where the outcome of this recombination cannot be clearly predicted (Schumpeter, 1934).

The essence of entrepreneurship lies in the perception and exploitation of new opportunities in the realm of business, it always has to do with bringing about a different use of national resources in that they are withdrawn from their traditional employ and subjected to new combinations (Schumpeter, 1928). Schumpeterian growth theory goes beyond economist theory by distinguishing explicitly between physical and intellectual capital, and between saving, which makes physical capital grow, and innovation, which makes intellectual capital grow.

In contrast, Endogenous growth theory critic this neoclassical view by proposing channels through which the rate of technological progress can be influenced by economic factors which will later result in growth in the long-run. The theory begins from the observation that technological progress takes place through innovations in the form of new products, processes and markets, many of which are the result of economic activities.
Figure 2.1. The Marxian-Schumpeterian Diagram of Economic Evolution (1934)

2.3 Models of Corporate Entrepreneurship

2.3.1 Model of Barrett and Weinstein (1998)

This model was constructed to further entrepreneurship orientation, by developing relationships between corporate entrepreneurship, market orientation, flexibility and firm performance. According to Barrett and Weinstein (1998), corporate entrepreneurship, the flexibility of business management and a pro-active market orientation are the dynamic factors that need to be acknowledged in an increasingly competitive global economy. They further stipulated that, innovativeness at the corporate entrepreneurial level is closely linked to the market orientation and flexibility of an organisation. Several studies have confirmed that there is a significant relationship between innovativeness at the entrepreneurial level and market orientation and flexibility of an organisation, as suggested by Barrett and Weinstein (1998). This model concur with the Schumpeterian Theory on Innovations on the idea of increasing knowledge in a competitive dynamic environment. Barrett and Weinstein (1998)
put it: the renaissance in entrepreneurial thinking is a strategic way of marshalling all the resources of the firm in optimising organisation-wide performance.

Although past and current research efforts have focused on corporate entrepreneurship and its relationship to market orientation and organisational flexibility (Barrett and Weinstein, 1998), as far as it could be established, no empirical efforts have been directed at understanding the influence of corporate entrepreneurship and organisational flexibility and market orientation on job satisfaction internationally. The central argument advanced by the present study is that corporate entrepreneurship promotes strategic agility, creativity and continuous innovation throughout the firm. It is further argued that corporate entrepreneurship fosters a corporate culture that facilitates opportunity identification, discovery of new sources of value, product and process innovation that lead to greater organisational performance. It can therefore be conceptualised as the strategic force that drives effective market orientation and organisational flexibility, and generates high levels of job satisfaction among organisational members.

**Figure 2.2: The CEFMO model**

Source: Barrett and Weinstein (1998)

Barrett and Weinstein (1998) state that in order to survive in a global competitive economy, the combination of the following two key success factors need to be incorporated to assure viable corporate entrepreneurship, namely flexibility and market orientation. The constructs of flexibility and business performance will consequently be discussed in this study.

**2.3.2 Guth and Ginsberg model of entrepreneurship**
Unlike the previous entrepreneurship models that includes passion, drive, self-discipline, flexibility and motivation as the five most important traits, Guth and Ginsberg model of entrepreneurship describes a whole new idea of entrepreneurship. According to this model, there cannot be any direct and simple model that can describe the traits of an entrepreneur. They divided the entrepreneurship into two sections, a new business and a new business within existing organization. As a result, entrepreneurs will have to come up with the strategy to suit the changing environment.

However, according to Aulet (2013), Guth and Ginsberg's theory is not a fool proof model of entrepreneurship. He states that the model follows a flow chart and, therefore, depicts a sequential relationship between entrepreneurship factor and entrepreneurship. On the other hand, the model was supported by (Baum et al. 2014), they describe two additional traits that are not present in the five entrepreneurship model and entrepreneurship model of Guth and Ginsberg. Those traits are a willingness to fail and strong social logistic network. According to Audretsch (2015), successful entrepreneurs must follow the adage "nothing ventured, nothing gained." Entrepreneurs should not be afraid while taking a reckless decision. They must understand that failure is part of life and without failure, it is not possible to understand and find the right paths. An entrepreneur who never fears failure can take best possible decisions in even the worst scenarios.
This study has taken cognisance of the importance of a more parsimonious classification system and many of the variables mentioned by Zahra have been subsumed under more comprehensive categories such as management support for innovation, market orientation which as argued before, extends beyond the marketing function, flexibility which encompasses other variables other than just organisational structure. The model is useful in this study since it provides a source of entrepreneurial constructs such as innovativeness,
environmental analysis and organisational performance. These constructs have been incorporated in the proposed conceptual framework.

2.4 Public sector corporate entrepreneurship models

2.4.1 Exploratory Model Specification

The model provides an analytical framework for quantifying the impact of corporate entrepreneurship on perceived organisational performance. The exploratory model consisted of an inner/structural model as well as an outer/measurement model. The inner model displays the expected relationships between the latent variables deducted from the theory, while the outer model assesses the relationship between indicators and their respective latent variables.

Figure 2.4: Exploratory Model Specification

Source: (Malatjie, 2016:64)

This model is important for the study, since it looks at various aspects of corporate entrepreneurship, which are going to be evaluated in the research. The model is also useful in this study since it provides a source of entrepreneurial constructs such as rewards, organisational boundaries and innovativeness. It also covers management which is an organization factor. Some of the constructs have been incorporated in the proposed conceptual framework.
2.5 Factors that foster corporate entrepreneurship

A conducive intrapreneurial environment is required in order to foster corporate entrepreneurship. Innovation is of paramount to every organization’s long-term sustainability. Organisations should learn to attract new talent, compete effectively and commit key resources to develop new products and services to replace those they will one day lose. It is prudent for management to commit significant resources and to manage them in ways that will produce the best outcomes in order to grow and sustain their operations, given the critical importance of innovation. Entrepreneurial organisations will institutionalise practises that establish an organisational environment in which innovation is considered an accepted and appropriate response to organisational problems (Russell, 1999).

2.5.1 The appropriate use of rewards

The literature stresses that an effective reward system that spurs entrepreneurial activity must consider goals, feedback, emphasis on individual responsibility and results based incentives. Rewards express and reinforce the values and norms that comprise corporate culture and can therefore be used by managers to communicate desired attitudes and behaviours to employees. Despite the fact that many managers and mission statements proclaim that people are their most valued asset, most companies fail to practise this philosophy (Iyer and Davenport, 2008). Basing on the above, social rewards should be a strong motivator of employee job performance which will assist employees to discover their jobs challenging and rewarding may be motivated by the nature of the work they perform.

Intrapreneurial reward systems encourage employees to embrace some of the risks associated with entrepreneurship, provide the opportunity to be creative in goal attainment and emphasize the value of innovation. Such cultures are characterized by decentralized decision-making and employees being given opportunities to pursue challenging jobs (Goosen, 2002).

Rewards can therefore be used to influence employee behaviour, however, one of the complexities managers face in fostering entrepreneurship is the selection and use of
motivational techniques or rewards that build commitment to entrepreneurial goals among employees (Lumpkin, 2007). In this study the use of rewards as a factor which can foster corporate entrepreneurship is evaluated comparing how private sectors differ from public sector (Parastatals) in the way their rewards systems are structured.

2.5.2 Gaining top management support

According to Kuratko (2002), gaining management support is characterised by the willingness of senior management to facilitate and promote entrepreneurial activity in the organisation, including championing innovative ideas as well as providing necessary resources, expertise or protection. Management support in facilitating and promoting entrepreneurial activity in the organization, support of innovative ideas and willingness to provide necessary resources, expertise or protection encourage middle managers on entrepreneurial behavior (Hornsby, Kuratko and Zahra, 2002). Wang (2005) describes the role of knowledge management as a vital component in promoting corporate entrepreneurship.

Knowledge management allows the organisation and its employees to cluster knowledge, thereby easing access to information. Effective use of knowledge management technology further allows employees to communicate more effectively and therefore provide assistance in idea development and innovation (Wang, 2005). Managers thus need to ensure knowledge is managed and accessible. According to (Duening et al, 2014) they explained that entrepreneurs exhibit effectual thinking and logic, which differs fundamentally from managerial thinking in that the given means have to achieve an imagined end, whereas managerial thinking primarily aims to achieve a given goal through given means. Managers therefore need to be aware of this difference in thinking styles which have a fundamental impact on decision-making and implementation.

Managers must support this difference in thinking styles in order to promote intrapreneurship within the organisation. The role of top management may be described as providing the canvas for individual projects, showing where innovation is crucial for the company, installing the structural boundaries of projects and providing the resources, limiting the new developments in terms of risk for organizational survival and reputation. New opportunities are shaped as fitting organizational strategy and the resources provided by top management that new projects are exploited or implemented.
For the purpose of this study it is necessary to look at how managers in parastatal support corporate entrepreneurship by providing a conducive environment for employees to be creative and innovative.

2.5.3 Autonomy

Managers in public organisations face constraints that arise from limitations imposed by their external environment, from transitional expectations and from required features of their organisational processes that influence how they must make strategic decisions. Rules prescribe the types of decisions to be made, therefore those in decision making positions tend to create more rules when situations arise for which there are no precedents. Basically autonomy and flexibility is lower in public organisations (Kearney et al., 2007:289).

The entrepreneurial orientation is beneficial to fulfil one of the requirements of innovations and to implement these in the company to create a competitive advantage or to expand it. In the case of an innovation that creates an organisational disturbance within the company, these innovations might possibly have the opposite effect of helping to gain a competitive advantage (Whitley 2002). Most parastatals are characterized by challenges of autonomy, whereby some of the decisions are dictated by the state or guided by existing policies which covers parastatals operating in different environments.

2.5.4 Supportive organisational structures

The structure must foster the administrative of corporate entrepreneurship mechanisms by which ideas are evaluated and implemented. Structural boundaries tend to inhibit the flow of information for employees in corporate entrepreneurial activities. This bureaucratic red tape and rigid structure is used to manage growth (Jansen et al., 2006). However, it can often also inhibit the entrepreneurial activities which originally created the competitive advantage (Ireland et al., 2006 a).

The dilemma for a growing organization is in finding a balance between its operational procedures and the need to sustain a degree of corporate entrepreneurship (Zimmerman 2010). As the organization grows in size Burns (2008) suggests that structure is needed to create order. It is important to note that it is not size alone that acts as an obstacle to creativity.
and innovation, instead it is the traditionally conservative and bureaucratic architecture of large firms that stifle entrepreneurship (Sebora & Theerapatvong 2010). To manage size, formal hierarchies are put in place, reporting lines developed, and managerial levels established.

According to Morris & Kuratko, (2002), the size of organizations compels managers to create a specific structure for the purpose of control. Each structure is suited to achieve specific outcomes are under certain circumstances, and the greater is the distance between the top management level and other levels, the more is the chance that the entrepreneurial manager loses its connection with the other levels. This explains why different levels of entrepreneurship are not guaranteed in an organization. An entrepreneurial organization tends to avoid the mechanical structure and establish organic structure because the latter promotes innovation and entrepreneurship within organization (Burns, 2008).

The characteristics of structural aspects that foster an entrepreneurial organizations comprise lower formality, loose hierarchy, low complexity, low concentration and professionalism. These features indicate that the organizational structure of entrepreneurial organizations is organic and is feasible to adopt corporate entrepreneurship. This was supported by Covin and Slevin (1990), they conclude that entrepreneurial business managers must remember that the structure should be organic and amorphous, which should not include bureaucratic structures. Bureaucracy and management processes are widely known as abomination when it comes to innovation and change within organizations (Barringer and Bluedorn, 1999). However, Guth and Ginsberg (1990) think this may not always be true and strive after more rigorous empirical studies on the combined effects of organizational structure, strategy and core beliefs regarding corporate entrepreneurship.

### 2.5.5 Risk taking and tolerance for failure

Risk taking involves taking bold actions by venturing into the unknown, borrowing heavily and or committing significant resources to ventures in uncertain environments (Lumpkin et al., 2009). Zahra and Garvis (2000) define risk taking as a company’s disposition to support innovative projects, even when the payoff from these activities is uncertain. Subsequently these activities can enhance the company’s ability to recognize and exploit market opportunities ahead of its competitors.
Employees must perceive an environment that supports calculated risk taking on the other hand maintaining a sound tolerance for failure. However Hornsby et al (1993) noted that management has control on each of the above elements. Therefore management can promote or inhibit corporate entrepreneurship in an organisation. In most public entities, the issue of risk taking is not generally calculated since these entities are heavily financed by the Government, thus many parastatals incur losses and fail to sustain themselves.

According to Wang (2008), Entrepreneurial firms are risk-tolerant and this characteristic often stimulates them to eliminate the kind of traditional authoritarian structures that inhibit collaborative learning. Risk-tolerant and innovative firms’ managers encourage new ways of thinking - tolerating mistakes and rewarding individuals with new ideas that contribute to innovation and business improvement. Whereas Lumpkin and Dess (1996) viewed these firms as firms that allow individuals and teams to act independently and exercise their creativity by taking risks in coming up with new ideas. Public organisations including parastatals, generally have more formal decision-making procedures and are less flexible and more risk-averse than their private sector counterparts.

2.5.6 Organisational culture

Organizational culture is often times felt more than articulated (Hamilton 2008). According to (Porter, 2001), organizations should identify the factors related to the success of their organization, since failure in achieving the goals related to these factors may lead to the failure of the organization. A key success factor is a performance area of critical importance in achieving consistently high productivity. There are at least two broad categories of key success factors that are common to virtually all organizations business processes and human processes. Human processes include good leadership, good communication, vision, teamwork and embracing change, resources, structure, organizational culture, leadership style, manner of exercising the power.

Hindle (1997) maintained that the effective management of corporate entrepreneurship involves managing a culture which includes all staff as self-perceived intrapreneurs, applauding failures as well as successes and screening mechanisms to aid innovative direction and process. Whereas, Saxena (1991), indicated that policies and programs must be established to develop an entrepreneurial spirit driven by a managerial vision on opportunities rather than problems.
Prokopenko and Pavlin (1991) noted that the social climate within which the organisation operates is also pivotal in developing corporate entrepreneurship. It is observed that in developing countries and for state owned enterprises in southern African countries an appropriate social climate has rarely emerged. Entrepreneurship was often equated with capitalism. Socially, they say, invention was acceptable but entrepreneurialism was not. Whereas, Wanna, Forster and Graham (1996) argued that public sector entrepreneurialism was driven by culture - a group desire to change and be innovative.

Hornsby et al., (2013) discovered that organisational boundaries are both real and imagined, they prevent people from looking at problems outside their own jobs. People must be encouraged to look at the business from a broad perspective. Businesses should avoid having standard operating procedures for all major parts of jobs, and should reduce dependence on narrow job descriptions and rigid standards of performance. Precise explanations of outcomes expected from organisational work and development of mechanisms for evaluating, selecting and using innovation.

As outlined by Dess et al., (2003) corporate entrepreneurship often times fails in large organizations because the internal environment proves hostile to entrepreneurial undertakings in this respect they concur with Prokopenko and Pavlin. Innovation is defeated by strict financial control systems and other formalities typical of traditional organizations rife with bureaucracy. The fundamental challenge in corporate entrepreneurship is balancing the conflict that emerges between the uncertainty of new initiatives and the old tried and true methods.

