INTRAPRENEURSHIP IN A SOUTH AFRICAN AGRICULTURAL ORGANIZATION

BY

MARIA MAGRIETHA GROBLER

B. Sc (NWU) HED(N) (NWU) Hons B.Sc (NWU) FDE (CAE) (UP)

DISSERTATION SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF

MBA

AT THE

POTCHEFSTROOM BUSINESS SCHOOL

STUDY LEADER:

MR. H.M. LOTZ

NOVEMBER 2007

ABSTRACT

INTRAPRENEURSHIP IN A SOUTH AFRICAN AGRICULTURAL ORGANIZATION

The agricultural industry is enduring a variety of challenges and uncertainties, urging them to act more entrepreneurial. The objective of the study is to present recommendations for the improvement of intrapreneurship within an agricultural organization.

A model, representing intrapreneurial organizations was developed during previous research and was used as basis for a literature study on the elements of intrapreneurship. The "hard" technical elements included task innovation, incentive policies, and structural flexibility, while the "soft" social elements included the intrapreneurial employee, leader and culture.

The agricultural organization under discussion supplies input resources to grain producers, and procures grain products form producers and stores their product. It is then marketed and dispatched to processors. The organization faces several challenges, including high input costs, volatility in grain volumes, and structural changes in the grain market and supply chain.

The empirical research was conducted on operational employees of the Input Supply and Market Access divisions. A generalized profile of a respondent of the study was compiled, and results on their Intrapreneurial Intensity were introduced. On the six intrapreneurial elements, it appeared as if Input Supply scored generally higher than Market Access. The differences were however, in most of the cases not substantial. While an overall lowest score was recorded for employees who have to ask permission from their superiors before performing a task in a different way, an overall highest score

was recorded for employees who are able to bounce back very quickly when things go wrong. Significant differences were found between technical and social intrapreneurial elements, leading to the conclusion that the organization acts more bureaucratic regarding task innovation, incentive policies and structural flexibility, and more intrapreneurial regarding the employee, leadership and the organizational culture.

Recommendations included that the existing organizational structure been replaced with one that better supports intrapreneurship, and that the company's talent management process fosters commitment, builds engagement and ensures accountability.

ACKNOWLEGEMENTS

I would like to recognize the following people and institutions:

People, who supported and encouraged me:

- My family, Johan, Janelle and Marnus.
- My study group and co-students
  – special thanks to Emile Marais and Marelize Joubert.
- My study leader, Henry Lotz.
- My friends, relatives and colleagues.

Institutions and their personnel, whose involvement made it possible to fulfil my personal objectives:

- Potchefstroom Business School
- Senwes

Above all, I want to honour God, who gives me the strength to face anything
- Philippians 4:13 -

TABLE OF CONTENTS

CHAPTER 1: NATURE AND SCOPE OF THE STUDY 1

1.1 INTRODUCTION 1

1.2 PROBLEM STATEMENT 2

1.3 OBJECTIVES OF THE STUDY 3

1.3.1 MAIN OBJECTIVE 3

1.3.2 SUB-OBJECTIVES 3

1.4 SCOPE OF THE STUDY 3

1.4.1 DISCIPLINE 3

1.4.2 GEOGRAPHY 3

1.5 RESEARCH METHODOLOGY 4

1.5.1 LITERATURE STUDY 4

1.5.2 EMPIRICAL STUDY 4

1.6 LIMITATIONS TO THE STUDY 4

1.7 LAYOUT OF THE STUDY 5

CHAPTER 2: LITERATURE REVIEW 7

2.1 INTRODUCTION 7

2.2 THE NEED FOR ENTREPRENEURSHIP IN THE CORPORATE ENVIRONMENT 7

2.3 CLARIFYING DEFINTIONS 8

2.3.1 ENTREPRENEURSHIP 8

2.3.2 INTRAPRENEURSHIP 8

2.3.3 CORPORATE ENTREPRENEURSHIP 9

2.3.4 CORPRA-PRENEURSHIP 10

2.3.5 CONCLUDING REMARKS 10

2.4 THE FIT AND EXTENT OF INTRAPRENEURSHIP 10

2.5 MODEL FOR INTRAPRENEURIAL ORGANIZATIONS 12

2.5.1 EXTERNAL INPUTS 15

2.5.2 EXTERNAL OUTPUTS 16

2.5.3 TECHNICAL AND SOCIAL LEVELS 17

2.6 ELEMENTS FOR MEASURING INTRAPRENEURIAL INTENSITY 17
2.6.1 TASK 17
2.6.1.1 DEFINING TASK 17
2.6.1.2 TYPES OF TASK INNOVATION 18
2.6.1.3 THE DRIVE TOWARDS TASK INNOVATION 19
2.6.2 INCENTIVE POLICIES 20
2.6.2.1 DEFINING AND CONCEPTUALIZING INCENTIVES 20
2.6.2.2 REWARDING PERFORMANCE 21
2.6.3 ORGANIZATIONAL STRUCTURE 22
2.6.3.1 DEFINING AND CONCEPTUALIZING STRUCTURE 22
2.6.3.2 CURRENT ORGANIZATIONAL STRUCTURES 23
2.6.3.3 STRUCTURAL FLEXIBILITY 25
2.6.3.4 ORGANIC STRUCTURE 26
2.6.4 INTRAPRENEURIAL EMPLOYEE 28
2.6.4.1 WHAT IS AN INTRAPRENEUR? 28
2.6.4.2 TYPICAL CHARACTERISTICS OF AN INTRAPRENEUR 28
2.6.4.3 DRIVERS FOR BEING AN INTRAPRENEUR 30
2.6.4.4 THE SUSTAINING INTRAPRENEUR 30
2.6.5 INTRAPRENEURIAL LEADERSHIP 31
2.6.5.1 WHAT IS AN INTRAPRENEURIAL LEADER? 31
2.6.5.2 CHARACTERISTICS OF AN INTRAPRENEURIAL LEADER 32
2.6.5.3 BUILDING INTRAPRENEURIAL TEAMS 33
2.6.5.4 BUILDING SELF-MANAGED TEAMS 34
2.6.6 INTRAPRENEURIAL CULTURE 35
2.6.6.1 THE NATURE OF ORGANIZATIONAL CULTURE 35
2.6.6.2 ENHANCING INTRAPRENEURIAL CULTURE 36
2.6.7 SUMMARY 36

CHAPTER 3: THE AGRICULTURAL ENVIRONMENT 38
3.1 INTRODUCTION 38
3.2 MAIN PRODUCTS AND SERVICES 38
3.3 ORGANIZATIONAL OPERATIONS 38
3.4 EXTENT OF OPERATIONS 39
3.5 THE GRAIN SUPPLY CHAIN 40
3.6 CURRENT INTRAPRENEURIAL POSITION 41
3.7 CHALLENGES 44

CHAPTER 4: EMPIRICAL RESEARCH 45
4.1 INTRODUCTION 45
4.2 OBJECTIVES 45
4.3 RESEARCH METHODOLOGY 46
4.3.1 RESEARCH INSTRUMENT 46
4.3.2 TARGET RESEARCH GROUP 47
4.3.3 SAMPLE SIZE 48
4.3.4 COLLECTION OF DATA 48
4.3.5 RESPONSE RATE 49
4.4 ANALYSIS AND DISCUSSION OF RESULTS 49
4.4.1 DEMOGRAPHIC INFORMATION 49
4.4.1.1 AGE OF RESPONDENT 49
4.4.1.2 GENDER OF RESPONDENT 50
4.4.1.3 PROVINCE WHERE EMPLOYED 50
4.4.1.4 TOWN OR NEAREST TOWN WHERE EMPLOYED 51
4.4.1.5 DIVISION WHERE EMPLOYED 52
4.4.1.6 SECTION WHERE EMPLOYED 53
4.4.1.7 JOB TYPE OF RESPONDENT 54
4.4.1.8 NUMBER OF YEARS WORKING FOR ORGANIZATION 55
4.4.1.9 HIGHEST QUALIFICATION OF RESPONDENT 56
4.4.2 INTRAPRENEURIAL INTENSITY 57
4.4.2.1 TASK INNOVATION 57
4.4.2.2 INCENTIVE POLICIES 60

4.4.2.3 STRUCTURAL FLEXIBILITY 63
4.4.2.4 INTRAPRENEURIAL EMPLOYEE 66
4.4.2.5 INTRAPRENEURIAL LEADERSHIP 69
4.4.2.6 INTRAPRENEURIAL CULTURE 72
4.5 TECHNICAL AND SOCIAL ELEMENTS 74
4.6 SUMMARY 78

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS 81
5.1 INTRODUCTION 81
5.2 CONCLUSIONS 81
5.2.1 DEMOGRAPHIC INFORMATION 81
5.2.2 INTRAPRENEURIAL INTENSITY 83
5.2.3 TECHNICAL AND SOCIAL ELEMENTS 88
5.3 RECOMMENDATIONS 89
5.4 ACHIEVEMENT OF THE STUDY'S OBJECTIVES 92
5.4.1 MAIN OBJECTIVE 92
5.4.2 SUB-OBJECTIVES 92
5.5 SUGGESTIONS FOR FURTHER RESEARCH 93
5.6 SUMMARY 94

BIBLIOGRAPHY 95

ADDENDUMS 102
ADDENDUM 1: Intrapreneurial Intensity Index Questionnaire 102
ADDENDUM 2: Tendency towards flatter organizational structures 109
ADDENDUM 3: Summary of selected organizational models 110
ADDENDUM 4: English Questionnaire electronic version 111
ADDENDUM 5: Afrikaans Questionnaire electronic version 115
ADDENDUM 6: English Questionnaire paper version 119
ADDENDUM 7: Afrikaans Questionnaire paper version 122
ADDENDUM 8: Intrapreneurial Intensity Index Score Interpretation Sheet .. 125

LIST OF FIGURES

FIGURE 1.1:	Layout of the study	5
FIGURE 2.1:	Relative amounts of skills needed for effectiveness at various management levels	11
FIGURE 2.2:	Model for Intrapreneurial Organizations	15
FIGURE 2.3:	Organization as circles	27
FIGURE 3.1	Market and supply-chain for agriculture	40
FIGURE 3.2:	Operational structure	42
FIGURE 4.1:	Age of respondent	50
FIGURE 4.2:	Gender of respondent	50
FIGURE 4.3:	Province where employed	51
FIGURE 4.4:	Town or nearest town where employed	52
FIGURE 4.5:	Division where employed	53
FIGURE 4.6:	Section where employed	54
FIGURE 4.7:	Job type of respondent	55
FIGURE 4.8:	Number of years working for organization	56
FIGURE 4.9:	Highest qualification of respondent	56
FIGURE 4.10:	Average scores for Task Innovation	58
FIGURE 4.11:	Descriptive statistics per division on Task Innovation	59
FIGURE 4.12:	Average scores for Incentives Policies	61
FIGURE 4.13:	Descriptive statistics per division on Incentive Policies	62
FIGURE 4.14:	Average scores for Structural Flexibility	64
FIGURE 4.15:	Descriptive statistics per division on Structural Flexibility	65
FIGURE 4.16:	Average scores for Intrapreneurial Employee	67
FIGURE 4.17:	Descriptive statistics per division on Intrapreneurial Employee	68
FIGURE 4.18:	Average scores for Intrapreneurial Leadership	70
FIGURE 4.19:	Descriptive statistics per division on Intrapreneurial Leadership	71
FIGURE 4.20:	Average scores for Intrapreneurial Culture	72
FIGURE 4.21:	Descriptive statistics per division on Intrapreneurial Culture	73
FIGURE 4.22:	Descriptive statistics for the six Intrapreneurial Elements	75
FIGURE 4.23:	Descriptive statistics for Technical and Social Intrapreneurial Elements	76

LIST OF TABLES

TABLE 2.1: Organizational Variables in the Burke-Litwin Model 13

TABLE 2.2: Elements of intrapreneurship 14

TABLE 2.3: Definitions for 'task' 18

TABLE 2.4: Comparison between traditional managers and intrapreneurs 29

TABLE 2.5: The paradigm of the lead entrepreneur 32

TABLE 2.6: Summary of the six elements measuring and supporting intrapreneurship 37

TABLE 4.1: Unverified, expanded score interpretation sheet of the Intrapreneurial Intensity Index 78

CHAPTER 1
NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

"Some look at things and ask 'Why?'. Others look at things and ask 'Why not?'"
- George Bernard Shaw -

South-African agriculture has long been branded for regarding a conservative industry. An open market system was implemented only a decade ago, and parts of the industry has battled survival since then. Despite the lessons learned from entering and participating in a free market, agriculture has been confronted with issues ranging from decreasing government investment and volatile market prices, to costly input resources (Vinck & Kirsten, 2000:28). In addition, due to high risk and costs agriculture is regarded resistant to change (Ohmart, 2002:3). As a result of uncertainty in the industry, agricultural organizations and their common workforce may therefore be regarding clueless and uninspired.

In the modern organization however, flexibility is a key feature that greatly influences workforce management where people are willing to take responsibility and be more innovative (Cohen & Bradford, 2005:88). In these organizations, corporate entrepreneurship and intrapreneurship serves as a motivational tool and plays a significant role in the success of the business. As intrapreneurship indicates the creative contribution of executable and profitable plans of individuals with nowadays more emphasis on teams, the entire workforce can be intrapreneurs (Timmons & Spinelli, 2007:281). It is obvious that Bill Gates would be in big trouble if he were the only entrepreneur working at Microsoft today!

1.2 PROBLEM STATEMENT

After deregulation of the South African Agricultural Boards in 1996, the industry is operating in a free-market environment. With agricultural co-operations, loosing governmental subsidies as a result, the most of them converted to public companies and start exchanging grain on the SAFEX market (Vinck & Kirsten, 2000:28). As many Management teams were not prepared for the challenges of non-subsidization and prices fluctuated with the world market, a lot of the newly formed companies nearly went under. Some of them came under new management, which implemented correctional actions and saved it from bankruptcy (Vinck & Kirsten, 2000:34). Innovations in the newly formed companies, which is now about 10 years old, consists of downsizing, cutting costs, changing existing offerings, and in extraordinary cases mergers and acquisitions, taking over rivals and moving into developing countries.

The problem however is that the traditional role played and the distinct areas served by Agricultural companies, is becoming more undefined and uncertain. Due to high input costs, producers are focussing on high yield and close to the market land, leaving some expensive company owned infrastructure under utilized. Further, modern producers tend towards vertical integration into the grain supply chain by means of financing through alternative resources, direct acquiring of input supplies, alternative storage facilities and direct product marketing (Competition Commission South Africa, 2006:34).

The result for employment and economical sustainability, especially in rural areas becomes unclear. Already challenged to attract dynamic, alerted and free minded people, agricultural companies has an important role to play in the transformation of the industry, which is also the oldest industry in the world. The biggest problem remain however to effectively transform the industry with the least economical and social disturbance.

1.3 OBJECTIVES OF THE STUDY

1.3.1 MAIN OBJECTIVE

The main objective of the study is to present recommendations for the improvement of intrapreneurship within a South African agricultural organization.

1.3.2 SUB-OBJECTIVES

In order to achieve the objective stated above, the following sub-objectives will be pursued:

- Determine the typical characteristics of an intrapreneur.
- Determine the elements that support intrapreneurial behaviour.
- Measure and compare the intensity of intrapreneurship in order to propose improvements.

1.4 SCOPE OF THE STUDY

1.4.1 DISCIPLINE

The study field is Intrapreneurship, and include elements of Organizational Behaviour, but within pre-identified geographical borders.

1.4.2 GEOGRAPHY

The study's geography includes an agricultural organization with operations in four provinces. The operations include Financing, Input Supply, Market Access and Sundry Operations. It excludes direct suppliers of input resources to producers i.e. fuel, fertilizer and chemical companies. Is also excludes grain off takers and millers.

1.5 RESEARCH METHODOLOGY

1.5.1 LITERATURE STUDY

A literature study will be conducted on the different areas involving intrapreneurship: clarifying definitions, the fit within the corporate environment and a model for intrapreneurial organizations. It will also cover a discussion on elements of intrapreneurship, including task innovation, incentive policies, structural flexibility, intrapreneurial employees, and the role of leadership and corporate culture.

1.5.2 EMPIRICAL STUDY

In order to practise an investigation, a structured questionnaire covering the intensity of intrapreneurial elements was sent to a sample of operational employees within two different divisions in a South African agricultural organization. The questionnaire was adapted from the existing *Intrapreneurial Intensity Index*[1] as developed by Hill (2003:195), to measure entrepreneurship within the corporate setting (see Addendum 1). This instrument was adapted to serve the specific needs of the agricultural environment.

1.6 LIMITATIONS TO THE STUDY

The study only focuses on the agricultural environment within one organization in South Africa, and could therefore not be applicable to any other country, industry or agricultural organization. As mentioned in section 1.4.2, the study's geography also excludes direct suppliers of agricultural input supplies to

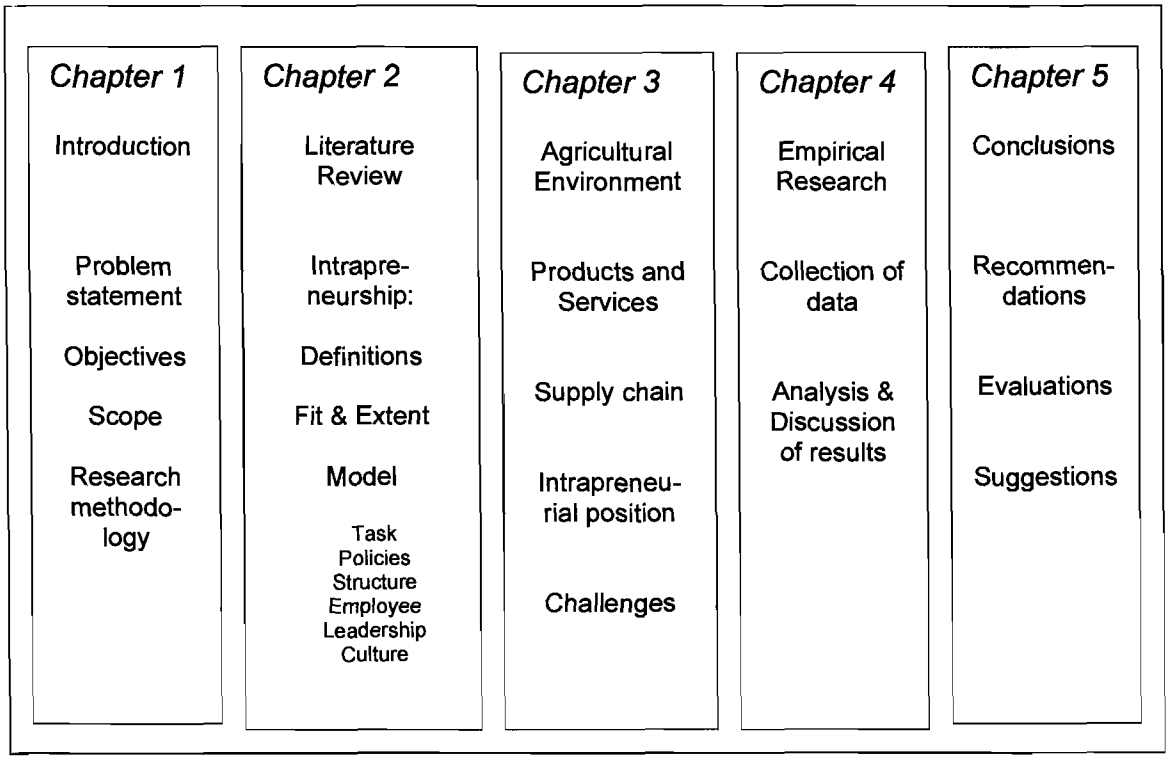
[1] ***HILL, E.M.*** *2003. The development of an instrument to measure intrapreneurship: Entrepreneurship within the corporate setting. Grahamstown: Rhodes University. 209 p.*

producers, grain off takers and millers. It is therefore not applicable to any link in the grain supply chain other than Input Supply and Market Access.

1.7 LAYOUT OF THE STUDY

The present chapter explains the problem statement, objectives and scope of the study. It is followed by a description of the method applied to perform the empirical research.

FIGURE 1.1: Layout of the study



Chapter two is a literature review based on previous research and existing knowledge. It covers applicable definitions, and discusses the optimal organizational fit for practising intrapreneurship as well as the extent to which intrapreneurship is relevant in different hierarchical levels. The chapter concludes with the disclosure of an intrapreneurial model and a discussion of its

main elements. These elements, including task innovation, incentive policies, structural flexibility, and the intrapreneurial employee, leadership and culture, serves as the basis for the empirical research conducted in Chapter 4.

Chapter three provides an overview of the environment in which the empirical study is been conducted. The main products and services offered by the organization involved are discussed, followed by an explanation where it fits within the grain supply chain. A discussion of the current position regarding the intensity of intrapreneurship in the organization is followed by an overview of the challenges to be dealt with.

Chapter four covers the empirical study, which includes the collection of data through the completion of a questionnaire by the identified target group. The *Intrapreneurial Intensity Index*, developed by Hill (2003:195) is been adapted to measure intrapreneurial intensity within the corporate agricultural setting. The remains of the chapter are devoted to the discussion of the results.

Chapter five contains the study's conclusions that results from the research, as well as recommendations on what to do to be more intrapreneurial. The chapter concludes with an evaluation on whether the objectives have been achieved, and suggestions for further research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Einstein once said if you do what you have always done, you are going to get what you have always got. So is the root of many firms' under performance because they don't allow people to think "outside the box".

Traditional management practices focus simply on performing existing tasks more efficiently. While new challenges urge firms to seek for improvement, today's successful firms realize the business benefits of providing workers with the latitude and capital needed for profit-making innovation (Kuratko, Ireland, Covin & Hornsby, 2005:700). Firms need to become more flexible and creative, and more tolerant of failure. In fact, failure needs to be seen as a learning process (Kuratko *et al.*, 2005:703).

2.2 THE NEED FOR ENTREPRENEURSHIP IN THE CORPORATE ENVIRONMENT

Many companies today are realizing the need for corporate entrepreneuring. This need has arisen in response to a number of pressing problems, including rapid growth in the number of new and sophisticated competitors, a sense of distrust in the traditional methods of corporate management, and exodus of some of the best and brightest people from corporations to become small-business entrepreneurs, international competition, downsizing of major corporations, and

an overall desire to improve efficiency and productivity (Kuratko & Hodgetts, 2001:54).

Prior to exploring what is needed for organizations to be entrepreneurial, it is necessary to clarify the different concepts.

2.3 CLARIFYING DEFINTIONS

For long entrepreneurship has been associated with opportunistic individuals who buy and sell in order to enrich themselves. Ever since, entrepreneurship manifested in almost every business form in a way that it became necessary to distinguish between the various types of entrepreneurship.

2.3.1 ENTREPRENEURSHIP

Entrepreneurship is often described by researchers and writers with terms such as new, innovative, flexible, dynamic, creative, and risk-taking. For the purpose of this study, entrepreneurship can be defined as: "The process whereby an individual or group of individuals use organized efforts to pursue opportunities to create value and grow by fulfilling wants and needs through innovation and uniqueness, no matter what resources the entrepreneur currently has." (Coulter, 2003:6.)

2.3.2 INTRAPRENEURSHIP

In the 1980's the concept of intrapreneurship became fashionable within the corporate environment. Under this concept, certain individuals inside a corporation who were viewed as having an innovative spark were allowed limited autonomy to create new projects and launch initiatives (Pinchot & Pellman, 2000:11).

By 1992, the term 'intrapreneur' had been added to The American Heritage Dictionary of the English Language (2002), which defined it as: "A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation."

According to Coulter (2003:10), intrapreneurship is called: "The process of using organized efforts and means to pursue opportunities to create value and grow by fulfilling wants and needs through innovation and uniqueness. It provides large organizations the opportunities to adapt quickly to changes in the marketplace."

Timmons and Spinelli (2007:279) are of the opinion that intrapreneurship is about: "Applying entrepreneurial principles to the traditional corporation, creating a marriage between entrepreneurial creativity and corporate discipline, co-operation, and teamwork."

Organizations that are well known for their emphasis on intrapreneurship include Charles Schwab, GE Capital, AT&T, DuPont, 3M, and Hewlett-Packard.

2.3.3 CORPORATE ENTREPRENEURSHIP

According to Kuratko and Hodgetts (2001:53), corporate entrepreneurship can be described as: "A process whereby an individual or a group of individuals, in association with an existing organization, creates a new organization or instigates renewal or innovation within the organization." They argue that under this definition the following are important and legitimate parts of the corporate entrepreneurship process:

- **Innovation** - introducing something new to the marketplace.

- **Strategic renewal** - organizational renewal involving major strategic and/or structural changes.
- **Corporate venturing** - efforts that lead to the creation of new business organizations within the corporate setting.

2.3.4 CORPRA-PRENEURSHIP

A brand new concept is corpra-preneurship, on which little information is available yet. Corpra-preneurship deals with the acquiring of new business ventures from venture capitalists. According to Block (2007), it is easier to purchase incubated start-ups from venture capitalists than to adopt the entrepreneurial way of life.

2.3.5 CONCLUDING REMARKS

After a brief discussion of the different definitions, it is evident that the different entrepreneurial forms are related in some or other way.

With reference to the corporate entrepreneurship process as mentioned in section 2.3.3 and for the purpose of this study, corporate entrepreneurship is regarded the entrepreneurial process meddled with strategic renewal on an executive, conceptual level in the organization. Intrapreneurship is considered the entrepreneurial form concerned with innovation which is generally emerging on somewhat lower management levels, while corpra-preneurship is viewed as dealing with corporate venturing. The focus however, will further on be on intrapreneurship.

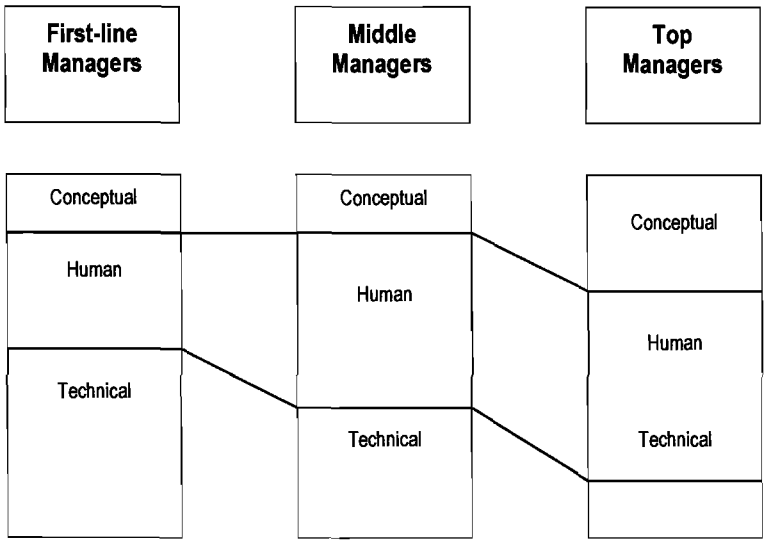
2.4 THE FIT AND EXTENT OF INTRAPRENEURSHIP

As stated previously, for the purpose of this study corporate entrepreneurship is regarded as the entrepreneurial form dealing with strategic renewal (see section 2.3.3). In organizations, mostly top management are at stake with conceptual

issues, including strategy. This is confirmed by Morris and Kuratko (2002:5) by means of their proposal of the amounts of skills needed at different management levels (see Figure 2.1).

Also derived from Figure 2.1, is that the skill mostly needed by Middle Management is human of nature. The skill mostly required by First-line Management is technical skills, which is in this case the ideal area for intrapreneurial manifestation. Thus, in order to focus on innovation as intrapreneurial form, attention should be given primarily on the role played by first-line managers, and secondary on the middle management function.

FIGURE 2.1: Relative amounts of skills needed for effectiveness at various management levels



(**Source:** Morris & Kuratko, 2002:5)

According to Oosthuizen (2006:205) Middle Management usually describes those responsible for the operation of divisions or departments. They are the ones leading entrepreneurial thinking and activities through example and through tasking others. Yet, to emphasize the crucial role played by First-line

Management, Mestre, Stainer and Stainer (2007:105) put it that first-line managers directly control the majority of the workforce.

In order to illustrate the extent of the "majority of the workforce", there is been referred to the tendency towards flatter organizational structures since the 1980's. A study conducted by Scott, O'Shaughnessy and Cappelli (1994:25) revealed a shift from 15 % to 10 % in Top and Middle Management over a six year period. Accordingly, it indicated a shift from 85 % to 90 % in First-line Supervision and non-supervisory employees (see Addendum 2). Today, flatter organizational structures are still widely promoted (Kotelnikov, 2007b).

With operational employees representing nine out of 10 from the entire work force, it declares why innovation and entrepreneurial activities on the lower organizational levels are so important. Supplementary to this is the doctrine that dynamic and innovative employees tend to climb the corporate ladder more readily. Therefore, First-line Management seems to be one of the most excellent levels in an organization to manifest intrapreneurial development.

2.5 MODEL FOR INTRAPRENEURIAL ORGANIZATIONS

An organizational model is a representation of an organization that helps to understand more clearly and quickly what are being observed in organizations. Falletta (2005:4) explains that organizational models are useful to:

- Enhance the understanding of organizational behaviour.
- Categorize and interpret data about an organization.
- Provide a common, short-hand language towards organizations.

Over time, various organizational models have been offered (see Addendum 3). Many of them were utilized as basis to compile models for intrapreneurial organizations. According to Falletta (2005:28) are the variables in the Burke-Litwin Model considered representative of components turned out to play important roles in intrapreneurial organizations.

TABLE 2.1: Organizational Variables in the Burke-Litwin Model

	Variable	Conceptualization (i.e., descriptions)
In-put	**External Environment**	Any outside condition or situation that influences the performance of the organization, including marketplaces, world financial conditions, and political/governmental circumstances.
Throughputs	**Leadership**	Executive behaviour that provides direction and encourages others to take needed action; includes followers' perceptions of executive practices and values and leaders' role modelling.
	Mission and Strategy	What top managers believe and have declared as the organization's mission and strategy, as well as what employees believe is the central purpose of the organization; the means by which the organization intends to achieve its purpose over time.
	Culture	The collection of overt and covert norms, values, and beliefs that guide organizational behaviour and that have been strongly influenced by history, customs, and practice.
	Management Practices	What managers do in the normal course of events with the human and material resources at their disposal to carry out the organization's strategy.
	Structure	The arrangement of functions and people into specific areas and levels of responsibility, decision-making authority, communication, and relationships to implement the organization's mission and strategy.
	Systems	Standardized policies and mechanisms that are designed to facilitate work and that primarily manifest themselves in the organization's reward and control systems (e.g., performance appraisal, management information systems, budget development, and human resource allocation).
	Climate	The collective current impressions, expectations, and feelings of the members of local work units, which in turn affect members' relations with supervisors, with one another, and with other units.
	Motivation	Aroused behavioural tendencies to move toward goals, take needed action, and persist until satisfaction is attained (i.e., the energy generated by the combined desires for achievement, power, affection, discovery, and other important human values).
	Skills/Job Match	The behaviour required for task effectiveness, including specific skills and knowledge required to accomplish work.
	Individual Needs and Values	The specific psychological factors that provide desire and worth for individual actions or thoughts.
Out-put	**Performance**	The outcomes or results, with indicators of effort and achievement including productivity, customer or staff satisfaction, profit, and service quality.

(**Source:** Falletta, 2005:28)

Since the concept of intrapreneurship became acknowledged, various elements representative of intrapreneurial behaviour have been accepted. In Table 2.2, the elements Goosen, De Coning and Smit (2002:39) supported as fundamental for intrapreneurship, are been summarized.