2.6 Challenges faced by organisations in implementing corporate entrepreneurial strategies

The implementation of corporate entrepreneurship in organisations is accompanied by a wide range of changes in the structure, the competences and resource allocation. However, a successful change of the company is not only dependent on a well-structured plan, but rather many factors within and outside the firm influences cannot be planned or fully predicted so as to combat such changes. These factors influence in different ways the company and thus affect the implementation of a corporate entrepreneurship concept. For the purpose of this study, it is necessary to look at challenges that affect parastatals in Zimbabwe in particular.
Kerry & Russel (2008) stated that the Entrepreneurial environment consists of macroeconomic factors, cultural aspects, social factors and political support, which stimulate the tendency of company members to engage in entrepreneurial activities revealed that environmental factors such as credit funds, loans, access to markets, and governmental rules, have the strongest effect on entrepreneurship

2.6.1 Bureaucratic structures

According to (Schulz 2000 p. 185) the bureaucratic structures are very fixed and rigid structures, the associated disability or the preventing of independent actions while promoting the routine behaviour, the entrepreneurial behaviour per se is prohibited. Furthermore, changes and innovations are rather confronted with scepticism and rejection, since these are often accompanied by a certain risk, which everybody is trying to avoid due to the routine behaviour of individuals. Accordingly, safe decisions are preferred over the risky options and this suppresses the entrepreneurial behaviour.

Unlike in the private sector, entrepreneurship as a means to improve organizational performance doesn't come naturally to the public sector (parastatals). There are many attributes of the public sector which serve as entrepreneurship inhibitors. Operational and organizational differences between public and private sector institutions are extensive.

The fact that government units are bureaucratic and conservative has restrained the entrepreneurial power and weakened the performance of this sector. Although there is not any discrepancy between public sector and entrepreneurship, the type of structures, the dominant culture, bureaucracy and traditional activities hinder the entrepreneurship in government and public agencies (Sadler, 2000).

Parastatals are regulated by a civil service system which is typically complex, formalized, and risk-averse. Also, management or labour rules and relations are usually set and overseen by an external agency such as a civil service commission. Drucker summed it up this way; public-service institutions find it far more difficult to innovate than even the most bureaucratic company, to be sure, and every service institution likes to get bigger. In the absence of a profit test, size is the one criterion of success for a service institution, and growth a goal in itself. And then, of course, there is always so much more that needs to be done. But stopping what has always been done and doing something new, are equally anathema to service institutions, or at least excruciatingly painful to them.
2.6.2 Structural Inertia

Companies have different procedures and processes to provide solutions to solve specific problems. According to the problem, appropriate routine procedures are used for the solution. This is not a barrier for the change of the company, yet. However, if the external factors change, an adequate solution through this routine processes could not be achieved. These routine procedures have arisen because of the experience acquired in the past and present the process of learning.

The learning process involves the repetition of certain processes or procedures with the goal of improving efficiency. However, it must be noted that routine also can promote entrepreneurial behaviour, especially when the routine itself means to think and act entrepreneurial or when opportunities are exploited through these routines. Consequently, the challenges for a successful implementation of corporate entrepreneurship lay in breaking these routines and entrenched patterns of behaviour. Further challenges lay in improving the perception ability in relation to changes of the environment and also in the renunciation of out-dated, routine procedures and processes. (Teece et al. 1994).

2.6.3 Political challenges

While several descriptive models have been developed, the essential difference is market versus political orientation. The mission and purpose of the parastatals is imposed from outside through political forces while the missions of business organizations generally originate from and are dictated by free market economic signals.

Parastatals are also influenced by political philosophies and political philosophies can change dramatically from one election to another and it is often difficult to shield parastatals from undue political influence. Markets cause disruptions too of course, but usually not of the politically partisan nature. In addition, there is no natural mechanism such as the pursuit of profit in these parastatal to align the incentives of civil service employees with those of the elected political leaders. Peter Drucker argues that "Public-service institutions such as
government agencies need to be entrepreneurial and innovative fully as much as any business does”. Indeed, they may need it more.

Zimbabwe's economy has constantly shrunk since 2000 due to political turmoil, capital flight and mismanagement. Zimbabwe's economic and food crisis was described by others as a result of government’s policies like price controls and farm confiscations. According to IMF Report on Zimbabwe (2011) the political situation in the country was very uncertain and this could influence investor confidence in Zimbabwe as well as parastatal performance.

2.6.4 Economic crisis

Public sector organisations are complex, facing a turbulent external environment with eroding tax bases, greater accountability and transparency, rapidly changing technology and increasingly diverse stakeholders and clients to serve. Corporate entrepreneurship can be a means to generating alternative revenues, improving internal processes and developing innovative solutions to meet social and economic needs. As the public sector is not a profit-oriented organisation, performance has to be understood as a multidimensional construct (Kearney & Meynhardt, 2016), however this poses a challenge since they end up making heavy losses as a result of (lack of profit orientation).

The unstable economic environment is also another major challenge of Zimbabwean Parastatals. According to Simpson (2008) the Zimbabwean economic crisis has resulted in a decline in demand due to both falling real incomes and shrinking markets for producers and consumer. The fall of the economy has resulted in the falling of parastatals and the nation as a whole.

In general, the Zimbabwe economy has experienced difficulty in the last decade in responding to external shocks and this has led to the deterioration of macro-economic variables such as exchange rates and the current account balance of payments. This might have persuaded the Government to adopt alternative strategies in dealing with economic growth and increasing unemployment. Such strategies include corporate entrepreneurial strategies which may also be hindered by resistance to change. As a side effect of changes of processes, structures or staff modifications within the company, resistance to change can
arise. This is caused by attitudes and expectations that the involved individuals had before and do not want to give up.

2.7 Influence of innovativeness on performance

Innovation can be viewed as a purposeful and focused effort to achieve change in an organization’s economic. The impact of innovation on organizational performance is still misunderstood for various factors, either there is little understanding of the drivers of innovation by managers or innovation strategies are established but the its effect on organizational performance is not evaluated and determined. Innovation is about helping organizations grow. It can be viewed as a purposeful and focused effort to achieve change in an organization’s economic or social potential. Bottom-line growth can occur in a number of ways, such as better service quality and shorter lead times in non-profit organizations and cost reduction, cost avoidance, and increased turnover in profit-focused organizations (Drucker & al., 2015).

Innovativeness is present when the implementation of new ideas, products, or processes is encouraged and present when continuous improvement through creativity and ingenuity is encouraged (Hult et al., 2002). How can organisations sustain themselves in a complex and volatile environment? According to Morris & Kuratko (2002), the answer is and always will be sustainable competitive advantage. The challenge for organizations in today's marketplace is to build competitive advantage.

The power of the innovation capability construct is that it is generalizable to all these domains, as it relates to the organizational potential to convert new ideas into commercial and community value. Fagerberg & Nelson (2004), stated that innovation is work rather than genius; successful innovation requires hard, focused, and purposeful work. The process of innovation in organizations can incorporate both incremental and radical change. Incremental innovation produces small continual changes and is often visible in organizations in the form of continuous improvement; this in turn improves firm performance.

A firm’s performance greatly depends on how innovation is incorporated. Equally, firms have to overcome financing challenges that inhibit the acquiring new and unexplored technologies. Baldwin, (2002) noted that successful firms also requires quality controls to accompany
innovations as a way of enhancing best performance. Generally, the effectiveness of innovative technologies is measured through environmental accountability such as productivity, cycle time, efficiency, waste reduction and regulatory compliance that enhanced a firm’s performance (Venkatraman & Ramanujam, 2001).

Bessant & al., (2009), suggest that effective innovation must involve all areas of an organization with the potential to affect every discipline and process. Hence, concluded that cumulative adoption of innovation types over time has a positive relation with firm performance. On the other hand, the relationship between innovativeness and future performance has been examined by (Bowenet & al., 2010). Definitions are confused and the link between innovation and business performance remains to be proven.

In Zimbabwean parastatals issues of innovativeness have not been taken to a greater extend, thus productivity is low together with poor service provisions which later results in heavy losses.

2.8 Embracing and managing corporate entrepreneurship

Managing corporate entrepreneurship have common intrapreneurial management strategies which includes, sharing the business strategy, communicating the enterprise’s vision for the future while opening the door for all employees, regardless of level to assist in achieving the vision’s goal by creating implementation channels that are unobstructed and safe to ensure broad idea distribution.

Morris, et al. (2008:8) state that traditionally competitive advantage was achieved by having lower costs than the competition, achieving higher quality or product performance, adding a new product feature, or delivering better customer service. This unfortunately will no longer produce sustainable advantage. The organisation must provide a corporate sponsor (manager) for the intrapreneur, who will have responsibility for:

- Cutting through the red-tape and non-constructive politics.
- Getting resources for the idea.
- Helping to establish achievable milestones.
- Providing intrapreneurial training.
- Sheltering the intrapreneur when he/she makes original mistakes.
- Being part of the intraprise.
Ensuring that the project remains intact and gets proper recognition.

2.8.1 Control

Control is a system of policies, procedures, rules, and tools implemented in the organization to avoid chaos and maintain efficiency. The development of control system also has an implication on the entrepreneurial intensity. Control can play a dual role for the entrepreneurship represent either obstacles or serve to facilitate entrepreneurial activities. A control system can be categorized by a variety of attributes (Morris and Kuratko, 2002), the degree of formality and prescriptiveness, desire for consistency, use of coercive power, distribution of authority and responsibility, desire for individual initiative, level of freedom and discretion, degree of horizontal interaction and communication, and level of details. The principal outcomes of control provided through the company activities result in risk reduction, elimination of uncertainty, highly efficient operations, goal conformance, and specific role definition. Thus, it may become easier to embrace entrepreneurship for employees and even to manage, for managers.

2.8.2 Human resources management

High-performance human resource practices are positively related to corporate entrepreneurship. High performance work system may also form an important organizational level influence on managing corporate entrepreneurship. To enhance corporate entrepreneurship, human resources practices need to ensure that creativity, new knowledge and skills can be created in the firms. Organisations also need to maintain an environment that supports the implementation of these new ideas in the workplace, however, science of Human resources management, which views employees as a source of value and combined with the systems used to manage them, as a source of competitive advantage, can help to explain the growth and sustainability of the firm (Mayureshwar & Bhagat, 2006). In order to effectively manage entrepreneurship, Human resources play a pivotal role in coming up with trainings, workshops and skilling up employees so that they will be able to embrace entrepreneurial spirit. In the absence of competent staff, poor human resources practices, it will be difficult to both embrace and manage corporate entrepreneurship.
2.8.3 Structuring the company for entrepreneurship

Structures are created to bring order and logic to company’s operations. The type of structure is not stable and can be changed or adjusted to firm’s needs. According to Sebora and Theerapatvong (2009); Morris et al (2008), bureaucratic structures constrain entrepreneurial behaviour in an organisation. Dess et al (1999), state that hierarchical levels in traditional structures which assign responsibility for entrepreneurial activities to managers, without delegating adequate amounts of authority, also represent constraints on entrepreneurship behaviour. Moreover, Clark (2010) recommends that organisations need to review existing policies and programmes to support and facilitate entrepreneurial and innovative growth. Other organisations constitute the features of two different structures in order to gain more benefits. It is generally argued that the type of chosen structure is matched to the main strategy. Entrepreneurship and innovations are determined as strategic directions than company might adopt an appropriate structure (Morris et al., 2008). Therefore in order to effectively manage corporate entrepreneurship, the structure has to align with effective and efficient entrepreneurial goals. Most parastatals are characterized by bureaucratic structures which are complex; as a result embracing entrepreneurship can become a challenge.

2.9 Corporate Entrepreneurship and firm performance

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of the manager or entrepreneur. It is an important outcome for inclusion because it may show the senior leaders that entrepreneurial behaviours lead to increased organizational performance (Wood et al. 2014). Generally, organization performance can be measured through two approaches, financial and non-financial. Financial performance can be evaluated from the company’s financial ratios. Steffens et al. (2009), noted that company growth and profitability are relevant measurement of organizational performance in the domain of corporate entrepreneurship.
Growth and profitability are performance elements that can be considered important consequences of corporate entrepreneurship. The relationship between corporate entrepreneurship and growth has received wide support in past research. Corporate entrepreneurship was found predictive of growth of small firms, past research on the relationship between corporate entrepreneurship and profitability produced mixed support. Corporate entrepreneurship was found to be related to profitability of large firms (Zahra and Covin, 1995). For firms in transition economies it may particularly beneficial to exercise corporate entrepreneurship in order to ensure change and growth (Antoncic and Hisrich, 2000).

According to Wang (2008), entrepreneurial behaviour is a key ingredient for a company’s success. Entrepreneurial behaviour tends to be associated with higher growth and this behaviour is a result of innovation, risk taking and pro-activeness (Moreno and Casillas 2008). Large organisations use rigid rules and procedures to administer their operations, which in turn could impede entrepreneurial behaviour by employees and which could lead to less innovation (Morris et al 2008). However, (Tang et al 2009) have argued that this relationship tends to be curvilinear over a certain period if the organisation continues to increase its level of entrepreneurship.

Corporate entrepreneurship is closely related with firm performance, with firms experiencing high performance levels characterized by high intrapreneurial intensities. It is also evident from the analysis that corporate entrepreneurship is applicable to organisations of all sizes. Firms that nurture organizational structures and values conducive to intrapreneurial activities and have intrapreneurial orientations are likely to experience better performance results. Intrapreneurial organizations engage in new business venturing, are innovative, continuously renew themselves and are pro-active.

For corporate entrepreneurship to work effectively as a function of performance, it requires the existence of an organizational environment and systems that encourage and stimulate employees to act and behave intrapreneurally as supported by Chang (1998) who contends that the relationship between entrepreneurial posture and firm performance is moderated by environmental conditions. Therefore, corporate entrepreneurship is critical for profitability and survival of firms.

However, a critical review of extant literature reveals that the findings concerning the relationship between corporate entrepreneurship and business performance are inconclusive.
On the one hand, some studies confirmed a positive relationship between corporate entrepreneurship and business performance (Mokaya, 2012). There are also, divergent arguments concerning the impact of corporate entrepreneurship on business performance. Other researchers have argued that the relationship between corporate entrepreneurship such as entrepreneurial orientation and business performance depends on other strategic business orientations such as market orientation, employee orientation, and learning orientation (Kwak, 2013); (Wang, 2008); (Zhao et al., 2011). They argued that corporate entrepreneurship will have more positive impact on business performance if it is combined with other strategic business orientations.

Some researchers have also postulated that the impact of corporate entrepreneurship on business performance depends on a multiplicity of different factors such as organizational structure, external environment, top management support, reward system, organizational culture, and organizational resources and competencies (Kuratko et al., 2004). Moreover, other scholars have argued that continuous engagement by business organizations in entrepreneurial activities does not guarantee continuous superior business performance, especially in emerging economies due to lack of organizational formalisation, institutional support, and experienced managers (Tang & Tang, 2010).