TABLE 2.2: Elements of intrapreneurship

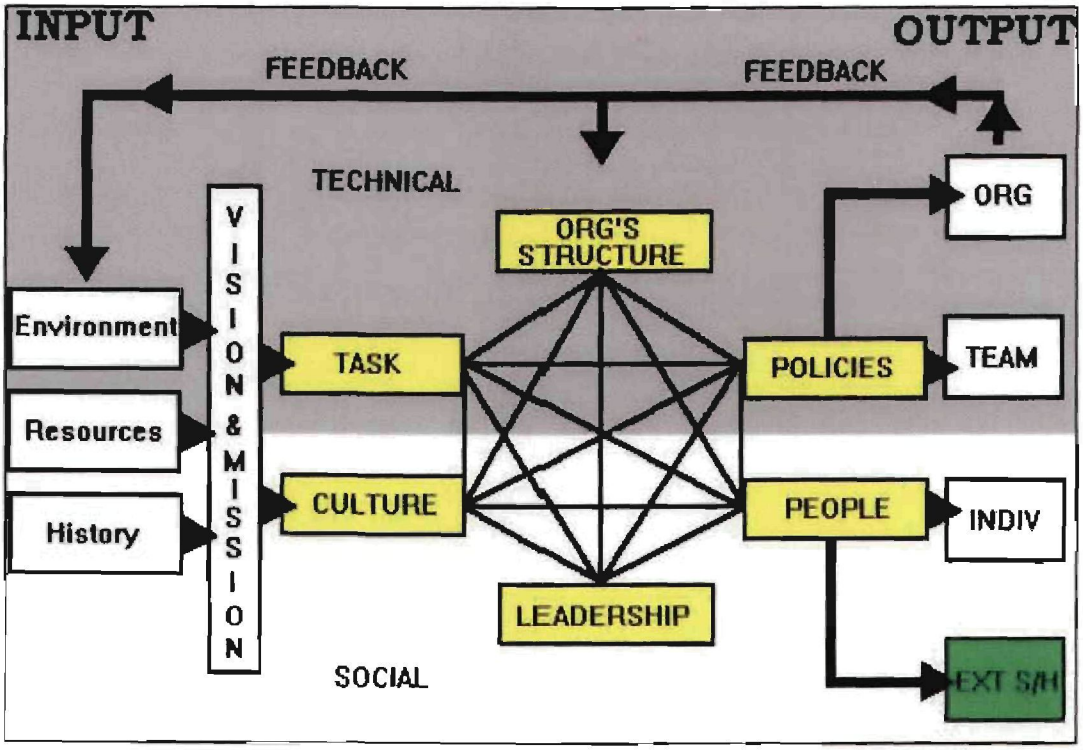
Element	Description
Entrepreneurial teams	Intrapreneurship is practised in a team environment.
Freedom and empowerment	Entrepreneurial teams are empowered. A measure of freedom exists.
Executive champions	Top management must champion and support intrapreneurs.
Trust and management style	Intrapreneurs must be trusted in a non-penalising environment. Management styles should promote intrapreneurship.
Communications and feedback	Feedback should be given constantly. Sharing of ideas should be promoted.
Rewards and recognition	Intrapreneurs and their work should be recognised. Results should be rewarded.
Sharing	Resources should be shared.
Creativity and innovation	Creativity and innovation should be promoted.
Intracapital	A system of *intracapital* should be installed.
'New blood'	'New blood' introduces new ideas into organizations.
Success promoted	A positive environment should be created through the promotion of success.

(**Source:** Goosen *et al.*, 2002:39)

Taking into account the abovementioned variables and elements important for intrapreneurial organizations, the following model is considered suitable to reveal the relationship between intrapreneurs and their organizations. This model highlights the six elements (task innovation, incentive policies, structural

flexibility, and the intrapreneurial employee, leadership and culture), which will serve as a basis for measuring intrapreneurial intensity (Hill, 2003:54).

FIGURE 2.2: Model for Intrapreneurial Organizations



(**Source:** Hill, 2003:54)

A brief discussion of the Model for Intrapreneurial Organizations follows.

2.5.1 EXTERNAL INPUTS

According to Falletta (2005:28), any outside condition or situation that influences the performance of the organization is called external inputs.

There are several types of inputs, including the:

- **Environment** - markets, suppliers, governmental bodies, labour unions, competitors and financial institutions.

- **Resources** - tangible assets (employees, technology, capital and information) and non-tangible assets (perception of the organization in the marketplace and a positive organizational climate).
- **History** – past strategic decisions, behaviour of key leaders, responses to past crises, and the evolution of values and beliefs (Hill, 2003:50).

2.5.2 EXTERNAL OUTPUTS

The ultimate purpose of the organization is to produce an output. According to Hill (2003:51), external outputs can be defined as the pattern of activities, behaviour, and performance of the system at the various levels.

The three levels include:

- **Organizational** – goods and services produced, revenues, profits, shareholder return, job creation, and community impact.
- **Group** – performance and behaviour of the various divisions, departments, and teams, which is largely dependent on the organizational structure.
- **Individual** - values each individual employee, and rewards and recognises them for their contribution and for the development and implementation of new ideas (Hill, 2003:52).

Another factor that needs to be considered is that of the impact of an organization on the external environment. This can be referred to as the **external stakeholders**, who include the community in which it is located, clients/customers and suppliers (Hill, 2003:52).

The final elements that need to be considered are that of the environment consisting of the technical and social levels.

2.5.3 TECHNICAL AND SOCIAL LEVELS

"Softness overcomes hardness."
- Zuo Qiuming, court writer of the State of Lu, 500BC -

Represented by the job or task, organizational policies, and organizational design and structure, the 'harder' technical elements are often emphasized in traditional, bureaucratic organizations. 'Softer' social elements, represented by the individuals in the organization, and the organizational leadership and culture, are often emphasized in intrapreneurial organizations (Hill, 2003:53).

The six elements which will be used for measuring and supporting intrapreneurial intensity will now be discussed.

2.6 ELEMENTS FOR MEASURING INTRAPRENEURIAL INTENSITY

2.6.1 TASK

"A President's hardest task is not to do what is right,
but to know what is right."
- Lyndon B. Johnson -

2.6.1.1 DEFINING TASK

Various definitions for 'task' exist, for which a brief summary is given in Table 2.3.

TABLE 2.3: Definitions for 'task'

Definition	Source
A specific, definable activity to perform an assigned piece of work, often finished within a certain time.	The American Society for Quality (2007)
A specific piece of work required to be done as a duty or for a specific fee.	Princeton University (2006)
The smallest essential part of a job. A unit of work activity that is a logical and necessary action in the performance of a job.	Northeastern Illinois University (2006)
A unit of work within a workflow. Workflows are composed of multiple tasks which can be executed serially, in parallel, or on a conditional basis.	The Rockley Group Inc. (2007)
A Skill at a Level.	British Computer Society (2007)

According to Marti (2004:31), competitive products and services are been developed through appropriate *activities* and processes of the value chain.

2.6.1.2 TYPES OF TASK INNOVATION

According to Le Roux, De Beer, Ferreira, Hubner, Jacobs, Kritzinger, Labuschagne, Stapelberg and Venter (2002:369), the two main types of task innovation include:

- **Product innovation** - which includes innovations in the selection and use of raw material; and innovations in the management and structure of the organization. An example of the development of a new product is the use of corn instead of the usual potato to produce crisps.
- **Process innovation** – which includes innovations in the production of products and/or services; and innovations in marketing them. An example of how the product is made or delivered to the customer is a chip manufacturer, who decides to

market its new product world-wide before competitors can react by taking market share with a similar product.

Le Roux *et al.* (2002:370) further distinguish between:

- **Incremental innovation** – the continual supply of small ideas e.g. new fruit juice flavours by combining existing fruit juices.
- **Radical innovation** – the introduction of an idea that will bring about a major change in an industry, e.g. the launching of DVD-technology.

2.6.1.3 THE DRIVE TOWARDS TASK INNOVATION

Hill (2003:35) emphasized the importance of 'task' as an element of intrapreneurship: "In today's fast-paced, technology-driven economy, companies have been forced to shift gears - to develop new products and new strategies more frequently and more quickly." An example that illustrates this belief is the innovations revealed in the Virgin Group:

- The Virgin Atlantic airline was set up in about eight weeks from start to finish.
- At the product stage, the introduction of seatback TV screens on flights in the mid-nineties proved to be a huge benefit when attracting and pleasing customers.
- At a company level, Virgin mobile bases its whole business strategy on not behaving like other operators, by attracting customers with a flat tariff package and no contracts (Mortimer, 2002:23).

It is important to note that task innovation be present at both the individual and organizational level.

- At the individual level, the task of an individual within an intrapreneurial organization is the identification, development and

exploitation of new opportunities. The task of these individuals is to see new opportunities and show new skills and ways of doing things.

- The intrapreneurial organization's task involves both managers and workers being deeply involved in a continuous integrated effort to improve the quality of the organization's products and services at every level (Hill, 2003:36).

2.6.2 INCENTIVE POLICIES

"The reward of a thing well done is to have done it."

- Ralph Waldo Emerson -

2.6.2.1 DEFINING AND CONCEPTUALIZING INCENTIVES

There is no doubt that human resource management is one of the most important functions in any company. According to Bau & Dowling (2007:160) is Human Resource Management especially important for entrepreneurial firms, which often run their businesses based on the competitive advantage of the intellectual capital of their employees.

Incentives, also known as rewards and recognition, can be defined as "Additional payment or other remuneration to employees as a means of positive motivational influence to increase output." (Miller, 2006.)

As a young firm grows, the likelihood that it will create a structured reward and incentive system increases. These reward and incentive systems can include purposely designed financial rewards, but also social incentives, which evolve as the company develops. Bau & Dowling (2007:163) argue that the larger the company, the easier

this process becomes, because it provides the management team with additional resources to build up reward and incentive systems.

Bau & Dowling (2007:163) identified six independent variables (company age, sales volume, number of employees, age of employees, educational level, and gender) and five dependent variables (work, social, direct financial, indirect financial, and organizational incentives) within companies. Their research on the relationship between independent and dependent variables in German entrepreneurial companies revealed:

- **Company age** has a positive impact on the strength of the indirect financial rewards and incentives offered.
- **Firm size** positively influences the strength of the reward and incentive systems.
- Direct and indirect financial incentives are stronger in companies with a larger **number of employees**.
- Employees' **educational level** has the strongest impact on the different categories of reward and incentive systems.
- Entrepreneurial firms with more **female** employees have stronger incentives provided by the work itself.

2.6.2.2 REWARDING PERFORMANCE

According to Southon and West (2005:27), wise companies know that the best resources they have to bring about are their most able people; and the wisest ones of all know how to motivate and monitor these people's progress.

In their research, Morris and Douglas (2005:17) postulate that an individual's utility from any given job depends on four key non-monetary sources of utility or disutility. These are work effort, risk exposure, decision-making autonomy (independence) and a catch-all

category of "all other" working conditions. They emphasize that a utility maximizing individual prefers to work in the job that yields the greatest net psychic satisfaction. In addition, they contribute to the understanding how various perquisites in combination with monetary rewards might be utilized to more highly motivate employees within an organization. This insight to the underpinnings of work motivation highlights strategies that might enable the entrepreneur or manager to best leverage the human capital of employees to gain peak performance from employees and to retain peak performers (Morris & Douglas, 2005:17).

2.6.3 ORGANIZATIONAL STRUCTURE

"Along this tree from root to crown Ideas flow up and vetoes down."
- Peter F Drucker -

2.6.3.1 DEFINING AND CONCEPTUALIZING STRUCTURE

Organizational structure may be defined as the structure of recurrent relationships between people in an organization (Nicholson, Audia & Pillutla, 2005:298). It includes numerous aspects, such as the numbers of departments and hierarchical levels, and the extent of formalization and decentralization.

Traditional organizational structures are usually modified and adapted to handle significant changes in the operating business environment. Wang and Ahmed (2002:6) argue that structure refers to elements such as work specialisation, departmentalization, chain of command, span of control, centralisation, and formalization. They accordingly compiled an equation, representing the dimensions of organizational structures:

Organizational structure = hierarchical dimension x functional dimension x inclusion and centrality dimension x informal relationship dimension

However, for the purpose of this study the equation will not be discussed in detail.

There are several formal organizational structures in practice today, which are adopted based on the unique requirements of the corporation. According to Bieberstein, Bose, Walker & Lynch (2005:696) each structure has its merits and disadvantages which will be discussed briefly.

2.6.3.2 CURRENT ORGANIZATIONAL STRUCTURES

- **Functional structure**

  This structure is usually found in small companies that handle a single function or product line. The customer needs are uniform, and the activities are simple, repeatable tasks. The functional hierarchy benefits from centralized control, promotes niche expertise, and enhances operating efficiency.

  Such structures are not efficient for larger enterprises because centralized control introduces multilayered bureaucracies, impedes agile decision making, and fosters disruptive inter-functional rivalry. Functional hierarchies are usually not able to respond to rapid changes in business conditions (Bieberstein *et al.*, 2005:696).

- **Geographical structure**

  Large enterprises typically adopt this structure to address the unique demands of a geographical market or to capitalize on the economies of local operations. It projects a comfortable image of

proximity and provides collocation for efficient delivery and customer support. On an international scale, this structure can be customized to accommodate government regulations and local customs.

The geographic diversity of this structure introduces problems such as incompatible strategy execution, duplication and cost disadvantages, and inconsistent marketing messages. Frequently, area managers press for more freedom to define strategies, and another management layer is required to contain this pressure and maintain uniformity (Bieberstein *et al.*, 2005:696).

- **Divisional structure**

  There are two variations of this structure: the *decentralized* line of business and the *strategic* business unit. The first is centred on products and services, and the second is more focused on executing strategic imperatives. The divisional structure provides a mechanism to decentralize responsibility and delegate authority and ownership. There is clear accountability, and there are well-defined performance metrics. The cohesiveness within the division allows for efficient coordination of tasks and activities.

  This divisional autonomy runs the risk of encouraging the silo effect, resulting in negligible coordination of related activities and costly redundancies. The senior corporate executives, heavily dependent on the divisional heads, become unfamiliar with the tactical execution. Sometimes the divisional units are not well-defined or grouped for administrative convenience (Bieberstein *et al.*, 2005:697).

- **Matrix structure**

  A matrix organization has been embraced by large enterprises that have a diversified product and services portfolio and, typically, a global presence. This structure provides a framework for checks and balances and formal handling of strategic priorities. It encourages co-operation, consensus building, and coordination of related goals and activities among cross-functional units.

  Effectively managing a matrix organization is very complex. It is difficult to maintain balance among the subsets of the organization. An inordinate amount of time is typically spent on communication channels, which are usually clogged with nonessential messages. The shared authority usually results in little or no progress because synchronizing clearances required from each authority impedes decision making, thus reducing business agility (Bieberstein *et al.*, 2005:697).

2.6.3.3 STRUCTURAL FLEXIBILITY

In the fast paced, constantly changing environment, organizations have to be flexible and agile in order to meet the shifting needs of operating in a demand driven environment. They need to streamline tasks and associated communication, minimize management overhead, and provide results-oriented outputs (Hill, 2003:35).

According to Borgatti (2001), there are five key trends organizations should deal with in the 21st century: Globalization, diversity, flexibility, networking and flatness. He argues that drivers for flat structures include:

- The need for speed, which makes it helpful to empower employees to make decisions.

- Changes in information technology, which mean less need for the communication and control functions of middle managers.
- Globalization, which means intensified competition and an increasing need to cut costs.

With the purpose of maintaining a competitive advantage, these trends are also to deal with in structuring the intrapreneurial organization.

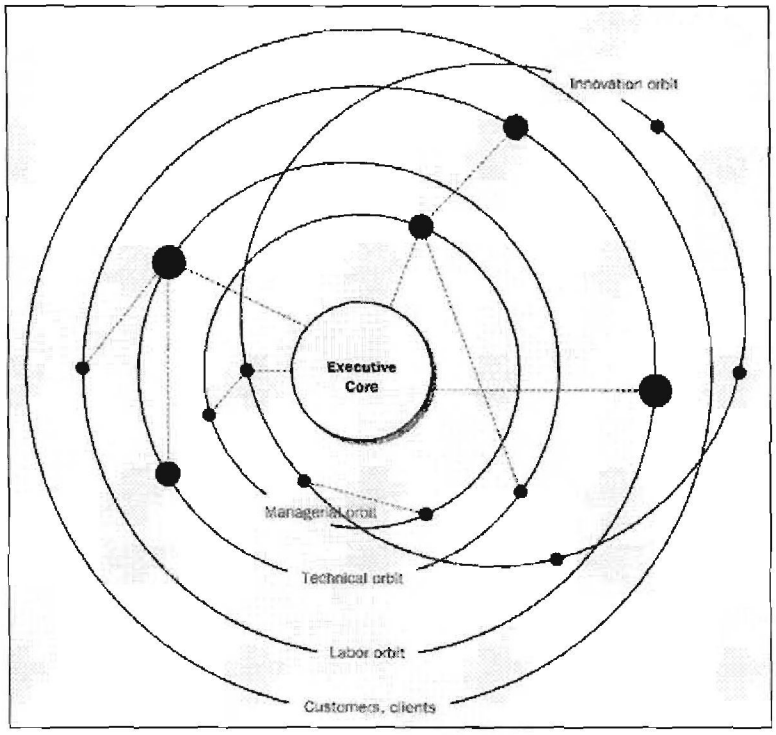
2.6.3.4 ORGANIC STRUCTURE

Morris and Kuratko (2002:195) recommend the organic structure to satisfy the needs of the intrapreneurial organization. They identified the following characteristics of an organic structure:

- Limited hierarchy and highly flexible structure.
- Groups of trained specialists from different work areas collaborate to design and produce complex and rapidly changing products.
- Emphasis on extensive personal interaction and face-to-face communication, frequent meetings, use of committees and other liaison devices to ensure collaboration.
- Power is decentralized and authority is linked to expertise.
- Few bureaucratic rules or standard procedures exist.
- Sensitive information-gathering systems are in place for anticipating and monitoring the external environment.