On other hand, it is argued that company growth does not always lead to profitability as the relationship between these two variables can be negative or neutral. The company can show an increase in growth, whilst profits are reduced. This could be as a result of various causes including company expansion, purchase of new assets, and increase in sales or operations costs (Steffens et al 2009). He further argued that, sales growth does not always lead to profitability at all times, due to the ever-changing relationship between these two variables. According to, Nutt (2005), He argued that, public sector performance data is often missing and hard to collect and what constitutes good performance can be augmentable.

External environment has been frequently used by many previous researchers as a moderator of corporate entrepreneurship performance relationship. This study will look at both external and internal environment factors as independent variables and corporate entrepreneurship as the moderating variable for achieving performance.
2.10 Conceptual Framework

Figure 2.5: Proposed Corporate Entrepreneurship model for Parastatals
Performance is the depended variable and it is measured by profitability, growth and sustainability. Internal and external environment are independent variables, with their elements. Corporate entrepreneurship is the moderating variable which is basically achieved through innovation. Therefore, the implication is that, Parastatals needs to pay close attention to the elements of the environment in order to create a conducive environment for corporate entrepreneurship which later results in high performance.

The model is based on the principle that corporate entrepreneurship efforts results in increased performance and therefore parastatals that engage in entrepreneurial activities are anticipated to achieve greater levels of growth, profitability and sustainability compared to organisations who are hesitant to indulge in entrepreneurial activities. This model is of paramount, because it gives a basis of entrepreneurial concepts such as flexible structures, effective control systems, motivational rewards and culture that can foster corporate entrepreneurship which results in higher performance. These constructs have been incorporated in the conceptual framework. It further looks at innovation as a pillar in corporate entrepreneurship which will develop the parastatals into profitable, growing and sustainable entities.

2.10 Empirical study on corporate entrepreneurship and firm performance

Lekmat and Selvarajah (2008) examined the corporate entrepreneurship activity of senior managers in 400 auto-parts manufacturing companies randomly chosen from the Thailand Automotive Industry directory 2006-2007. The study measures the relationship between corporate entrepreneurship and firm performance in terms of the growth and profitability of the (23) sample firms. The study suggests that corporate entrepreneurship has significant influence on firm performance in terms of financial aspects.

Antoncic and Scarlet (2008) also predicted a positive relationship between corporate entrepreneurship and performance for both Slovenian and Romanian state owned enterprises. While the majority of correlations between corporate entrepreneurship and growth items as well as corporate entrepreneurship and profitability items were positive and significant, their study indicated mixed results.
Tang, Tang, Marino, Zhang and Li (2009) have argued that ever increasing levels of entrepreneurial behaviour (innovation, risk taking, and pro-activeness) can lead to worsening company performance. Based on their research findings, the relationship between entrepreneurship orientation and company performance is curvilinear. They discovered that, over a certain period, a continuous increase in the level of corporate entrepreneurship negatively impacted on company performance.

Terrence, Titikorn and Sang (2010) did a study on corporate entrepreneurship in the face of changing competition in six Thai manufacturing firms. The study sought to extend previous research on factors associated with corporate entrepreneurship by surveying operating managers and top executives in Thai manufacturing firms. The results of this study suggest that management support for corporate entrepreneurship, use of rewards and their allowing workers discretion in their jobs all are significantly related to improving competitiveness, as indicated by internal performance improvement and firm financial improvement.

Shivata (2010) conducted a study aimed at determining the effects if any of corporate entrepreneurship on mobile phone service providers in Kenya. The study sought to determine whether the mobile phone service providers practice corporate entrepreneurship and then determined the effects on the company performance. The study revealed that corporate entrepreneurship practice cannot be ignored by mobile phone service operators in Kenya.

Linyiru, B, M. (2015), carried a study which consists of the 187 state corporations in Kenya as at 2013. A purposive sample of 55 commercial state corporations was included in the study to determine the influence of Corporate Entrepreneurship on the Performance of State Corporations in Kenya. The findings indicated that there was improved firm performance which was linked to corporate entrepreneurship.

2.11 Summary

The chapter gave theoretical and conceptual framework to provide deeper insights about what determines corporate entrepreneurship in both public sector organisations (parastatals) and private sector. It looked at three models that have been developed in line with corporate entrepreneurship and how they have related different issues to firm performance. The chapter also brought about a critique analysis on corporate entrepreneurship and firm performance.
Whilst many authors concur at the fact that corporate entrepreneurship is the backbone of growth and profitability, on the other hand other authors argue that there are other factors which influence performance such as return on equity which are not directly related to entrepreneurship, they also noted that a firm can be profitable without growth. The chapter also highlighted on factors that foster or hinder entrepreneurship in firms. It ends by proposing a conceptual framework for parastatals which is useful in this study. This chapter also gave empirical study on the concept of corporate entrepreneurship, showing the relationship between corporate entrepreneurship and firm performance.
CHAPTER 3: METHODOLOGY

3.0 Introduction

This chapter gives details of the methodology adopted to help in accomplishing the objectives of the research. According to Polit and Hungler (2004:233), methodology refers to ways of obtaining, organising and analysing data. Its decisions depend on the nature of the research question. Methodology in research can be considered to be the theory of correct scientific decisions (Karfman as cited in Mouton & Marais 1996:16). Newing (2011), “A research methodology is concerned with what you will actually do in order to address the specific objectives and research questions you have developed”. The chapter also covered the research design taking into account research philosophy, research design, research strategy, data collection techniques and sampling methods used. It explores challenges faced in data collection and gives advantages and disadvantages of methods adopted. Kothari(2014) says, “The scope of research methodology is wider than that of research methods. Thus, when we talk of research methodology we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others. Why a research study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated, what data have been collected and what particular method has been adopted, why particular technique of analysing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning a research problem or study”.

3.1 Research Design

The research design is the logical sequence that connects the empirical data to the study’s initial research questions and ultimately to its conclusions. It also guides the researcher in the process of collecting, analysing and interpreting observations, allowing them to draw
inferences concerning causal relations among the variables under investigation (Yin, 2003).

In this study the design of the research is a case study. This research seeks to find out if the academic theories about corporate entrepreneurship are applied in the real world situations, particularly in parastatals. The researcher chose this design because it provides more realistic responses compared to a purely statistical survey. The issue of time, resources and proximity limited the researcher to study one organisation.

3.1.1 Exploratory and Descriptive study

An exploratory study is a valuable means of finding out ‘what is happening; to seek new insights; to ask questions and to assess phenomena in a new light’ (Robson 2002:59). It is particularly useful if you wish to clarify your understanding of a problem, such as if you are unsure of the precise nature of the problem. It may well be that time is well spent on exploratory research, as it may show that the research is not worth pursuing. Its great advantage is that it is flexible and adaptable to change. If you are conducting exploratory research you must be willing to change your direction as a result of new data that appear and new insights that occur to you (Saunders et al. 2009). A quotation from the travel writer V.S. Naipaul (1989:222) illustrates this point beautifully:

*I had been concerned, at the start of my own journey, to establish some lines of enquiry, to define a theme. The approach had its difficulties. At the back of my mind was always a worry that I would come to a place and all contacts would break down . . . If you travel on a theme the theme has to develop with the travel. At the beginning your interests can be broad and scattered. But then they must be more focused; the different stages of a journey cannot simply be versions of one another. And . . . this kind of travel depended on luck. It depended on the people you met, the little illuminations you had. As with the next day’s issue of fast-moving daily newspapers, the shape of the character in hand was continually being changed by accidents along the way.*

What it meant to the researcher is that the focus which was initially broad became progressively narrower as the research progressed. In this study, the researcher provided the respondent with open ended questions such that, other information that was not asked in the study could be given. For example the researcher provided the respondent with a section written,” In your own words indicate some of the attributes and problems that may help or hinder the organisation’s ability to manage and embrace corporate entrepreneurship” and” write any other information you feel is important for this research that has not been asked in the questionnaire”. The Interview guide was also designed in such a way that the interviewer
can gain other information which reveal deep insights which were not asked for such as, “Is the environment conducive for entrepreneurial behaviour?”

Descriptive research refers to research studies that have as their main objective the accurate portrayal of the characteristics of persons, situations or groups (Polit & Hungler 2004:716). This approach is used to describe variables rather than to test a predicted relationship between variables. In this study, descriptive, refers to the descriptive aspect of phenomenology described in chapter one “Adoption of corporate entrepreneurship as a mechanism for enhancing performance in parastatals”. A descriptive approach in data collection in qualitative research gives the ability to collect accurate data on and provide a clear picture of the phenomenon under study (Mouton & Marais 1996:43-44). In the present study, the descriptive approach was particularly appropriate because an accurate and authentic description was required on whether it is possible to adopt corporate entrepreneurship in parastatals, given their complex nature compared to private entities. The object of descriptive research is ‘to portray an accurate profile of persons, events or situations’ (Robson 2002:59). Hypothesis was developed to come up with an accurate position to accept or reject the propositions made.

3.2 Research Philosophy

Philosophy is concerned with views about how the world works and as an academic subject, it focuses primarily on reality, knowledge and existence. Our individual view of the world is closely linked to what we perceive as reality. However, in relation to this dissertation, it is very important to realise how the researcher perceived reality by evaluating how the organisation operates and what its employees felt about the organisation. Whilst James and Vinnicombe (2002) caution that we all have inherent preferences that are likely to shape our research designs, Blaikie (2000) describes these aspects as part of a series of choices that the researcher must consider and he shows the alignment that must connect these choices back to the original research problem. If this is not achieved, methods incompatible with the researcher’s stance may be adopted, with the result that the final work will be undermined through lack of coherence. In this research, the researcher methods aligned with the objectives in order to achieve the desired results.
Blaikie (1993) argues that these aspects are highly relevant to Social Science since the humanistic element introduces a component of ‘free will’ that adds a complexity beyond that seen in the natural sciences and others, such as Hatch and Cunliffe (2006) draw attention to the fact that different paradigms ‘encourage researchers to study phenomena in different ways’, going on to describe a number of organisational phenomena from three different perspectives, thus highlighting how different kinds of knowledge may be derived through observing the same phenomena from different philosophical perspectives. As well as stimulating debate, Denzin and Lincoln (2003) and Kvale (1996) highlight how these different positions can result in much tension amongst academics.

The philosophy applied by the researcher is Pragmatism which is both positivism and interpretivism. The approach is abductive, which is a form of logical inference which with an observation then seeks to find the simplest and most likely explanation. The research design is descriptive, since it portrays the accurate profile and serves a variety of research objectives. According to Creswell (2003) pragmatism is not confined to any one system of philosophy and reality.

3.2.1 Positivism

Saunders et al., (2009) state that quantitative research refers to a type of research that includes numerical data or data that can be valid to answer some research questions. Positivist research deals with specific facts with the aim to understand the world through scientific research. According to Denzin and Lincoln (1994) quantitative research focuses on investigation and measurement of important relationships among variables rather than processes. Positivism works with a traceable and reliable information such that at the end of the research deductions of law can be done just like the ones which are produced by scientists (Wegner, 2003). According to White (2000) positivism approach aims to remain objective through gathering and use of statistical data. For the purpose of this study, quantitative data was collected through use of questionnaire which was used to test the propositions below;

Hypothesis

\[ H_0: \text{Innovativeness has no influence on parastatal performance} \]

\[ H_1: \text{Innovativeness influences parastatal performance} \]
3.2.2 Interpretivism

Interpretivism advocates that it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasises the difference between conducting research among people rather than objects such as trucks and computers. In addition, we interpret the social roles of others in accordance with our own set of meanings. Crucial to the interpretivist philosophy is that the researcher has to adopt an empathetic stance. Some would argue that an interpretivist perspective is highly appropriate in the case of business and management research, particularly in such fields as organisational behaviour, marketing and human resource management (Saunders et al., 2009). Thus, the researcher took into consideration that parastatals are different from other business entities in the way they conduct business, not only that they are their business situations are complex, they are also unique. They are a function of a particular set of circumstances and individuals coming together at a specific time.

Burrell and Morgan (1982) note that everyday life is accorded the status of a miraculous achievement. The concern here would not be to achieve change in the order of things, it would be to understand and explain what is going on in terms of corporate entrepreneurship in the organisation under study. Therefore in this study the researcher adopted it, in order to evaluate adopting of corporate entrepreneurship as a mechanism for enhancing performance in the parastatals. Thus, qualitative data was collected, through in depth interviews.

3.3 Research approaches

Cresswell (2007) asserted the importance of illustrating the research approach as an effective strategy to increase the validity of social research. The relevance of hypotheses to this study is the main distinctive point between deductive and inductive approaches. Deductive approach tests the validity of assumptions or hypotheses in hand, whereas inductive approach contributes to the emergence of new theories and generalizations. Abductive approach, starts with surprising facts and the research process is devoted their explanation.
3.3.1 Deductive and Inductive approaches

Deductive research approach means establishment of appropriate theories or hypothesis to resolve the research problem and after establishment, tests out these theories or hypothesis with the use of empirical observation (Burney, 2008). The steps of deductive research approach are theory, hypothesis, observation and confirmation. In this approach various arguments are used to give adequate reasoning for a particular fact and these arguments are based on definite law, rules and regulations. On the other hand, the inductive research approach is used to overcome the limitation of deductive research approach. In this study the researcher used the deductive approach to test whether adoption of corporate entrepreneurship had a positive effect on firm performance and also to evaluate on whether the factors that foster corporate entrepreneurship in private sector are the same as those in parastatals.

Burney (2008) has defined inductive research approach as the process in which the more specific concepts are analysed in a general way. In inductive approach researchers do not require a predetermined theory in order to conduct the research thus it provides more flexibility to the researchers. This approach is follows following steps: observation, pattern, tentative hypothesis and theory. In order to give inductive arguments, it is essential to use observe collected facts and information. It also helps in developing alternative explanations of what is going on. It is based on the bottom-up approach. Thus, the researcher used this approach to derive fact from respondents through in depths interviews and probing questions. According to Saunders et al. (2009), it is possible to perfectly combine deduction and induction within the same piece of research and this has many advantages. The researcher used the abductive approach, a combination of the two, to overcome the challenges of each approach and maximise on the strength of each approach as well.

3.3.2 Qualitative and Quantitative approaches

According to White (2000) research can be carried out by either using the qualitative or quantitative approach. Research can be carried out by using a combination of the two approaches. Qualitative approach to research is concerned with subjective assessment of
attitudes, opinions and behaviour. Research in such a situation is a function of researcher’s insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis. Regarding the generation of knowledge, qualitative research is characterised as developmental and dynamic, and does not use formal structured instruments (Holloway 2005:4-6). It involves the systematic collection and analysis of subjective narrative data in an organised and intuitive fashion to identify the characteristics and the significance of human experience (Holloway 2005:47-51). In this study the researcher used qualitative approach to generate knowledge by asking questions, which answer research objectives and probing the interviewee to give more insights of how they view corporate entrepreneurship and its attributes in the organisation.

Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. The process of enquiry in science is the same whatever method is used, and the retreat into paradigms effectively stultifies debate and hampers progress. Silverman (2000) however argues that these two approaches are often evaluated differently and that quantitative research is more superior because it is value free. Denzin and Lincoln (2005) define quantitative research as a methodology that makes useful descriptions of observed phenomena and explains the possible relationships between descriptive surveys, longitudinal developments, correlational and ex-post factors research designs. The researcher used quantitative approach to derive a position on correlation of propositions made on corporate entrepreneurship.

3.4 Research Strategy

Each strategy can be used for exploratory, descriptive and explanatory research (Yin 2003). Some of these clearly belong to the deductive approach, others to the inductive approach. However, often allocating strategies to one approach or the other is unduly simplistic. In addition, we must emphasise that no research strategy is inherently superior or inferior to any other. Consequently, what is most important is not the label that is attached to a particular strategy, but whether it will enable you to answer your particular research question(s) and meet your objectives. Your choice of research strategy will be guided by your research question(s) and objectives, the extent of existing knowledge, the amount of time and other
resources you have available, as well as your own philosophical underpinnings. Finally, it must be remembered that these strategies should not be thought of as being mutually exclusive (Saunders et al. 2009).

3.4.1 Case studies

These are a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case, often a program, event, activity, process, or one or more individuals. Cases are bounded by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time (Stake, 1995); (Yin, 2009, 2012). The researcher adopted the case study strategy of Grain Marketing Board to evaluate the adoption of corporate entrepreneurship in Zimbabwean parastatals. The major reason for adopting this strategy, being that, the case study research can take the form of qualitative or quantitative type of research which adopts an interpretive approach to data, studies things within the context and considers the subjective meanings that people bring to their situation.

The greatest concern about the use of the case study has been the lack of rigor of the strategy (Yin, 2003). Yin (2003) also adds that the lack of rigor is less likely to be present when using other strategies possibly because of the existence of a number of methodological texts that provide researchers with specific procedures to follow. However White (2000) defends the use of case studies by stating that people fail to distinguish a case study research from case studying teaching.

Zucker (2009) alludes that a case is usually an individual company, organization, a program or an event that is studied in-depth. Thus the study was restricted to Grain Marketing Board. The case study research strategy enabled the researcher to obtain an in-depth knowledge of the adoption of corporate entrepreneurship as a mechanism of enhancing performance in Grain Marketing Board through both qualitative and quantitative means (mixed approach). The researcher also selected the case study strategy because of the limited time to carry out the research and accessibility to research information.

Yin (2009), also emphasizes that a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident . Simons (2009) views a case study as an in-depth exploration from multiple perspectives of the complexity and distinctiveness of
a particular project or policy as it occurs in real life. A case study was suitable for studying this complex social phenomena and real life events such as organisational performance and corporate entrepreneurship mechanisms.

3.4.1.1 Advantages of Case Studies

✓ Borg and Gall (1989) insist that a case study produces a detailed description of phenomena and develops possible explanations that evaluate the phenomena.
✓ It narrows down a broad field and makes research easier, less costly and consume less time.
✓ It makes use of various data sources for instance observation, questionnaire and interviews for data credibility realisation (Borg and Gall, 1989).
✓ Case study provides an in depth study rather than sweeping statistical survey.
✓ Assist the researcher to respond to “how” and “why” type of questions considering how a phenomenon is influenced by the context within which it is situated (Baxter and Jack, 2008).
✓ It provided insights not easily realized when approaches such as surveys are adopted.

The advantages outlined above influenced this research design as it gave the opportunity to ask and seek for clarifications through interviews and questionnaires.

3.5 Research Methods

The research method is a technique for collecting data which can involve specific instruments such as self-completion questionnaires or structured interviews. In research methodology studies, the researchers generally distinguish between two completely opposite methods: qualitative and quantitative. Their contrapositive natures can be characterized by alternative forms of knowledge they allow to create (Blaxter, 2010, 60-63). According to Morgan and Smircich (1980) the choice of the method should be made based on the nature of the research problem. For the purpose of this study, the researcher employed both qualitative and quantitative methods to collect data.
3.5.1 Population

The population includes all elements that meet certain criteria for inclusion in a study (Burns & Grove 2003:43). For the purpose of this study, the population consisted of managers and supervisors of the Grain Marketing Board. This population was chosen because both managers and supervisors are involved in the daily operations of the organisation, as well as decision making. It was also assumed that they have homogenous perceptions about the organisation and they all play a pivotal role in initiating, supporting and managing corporate entrepreneurship.

Table: 3.1 Targeted population and required sample sizes of managers and supervisors

<table>
<thead>
<tr>
<th>Sampling frame</th>
<th>Total population</th>
<th>Chosen participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>128</td>
<td>22</td>
</tr>
<tr>
<td>Supervisors</td>
<td>502</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>630</td>
<td>57</td>
</tr>
</tbody>
</table>

3.5.2 Sampling techniques

The researcher used both probability (stratified random sampling) and non-probability (Judgemental) sampling. Stratified was used to select respondents and judgemental, for selecting GMB depots and interview respondents. According to Betram and Christiansen (2014), there are two major types of sampling methods, namely, non-probability and probability sampling. In a qualitative research, non-probability sampling methods are used and in this study purposive sampling was used as it permits the researcher to identify and choose the individuals to include in the sample (Betram & Christiansen, 2014:60). Non-probability sampling methods are relatively fast, cheap and easy to measure (Maholtra, 2011:373).
3.5.2.1 Stratified Random Sampling

This method divides the targeted population into different sub-groups (strata) and samples selected from each stratum. The respondents from the selected depots were first divided into managers and supervisors before choosing the respondents. The stratified random sampling was chosen to reduce skewness of the population within each stratum; as a result, statistical efficiency was achieved, whilst maintaining validity and reliability of the research results. However, the researcher asked homogenous questions.

3.5.2.2 Judgemental/ purposive sampling

It is a non-method in which participants are selected according to an experienced individual’s belief that they will meet the requirements of the study. The researcher used her judgement and intuition to select the five managers and five supervisors for interviews. There was careful selection in choosing the departments as well, strategic department which deals with entrepreneurial activities within the organisation. Judgemental sampling was also used in selecting depots. This type of sampling ensures that the researcher does not leave out certain important sample members that are critical to the answering of the research question.

3.5.3 Sampling Frame and sample size determination

A sampling frame is a list of population from which a sample is drawn (Leary, 2001). The researcher chose the stratified random sampling for selecting the respondents, where the targeted population is divided into different sub-groups (strata) and samples selected from each stratum. The respondents from GMB were first divided into two groups’ supervisory and managerial employees. Samples were chosen from those groups. The researcher also uses her judgement and intuition to select managerial staff for in-depth interviews. For qualitative data, interviews were made with five depot managers (Norton, Cleveland and Aspindale) due to issues of proximity. From the Head office five Managers/supervisors from the following department were interviewed as well; Marketing, Technical and Production.
Quantitative data was collected from depots which were chosen due to level of activity and also from head office. To determine the sample size for individuals who are supervisors and managers, a formula by Pfeiffer (2010) was adopted. The sample size of 57 respondents who hold at least managerial and supervisory positions at Grain Marketing Board was arrived at as follows;

Sample size calculation: \( n = \frac{z \cdot \sqrt{p \cdot (1-p)}}{L^2} \)

Where: \( n \) = the sample size; \( z=1.645 \), the standard normal deviate at the desired confidence interval, 90% and \( p=0.3 \) (30%), the assumed proportion of people holding positions of at least Supervisor and Manager above at GMB. \( L=0.1 \) (10%) precision.

Sample size = 1.645\( \sqrt{0.3 \times (1-0.3) / 0.01} = 2.706 \times 21 \)

\[ = 56.8 \]

3.6 Data Collection Techniques

Data gathering is the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observation, focus group discussion, narratives and case histories (Burns & Grove 2003:373). The empirical phase, which involves the actual collection of data, is followed by preparation for data analysis (Polit & Hungler 2004:51). Data collection begins with the researcher deciding from where and from whom data will be collected. According to Black (2002), the aim of collecting information is to obtain data that are both relevant and sufficient to answer a research question. The choice of collection technique is based on the researcher’s framework, nature of research problem, type of research design and resources available to the investigator. There are three approaches to data gathering for statistical analysis; observation, conducting surveys and through experimentation (Weigner 2008; 33). In this study, the researcher used questionnaires, interviews and record inspection. The data collection was reflective to give the participants the opportunity to reflectively express their experience, opinions and perceptions about corporate entrepreneurship as a mechanism for enhancing performance in the organisation under study.
3.6.1 Methods of Data Collection

The task of data collection begins after a research problem has been defined and research design/ plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data, primary and secondary. Kothari (2004) describes primary data as those which are collected afresh and for the first time, and thus happen to be original in character. Morrison et al. (2007) describes primary data as those items that are original to the problem under study. The methods of collecting primary and secondary data differ since primary data are to be originally collected, while in case of secondary data the nature of data collection work is merely that of compilation. The researcher mostly relied on primary data, but also did verification checks on organisation vision, objectives, mission, values, policies, procedures and manuals.

3.6.2 Questionnaire

This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organisations and even by governments. According to Newing (2011), questionnaires consist of a series of specific, usually short questions that are either asked verbally by an interviewer, or answered by the respondent on their own (self-administered). Kothari (2014; 100-101) summarised the advantages and disadvantages of questionnaire as follows;

3.6.2.1 The merits claimed on behalf of this method are as follows:

- There is low cost even when the universe is large and is widely spread geographically.
- It is free from the bias of the interviewer; answers are in respondents’ own words.
- Respondents have adequate time to give well thought out answers.
- Respondents, who are not easily approachable, can also be reached conveniently.
- Large samples can be made use of and thus the results can be made more dependable and reliable.
3.6.2.2 The main demerits of this system can also be listed here:

- Low rate of return of the duly filled in questionnaires; bias due to no-response is often indeterminate.
- It can be used only when respondents are educated and cooperating.
- The control over questionnaire may be lost once it is sent.
- There is inbuilt inflexibility because of the difficulty of amending the approach once questionnaires have been despatched.
- There is also the possibility of ambiguous replies or omission of replies altogether to certain questions; interpretation of omissions is difficult.
- It is difficult to know whether willing respondents are truly representative.
- This method is likely to be the slowest of all.

3.6.2.3 Pre-testing the questionnaire

Perneger et al. (2014) suggests that the main purpose of the pre-testing is to verify if the target audience has managed to understand the questions and proposed response options as intended by the researcher. Having constructed your research instrument, whether an interview schedule or a questionnaire, it is important that you test it out before using it for actual data collection. Pre-testing a research instrument entails a critical examination of the understanding of each question and its meaning as understood by a respondent. A pre-test should be carried out under actual field conditions on a group of people similar to your study population. If there are problems you need to re-examine the wording to make it clearer and unambiguous (Kumar 2011; 128).

Cooper and Schindler (2006) concur that the purpose of pilot test is to detect weaknesses in design and implementation and to provide proxy for data collection of a probability sample. Sekaran (2006) reinforces that pilot test is necessary for testing the reliability of instruments and the validity of a study. The purpose of pilot testing is to establish the accuracy and appropriateness of the research design and instrumentation (Saunders, Lewis & Thornhill, 2007). To check the validity and reliability of the questionnaires in gathering the data required
for purposes of the study, a pilot study was carried out. A few points were noted and rectified; a grammatical error on the cover letter, Number 14 was skipped and 3 supervisors at depot level didn’t answer some of the questions, which they indicated they failed to comprehend their meaning (11, 16 and 22). Thus, the researcher resolved to engage more supervisors at Head office and reduce the number of those at depots. The researcher also considered the level of education and ensured that most of the respondent had either diplomas or degrees.

3.6.3 Interviews

The researcher used the structured interview with open ended questions. Ten participants were able to reveal relevant information in a natural way and had the opportunity to qualify their answers and explain in depth the underlying meaning of their responses. Open-ended questions do not need a one-word answer but provide interviewees with ample opportunity to express their feelings, allow participants to respond in their own words (Polit & Hungler 2004:349).

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews. This method is particularly suitable for intensive investigations. The method of collecting information through personal interviews is usually carried out in a structured way. As such we call the interviews as structured interviews. Such interviews involve the use of a set of predetermined questions and of highly standardised techniques of recording (Kothari, 2014).

King (2004) asserts that the goal of any research interview is to see the research topic from the perspective of the interviewees, and to understand why they have a particular perspective. Interviews also afford each interviewee an opportunity to hear themself ‘thinking aloud’ about things they may not have previously thought about. The result should be that you are able to collect a rich and detailed set of data. However, you need to be aware that the manner in which you interact with your interviewees and ask questions will impact on the data you collect (Silverman 2007). In this study the researcher managed to have deep insight on how the respondents viewed corporate entrepreneurship within their organisation and also exploring on major issues which affect the implementation and management of corporate
entrepreneurship. The researcher had also an opportunity to obtain information, other than what was asked, which was relevant for the study.

According to Saunders (2009), the interviews assisted in overcoming the challenges of the questionnaire in that, potential research participants who receive a questionnaire via the Internet, the intranet or through the post may be reluctant to complete it for a number of reasons. They may feel that it is not appropriate to provide sensitive and confidential information to someone they have never met. They may also not completely trust the way in which the information they provide is used. They may be reluctant to spend time providing written explanatory answers, where these are requested, especially if the meaning of any question is not entirely clear. The use of personal interviews, where appropriate, may therefore achieve a higher response rate than using questionnaires. Healey (1991:206) also makes the point that ‘the interviewer . . . has more control over who answers the questions’ in comparison with a questionnaire, which may be passed from one person to another.

The researcher made appointments with GMB managers and supervisors a week in advance. On making an appointment a structured interview guide was given to the respondents so that on the day of the interview the interviewee will be aware of the questions to be asked. The researcher was also guided by the structured interview guide, had an opportunity to probe in order to gain more understanding of the subject at hand, but maintaining the interview within the parameters so as to manage time. The researcher also conducted telephone interviews for managers and supervisors outside Harare, as a cost saving strategy.

3.6.4 Validity and Reliability

Validity refers to whether a questionnaire is measuring what it purports to measure. (Bryman & Cramer 1997), describes validity as the degree of congruence between the explanations of the phenomena and the realities of the world. While absolute validity is difficult to establish, demonstrating the validity of a developing measure is very important in research (Bowling, 1997). This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire and interview guide were subjected to thorough examination by two randomly selected GMB managers. They were asked to analyse and evaluate the statements in the questionnaire for
relevance and whether they were meaningful, clear and contain no bias or offensive connotations. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity was enhanced. The turnout of questionnaire, which was above the 100%, deemed the results reliable. Robson (1993) indicates that a high reliability of response is obtainable by providing all respondents with the exact same set of questions.

3.7 Delimitations

The research was confined to Grain Marketing Board, representing all parastatals in Zimbabwe. Ten people were interviewed, five were depot managers and the other five were chosen from head office (three departmental managers and two supervisors). The research was more concentrated to areas in and around Harare.

3.8 Limitations

Time was the major constraint as the study has to be completed within the time limit set by the university which is one semester. The researcher is an employee of Grain Marketing Board, therefore data collection from one place to another was a major challenge, however the researcher sent questionnaires by mail and some of the interviews were done through the phone. Confidentiality issue, some vital information needed for the sake of the research was not fully divulged to the researcher, nevertheless the researcher encouraged the respondents by assuring them on confidentiality. Questionnaires were a burden and some were left unattended, however the researcher made every effort to encourage the respondents and collect them on time.