According to Morris and Kuratko (2002:207), some companies are taking the search for more organic structures further by thinking of the organization as circles, in which the orientation toward authority changes with the disappearance of 'higher ups'.

FIGURE 2.3: Organization as circles



(**Source**: Morris & Kuratko, 2002:209)

Figure 2.3 demonstrates that there are three main orbits: the central or executive, the managerial and the operational or technical. A key feature of this structure is that it allows for the creation of new spheres for innovative programs, which can be created and located anywhere in the organization (Morris & Kuratko, 2002:209).

Structure can be an important facilitator of intrapreneurship because it can give employees a sense that they have room to manoeuvre and innovate while also allowing their interaction with others in the organization. It can help accommodate a larger volume of intrapreneurial initiatives and also facilitate the speed at which such initiatives move from inception to implementation (Morris & Kuratko, 2002:212).

2.6.4 INTRAPRENEURIAL EMPLOYEE

"A pessimist sees the difficulty in every opportunity;
an optimist sees the opportunity in every difficulty."
– Winston Churchill -

2.6.4.1 WHAT IS AN INTRAPRENEUR?

An intrapreneur is the driver behind the implementation of innovative concepts, turning ideas or prototypes into profitable realities. They are not necessarily the inventors of new products, services, or processes (although they are often), but they are team builders with a commitment and the necessary drive to see ideas become realities (Morris & Kuratko, 2002:85).

2.6.4.2 TYPICAL CHARACTERISTICS OF AN INTRAPRENEUR

According to Hisrich, Peters and Shepherd (2008:70), there are several differences between traditional managers and intrapreneurs. In order to understand who exactly the intrapreneur is, the characteristics of traditional managers and intrapreneurs are compared in Table 2.4.

TABLE 2.4: Comparison between traditional managers and intrapreneurs

Characteristic	Traditional Manager	Intrapreneur
Primary motives	Wants promotion and other traditional corporate rewards, such as office, staff and power	Wants independence and ability to advance in terms of corporate rewards
Time orientation	Short term – meeting quotas and budgets, weekly, monthly, quarterly, and the annual planning horizon	Depending on urgency to meet self-imposed and corporate timetable
Activity	Delegates and supervises more than direct involvement	Direct involvement more than delegation
Risk	Careful	Moderate risk taker
Status	Concerned about status symbols	Not concerned about traditional status symbols – desires independence
Failure and mistakes	Tries to avoid mistakes and surprises	Attempts to hide risky projects from view until ready
Decisions	Usually agrees with those in upper management positions	Able to get others to agree to help achieve dream
Who serves	Others	Self, customers, and sponsors
Family history	Family members worked for large organizations	Entrepreneurial small-business, professional, or farm background
Relationships with others	Hierarchy as basic relationship	Transactions within hierarchy

(**Source**: Hisrich *et al.*, 2008:71)

2.6.4.3 DRIVERS FOR BEING AN INTRAPRENEUR

Le Roux *et al.* (2002:376) identified three elements driving employees to act intrapreneurial:

- **Organizational characteristics** - employees tend to act intrapreneurial in organizations that:
  - Encourage management support for innovation.
  - Is flexible about control systems.
  - Reward initiatives.
  - Set time available for idea generation and implementation.
  - Integrate innovation with other organizational activities.

- **Individual characteristics** – which relate to the behavioural characteristics of an intrapreneur (see Table 2.4).

- **Precipitating event** – if a precipitating event exists and the organizational and individual characteristics make sense in an intrapreneurial situation, the decision to act intrapreneurially will be positive.

2.6.4.4 THE SUSTAINING INTRAPRENEUR

Normally, people in companies have great ideas, but they often go unheard, get ignored, or are discounted. According to Morris and Kuratko (2002:110), the problem may not be with the idea, but it may be that the employee's thinking or cognitive style differs from that of the boss or co-workers. Therefore, it is proposed that intrapreneurs should develop a personal approach towards intrapreneurial opportunities (Morris and Kuratko, 2002:332). Although the approach should be tailored to the individual's skills and talents, it should be founded around the following basics considerations:

- Solidify a relationship with a *sponsor.*[2]
- Build a flexible team structure.
- Insulate the project and keep it quiet as long as possible.
- Become a *guerrilla.*[3]
- Promise less but deliver more.
- Experiment and produce early wins.
- Manage project momentum.
- Attempt to set the parameters.

For the intrapreneurial employee, it is of great importance to successfully deal with a lack of resources, bureaucratic obstacles, and rejection of critical requests. Thriving intrapreneurs must be guerrillas, with a personal style for gaining access to resources they do not control, circumventing obstacles, and keeping ideas alive that have been killed (Morris and Kuratko, 2002:333).

2.6.5 INTRAPRENEURIAL LEADERSHIP

"Do not follow where the path may lead.
Go instead where there is no path and leave a trail."
- Harold R. Mc Alindon –

2.6.5.1 WHAT IS AN INTRAPRENEURIAL LEADER?

What are the elements of this alloy we call 'leadership'? Breen (2005:50) refers to vision and integrity, perseverance and courage, a hunger for innovation, and a willingness to take risks. But according to Mayo and Nitin (2005:81) there are more: The key behind the success of outstanding leadership is 'contextual intelligence' - the

[2] *A **sponsor** is a corporate manager at a higher level in the organization willing to protect an intrapreneur by building a surrounding environment of safety (Morris & Kuratko, 2002:93).*
[3] *A **guerrilla** is a person, creatively substituting brains - sometimes even hijacking ideas - for making money (Firestone, 2003:7).*

ability to 'read' and understand the forces that shape the times in which they live and seize on the resulting opportunities.

Whereas managers are value maximizers (making the most out of something that already exists) and charismatic leaders are agents of change (reinvent industries and see new opportunities in them), entrepreneurs are company initiators - those who create business (Breen, 2005: 50).

2.6.5.2 CHARACTERISTICS OF AN INTRAPRENEURIAL LEADER

As described by Timmons and Spinelli (2007:10), the paradigm of the lead entrepreneur is explained in Table 2. 5.

TABLE 2.5: The paradigm of the lead entrepreneur

The Lead Entrepreneur	
Self concept	Has a realist's attitude rather than one of invincibility.
Intellectually honest	Trustworthy, his/her word is his/her contract. Admits what and when he/she does not know.
Pace maker	Displays a high energy level and a sense of urgency.
Courage	Capable of making hard decisions: setting and beating high goals.
Communication skills	Maintains an effective dialogue with the venture team, in the marketplace, and with other venture constituents.
Team player	Competent in people management and team-building skills.

(**Source:** Timmons and Spinelli, 2007:10)

Kotelnikov (2007a) argues that entrepreneurial leadership is not a position or an event, but a process. The entrepreneurial leader takes

responsibility to assist the organization in creating such conditions so that, instead of being controlled, the organization generated its own order and responds creatively to the environment.

2.6.5.3 BUILDING INTRAPRENEURIAL TEAMS

The key to the success of most growing organizations is that the intrapreneur has put together a team of highly qualified people who are committed to the goals and objectives of the firm (Slaughter, 2005:3).

Shaping the entrepreneurial organization is not a difficult process when growth, strongly supported by the founders and the top management team, is well planned and constantly reinforced. When these conditions exist, Slaughter (2005:3) suggests a seven-step approach to implement the process and achieve the desired results:

- Hire self-motivated people.
- Help others be successful.
- Create clarity (of purpose, direction, structure, and measurement) in the organization.
- Determine and communicate your own values and philosophies.
- Provide appropriate reward systems.
- Create an experimental learning attitude.
- Celebrate your victories.

Successful entrepreneurs are not 'Lone Rangers' who have accomplished their greatness through individual achievement. They are rather skilled, motivated individuals with a dream who have been able to gather around them similarly skilled people who share their dreams and make them come true (Slaughter, 2005:3).

2.6.5.4 BUILDING SELF-MANAGED TEAMS

"... when the best leader's work is done, the people say,
'We did it ourselves'"
- Lao Tzu -

A self-managed team is a group of functionally flexible employees that have the responsibility for directing and controlling their own work. They do not have a supervisor, but will nominate a team leader, who will co-ordinate the activities of team members and act as a central point of communication. The team leader role will also rotate amongst members of the team (Heery & Noon, 2001:322).

As discussed in section 2.6.3.4, the organic structure allows for the creation of new spheres for innovative programs. This may be an important facilitator of self managed teams because it can give managers room for other important activities (Morris & Kuratko, 2002:212).

According to Hensey (2000:14), team members have to master the following to successfully achieve self-management:

- **Team wholeness** - Each member must buy into the team's unified action plan.
- **Self-awareness** - Individuals need to have a clear sense of their strengths and weaknesses.
- **Self-confidence** - Knowing what you want and how to articulate this effectively to other members of the team.
- **Openness towards others** – Each team member should acknowledge other members' points of view.
- **Flexibility** - Individual team members need to be able to collaborate and reach decisions with others.

To conclude, research done by Erez, Lepine and Elms (2002:929) revealed that teams who rotated leadership among members had higher levels of voice, co-operation, and performance. In addition, a self managed team will only succeed if a leader can ask and not tell, engage people in learning conversations, coach, develop, and create a clear picture of the outcome. Such a leader will probably be thrilled with the result (Heskett, 2006).

2.6.6 INTRAPRENEURIAL CULTURE

"People rarely succeed unless they have fun in what they are doing."

- Dale Carnegie -

2.6.6.1 THE NATURE OF ORGANIZATIONAL CULTURE

Culture can be defined as: "An organization's basic beliefs and assumptions about what the company is about, how its members should behave, and how it defines itself in relation to its external environment." (Morris & Kuratko, 2002:253.)

Culture has certain characteristics:

- They are **collective**, meaning that their components are shared by most of the people in the firm.
- They have an **emotional** aspect, in that employees define and identify with the culture on an emotional level.
- Although historically based, cultures are **dynamic** because it is subject to continuous change as people come and go.
- It is **symbolic**: the way people dress or the types of recognition ceremonies are expressive of things, such as individualism or pride of accomplishment.
- Cultures are **fuzzy**, meaning that they include elements that may seem contradictory (Morris & Kuratko, 2002:254).

2.6.6.2 ENHANCING INTRAPRENEURIAL CULTURE

According to Burns (2005:122), culture can be measured and enhanced by four dimensions:

- **Individuality vs collectivism**

  An entrepreneurial culture would involve a move from individualism to collectivism as the organization grows. This implies co-operation and the development of relationships and networks with a strong sense of 'ingroup', with a clear identity and a feeling of competition against 'outgroups'.

- **Power distance**

  An entrepreneurial culture has low power distance. This implies an egalitarian organization with flat structures and open and informal relationships and open, unrestricted information flows.

- **Uncertainty avoidance**

  An entrepreneurial organization has low uncertainty avoidance. This implies a tolerance of risk and ambiguity, a preference for flexibility and an empowered culture that rewards personal initiative.

- **Masculinity vs femininity**

  An entrepreneurial organization has balance between the masculine and feminine dimensions to build a culture of achievement against 'outgroups' through co-operation, networks and relationships with the 'ingroup' (Burns, 2005:123).

2.6.7 SUMMARY

To conclude, Hill (2003:58) summarized the six elements measuring and supporting intrapreneurship as follows:

TABLE 2.6: Summary of the six elements measuring and supporting intrapreneurship

Element	Measures
Task	• Identification, development and exploitation of new ideas • Level of new product / service introductions • Improvement or revision of current products / services • Improvement of quality of current and future products / services • Demonstration of employee initiative • Level of competition with other organizations
Policies	• Policies encouraging creative and innovative approaches • Reward systems for intrapreneurial behaviour • Level of punishment / reward for taking calculated risks • Percentage of time available for working on feasibility of idea • Availability of intra-capital
Structure	• Flatness of organizational hierarchy • Level of permission required to perform task • Decentralization of organizational structure • Flexible career paths • Recognition of lower level employees • Division of labour tasks • Span of control in organization
Individuals	• Intrapreneurial qualities of employees • Employee attitudes towards change, risk and failure • Willingness of employees to embrace new opportunities • Levels of innovative and creative employees • Employees ability to deal with uncertainty
Leadership	• Innovativeness and charisma of leader • Leaders knowledge of the environment and competition • Encouragement of teamwork • Encouragement of open discussion and negotiation • Encouragement of intrapreneurial philosophy in organization
Culture	• Evidence of interdependence and team work • Level of power distance / authoritarianism • Clearness of organizational vision • Acceptance of uncertainty • Attitude towards failure • Awareness of future opportunities • Encouragement of life-long learning • Recruitment of intrapreneurial employees • Encouragement of innovation and creativity and calculated risk taking

Encouraging these elements will result in a corporate philosophy that optimizes intrapreneurial behaviour.

CHAPTER 3
THE AGRICULTURAL ENVIRONMENT

"What you do with what you've got will determine what you get."
- Graham Gernetzky -

3.1 INTRODUCTION

Founded almost a century ago as a co-operative, this organization played a leading role in the South African agricultural industry. The business has grown steadily and diversified, and a public company was established in 1997. The main activities are conducted in the grain industry, supply of farming inputs, the mechanization market and financing services focused on agriculture (Senwes, 2007b).

3.2 MAIN PRODUCTS AND SERVICES

The organization is an agricultural business that focuses on:

- The development of access to markets for agricultural produce, including maize, wheat, sunflower, sorghum, barley, soy and malt.
- The supply of input products to the agricultural producer, including diesel, seed, fertilizer, agricultural equipment and general farming requisites.
- Adding value to role players in this chain (Senwes, 2007b).

3.3 ORGANIZATIONAL OPERATIONS

The two divisions involved in this study are Market Access [4]and Input Supply[5].

[4] ***"Market Access"*** *and* ***"Grain"*** *refers to the same division. Both descriptions will be used.*
[5] ***"Input Supply"*** *and* ***"Trade"*** *refers to the same division. Both descriptions will be used.*

The Market Access division is responsible for:

- Creation of market access for grain producers.
- Marketing of grain products to grain processors in Southern Africa.
- Handling and storage of grain.
- Logistical services for the procurement and distribution of grain (Senwes, 2007a:4).

The Input Supply division is responsible for:

- Supply of production inputs to agricultural producers on a direct basis.
- Distribution network of retail stores for the supply of production inputs and general farming requisites.
- Network of service outlets for selling and maintenance of agricultural equipment (Senwes, 2007a:4).

3.4 EXTENT OF OPERATIONS

The well-deployed silo infrastructure has a capacity of 4.8 million tons at 62 sites and constitutes more than 25 % of the total South African commercial storage capacity. The silo operations handle about 30 % of the country's grain and oil-seeds in a normal agricultural production year (Senwes, 2007b). During the 2006/2007 financial year, the Market Access division contributed to 71 % (R 166 m) of the organization's profit before tax (Senwes, 2007a:5).

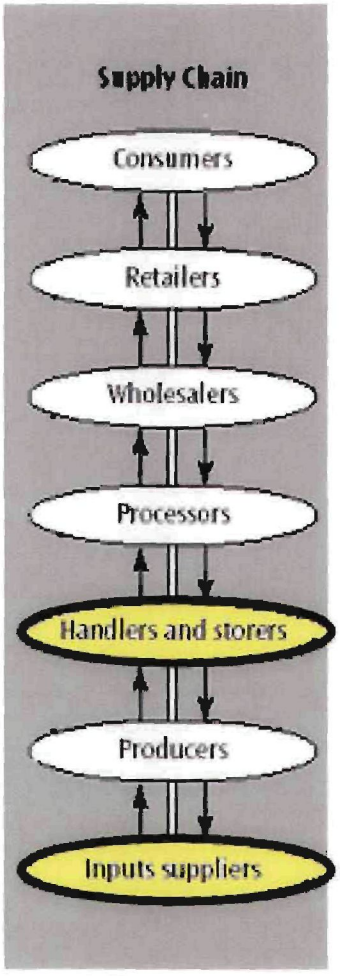
The trade and mechanisation side of the business is aimed at providing agricultural producers with exclusive and competitive value and service packages at their 32 operational sites (Senwes, 2007b). During the 2006/2007 financial year, the Supply Input division contributed to 18 % (R 42 m) of the organization's profit before tax (Senwes, 2007a:5).

The organization has presence in the Free State, North West, Northern Cape and Gauteng provinces (Senwes, 2007b).

3.5 THE GRAIN SUPPLY CHAIN

In order to illustrate the function of agricultural businesses, the market and supply-chain for agriculture is illustrated in Figure 3.1. The role played by agricultural businesses are highlighted.