3.9 Ethical Considerations

The researcher had consent from the GMB executive before conducting the research. Interviews were done after fully divulging all the necessary information to the interviewee.
The researcher clarified the objectives of the study so that the respondents were free to answer the questions. The researcher did not hide any pertinent information that the respondent wanted to know so that they decided on whether or not they were comfortable in proceeding as respondents during the study.

Confidentiality of respondents was assured by informing the respondents that names were not going to be published and there was protection of anonymity. In the event of recordings, the researcher first advised participants the need of having such records and was given permission by participants.

The right to withdraw was given in the event that the participant was no longer comfortable to continue in the study, no use of force was used when participant indicated that they were no longer interested.

The researcher referenced all source of information used in the study, thus no plagiarising was attempted. In the event that the researcher wishes to publish the study, the organisation under study will be informed and should approve of such instance.

3.10 Introduction to Data Analysis

According to Zikmund et al. (2010), data analysis refers to the application of reasoning to understand the data that has been gathered with the aim of determining consistent patterns and summarizing the relevant details revealed in the investigation. Therefore, to determine the patterns revealed in the data collected regarding the selected variables, data analysis was guided by the aims, objectives, hypothesis of the research and measurement of the data collected. The questionnaire was constructed with seven demographic questions which were meant to explore the background statistics of the respondents as demographic data can unearth salient relationships that may be present in the data high. This study explored the respondents on a personal level focusing namely, on their sex, age, position held in the organisation, location of work, department, years in the organisation and highest level of education, in respect of the organisation’s background data.

The information was sorted, coded using CSPro 6.0 and input into STATA (statistics and data) in order to produce graphs, tables, descriptive statistics and inferential statistics. A multivariate logistic regression was used to test the significance of the influence of the
independent variables on the dependent variable. This study used the multiple linear regression analysis to test the statistical significance of the various independent variables on the chosen dependent variables. Faraway (2002), states that multiple linear regressions are used in situations where the number of independent variables are more than one. In this research performance was the depended variable and it was measured by profitability, growth and sustainability. Internal and external environment are independent variables, with their elements. Corporate entrepreneurship is the moderating variable which is basically achieved through innovation. The researcher used significance testing to examine relationships between variables, (Bryman & Bell, 2003) supports this notion. Where the probability was low \( p < 0.05 \) a statistically significant relationship existed whereby the null hypothesis \( (H_0) \) was rejected and the alternative hypothesis \( (H_1) \) accepted. Where \( p>0.05 \) there was no statistically significant relationship and hypothesis \( (H_1) \) is rejected and null hypothesis accepted (Saunders et al., 2009).

Descriptive and inferential statistics were both used. Data findings were presented in tables and graphics. The researcher applied qualitative analysis in thematic presentations to answer interview questions. Quantitative data obtained through the questionnaire was analysed using a statistical package. The questionnaire was encoded using CSPro 6.0 (census and survey processing system) and STATA (statistics and data) version 12 was used to test validity and hypothesis using Pearson's Chi-Square test was used to either accept or reject the null hypothesis. The hypothesis tested whether innovativeness affect parastatal performance

### 3.11 Summary

The chapter highlighted the research design, methods, approaches and instruments used to collect data for establishing the relevance and feasibility of adopting corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board. The researcher adopted the pragmatist philosophy and abductive approach. Both qualitative and quantitative data collection techniques were used. Questionnaires were distributed to 12 managers and 45 supervisors, and the 93% response rate was satisfactory. Interviews were done with GMB depot managers and supervisors. The chapter gives an overview of how data was to be interpreted, using both inferential and descriptive statistics. The following chapter focuses on data presentation, discussions and findings.
CHAPTER 4: DATA PRESENTATION AND DISCUSSION

4.0 Introduction

This chapter presents, analyse and discusses the captured data from questionnaires returned by respondents and interviews done. The researcher has presented the findings both in writing and graphic presentations. The chapter also discusses the summarised data and relates it to reviewed theoretical literature and empirical studies for contradictions or consistency. This chapter presented the results for demographic information followed with descriptive analysis and inferential statistics which included correlation and regression. The chapter also highlighted the summary of results from testing of the hypothesis.

4.1 Research objectives and hypothesis revisited

The main objective was to evaluate the effect of adopting corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board. The other objectives are as follows:

- To determine whether factors that foster corporate entrepreneurship in the private sector are the same with that foster corporate entrepreneurship in Parastatals.
- To find ways of enhancing economic use of resources in the parastatal through corporate entrepreneurship.
- To evaluate the influence of innovativeness as a mechanism for sustainability on performance of parastatals.
- To identify challenges faced by the parastatals in implementing the corporate entrepreneurial strategies.
- To determine the ability of the organisation, to manage and embrace corporate entrepreneurship hence improving on performance.

Hypothesis

$H_0$: Innovativeness has no influence on parastatal performance

$H_1$: Innovativeness influences parastatal performance
4.1.1 Response rate

Table 4.1 Response rate of interviews and questionnaires

<table>
<thead>
<tr>
<th>Responses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaire</td>
<td>57</td>
</tr>
<tr>
<td>Interviews</td>
<td>8</td>
</tr>
</tbody>
</table>

The table above shows that questionnaire response rate was 100% as planned, but the interviews gave a response rate of 80% due to challenges of timing. Two supervisors failed to turn up for interviews as planned.

4.2 Demographic information characteristic

In this section demographic information of managers and supervisors of Grain Marketing Board will be analysed and discussed. The information includes gender, age, and level of education, engagement period, location, department and position. The illustrations are presented in tables and graphs below.
### Table 4.2 Demographics

<table>
<thead>
<tr>
<th>Sex</th>
<th>Freq</th>
<th>Percentage</th>
<th>Age in years</th>
<th>Freq</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>32</td>
<td>56.14</td>
<td>25 to less than 35</td>
<td>27</td>
<td>47.37</td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>43.86</td>
<td>35 to less than 45</td>
<td>20</td>
<td>35.09</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>45 to less than 55</td>
<td>9</td>
<td>15.79</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>55 and above</td>
<td>1</td>
<td>1.75</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
<td>100</td>
<td>Total</td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Period in the organisation</th>
<th>Level of Education</th>
<th>Freq</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to less than 5 years</td>
<td>Post-Grad Degree</td>
<td>21</td>
<td>36.84</td>
</tr>
<tr>
<td>5 to less than 10 years</td>
<td>Undergrad Degree</td>
<td>11</td>
<td>19.3</td>
</tr>
<tr>
<td>10 to less than 20 years</td>
<td>College</td>
<td>22</td>
<td>38.6</td>
</tr>
<tr>
<td>20 years and above</td>
<td></td>
<td>3</td>
<td>5.26</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Position</th>
<th>Freq</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>Manager</td>
<td>10</td>
<td>17.54</td>
</tr>
<tr>
<td>Technical</td>
<td>Supervisor</td>
<td>11</td>
<td>19.3</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td>13</td>
<td>22.81</td>
</tr>
<tr>
<td>Marketing</td>
<td>Head office</td>
<td>7</td>
<td>12.28</td>
</tr>
<tr>
<td>Finance</td>
<td>Depot</td>
<td>14</td>
<td>24.56</td>
</tr>
<tr>
<td>Procurement</td>
<td>Other/region</td>
<td>2</td>
<td>3.51</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.1 Gender of respondents

As represented in figure 4.1, Male composition is greater than that of female though the study tried to meet gender equity. Female respondents were twenty five (44%) whereas males were thirty two (56%) therefore; this presentation signifies the dominance of male staff within the Grain Marketing Board. Nevertheless the variance is too small to be significant in this study. According to Fineman et al (2009) most manufacturing companies employ more men to women. It shows that the organisation employed more men than women as the Grain Marketing Board work demands physical stamina especially in grain reserves supervision and management. However, there is no policy dictating employment of female or male incumbents.

Figure 4.1: Gender of respondents

4.2.2 Age of Respondents

The bigger percentages, 47% of participants were 35 years and below, followed by those between thirty five and forty five 35%, forty five to fifty five were 9% and fifty five and above were 1%. The distribution showed that most of the supervisors were aged thirty five and below whilst most managers fell in the range between thirty five and fifty five. The
inverse distribution between managers and supervisors reflects that calibre of managers. Zikmund (2013) concurs that most managers are either in their late thirties or over forty. According to GMB manual, it is recommended that managers be above 35 years, as such people are deemed to be mature.

**Figure 4.2: Age of respondents**

![Age Distribution](image)

<table>
<thead>
<tr>
<th>Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>35%</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>40%</td>
</tr>
<tr>
<td>College</td>
<td>25%</td>
</tr>
</tbody>
</table>

**4.2.3 Level of education**

The respondents were asked to indicate the highest level of education they have attained. Figure 4.3 illustrates that 35% have reached postgraduate, 40% have attained their first university degrees and 25% went to college. The findings imply that most of the respondents had high level of education which could have contributed to accurate responses.
4.2.4 Years worked in the organisation

The study sought to find out the number of years the respondents had been in the organisation. Figure 4.4 indicate that 37% have worked for 0 to less than 5 years, 19% for 5 to 10 years, 39% had been in the organisation for 10 to 20 years and only 5% had worked for the organisation for more than 20 years. The majority had been with the organisation for long enough, hence were knowledgeable about the issues the researcher had been looking for.
4.2.5 Location

Figure 4.5 shows location of respondents. GMB has depots scattered all over the country, regional offices in provinces and the Head office. Majority of participant were from Head office 53%, followed by 46% from 5 depots (Aspindale, Cleveland, Norton, Chitungwiza and Bulawayo) and only 1% from Regional office. The reason why most respondents were from Head office could be that there are various departments at Head office compared to Depots.
4.2.6 Department

The respondents were asked to indicate their departments; 18% Production, 19% Technical, 23% Administration, 12% Marketing, 25% Finance and 3% Procurement as indicated in figure 4.6. Most of the respondents were from finance, the reason being that the finance and administration are the biggest departments at head office, since most of the work is centralised to head office. Procurement is still a new department with few years in operation. Production and technical employees are decentralised in depots. Marketing department is generally centralised at head office with four sales representatives in regions, thus it had few participants.
4.2.7 Position in the department

22 managers (39%) and 35 supervisors (61%) comprised the respondents’ sample. Zikmund (2003) recommends distributing samples according to size of the original population. However, in this study, the researcher gave more questionnaires (35 out of 57) to supervisors, since they are more conversant with day to day operations.
4.3 Factors that foster corporate entrepreneurship in the private sector are the same with that foster corporate entrepreneurship in Parastatals.

The researcher sought to find out whether factors that foster corporate entrepreneurship in private sector are the same as those in public sector. The viewpoints were captured through questionnaire and interviews. Various opinions were gathered which indicates how the parastatals operates in line with, their reward system, decision making, management support, risk taking, culture, human resources practices, knowledge management and creativeness. A likert scale was provided to show the level of agreement; *strongly disagree* (1), *disagree* (2), *Neutral* (3), *Agree* (4) and *strongly agree* (5).

4.3.1 Use of rewards as a strong motivator of employee job performance.

Most respondents, 68% disagreed with the idea that GMB use rewards as a strong motivator of employee job performance, only 19% agreed that it exists in the organisation and 12%
were neutral; they did not take any position. Despite the fact that many managers and mission statements proclaim that people are their most valued asset, most companies fail to practise this philosophy (Iyer and Davenport, 2008). Basing on the above, social rewards should be a strong motivator of employee job performance which will assist employees to discover their jobs challenging and rewarding may be motivated by the nature of the work they perform. Rewards can therefore be used to influence employee behaviour, however, one of the complexities managers face in fostering entrepreneurship is the selection and use of motivational techniques or rewards that build commitment to entrepreneurial goals among employees (Lumpkin, 2007). However, it has been noted that at GMB rewards are not used to motivate employees and this contradicts with what literature ascertains as one of the factors that foster entrepreneurship.

4.3.2 Management support in facilitating and promoting entrepreneurial activities in the organisation

The issue of management support was unclear since 37% disagreed to the idea that management support in facilitating and promoting entrepreneurial activities in the organisation, on the other hand 38% agreed to the idea that they support. According to Kuratko (2002), gaining management support is characterised by the willingness of senior management to facilitate and promote entrepreneurial activity in the organisation, including championing innovative ideas as well as providing necessary resources, expertise or protection. Managers therefore need to be aware of this difference in thinking styles which have a fundamental impact on decision-making and implementation. However from the interviews held with managers, it was noted that the goal, objectives, mission and values have an aspect of corporate entrepreneurship, though to a lesser extent and also that there is lack of managerial initiatives to achieve the objectives.

4.3.3 Evaluation of organisation autonomy and flexibility in decision making

Majority of respondents 47% disagreed that the organisation has autonomy and flexibility in decision making whilst 22% agreed to the idea and 30% remained neutral on the other hand, 46% agreed to the concept that the organisation has independent board committees, whereas 33% disagreed on the same notion and 21% were neutral. Therefore it can be taken that the
board committees are independent to some extend that may allow them to monitor the organisation effectively. From the discussion with respondents the majority highlighted that there is too much political interference in decision making such as pricing, structuring, procurement and processing decisions. It was also noted that decisions take too long to be implemented due to protocols. This coincides with what was cited with other authors. Rules prescribe the types of decisions to be made, therefore those in decision making positions tend to create more rules when situations arise for which there are no precedents. Basically autonomy and flexibility is lower in public organisations (Kearney et al., 2007:289). Managers in public organisations face constraints that arise from limitations imposed by their external environment, from transitional expectations and from required features of their organisational processes that influence how they must make strategic decisions and this is a different case with private organisations.

4.3.4 Risk taking and tolerance to failure

The researcher sought to find out whether most people in the organisation were willing to take risk; 43% indicated that people were not willing to take up risk, whilst 25% showed that they are willing. 32% were neutral. Nevertheless, from the perspectives if those interviewed, majority showed that people are not willing to take risk; they cited issues of resistance to change, fear of failure and also fear of job loss. Risk taking involves taking bold actions by venturing into the unknown, borrowing heavily and or committing significant resources to ventures in uncertain environments (Lumpkin et al., 2009), subsequently these activities can enhance the company’s ability to recognize and exploit market opportunities ahead of its competitors. However, Lumpkin and Dess (1996) noted that, public organisations generally have more formal decision-making procedures and are less flexible and more risk-averse than their private sector counterparts.

4.3.5 Competitive culture

In assessing whether the organisation has a competitive culture, 42% agreed, 25% disagreed and 33% were neutral. From the interviews it has been noted that the organisation had initiated for culture change in business conduct and has already introduced culture change strategies, performance evaluation forms and included issues of quality assurance, consistence and innovation as part of its key result are. However, the results are yet to be seen in future. When respondents were asked to divide 100 points on challenges faced by the
organisation in implementing corporate entrepreneurship, culture had the lowest mean of 15.74 comparing 4 variables which might mean that culture is not a major challenge per se, but has a significant effect especially on the issue of competition and this is in line with what other authors have noted. Organizational culture is often times felt more than articulated (Hamilton 2008). According to (Porter, 2001), organizations should identify the factors related to the success of their organization, since failure in achieving the goals related to these factors may lead to the failure of the organization.

4.3.6 High performance human resources practise

From the survey results, 37% showed that there are high performance human resources practices at the organisation, on the other hand 28% disagreed and 35% were indifferent. However from the discussions with participants, majority mentioned the issue of nepotism as a major concern which might compromise high performance human resources practices, despite the fact that their Human resources policy discourages nepotism. Nevertheless, 71% of respondents indicated that GMB staff is competent that they can ensure creativity and 63% also agreed to the notion that new knowledge and skills are created in the organisation whereas only 19% disagreed to the notion, 18% were neutral. Thus it can be seen that although human resources practice performance may not be high as suggested, hiring of competent staff can foster corporate entrepreneurship in the organisation.

4.4 Ways of enhancing economic use of resources in the parastatal through corporate entrepreneurship.

The question was answered by managers and supervisors both on questionnaire and in interviews. The researcher sought to find out whether the organisation had adequate resources that can be used to promote corporate entrepreneurship and how they can be utilised.

4.4.1 Resource utilisation in GMB

Respondents were asked to indicate their views on how resources are utilised in the organisation. The answers were to be filled by ticking on a category scale: Never, Rarely, and Sometimes, Often and Very often. This was done in order to yield ordinary data.
4.4.1.1 Introduction of new technologies and development of new methods of operation in the organisation.

From the responses it can be denoted that, the organisation introduce new technology to a lesser extend as can be read 10% very often and 24% often. This is supported by the question of problems that hinder the ability to manage entrepreneurship, where majority wrote the challenge of obsolete technology. However, from the interview, it was deduced that the SAP system had been recently upgraded and the organisation is in a bid to procure new machinery so that the processes can be fully automated. Majority 40% indicated that new methods of production are sometimes introduced in the organisation, 28% showed that it is done often, only a few 5% were of the opinion that they are never introduced, which sounds incorrect since the interviews with respondents in the production department showed that their machines have been upgraded as quoted by one of the respondents, “Before, 12 people on single line packing rice, salt and upfu, but now only 4 people are doing the same job, the business processes have been automated”. Therefore, the changes are there following innovation.

4.4.1.2 Full capacity utilisation of resources and emphasis on profit targets

The study established whether resources were utilised to their full capacity as well as whether there was emphasis on profit targets. The assessment revealed that resources are sometimes used to full capacity 35%, 28% often, 28% rarely, 4% never and 5% very often. However from the interviews the responses were subjective. Few tried to prove that resources were used to full capacity by mentioning how depots are networked in terms of production and service delivery, whilst most of participants argued that resources are not fully utilised, they mentioned that to fully utilise them, the organisation should optimise scarce financial resources by implementing the blue ocean strategy, increase spending on what benefits the organisation, reduce wastes, remove what is not necessary, that is disposing too many machinery and vehicles lying idle and adding (procure) what adds value to the organisation. They also recommended that the organisation should align processes with ISO standards and fully automate the business processes.
Emphasis on profit targets is done to a lesser extent in the organisation, one of the respondents cited that; ‘the organisation needs to fully implement result based management concepts which entails setting up of targets and a vibrant monitoring and evaluation framework’. Other respondents also noted that there are no penalties for not meeting targets, or rewards for meeting targets, therefore employees might not be motivated to meet targets.

4.4.1.3 Recognition and utilisation of employee talents to the benefit of the organisation

From the respondents, 26% showed that talents are rarely used, 28% that they are sometimes used, 18% often, 12% very often and 16% never. From this analysis it was noted that talents are used but not fully used for the benefit of the organisation. It also corroborates with what has been stipulated in the interviews, that, the organisation is more involved in nepotism issues therefore someone might take a position which he/she is not qualified to take due to the fact that, the person is related to a senior employee. It was also noted that there are no rewards to motivate staff such that, employees may not perform to their full capacity.

4.4.1.4 Effectiveness of loss control department

The researcher wanted to ascertain on the effectiveness of the loss control department in order to find ways of enhancing economic use of resources. To validate this, a question was posed on the effectiveness of the loss control department and open ended question to indicate respondents perspectives on what should be done to ensure effectiveness. Figure 4.8 below shows that majority highlighted that the department is not effective.

Figure 4.8: effectiveness of loss control department

![Pie chart showing effectiveness of loss control department](image-url)
An open ended question of what loss control department has to do to ensure effectiveness, revealed the following:

- Department should concentrate on reducing losses.
- Employ qualified personnel in the department.
- Investigations must be done properly.
- There is need for new systems and control measures.
- The organisation should outsource functions of security.
- The need for proactiveness not being reactive.
- The department should work towards reducing defects.
- There must be a compliance policy in the department.
- Teamwork with other employees.

4.5 The influence of innovativeness as a mechanism for enhancing performance in parastatals.

4.5.1 Importance of innovativeness on organisation performance

In order to gain an understanding on how GMB views innovation, questions were structured and the responses are shown in Figure 4.9;
Figure 4.9: Importance of innovativeness on firm performance

From the diagram above majority indicated that innovation in GMB is considered important. This concurs with most responses from the interview, where respondents were asked to give their opinions on whether innovation affects firm performance or not. All respondents highlighted that, yes, it affects firm performance and through probing they further elaborated that GMB was not producing to full capacity due to lack of innovation and mentions that other organisations like ECONET reward their employees for innovation and unfortunately GMB does not, therefore employees might not perform to their full potential due to lack of motivation. Another interviewee cited; “There is too much paperwork at GMB, a customer has to go through too many processes just to procure a 10kg of mealie meal, this may hinder business growth because customers might prefer to purchase from supermarkets or other competitors where there is automation, probably a customer has to join one queue unlike at GMB (Entry gate- weighbridge-sales office- warehouse-collection point-exit gate) at all these points there is paper check, therefore a customer may take several minutes to purchase one item”. Another respondent complained that customers move from one depot to another looking for products until they find and when they ask sales persons where they could get products the responses are not favourable as they are told to check at different depots. From the above remarks it was noted that customer care initiative is not considered and there is no
continuous improvement on service delivery, although they are considered important in the organisation.

In terms of product innovation, it was noted that the rate at which new products are introduced was very low and the existing products were not continuously improved as proved by the well-known silo brands being upfu, rice, salt and grains. Discussions also proved that whenever the company introduced new methods of production, output increased and reduces production costs. When GMB introduced a new self-packaging machine Labour reduced from 12 people to 4 people and output increased from 4tonnes to 20tonnes per day and sales increased by 50% this coincide with what has been cited by Bessant & al., (2009), they suggest that effective innovation must involve all areas of an organization with the potential to affect every discipline and process.

4.5.2 Corporate entrepreneurship and firm performance

An analysis of organisation performance was done; first to evaluate whether employees of GMB understood the concept of corporate entrepreneurship, second to find out the extend of involvement in entrepreneurial activities and lastly to rate the current performance of the organisation. Dichotomous questions were given to respondents to show what they think about what corporate entrepreneurship was about. The following information was recorded.

Table: 4.3 Understanding of corporate entrepreneurship

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting innovation</td>
<td>51</td>
<td>6</td>
<td>57</td>
</tr>
<tr>
<td>Assessing opportunities</td>
<td>52</td>
<td>5</td>
<td>57</td>
</tr>
<tr>
<td>Business creation</td>
<td>52</td>
<td>5</td>
<td>57</td>
</tr>
<tr>
<td>Risk taking</td>
<td>53</td>
<td>4</td>
<td>57</td>
</tr>
<tr>
<td>Continuous improvement</td>
<td>46</td>
<td>11</td>
<td>57</td>
</tr>
<tr>
<td><strong>Mean</strong></td>
<td><strong>4.45</strong></td>
<td><strong>0.54</strong></td>
<td></td>
</tr>
</tbody>
</table>

From table 4.3 above it shows that majority understands the meaning of corporate entrepreneurship, a mean of 4.45 was achieved. This helps in validating the reliability of results, as many respondents understood the subject at hand. These results were supported by
the interviews, where participants were asked to elaborate on what they understood by the term corporate entrepreneurship. Various responses were recorded; business venture, identifying opportunities, solutions to current problems, networking, new business ideas, first mover advantage, risk taking and innovation. All these ideas came from different respondents showing their understanding, however the challenge was on whether it is being implemented at GMB, there were confusing results where one would indicate yes, but later disagree with its elements being implemented at the organisation. When the respondents were asked to rate the organisation performance, the following percentages were obtained; 40%, 70%, 50%, 40%, 70%, 40%, 60% and 50%. Therefore, on average GMB’s performance in line with innovation and entrepreneurship was rated at 53% this corroborates with what other authors cited. According to Morris et al (2008), he noted that, large organisations use rigid rules and procedures to administer their operations, which in turn could impede entrepreneurial behaviour by employees and which could lead to less innovation. For corporate entrepreneurship to work effectively as a function of performance, it requires the existence of an organizational environment and systems that encourage and stimulate employees to act and behave entrepreneurially as supported by Chang (1998) who contends that the relationship between entrepreneurial posture and firm performance is moderated by environmental conditions. Therefore, corporate entrepreneurship is critical for profitability and survival of firms.

The researcher intended to evaluate the influence of innovativeness on parastatal performance. A Likert scale was provided to show the importance of each statement in the organisation. This was in line with what has been noted by Drucker (2015), that, the impact of innovation on organizational performance is still misunderstood for various factors, either there is little understanding of the drivers of innovation by managers or innovation strategies are established but the its effect on organizational performance is not evaluated and determined. Innovation is about helping organizations grow. It can be viewed as a purposeful and focused effort to achieve change in an organization’s economic or social potential. Bottom-line growth can occur in a number of ways, such as better service quality and shorter lead times in non-profit organizations and cost reduction, cost avoidance, and increased turnover in profit-focused organizations (Drucker & al., 2015).
4.6 Challenges faced by the parastatals in implementing the corporate entrepreneurial strategies

4.6.1 Challenges in implementing corporate entrepreneurship strategies

The respondents were tasked to divide 100 points on suggested challenges the researcher thought may affect the organisation in implementing corporate entrepreneurship. Table 4.4 below summaries the results of points allocated to different variables which are organisational structure, political interference, cultural issues and economic crisis.

Table 4.4 Challenges faced in implementing corporate entrepreneurship

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational structure</td>
<td>26.42</td>
<td>15.2</td>
</tr>
<tr>
<td>Political interference</td>
<td>36.11</td>
<td>13.54</td>
</tr>
<tr>
<td>Cultural issues</td>
<td>15.74</td>
<td>8.94</td>
</tr>
<tr>
<td>Economic crisis</td>
<td>22.18</td>
<td>12.73</td>
</tr>
</tbody>
</table>

Average; Mean: 25.11 Standard deviation: 12.60

From the table above, the overall average mean is 25.11, therefore it can be deduced that political interference and organisational structure has more effect in causing challenges in implementing corporate entrepreneurship. However economic crisis has a positive significant effect as shown by a standard deviation of 12.73 which is above the average standard deviation of 12.60. Cultural issues have a positive effect though not significant; this is indicated by mean and standard deviation that are below the overall average. The standard
deviation values are less than their mean values, this entails that there is a small coefficient variation of the results.

4.6.2 Political interference

Respondents were asked their views on whether the organisation had any external pressure in setting objectives. All the respondents highlighted that, yes, there is external pressure and most of it comes from the Government as a major stakeholder, however other stakeholders like customers, suppliers, legal bodies, millers and transporters were also mentioned. Respondents revealed that, GMB operates under Ministry of Agriculture, therefore there is always need for approval from the Ministry before venturing into any new projects. One of the respondents mentioned that the responsible Minister attends all GMB strategic meetings and is involved in setting of strategies for the organisation.

It was also noted that before procuring any capital assets there is need for approval from the ministry and all travelling arrangements for research and development, needs cabinet authority. Thus, decisions take too long to be implemented. They also mentioned that, the organisation is governed by GMB Act, whereby it is expected to operate within the parameters of the Act chapter 18, to fulfil its mandate from the Government; as a result, some of the entrepreneurship strategies might not be implemented as they contradict what is stipulated. This differs with private sector where there is no specific regulation to any company, leaving these firms with the leeway to do whatever they wish as long as it is not against the law and it concurs with what Peter Drucker quotes,” The mission and purpose of the parastatals is imposed from outside through political forces while the missions of business organizations generally originate from and are dictated by free market economic signals.”

From the responses it was discovered that the transporters can force the organisation to pay them their higher prices since the organisation will be working to fulfil a mandate within a specific period as set by the government, for example in transportation of grain and inputs to various depots around the country.

4.6.3 Economic challenges

Economic pressure was also a significant challenge in setting of objectives. The discussions revealed that the turbulent environment where the organisation is operating does not guarantee achievement of objectives, therefore some of the objectives are not taken to board
because of economic challenges such as shortage of cash, currency crisis, inflation, balance of payment deficit and ever-changing exchange rates. When the respondents were asked on how economic reforms have changed the way they operate; it was noted that the reforms had negative effect, depression on the organisation and stress on the employees. They also mentioned that shortages of foreign currency impacted on raw materials purchases and made difficulties in re-tooling of the organisation. This corroborate with what was cited by other authors. Public sector organisations are complex, facing a turbulent external environment with eroding tax bases, greater accountability and transparency, rapidly changing technology and increasingly diverse stakeholders and clients to serve (Kearney & Meynhardt, 2016).

Nevertheless, other respondents viewed it as having positive effect on the organisation, they noted that instead of the organisation relying on fiscus, it can now stand on its own feet after commercialisation and there will be reduction of government interference. They went on to point that, commercial sector will be a cash cow for the organisation and reforms have increased financial discipline. Notably, when respondents were tasked to divide 100 points on challenges faced by parastatals with economic crisis being one of the challenges, economic crisis was below average mean indicating that it doesn’t contribute much to the challenge particularly in GMB.

**4.6.4 Organisational structure**

The study sought to investigate whether the structure of the organisation was flexible in such a way that it can revise to align with effective and efficient entrepreneurial goals. Figure 4.10 shows the results of the findings;
Figure 4.10: Organisational structure flexibility

From the figure 4.10 above, it shows that most managers 14 out of 22 were in agreement in the notion that the structure of the organisation can be revised to align with effective and efficient entrepreneurial goals. On average, 53% were in agreement and 47% disagreed. This concurs with observations on the “Management support issue”, where it was highlighted that the results were unclear 38% disagreed and 37% agreed the difference made it difficult to take a stance, therefore it can be concluded that the structure could by partially rigid, but through management support it can be revised to align with changes for the success of the organisation. Generally, parastatals structure is rigid as supported by Sadler (2000), he noted that government units are bureaucratic and conservative has restrained the entrepreneurial power and weakened the performance of this sector.

4.6.5 Cultural issues

From table 4.4 cultural issues was rated the least in terms of challenges faced by the organisation in implementing corporate entrepreneurship. This is also supported by table 4.5 below where all respondent show that they are willing to change the way they have been doing their jobs and implement new ways.

*Question: You as an employee would you like to change the way you have been doing your job and implement new ways?*
Table: 4.5 Change

<table>
<thead>
<tr>
<th></th>
<th>Freq.</th>
<th>Percent</th>
<th>Cum.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Like</td>
<td>57</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Total</td>
<td>57</td>
<td>100.00</td>
<td></td>
</tr>
</tbody>
</table>

Although all the respondents from the questionnaire showed that they are willing to change, however, from the interviews where participants were asked on how the organisation will view change in process, the following points were highlighted:

- People may be happy but there will be resistance.
- Employees are sceptical, since change in processes might mean elimination of other employees’ jobs.
- They have to create a conducive environment first and achieve it gradual.
- Basing from past experience, they have accepted change.
- There is lack of coordination, thus fear of the unknown.
- Change is painful, therefore there will be resistance.