FIGURE 3.1 Market and supply-chain for agriculture



(**Source**: The Regional Institute, 2005)

The derivation from the illustration in Figure 3.1 is that grain producers are the off takers of the input suppliers, but that they are also the suppliers to the grain procurers and handlers. In the case of the organization involved, stored grain is marketed through an open market system to the processors (mostly grain millers

and animal feed producers) through grain marketers – from there the divisional appellation of 'Market Access'. The marketers however, were not included in the target group, which will be described in more detail in section 4.3.2.

3.6 CURRENT INTRAPRENEURIAL POSITION

As described in section 2.6, intrapreneurship is for the purpose of this study represented by six intrapreneurial elements. Concerning these elements, the organization involved is described as follows:

- ***Task innovation***

  The management team and staff are focused and have become conditioned to turn every challenge into a business opportunity during times of rapid change. Although focus must be maintained on the basic business of agriculture, this organization has transformed itself into a dynamic business (Senwes, 2007a:12).

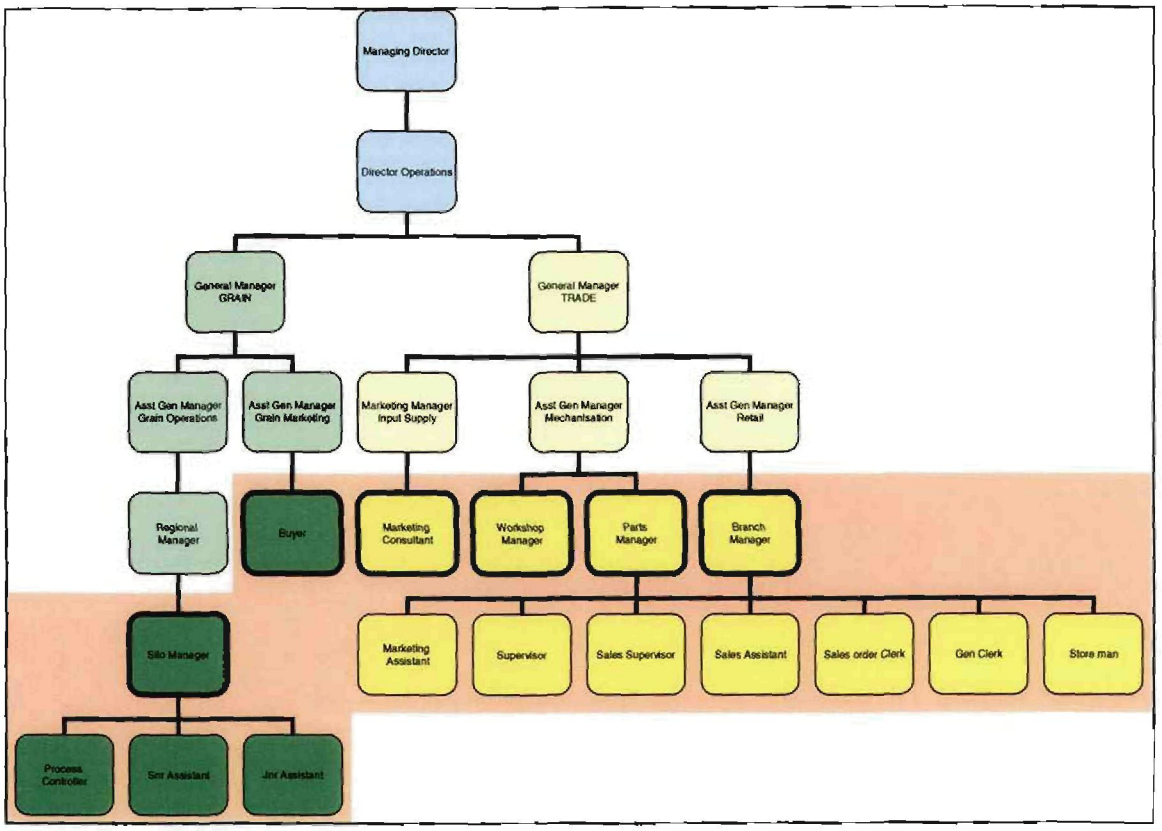
- **Incentive policies**

  The Group's remuneration policy and structure has four components designed to balance short-term and long-term objectives; a guaranteed remuneration, short-term incentives and long-term incentives for the executive, as well as non-financial recognition awards. The incentive elements seek to align the interests of management and the executive with the interests of the shareholders. The remuneration policy is fully integrated into other management processes such as performance management, talent management, succession planning and the overall group human resources policies (Senwes, 2007a:80).

- **Structural flexibility**

  Obtained from information on the organization's intranet, the following structural chart has been compiled. The structure only deals with *operations* in the Market Access and Input Supply divisions.

FIGURE 3.2: Operational structure



Concluded from the structure illustrated in Figure 3.2, the organization has a more functional structure on the Grain side and a more divisional structure on the Trade side.

- **Intrapreneurial employee**

  As part of the Human Resources strategy to align people priorities with business priorities, Senwes embarked on a process of profiling critical occupations in the company at all levels, as well as the assessment of

competencies required for such positions. This provides the basis for sound analysis of competency gaps, allowing for development of specific leadership and other critical skills (Senwes, 2007a:81).

- **Intrapreneurial leadership**

  To provide employees with opportunities to develop their potential, a number of employees have participated in internal and external leadership and management development programs (Senwes, 2007a:79). The management team and staff are focused and have become conditioned to turn every challenge into a business opportunity during times of rapid change (Senwes, 2007a:12).

- **Intrapreneurial culture**

  The organization has an urgency to become the preferred agricultural employer. They offer an exciting work environment, career opportunities and prospects and do their best to meet employees' expectations. The organization participated in the independent 'Best company to work for' survey for three years in succession and attained the overall position of 47. It constitutes an improvement of 30 positions compared to 77 in 2006, and a further 28 positions compared to 105 in 2005. Plans to make more significant improvements are being implemented (Senwes, 2007a:82).

  The business alignment initiative brings to the attention of management, obstacles to business performance as seen and experienced by employees. After careful analysis and verification of the identified obstacles, management responded by addressing employees' concerns, some immediately and others in the medium and long term (Senwes, 2007a:82).

3.7 CHALLENGES

Many challenges exist that may have an influence on intrapreneurship in this organization:

- Volatility in grain volumes, due to variety in seasonal plantings, alternative storage facilities, variety in market transactions, relationships with producers, differences in product offerings and procurement areas, and climate changes.
- Possible gains or losses resulting from internal grain handling processes, people and systems or from external events.
- The impact of transformation and land reform on production.
- Trading challenges due to market fluctuations such as interest rates, the spread between current and future prices of commodities, volatility of markets and changes in market liquidity.
- Volatility in earnings due to the movement of interest rates, cyclical agricultural conditions, variation in market share and profitability.
- Structural changes in the grain market and supply chain.
- The logistics and transport gap in the grain supply chain.
- Unawareness in the food processing industry of the benefits of specialized products, identity preservation (IP) and food safety protocol (Senwes, 2007a:24, 28-29).

Just as the agricultural industry successfully beat the challenge of an open market system during the past decade, the abovementioned challenges will be developed into opportunities and attributes so that appropriate and successful innovation will take place on a sustainable basis (Senwes, 2007a:12).

CHAPTER 4
EMPIRICAL RESEARCH

4.1 INTRODUCTION

The preceding chapters have reviewed the literature pertaining to intrapreneurship and the agricultural environment. Concluding that different variables contribute to the phenomenon of intrapreneurial behaviour, six elements were identified and decided upon to measure intrapreneurial intensity within a South African agricultural organization.

This chapter describes the research methodology and results obtained in the empirical study, where the six elements are used as a basis for measuring intrapreneurial intensity.

4.2 OBJECTIVES

The objectives of the empirical study are to:

- Investigate the intensity of intrapreneurship (thus encouraging intrapreneurship) on *operational* level within the organization's two main divisions with regard to:
    - Task innovation.
    - Performance incentives.
    - Structural flexibility.
    - The individual employee's intrapreneurial orientation.
    - The occurrence of leadership support from Middle Management level.
    - The intrapreneurial culture.

- Compare the intrapreneurial intensity within the two main divisions in order to determine strong and weak areas.

4.3 RESEARCH METHODOLOGY

The research methodology is as follows:

- Administer Intrapreneurial Intensity Index questionnaire to be completed by operational level managers and employees.
- Capture, sort and inspect the results.
- Assess the reliability of the data, using descriptive statistics.
- Analyse, compare and discuss the results.

4.3.1 RESEARCH INSTRUMENT

In consideration of the six identified elements contributing to the phenomenon of intrapreneurial behaviour, an adjusted version of the *Intrapreneurial Intensity Index*[6] was decided upon. The adjustments were considered necessary in order to provide for the specific industry (agriculture) and also to make the instrument applicable to separate divisions within the corporate setting. It is however the opinion of the author that the adjustments are only of an ornamental nature and that no structural changes were affixed to the original measuring instrument.

The structure of the questionnaire is as follows:

- **Demographic information**
  Nine variables were examined by means of age, gender, province where working, town or nearest town, division, section, operational job grade, number of years working for the organization, and highest qualification.

[6] ***HILL, E.M.*** *2003. The development of an instrument to measure intrapreneurship: Entrepreneurship within the corporate setting. Grahamstown: Rhodes University. 209 p.*

- **Intrapreneurial intensity**

  Two levels, each with three variables were investigated.

  - Technical level – task innovation, incentive policies, and structural flexibility.
  - Social level - individual employee, leadership, and culture.

  Each variable was investigated by means of 10 statements, requiring a response.

All together the questionnaire contains nine demographic informative questions and 60 statements investigating intrapreneurial intensity.

Although no scales were displayed on the questionnaire, it made use of the Likert-type scales with '1' representing 'strongly disagree' to '4' representing 'strongly agree'. Eight items were negatively worded to avoid response tendencies and they were reverse-scored for the analysis.

In order to accommodate respondent's convenience, privacy and accessibility to technical resources, four versions of the Intrapreneurial Intensity Index were set available: electronic versions in English (see Addendum 4) and Afrikaans (Addendum 5) and paper versions in English (Addendum 6) and Afrikaans (Addendum 7).

4.3.2 TARGET RESEARCH GROUP

The *Intrapreneurial Intensity Index* questionnaire was distributed to permanent employees of the relevant agricultural organization, which is situated in Central South Africa. The target group was operational management and their sub-ordinates. They are literate and skilled, and are employed within the two main divisions of the organization, which is Input Supply (Trade) and Market Access (Grain).

4.3.3 SAMPLE SIZE

A total of 432 potential respondents within the target group were identified. From that 288 are employed by the Input Supply division and 144 by Market Access. There are 26 sites operated by Input Supply and 60 which are operated by Market Access. On average, there are 11 potential respondents per Input Supply site and only two to three (average of 2,4) per Market Access site. The questionnaire, accompanied by a guiding letter was distributed to the target group by means of the company's internal electronic mail system.

4.3.4 COLLECTION OF DATA

For the sake of convenience, privacy, accessibility to technical resources, and to keep costs down, respondents received two versions of the questionnaire. The one was an electronic version which could be completed per computer and sent back to the author by electronic mail. The other was a paper version which could be printed out, completed by hand and sent back to the author by means of the organization's internal distribution network.

There was however a problem at the Trade side that not the complete target group has primary access to the internal electronic mail system. The site managers were therefore provided with the details of the complete target group at their site and they were prompted to ensure that the whole target group have a fair and equal chance to give their inputs.

4.3.5 RESPONSE RATE

Within 18 days, 91 completed questionnaires were received. Thirty six responses were from the Input Supply division, which represents a response rate of 12.5 %. From the Market Access division were 55 responses received, which represents a response rate of 38.2 %. The average response rate was 21.1 %.

Although no due date was stated, respondents were prompted to respond within two weeks. Once the results were processed, another 11 responses which eight was from Input Supply and three from Market Access were received. These responses were not included in the results.

4.4 ANALYSIS AND DISCUSSION OF RESULTS

The research results of the study which is obtained from the 91 appropriate questionnaires were summarized as follows:

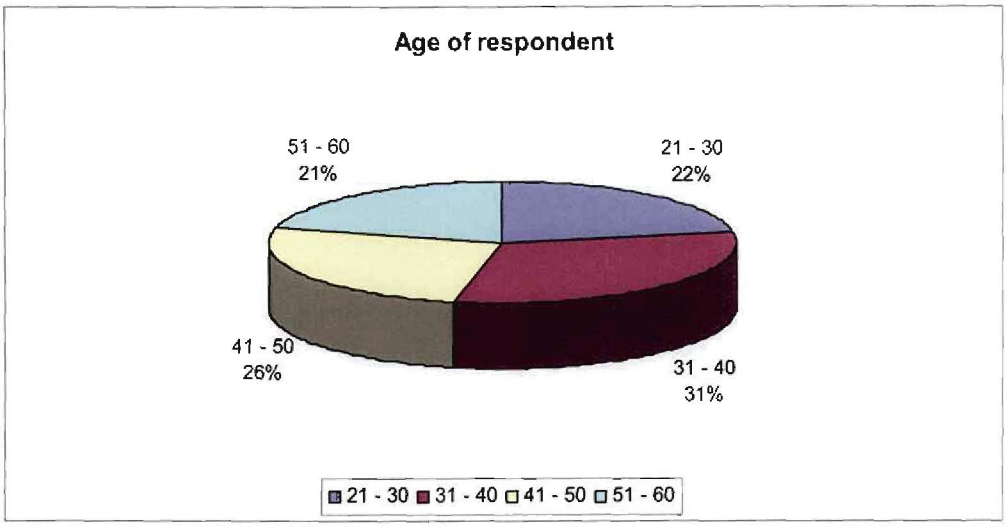
4.4.1 DEMOGRAPHIC INFORMATION

Nine demographic variables were examined.

4.4.1.1 AGE OF RESPONDENT

While most of the respondents (31 %) were between 31 and 40 years old, least of them (21 %) were between 51 and 60 years of age. In general, there is a fairly even distribution of respondents between 21 and 60 years old.

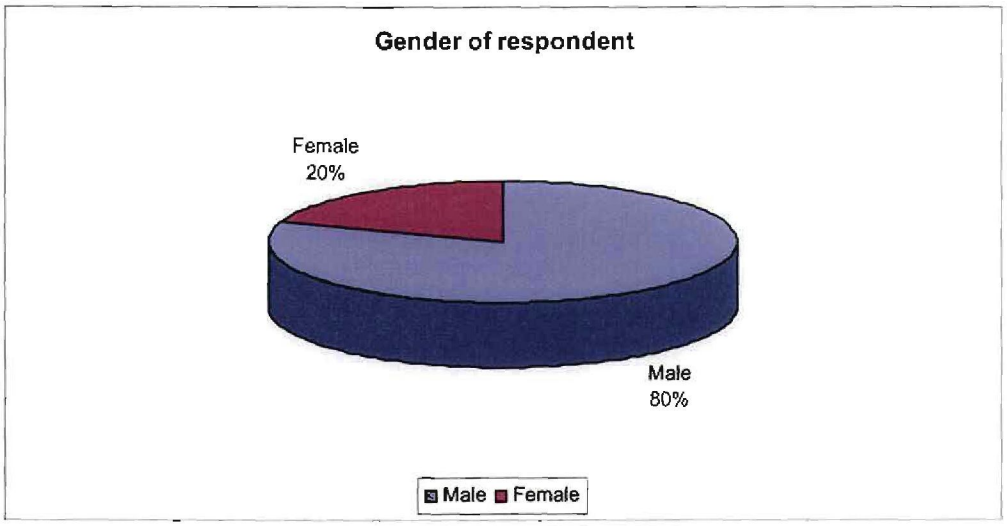
FIGURE 4.1: Age of respondent



4.4.1.2 GENDER OF RESPONDENT

By far the most of the respondents (80 %) were male.

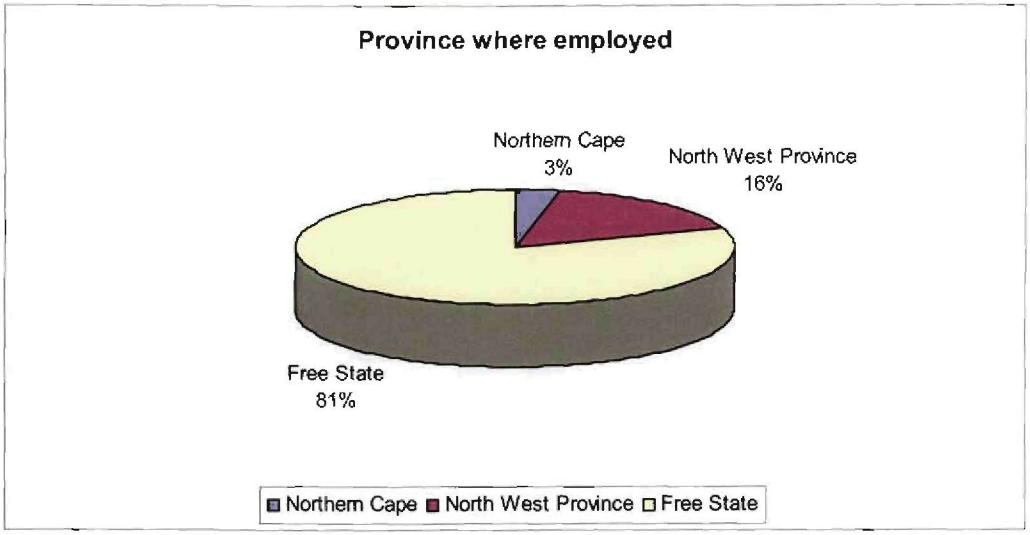
FIGURE 4.2: Gender of respondent



4.4.1.3 PROVINCE WHERE EMPLOYED

The majority of the respondents (81 %) were employed in the Free State. While 16 % were employed in the North West Province, only 3 % were employed in the Northern Cape.

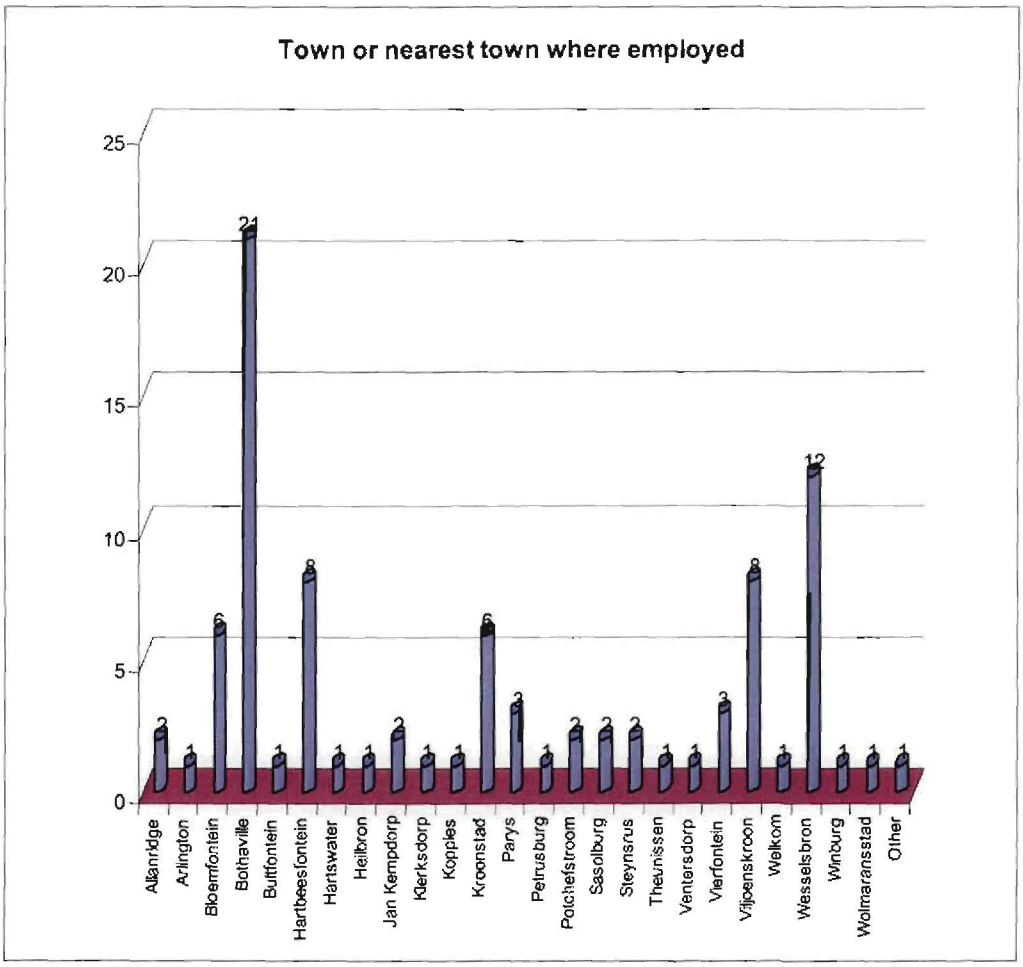
FIGURE 4.3: Province where employed



4.4.1.4 TOWN OR NEAREST TOWN WHERE EMPLOYED

Most of the respondents were from or nearby Bothaville (21), Wesselsbron (12), Hartbeesfontein (8), Viljoenskroon (8), Kroonstad (6) and Bloemfontein (6).

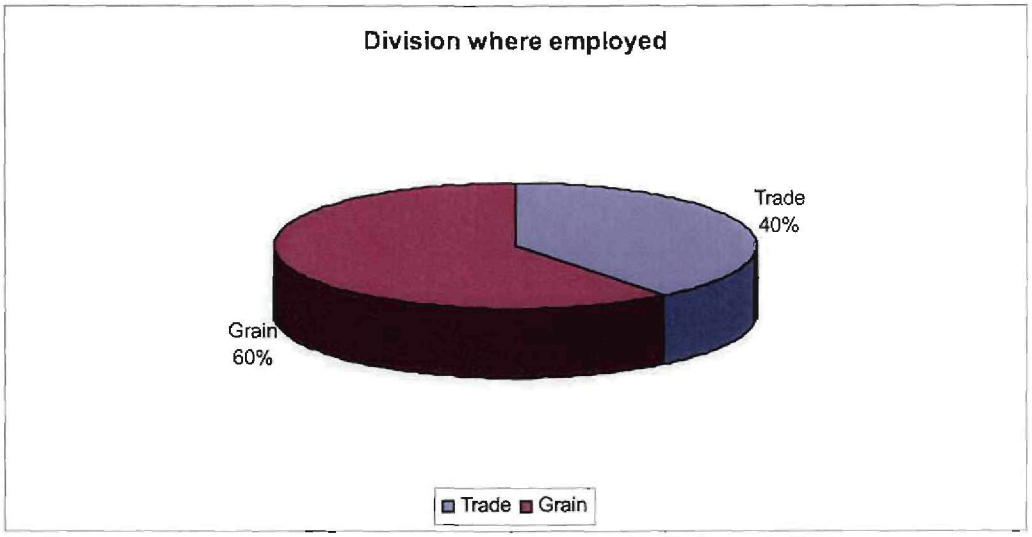
FIGURE 4.4: Town or nearest town where employed



4.4.1.5 DIVISION WHERE EMPLOYED

While 60 % of the respondents were employed in the Market Access division, 40 % were from the Input Supply division.

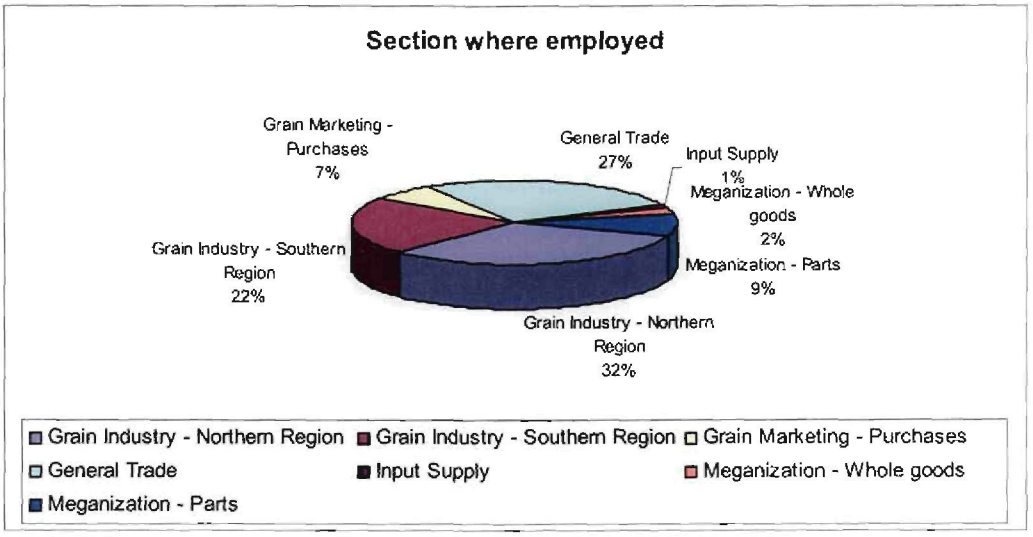
FIGURE 4.5: Division where employed



4.4.1.6 SECTION WHERE EMPLOYED

In each division are a number of sections where Operational Management report to Middle Management. Part of the Market Access division is the Silo Industry (Northern and Southern region) and Purchases (procurement) sections. Part of the Input Supply division is the General Trade, Input Supply Marketers, and Mechanization (Whole Goods and Parts) sections.

FIGURE 4.6: Section where employed

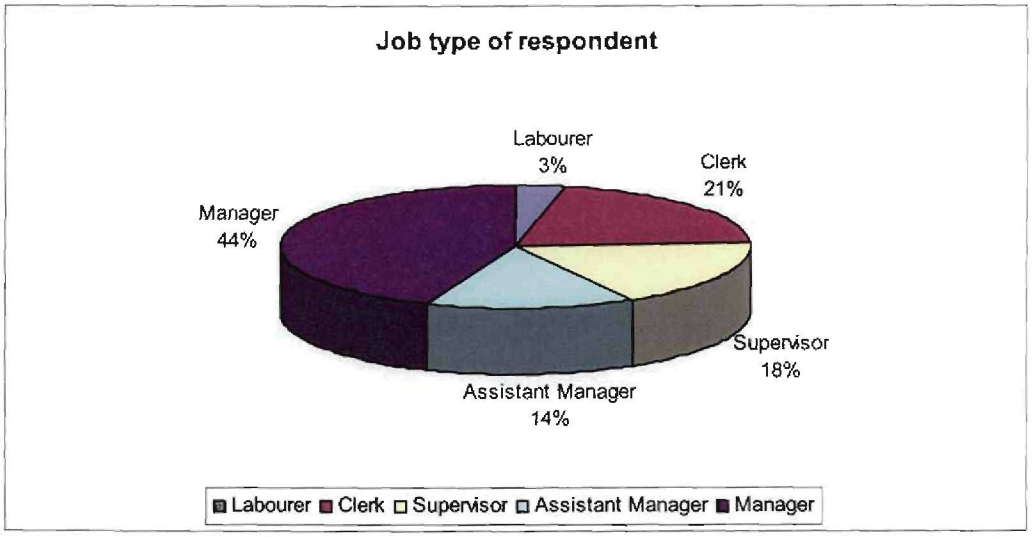


While the Grain Industry Northern region section delivered the most respondents in Market Access (32 %), the General Trade section delivered the most respondents in Input Supply (27 %).

4.4.1.7 JOB TYPE OF RESPONDENT

Most of the respondents (44 %) were Managers of operational sites and the least (3 %) were skilled Labourers.

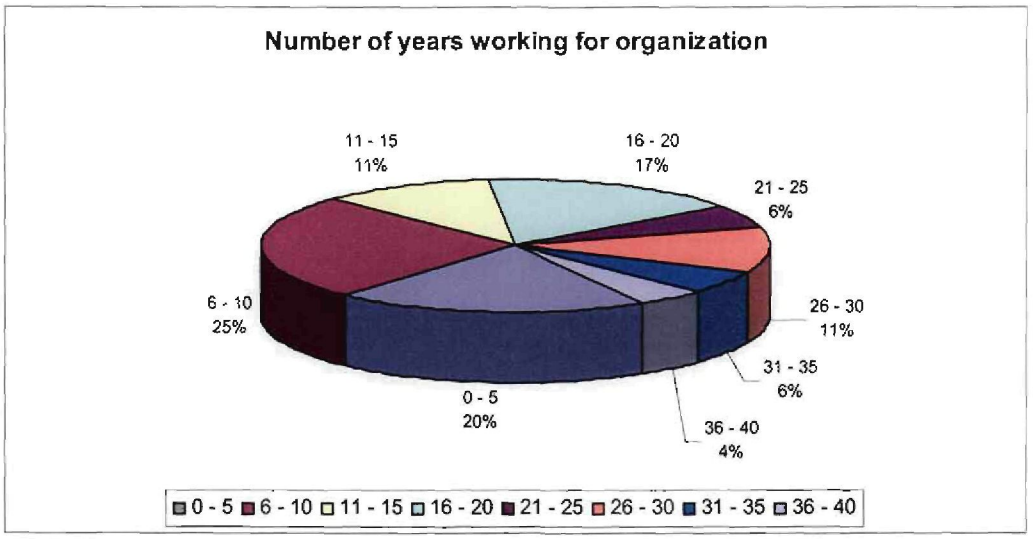
FIGURE 4.7: Job type of respondent



4.4.1.8 NUMBER OF YEARS WORKING FOR ORGANIZATION

Most of the respondents (25 %) are working between six and 10 years for the organization. Least of them (4 %) are working between 36 and 40 years for the organization.

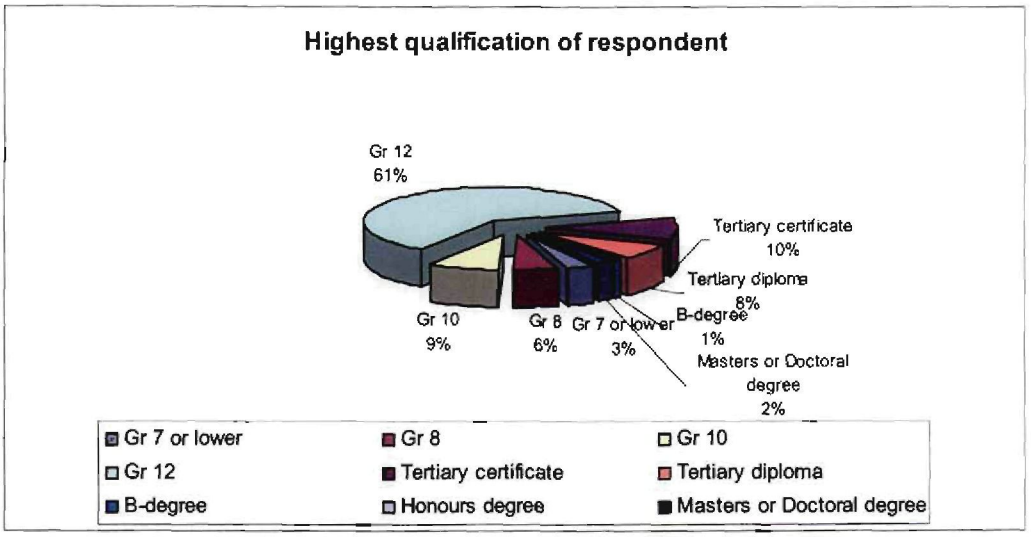
FIGURE 4.8: Number of years working for organization



4.4.1.9 HIGHEST QUALIFICATION OF RESPONDENT

While most of the respondent's highest qualification is Grade 12 (61 %), only 1 % has a B-degree. There were no respondents with an Honours Degree and only 2 % were in possession of a Masters or Doctoral degree. In total, 21 % of respondents underwent formal tertiary education.

FIGURE 4.9: Highest qualification of respondent



4.4.2 INTRAPRENEURIAL INTENSITY

Six variables[7] were investigated, where each variable were examined by 10 statements. A minimum score of '1' and a maximum of '4' could be attained with each response. Thus, the highest possible score per variable was 40.

The score interpretation sheet for the *Intrapreneurial Intensity Index*, as developed by Hill (2003:208), will be used for overall interpretational purposes.

4.4.2.1 TASK INNOVATION

The average score per statement examining Task Innovation Intensity for the whole organization are presented in Figure 4.10. The highest average score (3.41) were registered for the response on Q1.7: "*My division looks out for new opportunities*". The lowest average score (2.73) were registered for the response on Q1.6: "*In my division there is a strong relationship between the number of new ideas suggested and the number implemented*".