As a result, it can be concluded that willingness is there but fear of the unknown and resistance will be present, this is supported by, Dess et al., (2003) they cited that, the fundamental challenge in corporate entrepreneurship is balancing the conflict that emerges between the uncertainty of new initiatives and the old tried and true methods. Another responded cited,” The organisation is resistant to change, it takes too long to implement new ideas, and there is need for a change agent especially on the issue of separating Strategic grain reserve and commercial line”. However, the fact that they were willing, it is indicative that a culture of change can be instilled in them which in turn will produce better results. Therefore cultural issues were existing challenges which can be effectively managed, this concur with what was cited by other authors; Hornsby et al., (2013) discovered that organisational boundaries are both real and imagined; they prevent people from looking at
problems outside their own jobs. People must be encouraged to look at the business from a broad perspective.

The researcher sought to find out challenges that parastatals face in implementing entrepreneurial strategies. Both inductive and deductive approaches were applied to find information. Kerry & Russel (2008) stated that the Entrepreneurial environment consists of macroeconomic factors, cultural aspects, social factors and political support, which stimulate the tendency of company members to engage in entrepreneurial activities revealed that environmental factors such as credit funds, loans, access to markets, and governmental rules, have the strongest effect on entrepreneurship.

4.7 The ability of the organisation, to manage and embrace corporate entrepreneurship hence improving on performance

The study established whether the organisation had the ability to manage and embrace corporate entrepreneurship hence improving on performance. Respondents were given a dichotomous question where they were supposed to rate formality, hierarchy, complexity, concentration and professionalism. They were supposed to indicate whether each of the above was high or low in the organisation. Figure below shows the responses;

**Figure 4.11 Rating**
From the diagram above formality was considered to be high with 60% which is supported by the observation made on organisational structure, the bureaucratic nature of public organisation. Formality is highly related to hierarchy which is also very high as respondents indicated by 91% shows that it is high. The organisation was complex as indicated by majority of the participants, 60%, Drucker summed it this way; Public entities are regulated by a civil service system which is typically complex, formalized, and risk-averse, which corroborate with what was noted by Saddler (2000) that, although there is not any discrepancy between public sector and entrepreneurship, the type of structures, the dominant culture, bureaucracy and traditional activities hinder the entrepreneurship in government and public agencies.

In term of concentration, 67% showed that it was high which concurs with the discussion from the interview where the respondent cited the issue of concentration as a major challenge, he mentioned that most of the decisions were made at head office yet he, being the depot manager is the one at the ground. The variance of respondents percentage on issues of professionalism 49% low and 51% high, is very slim which might imply that, professionalism is there but maybe to a lesser extent than expected. From the above information it can be denoted that the organisation can be crippled by those challenges which can hinder management of corporate entrepreneurship. However, from the interviews where respondents were asked whether the environment was conducive for entrepreneurial behaviour, majority revealed that it was conducive. Another respondent highlighted that, the environment is not very conducive because there is no teamwork, rather there is competition among employees, departments competes rather than complementing each other, managers wants merit at the expense of other departments meaning employees work at cross purpose. The respondent mentioned that there is need for an integrated approach and promotion of a strong culture.

4.7.1 Existence of operational guidelines

The researcher sought to find out whether operational guidelines were in place so that when they are strictly adhered to they may help to avoid chaos in management of corporate entrepreneurship. Evaluation of the availability of policies, procedures, rules and manual were done and the results are shown on the figure 4.12 below:
Figure 4.12: Existence of operational guidelines

**Average:** Yes= 55 No=2

From the figure 4.12, an average of 55 respondents indicated that the operational guidelines were available at the organisation. From the 8 who noted that they were not there, it was discovered that they were located at the depots therefore the chances that they did not come across them were high, although they exist. This was also indicative that probably they were not properly communicated to the employees considering that our sample comprises of managers and supervisors. From this survey it was of concern to note that employees at the depots were not aware of the existence of such guidelines as it impaired operational procedures. Moreover, Clark (2010) recommends that organisations need to review existing policies and programmes to support and facilitate entrepreneurial and innovative growth.

**4.7.2 Managing and embracing corporate entrepreneurship**
In order to ascertain the ability of the organisation to manage and embrace corporate entrepreneurship, an open ended question was provided to the respondents where they were supposed to write down their own perspectives concerning the issues of attributes and problems that the organisation currently had. The responses comprised of both internal and external factors. Some of the respondents failed to comprehend the question and ended up writing opposites which made it difficult for the researcher to analyse the data provided, for example one would write good culture as an attribute, then go on to write bad culture as a problem. It was noted that majority of them were from depots and they were at college level and their age ranged from 45 to 55.

4.7.2.1 Attributes and problems

Table 4.6 below shows summarised results of attributes and challenges in the organisation that may help or hinder the organisation’

Table 4.6 Attributes and problems

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Problems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment and confidence</td>
<td>Autocratic leadership</td>
</tr>
<tr>
<td>Company visibility</td>
<td>Bad culture</td>
</tr>
<tr>
<td>Competent staff</td>
<td>Beauracric structure</td>
</tr>
<tr>
<td>Culture change</td>
<td>Brain drain</td>
</tr>
<tr>
<td>Employee involvement</td>
<td>Poor cash flow management</td>
</tr>
<tr>
<td>Good infrastructure</td>
<td>Centralisation</td>
</tr>
<tr>
<td>Government support</td>
<td>Dual reporting</td>
</tr>
<tr>
<td>Internal controls</td>
<td>Economic crisis</td>
</tr>
<tr>
<td>Heavy machinery</td>
<td>Poor environment</td>
</tr>
<tr>
<td>Networked depots</td>
<td>Lack of goal clarity</td>
</tr>
<tr>
<td>Open communication</td>
<td>Government interference</td>
</tr>
<tr>
<td>Enhanced skills</td>
<td>Ignorance</td>
</tr>
<tr>
<td>Democracy in decision making</td>
<td>Out dated Technology</td>
</tr>
<tr>
<td></td>
<td>Lack of consistence in decisions</td>
</tr>
<tr>
<td></td>
<td>Lack of capital</td>
</tr>
<tr>
<td></td>
<td>No motivation</td>
</tr>
</tbody>
</table>
• Management support
• Nepotism

From the table above it can be noted that despite the fact that problems were more than attributes, there was a possibility that the organisation can manage and embrace corporate entrepreneurship when the organisation capitalises on attributes and minimise problems. However the major challenge is that most of the problems at GMB are inhibitors of corporate entrepreneurship. Kerry & Russel (2008) stated that the Entrepreneurial environment consists of macroeconomic factors, cultural aspects, social factors and political support, which stimulates the tendency of company members to engage in entrepreneurial activities, revealed that environmental factors such as culture, funding, structure and governmental rules, have the strongest effect on entrepreneurship. Therefore currently with existing factors it would be a challenge for GMB to manage and embrace corporate entrepreneurship.

4.8 Inferential Statistics-Hypothesis testing

\( H_0 \): Innovativeness has no influence on parastatal performance

\( H_1 \): Innovativeness influences parastatal performance

4.8.1 Hypothesis Testing

For hypothesis testing, a Chi-squared statistical test was performed to determine the goodness of fit or whether innovativeness has an influence on parastatal performance. The variables used for hypothesis testing were Innovativeness (independent) and Parastatal Performances (dependent). These were derived from various questions in the questionnaire which were related to the subject. Before testing the hypothesis, a reliability test was done for all questions that were used to derive variables for the chi-square test.

4.8.1.1 Innovativeness

The variable for innovativeness was built from Question 15 with responses (1-Not important at all, 2-Not Important, 3-Not sure, 4-Important, 5-Very Important) from the questionnaire where innovativeness was composed of factors which included:
i. Trying new ideas  
ii. Being creative in methods of operation  
iii. Developing new quality products  
iv. Introducing new technologies  
v. Customer care initiatives  
vi. Continuous improvement on service delivery

The questions were in Likert scale format with responses, therefore a reliability test using Cronbach’s Alpha was done in order to test the reliability of the 6 questions with regards innovativeness.

**Table 4.7: Results of Reliability Test for Innovativeness**

Test scale = mean(unstandardized items)

<table>
<thead>
<tr>
<th>Average interitem covariance:</th>
<th>.5484127</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of items in the scale:</td>
<td>6</td>
</tr>
<tr>
<td>Scale reliability coefficient:</td>
<td>0.8724</td>
</tr>
</tbody>
</table>

Table 4.7 above shows more reliability with an alpha coefficient of (0.8724) which is within range. This implies that all the 6 questions were relevant to measure innovativeness.

**4.8.1.2 Parastatal Performance**

The variable for parastatal performance was built from similar likert scale Questions 10(Factors that foster corporate entrepreneurship) and Question 12(Resource utilisation in the organisation) from the questionnaire composed of the following factors:
Table 4.8 Parastatal Performance Subjects

<table>
<thead>
<tr>
<th>Q10. Factors that foster corporate entrepreneurship (1-Strongly disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly agree)</th>
<th>Q12. Resource utilisation in the organisation (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Very often)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation use rewards as a strong motivator of employee job performance</td>
<td>How often the company introduce new technologies?</td>
</tr>
<tr>
<td>Management supports in facilitating and promoting entrepreneurial activity in the organisation by supporting innovative ideas</td>
<td>Does the organisation develop new methods of production?</td>
</tr>
<tr>
<td>The organisation has autonomy and flexibility in decision making</td>
<td>Are resources used to full capacity?</td>
</tr>
<tr>
<td>Most people in the organisation are willing to take risk</td>
<td>Does the organisation frequently put emphasis on profit targets</td>
</tr>
<tr>
<td>Our organisation has independent board committees to enhance effective monitoring</td>
<td>Are employees talents recognised and used to the benefit of the organisation</td>
</tr>
<tr>
<td>The organisation has a competitive culture</td>
<td></td>
</tr>
<tr>
<td>There are high performance human resources practices at our organisation</td>
<td></td>
</tr>
<tr>
<td>The staff is competitive that they ensure</td>
<td></td>
</tr>
</tbody>
</table>
Table 4.8 above illustrates the two subjects which describe the parastatal performance as Factors that foster corporate entrepreneurship and resource utilisation in the organisation. When Cronbach’s Alpha test was carried out for similar Likert type of questions pertaining to both subjects, questions relating to both Factors fostering corporate entrepreneurship and Resource utilisation were noted to be relevant for their respective subjects with alpha coefficient values of 0.7854 and 0.7631 respectively which fall within the acceptable reliability range of (between 0.65 and less than 0.9) as shown in table 4.10 below.

<table>
<thead>
<tr>
<th>Factors fostering corporate entrepreneurship</th>
<th>Resource utilisation in organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test scale = mean(unstandardized items)</td>
<td>Test scale = mean(unstandardized items)</td>
</tr>
<tr>
<td>Average interitem covariance: .3385721</td>
<td>Average interitem covariance: .4483396</td>
</tr>
<tr>
<td>Number of items in the scale: 9</td>
<td>Number of items in the scale: 5</td>
</tr>
<tr>
<td>Scale reliability coefficient: 0.7854</td>
<td>Scale reliability coefficient: 0.7631</td>
</tr>
</tbody>
</table>

4.8.1.3 Chi-Square Test

The Chi-squared statistical test was performed to determine the goodness of fit or whether innovativeness has an influence on parastatal performance, this was done in two parts as parastatal performance was determined by two derived variables (Factors that foster corporate entrepreneurship and Resource utilisation in the organisation). A score associated with the factors were ranked where the highest score of 5-Very important for each question was the most favourable to measure innovativeness and the score 1-Not important at all was the least favourable. Innovativeness was built with combined responses where 5-Very important + 4-
Important meant "Yes" and combined responses 1-Not important at all + 2-Not important meant "No" for innovativeness. The response 3-Not sure was excluded from the variable as it indicated indecisiveness. Similar process was done for the derivation of parastatal performance variables for both subjects (Factors that foster corporate entrepreneurship and Resource utilisation in the organisation) with 5 scoring the most favourable and 1 scoring the least favourable yet the indecisiveness decision "3-Not sure" was excluded for the parastatal performance variables formulation.

The hypothesis argued that if there was innovation at GMB such as trying new ideas, being creative in methods of operation, developing new quality products, introducing new technologies, customer care initiatives and customer care initiatives, this would in turn influence parastatal performance with regards to factors that promotes corporate entrepreneurship. The Pearson's Chi-Square test results as shown by the p-value of 0.047 which is less than the chosen significance level $\alpha = 0.05$, we can reject the null hypothesis, and conclude that innovativeness influences parastatal performance with regards to factors that promotes corporate entrepreneurship.

The hypothesis also argued that if there was innovation at GMB such as trying new ideas, being creative in methods of operation, developing new quality products, introducing new technologies, customer care initiatives and continuous improvement on service delivery, this would in turn influence parastatal performance with regards to utilisation of resources in organisation. The Pearson's Chi-Square test results as shown by the p-value of 0.008 which is less than the chosen significance level $\alpha = 0.05$, we can also reject the null hypothesis, and conclude that innovativeness influences parastatal performance with regards to resource utilisation in organisation.

Based on the results of the two chi-square tests done, we can conclude that there is sufficient evidence to claim that innovativeness influences parastatal performance in general and therefore reject the null hypothesis.

4.9 Summary
The chapter focused on data presentation, analysis, evaluation and discussion of findings. The researcher compared the findings from the study with existing literature review to support or deny facts of findings. The researcher used information from questionnaires and interviews to arrive at major conclusions. Qualitative and quantitative data analysis was done to answer research questions. From the hypothesis findings, results indicated that innovativeness affect parastatal performance and environmental factors affect adoption of corporate entrepreneurship.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarises the study by providing major findings, conclusions and recommendations. They are all aligned to the objectives of this study. The summary thrives to capture the major points covered in the research, conclusions are derived from data presented and analysed in the previous chapter and recommendations attempt to give solutions to the current challenges.

5.1 Summary of the findings

The main objective was to evaluate the effect of adopting corporate entrepreneurship as a mechanism for enhancing performance in Grain Marketing Board. The findings confirmed that adoption of corporate entrepreneurship improves parastatal performance with innovation being the important aspect. Basically it has been revealed that factors that foster corporate entrepreneurship in private sector are generally the same as those in the private sector, although findings show that majority of them are not taken to a greater extend in parastatals. The reward system is poor, there is lack of managerial initiatives, and there is no flexibility and autonomy. Majority of employees are not willing to take risk as confirmed by results and there is nepotism in the organisation. Findings showed that resources were there (Talent, Capital assets, infrastructure), but there was no optimum utilization. The finding revealed that the loss control department was not effective. Innovation was confirmed to be of paramount to parastatal performance; however findings indicated that there was less innovation at the
organisation. From the findings major challenges faced by the organisation in implementing corporate entrepreneurship were political interference and organizational structure. The findings indicated that, hierarchy and concentration can disable the organisation’ ability to manage and embrace corporate entrepreneurship.

Hypothesis findings proved that innovation affects parastatal performance, such as trying new ideas, being creative in methods of operation, developing new quality products, introducing new technologies, customer care initiatives and continuous improvements, this would in turn influence parastatal performance with regards to factors that promotes corporate entrepreneurship. The Pearson's Chi-Square test results as shown by the p-value of 0.047 which was less than the chosen significance level $\alpha = 0.05$, proved that the null hypothesis can be rejected which states that innovativeness does not affect parastatal performance.

5.2 Conclusions

Based on the objectives and the findings of the study the following conclusion can be made. The intensive adoption of corporate entrepreneurship in the organisation generally enhances performance. Efficiency of doing business by trying new ideas, being creative in methods of operation, developing new quality products, introducing new technologies, customer care initiatives and continuous improvement on products and services are corporate entrepreneurship initiatives that can be relied upon by parastatals. Therefore the strategic intention of managers of parastatals should be a creation of new organizational climate based on the tighter cooperation between the individuals with the aim of achieving the synergic effects in internal entrepreneurial activities.

5.2.1 Fostering corporate entrepreneurship

It was concluded that factors that foster corporate entrepreneurship in private entities are the same as those that can foster in parastatals. These factors include motivating reward system, management support, autonomy, flexibility, risk taking, effective monitoring, competitive culture, high performance human resources practices and creation of skills and knowledge. Harnessing some of these factors and leaving others does not result in enhanced performance as proved by GMB, where level of agreement showed that some of the factors exist such as
competitive culture and management support. According to (Porter, 2001), organizations should identify the factors related to the success of their organization, since failure in achieving the goals related to these factors may lead to the failure of the organization.

5.2.2 Enhancing economic use of resources

Results led to the conclusion that resources are not fully utilised in the organisation, despite the fact that the organisation have almost adequate resources to promote corporate entrepreneurship. The organisation has talented personnel with enhanced skills but positioned in wrong departments due to issues of nepotism. More than 50% of respondents indicated that new technology and new methods of production are not introduced often in the organisation which results in obsolete technology and low productivity, hence reducing profitability. The researcher concludes that, profit targets were there, but the emphasis on meeting targets was the missing part, as a result employees had no edge to be creative and work to their full capacity. The researcher also noted that the loss control department was not effective; this leads to lack of monitoring, increase in waste, low performance and loss in the organisation.

5.2.3 Innovativeness and firm performance

Innovativeness had a significant positive effect on firm performance. Whenever GMB introduced new methods of operation following innovation, output increased and costs decreased. Hence, concluded that cumulative adoption of innovation types over time has a positive relation with firm performance. From the remarks respondents gave, it was noted that customer care initiatives were not considered and there was no continuous improvement on service delivery, although they were considered important in the organisation. The main conclusion was that, employees were knowledgeable about what innovation entail, the organisation considers all elements of innovation important, but the application part lacked, hence poor performance. It can be said that innovativeness, as a dimension of corporate entrepreneurship, is a factor that has an influence on the performance of parastatals.
5.2.4 Challenges in implementing corporate entrepreneurship

The study concludes that the major challenge in implementing corporate entrepreneurship in parastatals was political interference followed by organisational structure. Economic crisis and cultural issues pose challenges but to a lesser extent. The external pressure from the Government in decision making (pricing, processing, procurement, recruitment of senior position and structuring decisions) cripple the organisation. The researcher also noted that objectives, vision, mission and values of the organisation was in line with corporate entrepreneurship, but due to hierarchy decisions took too long to be approved and implemented. However, some of the decisions were hindered by the government as they need ministry approval first. Therefore, the researcher concluded that employees were willing to change the way they have been doing their work and incorporate entrepreneurship, but the organisational structure and political interference are corporate entrepreneurship inhibitors.

5.2.5 Managing and embracing corporate entrepreneurship

Formality, hierarchy, complexity, concentration and professionalism were rated and the researcher concluded that hierarchy affects the parastatal to a greater extend, the beauracratic nature of the parastatal can make it very difficult to manage and embrace corporate entrepreneurship. Issues of concentration and complexity posed major concern on managing corporate entrepreneurship. The researcher concluded that, for the environment to be conducive there was need for teamwork, not competition, management should make initiatives and be more involved. The availability of operational guidelines, policies procedure, manuals and rules could also assist in managing corporate entrepreneurship; however, they only need to be communicated to all employees. Despite the fact that problems are more than attributes, there is a possibility that the organisation can manage and embrace corporate entrepreneurship when the organisation capitalises on attributes and minimise problems.

5.3 Recommendations

Based on the results, findings and conclusions the following recommendations have been deciphered. The study recommends to the management of parastatal that corporate entrepreneurship should be pursued as a competitive and performance enhancing strategy by
the organisation regardless of size or nature. This had been necessitated by the fact that corporate entrepreneurship has a significant positive effect on organisation performance.

The management should instil a culture that cultivates entrepreneurial spirit among employees, to ensure this, there is need to train employees and recognise different talents in the organisation which can be used for enhancing performance. The organisation needs to effectively monitor the results based management system, stringent measures should be levelled against employees who fail to meet targets.

For corporate entrepreneurship to thrive, firms need to put in place an environment with support systems, structures and resources that encourage employees to behave entrepreneurially. The management should therefore ensure that they engage all the employees as they embrace corporate entrepreneurship to ensure that all staffs are working towards achieving the same objective and company goal.

The study is a justification of the fact that an organization with competitive innovativeness skills has a deep understanding of the business enterprises which catapults their growth to a large extent. The study recommends that the management should use technology in controlling the production cost while maintaining competitive prices as it results in continued profitability of a firm and therefore growth. Managers should be efficient time managers with a control on the firm cost of operation to help provide a working schedule and competitive prices which fit the client needs.

The study recommends that firms can increase the innovative capability of their firms by paying more attention towards learning orientation and entrepreneur orientation to improve performance. The investment in learning based capabilities and developing of entrepreneurial instinct to exploit opportunities plays a key role in the maintenance of innovativeness.

The findings of this study suggest that firms which aim at sustaining their competitive advantage have to enhance marketing activities to improve business performance. This proves that market oriented culture should enhance entrepreneurial behavior within the firm. In a competitive environment, aggressive marketing can strengthen performance. The market information obtained from customers and the competitors helps the firm to keep an eye on the market. These findings may be of help to managers of firms to intensify initiatives to encourage better understanding on the significance of corporate entrepreneurship and marketing orientation which boosts firm’s competitive position and superior performance.
This helps them to be more entrepreneurial and market oriented in order for the firms to survive the intensively competitive market environment.

The researcher recommends the Grain Marketing Board, to pursue commercialisation, that is separate the Grain Strategic Reserve and Silo Commercial Products and ensure that the new commercial section have a lean structure which can ensure efficient decision making. Since the organisation have good infrastructure, talent, visibility and networked depots, the following suggestion are put across;

- Set up a groundnuts milling machine in areas like Mutoko, Murewa or Mutawatawa, where most of its groundnuts come from, this will cut costs of transporting groundnuts to Harare. The organisation can capitalise on this, produce peanut butter on a large scale, but at low cost and sell it together with other silo brands to big supermarkets.
- Since the organisation is the sole buyer of wheat, in areas where wheat is produced in abundance like Norton, Banket and Chegutu, the company can set up bakeries and produce silo bread at a low cost which will compete with other brands like Bakers inn and Lobels.
- Taking advantage of health reforms when most people are encouraged to eat health foods, the organisation can produce mealie –meal from mhunga, wheat, sorghum, rapoko and sell it in different quantities ranging from 2kg to 50kg. The organisation should see to it that its products are available in big supermarkets like TM where there are many customers.
- The organisation can also engage in production of snacks, making use of wheat and maize residues, to prevent waste. The snacks can be sold at wholesale prices to retailers.

Table 5.1 Proposed Blue Ocean Canvas for Grain Marketing Board

<table>
<thead>
<tr>
<th>Raise</th>
<th>Eliminate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantity, Quality, Controls, Customer care, Continuous improvement</td>
<td>Obsolete machinery and equipment, Unused vehicles</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Create</td>
<td>Reduce</td>
</tr>
<tr>
<td>New products, New methods of production, Automation of service process</td>
<td>Waste, labour, paperwork, expenses, Hierarchy</td>
</tr>
</tbody>
</table>
5.4 Areas of further study

A replica of this study can be carried out with a further scope to include other parastatals and evaluate if findings remain the same. Future studies should apply to workers at all levels to avoid bias that may be drawn from employees at managerial or supervisory positions. Another area of study includes briefly looking at strategic management and leadership issue in terms of corporate entrepreneurship.

5.5 Summary

This chapter elaborated on the major findings, conclusions and recommendations. The researcher sought to evaluate the effect of adopting corporate entrepreneurship as a mechanism for enhancing parastatal performance. The researcher concluded that adoption of corporate entrepreneurship enhances organisation performance as proved by the hypothesis. The researcher made recommendations that will help the organisation to improve on performance which includes management initiatives on corporate entrepreneurship, enhancing economic use of resources and ended up proposing a blue ocean canvas for GMB.
REFERENCES


M.J. de Villiers-Scheepers .(2011) Motivating intrapreneurs: The relevance of rewards Faculty of Business, University of the Sunshine Coast, Maroochydore DC, Queensland 4558, Australia.


Dear Sir/Madam

RE: Academic Research

My name is Petronella Nyamutswa. I am a Master’s in Business Leadership (MBL) student at Bindura University of Science Education under the Graduate School of Business (student number B1645374). I am currently undertaking a study entitled “Adoption of corporate entrepreneurship as a mechanism as for enhancing performance in Zimbabwean parastatals. A case of Grain Marketing Board.”

Please kindly fill in the questionnaire below. All responses provided will be used only for academic purposes and will strictly be regarded as confidential information. Please do not hesitate to contact me on the following contact details:

Contact Details
Phone Number: 0772 481 327
Email: pettiennyamu@gmail.com or nyamutswap@gmbdura.co.zw
Whatsupp/ Message text number: 0772 481 327
Thank you

Petronella Nyamutswa

QUESTIONNAIRE: GMB MANAGERS AND SUPERVISORS

1. May you indicate your gender

Male □
Female □

2. Indicate your age

- 25 to less than 35 years
- 35 to less than 45 years
- 45 to less than 55 years
- 55 and above

3. Please highlight the highest level of education you have attained

- Post Graduate
- Undergraduate
- College
- Secondary
- Other (Specify) ........................................

4. How long have you worked for the organisation?

- 0 to less than 5 years
- 5 to less than 10 years
- 10 to less than 20 years
- 20 years and above

5. Where are you located?

- Head office
Depot
Other (Specify)………………………………………………

6. Which department are you in?

Production
Technical
Administration
Marketing
Other (Specify)………………………………………………

7. Indicate your position

Manager
Supervisor

8. Corporate entrepreneurship involves the following;

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessing potential opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business creation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk taking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous change</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9. If the answer is yes, is it being implemented in Grain Marketing Board?

Yes [ ]

No [ ]

10. Please indicate your level of agreement to the following statements;

1=strongly disagree, 2= disagree; 3=neutral; 4= agree; 5= strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organisation use rewards as a strong motivator of employee job performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management supports in facilitating and promoting entrepreneurial activity in the organization by supporting innovative ideas</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisation has autonomy and flexibility in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most people in the organisation are willing to take risk</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our organisation has independent board committees to enhance effective monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The organisation has a competitive culture

There are high performance human resources practices at our organisation

The staff is competent that they can ensure creativity

New knowledge and skills are created in the organisation

11. How do you rate the following in your organisation?

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hierarchy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complexity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concentration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professionalism</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Indicate how resources are utilised in the organisation.

<table>
<thead>
<tr>
<th>Question</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
</tr>
</thead>
<tbody>
<tr>
<td>How often does the company introduce new technologies?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the organisation develop new methods of production?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are resources used to full capacity?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the organisation frequently put emphasis on profit targets?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are employees talents recognised and used to the benefit of the organisation?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. Is the loss control in your organisation effective?

Yes                     
No                      

14. If the answer is no what do you think should be done to ensure effectiveness?

...................................................................................................................................................

...................................................................................................................................................
15. Show how each of the following statement are considered in the organisation.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very Important</th>
<th>Important</th>
<th>Not Sure</th>
<th>Not Important</th>
<th>Not Important at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trying new ideas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being creative in methods of operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing new quality products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introducing new technologies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer care initiatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous improvement on service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. Divide 100 points on the following challenges faced by the organisation in implementing corporate entrepreneurship.

- Organisational structure: 
- Political interference: 
- Cultural issues: 
- Economic crisis: 

17. Indicate any other challenges not mentioned in question 16.
18. Are the following available at the organisation to avoid chaos?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manuals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

20. The structure of the organisation is flexible in such a way that it can revise to align with effective and efficient entrepreneurial goals?

Yes

No

21. You as an employee of the organisation would you like to change the way you have been doing your job and implement new ways?

Like

Dislike
22. In your own words indicate some of the attributes and problems that may help or hinder the organisation’s ability to manage and embrace corporate entrepreneurship.

<table>
<thead>
<tr>
<th>Attributes that help to manage and embrace corporate entrepreneurship</th>
<th>Problems that hinder ability to manage and embrace corporate entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23. Write any other information you feel is important for this research that has not been asked in the questionnaire;

-----------------------------------------------------------------------------------
-----------------------------------------------------------------------------------
-----------------------------------------------------------------------------------
-----------------------------------------------------------------------------------

Thank You
Dear Sir/Madam

RE: Academic Research
My name is Petronella Nyamutswa. I am a Master’s in Business Leadership (MBL) student at Bindura University of Science Education under the Graduate School of Business (student number B1645374). I am currently undertaking a study entitled “Adoption of corporate entrepreneurship as a mechanism as for enhancing performance in Zimbabwean parastatals. “A case of Grain Marketing Board.”

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Whatsupp/ Message text number: 0772 481 327

Thank you

Petronella Nyamutswa
INTERVIEW GUIDE FOR GMB MANAGERS AND SUPERVISORS

1. What do you understand by corporate entrepreneurship?
2. Has your organisation been involved in entrepreneurial activities?
3. Do you think innovation affects your organisation performance?
4. Are your organisational goals and objectives in line with corporate entrepreneurship?
5. Does your organisation have any external pressure in setting objectives?
6. Where does it come from?
7. What do you think needs to be done by the organisation to improve on performance?
8. Tell me about how your organisation will view change in processes?
9. Have economic reforms changed the way you work?
10. To what extend does government interference affect entrepreneurial behaviour within the organisation?
11. Are there adequate resources that can be used for innovation?
12. Is the environment conducive for entrepreneurial behaviour?
13. How do you rate performance of you organisation?

Thank you
APPENDIX III: PROPOSED BLUE OCEAN CANVAS FOR GRAIN MARKETING BOARD

<table>
<thead>
<tr>
<th>Raise</th>
<th>Eliminate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality, Controls, Customer care, Continuous improvement</td>
<td>Obsolete machinery and equipment, Unused vehicles</td>
</tr>
<tr>
<td>Create</td>
<td>Reduce</td>
</tr>
<tr>
<td>New products, New methods of production, Automation of service process</td>
<td>Waste, labour, paperwork, expenses, Hierarchy</td>
</tr>
</tbody>
</table>