---

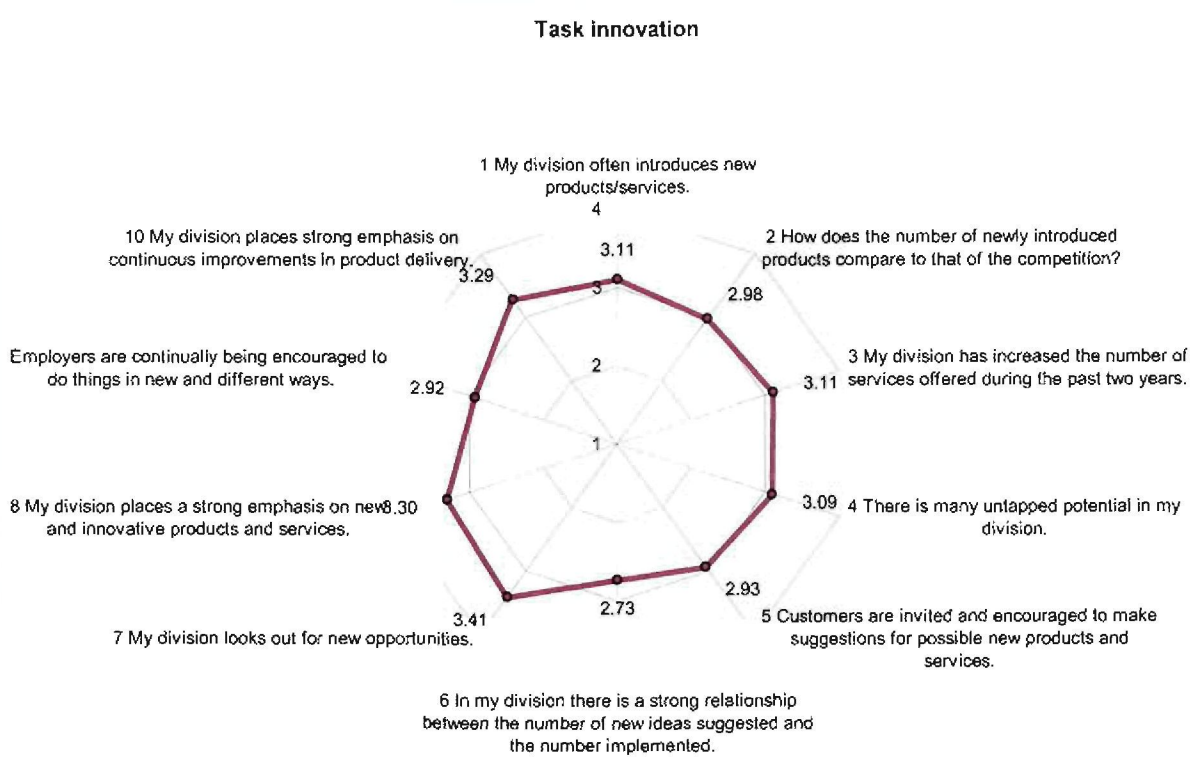
[7] *For the sake of equal opportinity, the six variables were questioned in this sequence:*

1. *Task innovation*
2. ***Intrapreneurial employee***
3. *Structural flexibility*
4. ***Incentive policies***
5. *Intrapreneurial leadership*
6. *Intrapreneurial culture*

To be aligned with the teories, the six variables are discussed in this sequence:

1. *Task innovation*
2. ***Incentive policies***
3. *Structural flexibility*
4. ***Intrapreneurial employee***
5. *Intrapreneurial leadership*
6. *Intrapreneurial culture*

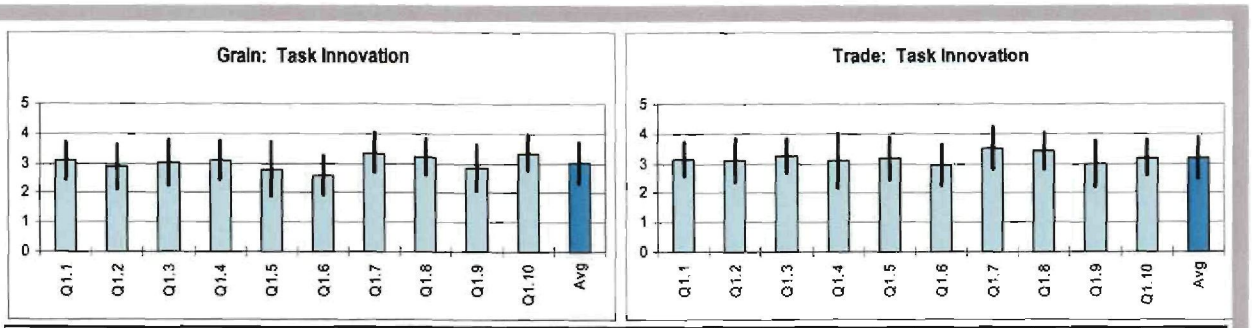
FIGURE 4.10: Average scores for Task Innovation



	Q1.1	Q1.2	Q1.3	Q1.4	Q1.5	Q1.6	Q1.7	Q1.8	Q1.9	Q1.10	Avg	Min	Max
N	91	90	90	90	91	91	91	91	91	91	91		
Mean	3.11	2.98	3.11	3.09	2.93	2.73	3.41	3.30	2.92	3.29	3.09	2.73	3.41
Std Dev	0.586	0.730	0.690	0.770	0.854	0.700	0.683	0.605	0.763	0.602	0.698	0.586	0.854

Because different divisions in the organization have completely different reporting structures, it is regarded essential to report on a split of results.

FIGURE 4.11: Descriptive statistics per division on Task Innovation



		Q1.1	Q1.2	Q1.3	Q1.4	Q1.5	Q1.6	Q1.7	Q1.8	Q1.9	Q1.10	Avg	Min	Max
Grain	N	55	54	54	55	55	55	55	55	55	55	55		
	Mean	3.09	2.89	3.02	3.11	2.80	2.60	3.36	3.22	2.87	3.36	3.03	2.60	3.36
	Std Dev	0.617	0.737	0.757	0.658	0.911	0.683	0.649	0.599	0.771	0.589	0.697	0.589	0.911
Trade	N	36	36	36	36	36	36	36	36	36	36	36		
	Mean	3.14	3.11	3.26	3.09	3.17	2.94	3.51	3.43	3.00	3.20	3.19	2.94	3.51
	Std Dev	0.550	0.718	0.561	0.919	0.707	0.684	0.702	0.608	0.767	0.584	0.680	0.550	0.919
	t-test	0.420	1.430	1.718	-0.132	2.183	2.340	1.031	1.623	0.772	-1.303	1.038		

As shown in Figure 4.11, Grain reported the highest average score for Q1.7 and Q1.10 (both 3.36). Trade reported the highest average score for Q1.7 (3.51). Both Grain and Trade reported the lowest average score for Q1.6 (2.60 and 2.94 respectively). The highest standard deviation was reported on Q1.5 for Grain (0.911) and Q 1.4 for Trade (0.919). This signifies that the most diverse responses were obtained for these statements. The lowest standard deviation, thus the least diverse responses, was reported on Q1.10 for Grain (0.589) and Q1.1 for Trade (0.550).

A t-test, based on a 95 % confidence interval[8] revealed that Trade scored significantly higher (2.183) in Q1.5: "*Customers are invited and encouraged to make suggestions for possible new products and services*". Trade also scored significantly higher (2.340) on Q1.6: "*In my division there is a strong relationship between the number of new ideas suggested and the number implemented*". Based on a 90 % confidence interval[9], Trade scored significantly higher (1.718) on Q1.3: "*My division has increased the number of services offered during the past two years*". However, in this study only a confidence interval of 95 % will be considered a significant difference.

[8] *Significance is prooved by a score of 1.9873 or higher for a **95 % confidence interval** at 88 degrees of freedom.*
[9] *Significance is prooved by a score of 1.6624 or higher for a **90 % confidence interval** at 88 degrees of freedom.*

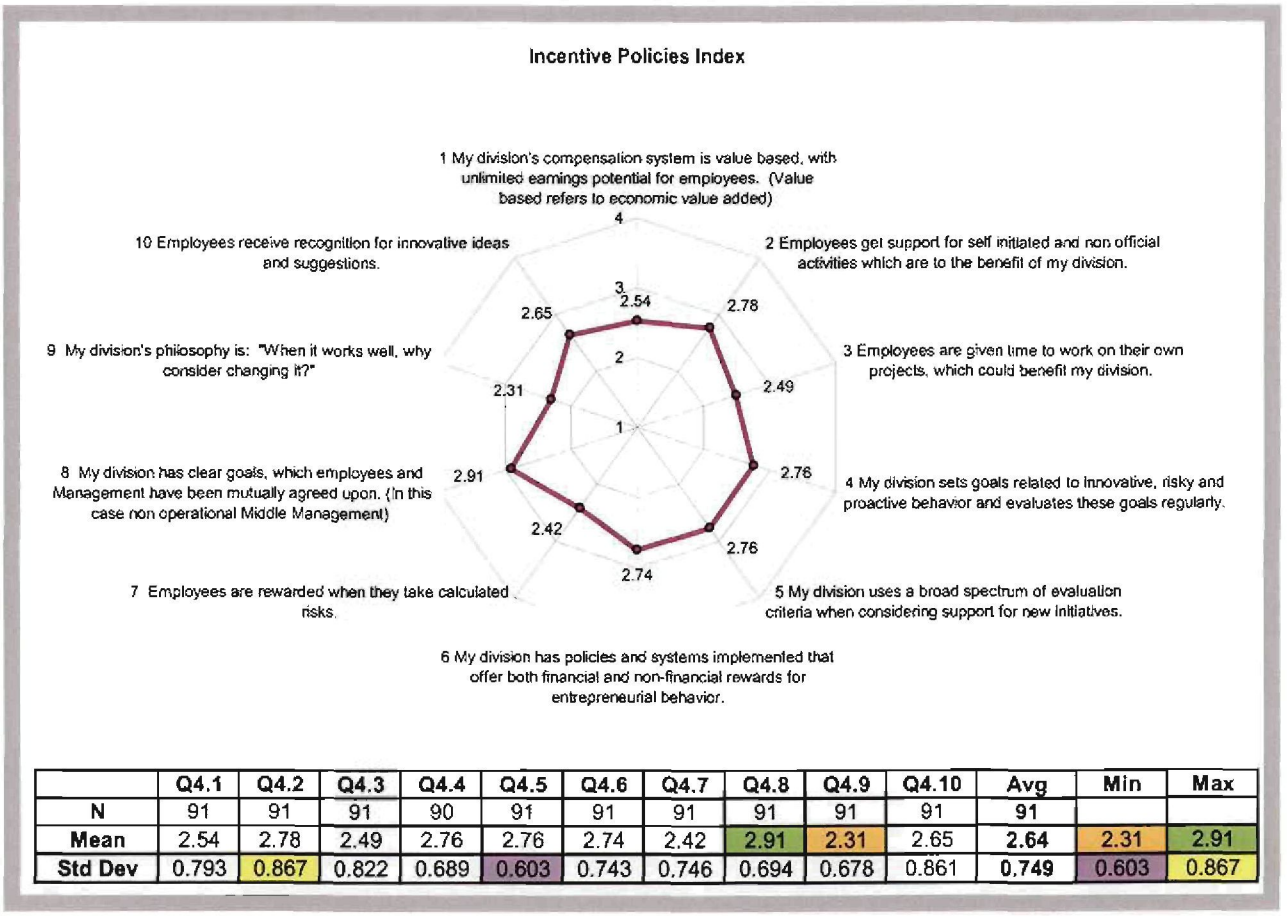
Trade reported a slightly higher average score per statement (3.19) than Grain (3.03). Trade also reported a better average correspondence with a lower average standard deviation per statement (0.680) than Grain (0.697).

On Task Innovation Intensity, Trade's average score (for the 10 statements) was 32 (3.19 x 10 rounded), compared to Grain's average score of 30 (3.03 x 10 rounded). According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:208), Trade scored a "high" for Task Innovation and Grain a "low" (see Addendum 8). The interpretation for Trade is that it demonstrates evidence of new product and service introductions and innovations at the individual and the divisional level, in terms of identifying, developing and exploiting new opportunities. The interpretation for Grain is that it demonstrates little evidence of new product or service introductions or innovations at the individual or the divisional level, in terms of identifying, developing and exploiting new opportunities.

4.4.2.2 INCENTIVE POLICIES

The average score per statement examining Incentive Policies for the organization are presented in Figure 4.12. The highest average score (2.91) were registered for the response on Q4.8: "*My division has clear goals, which employees and Management have been mutually agreed upon*". The lowest average score (2.31) were registered for the response on Q4.9: "*My division's philosophy is: 'When it works well, why consider changing it?*".

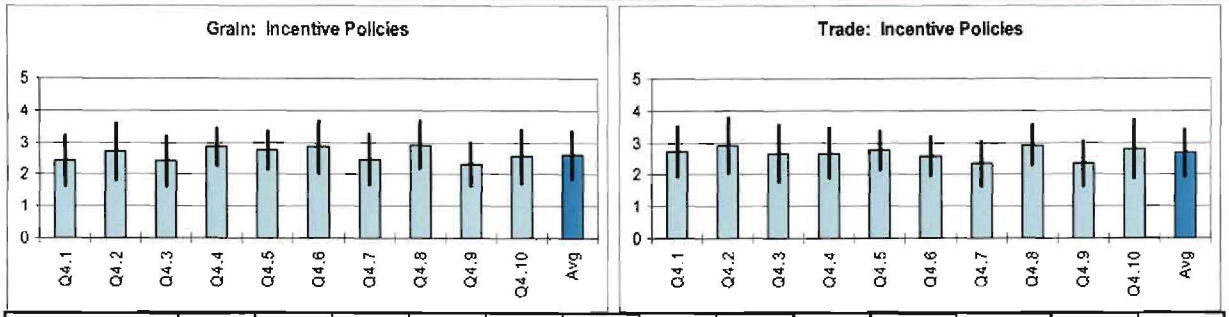
FIGURE 4.12: Average scores for Incentives Policies



	Q4.1	Q4.2	Q4.3	Q4.4	Q4.5	Q4.6	Q4.7	Q4.8	Q4.9	Q4.10	Avg	Min	Max
N	91	91	91	90	91	91	91	91	91	91	91		
Mean	2.54	2.78	2.49	2.76	2.76	2.74	2.42	2.91	2.31	2.65	2.64	2.31	2.91
Std Dev	0.793	0.867	0.822	0.689	0.603	0.743	0.746	0.694	0.678	0.861	0.749	0.603	0.867

The distinctive results for Grain and Trade respectively by means of descriptive statistics are as follows:

FIGURE 4.13: Descriptive statistics per division on Incentive Policies



		Q4.1	Q4.2	Q4.3	Q4.4	Q4.5	Q4.6	Q4.7	Q4.8	Q4.9	Q4.10	Avg	Min	Max
Grain	N	55	55	55	55	55	55	55	55	55	55	55		
	Mean	2.44	2.71	2.42	2.85	2.76	2.85	2.45	2.93	2.31	2.56	2.63	2.31	2.93
	Std Dev	0.788	0.875	0.762	0.591	0.607	0.803	0.789	0.742	0.663	0.834	0.745	0.591	0.875
Trade	N	36	36	36	36	36	36	36	36	36	36	36		
	Mean	2.71	2.91	2.66	2.66	2.77	2.57	2.34	2.91	2.34	2.80	2.67	2.34	2.91
	Std Dev	0.789	0.853	0.873	0.765	0.598	0.608	0.684	0.612	0.684	0.901	0.737	0.598	0.901
	t-test	1.644	1.111	1.342	-1.313	0.060	-1.909	-0.716	-0.091	0.233	1.260	0.249		

As shown in Figure 4.13, Grain reported the highest average score for Q4.8 (2.93). Trade also reported the highest average score for Q4.8, as well as Q4.2 (both 2.91). Grain reported the lowest average score for Q4.9 (2.31). Trade reported the lowest average score for Q4.9 as well as Q4.7 (both 2.34). The most diverse response (highest standard deviation) for Incentive Policies was reported on Q4.2 by Grain (0.875) and on Q4.10 by Trade (0.901). The least diverse response (lowest standard deviation) was reported on Q4.4 for Grain (0.591) and on Q4.5 for Trade (0.598).

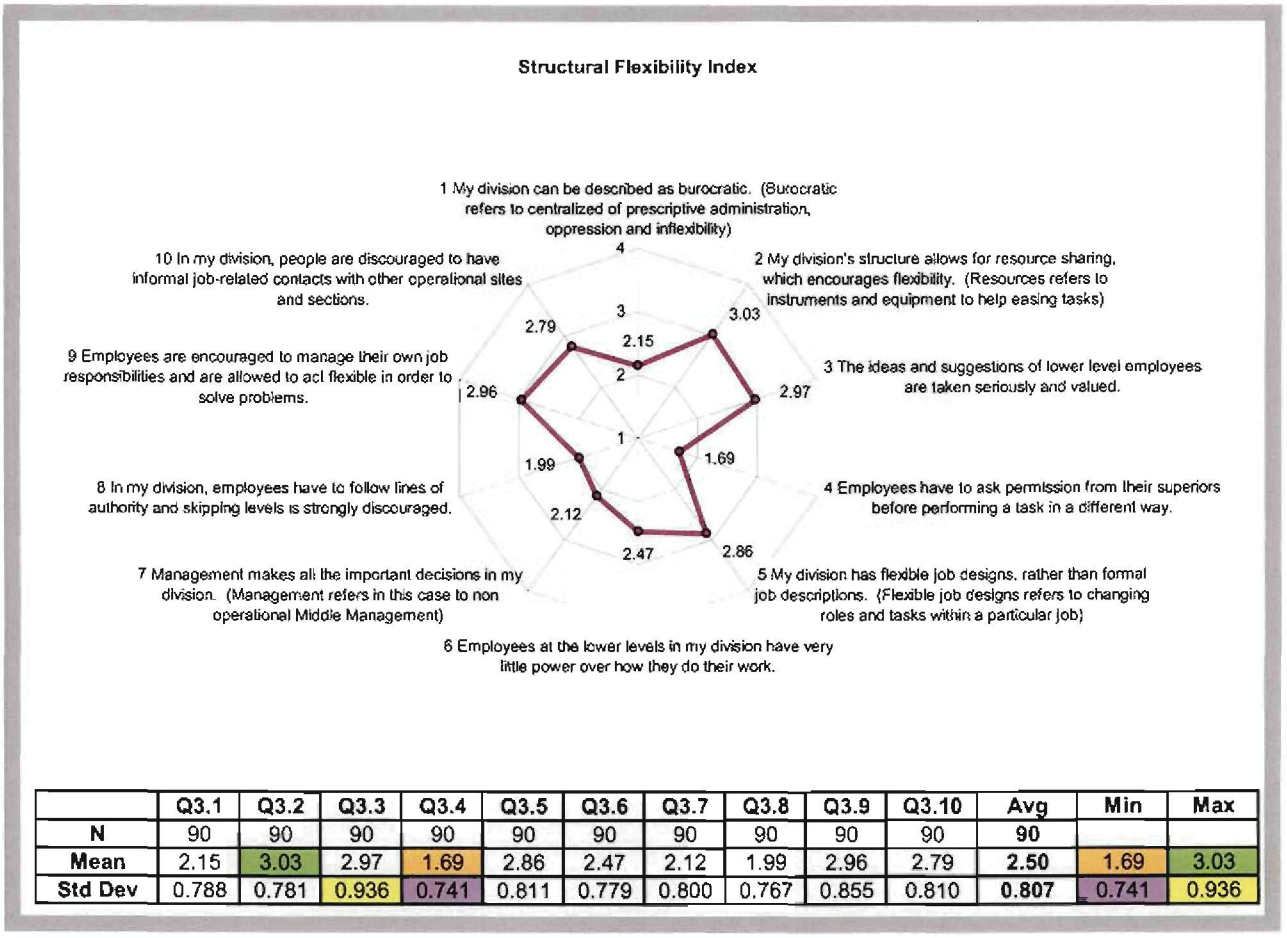
Trade reported a slightly higher average score per statement (2.67) than Grain (2.63). Trade also reported a slightly better average correspondence (lower average standard deviation) per statement (0.737) than Grain (0.745).

On Incentive Policies Intensity, the average score (for the 10 statements) for Grain was 26 (2.63 x 10 rounded), compared to 27 (2.67 x 10 rounded) for Trade. According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:209), Grain scored an "extremely low" for Incentive Policies, while Trade scored a "low" (see Addendum 8). The interpretation for Grain is that this division does not offer employees the opportunities, the encouragement or the incentives to experiment with new ideas, and instils the fear of being punished as a result of possible failure. The interpretation for Trade is that this division rarely offers employees the opportunities, the encouragement or the incentives to experiment with new ideas and instils the fear of being punished as a result of possible failure.

4.4.2.3 STRUCTURAL FLEXIBILITY

The average score per statement examining Structural Flexibility for the organization is presented in Figure 4.14. The highest average score (3.03) were registered for the response on Q3.2: "*My division's structure allows for resource sharing, which encourages flexibility*". The lowest average score (1.69) were registered for the responses on Q3.4: "*Employees have to ask permission from their superiors before performing a task in a different way*".

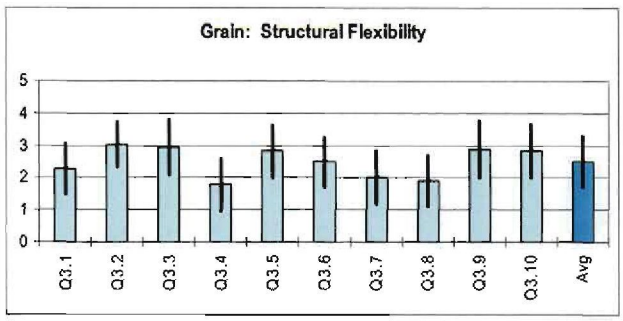
FIGURE 4.14: Average scores for Structural Flexibility

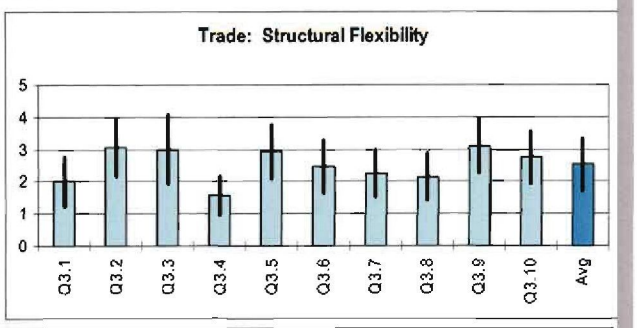


	Q3.1	Q3.2	Q3.3	Q3.4	Q3.5	Q3.6	Q3.7	Q3.8	Q3.9	Q3.10	Avg	Min	Max
N	90	90	90	90	90	90	90	90	90	90	**90**		
Mean	2.15	3.03	2.97	1.69	2.86	2.47	2.12	1.99	2.96	2.79	**2.50**	1.69	3.03
Std Dev	0.788	0.781	0.936	0.741	0.811	0.779	0.800	0.767	0.855	0.810	**0.807**	0.741	0.936

The distinctive results for Grain and Trade respectively by means of descriptive statistics are as follows:

FIGURE 4.15: Descriptive statistics per division on Structural Flexibility





		Q3.1	Q3.2	Q3.3	Q3.4	Q3.5	Q3.6	Q3.7	Q3.8	Q3.9	Q3.10	Avg	Min	Max
Grain	N	55	55	55	55	55	55	55	55	55	55	55		
	Mean	2.27	3.04	2.96	1.78	2.82	2.49	2.02	1.91	2.89	2.84	**2.50**	1.78	3.04
	Std Dev	0.781	0.693	0.860	0.809	0.796	0.767	0.828	0.776	0.875	0.811	**0.800**	0.693	0.875
Trade	N	35	36	36	36	36	36	36	36	36	36	**36**		
	Mean	2.00	3.06	3.00	1.57	2.94	2.46	2.26	2.14	3.09	2.74	**2.53**	1.57	3.09
	Std Dev	0.767	0.906	1.057	0.608	0.838	0.817	0.741	0.733	0.818	0.817	**0.810**	0.608	1.057
	t-test	-1.633	0.117	0.172	-1.413	0.708	-0.198	1.435	1.453	1.081	-0.535	**0.138**		

As shown in Figure 4.15, Grain reported the highest average score for Q3.2 (3.04). Trade reported the highest average score for Q3.9 (3.09). Both Grain and Trade reported the lowest average score for Q3.4 (1.78 and 1.57 respectively). Grain reported its highest standard deviation, representing the most diverse responses for Structural Flexibility on Q3.9 (0.875) and Trade on Q 3.3 (1.057). The lowest standard deviation, thus the least diverse responses, was reported on Q3.2 for Grain (0.693) and on Q3.4 for Trade (0.608).

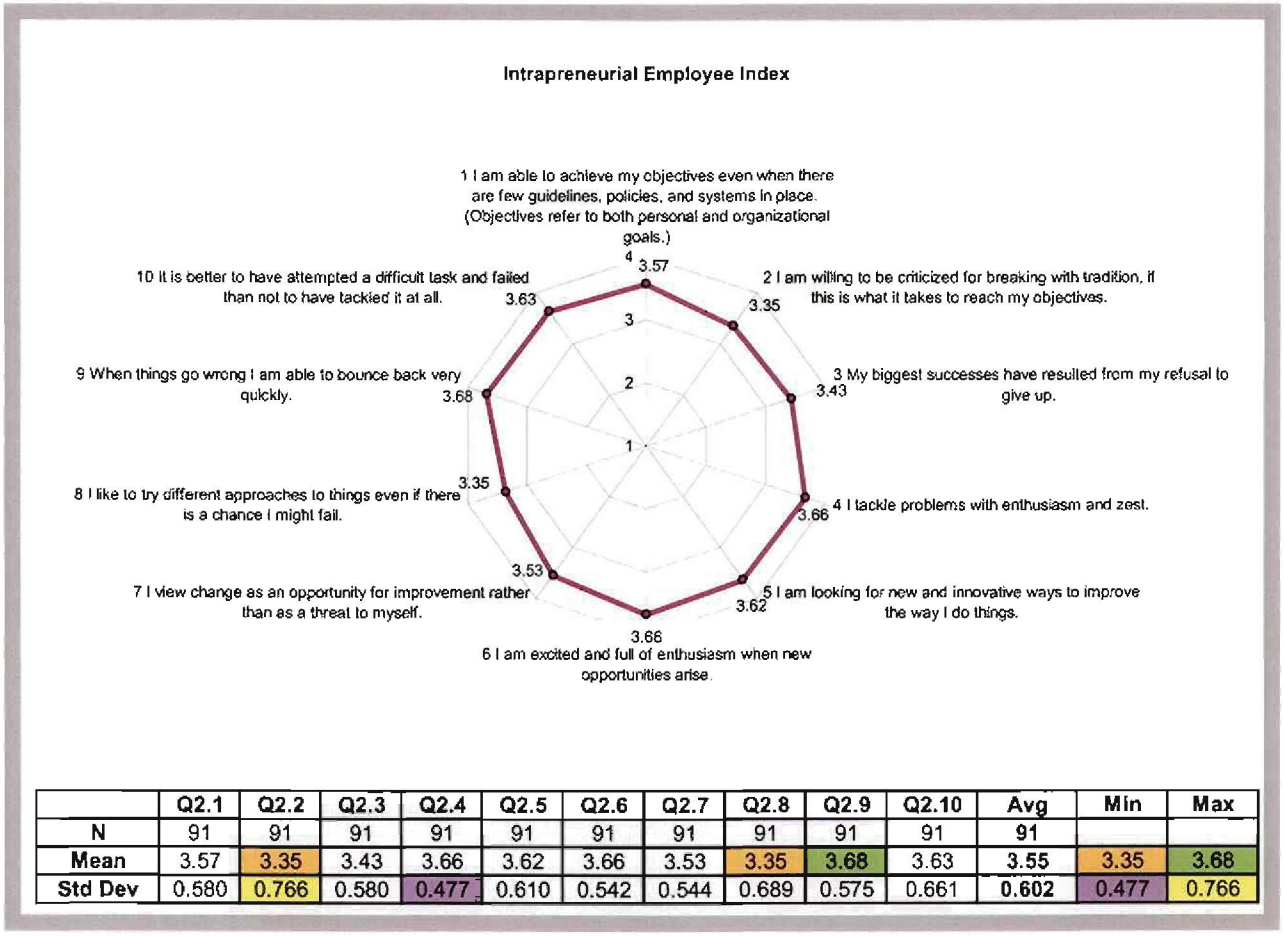
Trade reported a slightly higher average score per statement (2.53) than Grain (2.50). However, Grain reported a slightly better average correspondence (lower average standard deviation) per statement (0.800) than Trade (0.810).

On Structural Flexibility Intensity, the average score (for the 10 statements) for both Grain and Trade was 25 (respectively 2.50 x 10 and 2.53 x 10 rounded). According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:208), both divisions scored an "extremely low" for Structural Flexibility (see Addendum 8). The interpretation for both divisions is that it demonstrates no attempt to achieve a flatter hierarchy, wider divisions of labour, and wider spans of control. It tends to be centralised in its nature.

4.4.2.4 INTRAPRENEURIAL EMPLOYEE

The average score per statement examining Intrapreneurial Employee intensity for the whole organization are presented in Figure 4.16. The highest average score (3.68) were registered for the response on Q2.9: "*When things go wrong I am able to bounce back very quickly*". The lowest average score (3.35) were registered for the responses on Q2.2: "*I am willing to be criticized for breaking with tradition, if this is what it takes to reach my objectives*" and Q2.8: "*I like to try different approaches to things even if there is a chance I might fail*".

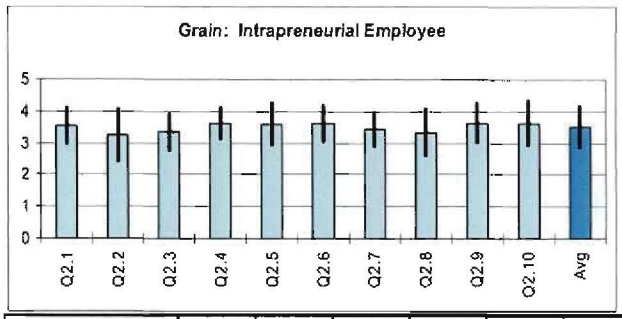
FIGURE 4.16: Average scores for Intrapreneurial Employee

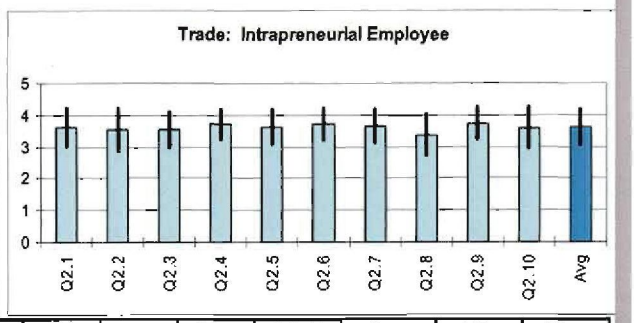


	Q2.1	Q2.2	Q2.3	Q2.4	Q2.5	Q2.6	Q2.7	Q2.8	Q2.9	Q2.10	Avg	Min	Max
N	91	91	91	91	91	91	91	91	91	91	91		
Mean	3.57	3.35	3.43	3.66	3.62	3.66	3.53	3.35	3.68	3.63	3.55	3.35	3.68
Std Dev	0.580	0.766	0.580	0.477	0.610	0.542	0.544	0.689	0.575	0.661	0.602	0.477	0.766

The distinctive results for Grain and Trade respectively by means of descriptive statistics are as follows:

FIGURE 4.17: Descriptive statistics per division on Intrapreneurial Employee





		Q2.1	Q2.2	Q2.3	Q2.4	Q2.5	Q2.6	Q2.7	Q2.8	Q2.9	Q2.10	Avg	Min	Max
Grain	N	55	55	55	55	55	55	55	55	55	55	55		
	Mean	3.55	3.24	3.35	3.62	3.60	3.62	3.44	3.33	3.64	3.64	3.50	3.24	3.64
	Std Dev	0.571	0.816	0.584	0.490	0.655	0.561	0.536	0.721	0.620	0.677	0.623	0.490	0.816
Trade	N	36	36	36	36	36	36	36	36	36	36	36		
	Mean	3.63	3.54	3.54	3.71	3.63	3.71	3.66	3.37	3.74	3.60	3.61	3.37	3.74
	Std Dev	0.598	0.657	0.561	0.458	0.547	0.519	0.539	0.646	0.505	0.651	0.568	0.458	0.657
	t-test	0.660	1.975	1.615	0.951	0.225	0.837	1.914	0.304	0.898	-0.257	0.903		

As shown in Figure 4.17, Grain reported the highest average score for Q2.9 and Q2.10 (both 3.64). Trade reported the highest average score for Q2.9 (3.74). While Grain reported the lowest average score for Q2.2 (3.24), Trade reported its lowest average score for Q2.8 (3.37). The highest standard deviation, representing the most diverse responses for Intrapreneurial Employee intensity, was reported on Q2.2 for both Grain and Trade (0.816 and 0.657 respectively). The lowest standard deviation, thus the least diverse responses, was reported on Q2.4 for both Grain (0.490) and Trade (0.458).

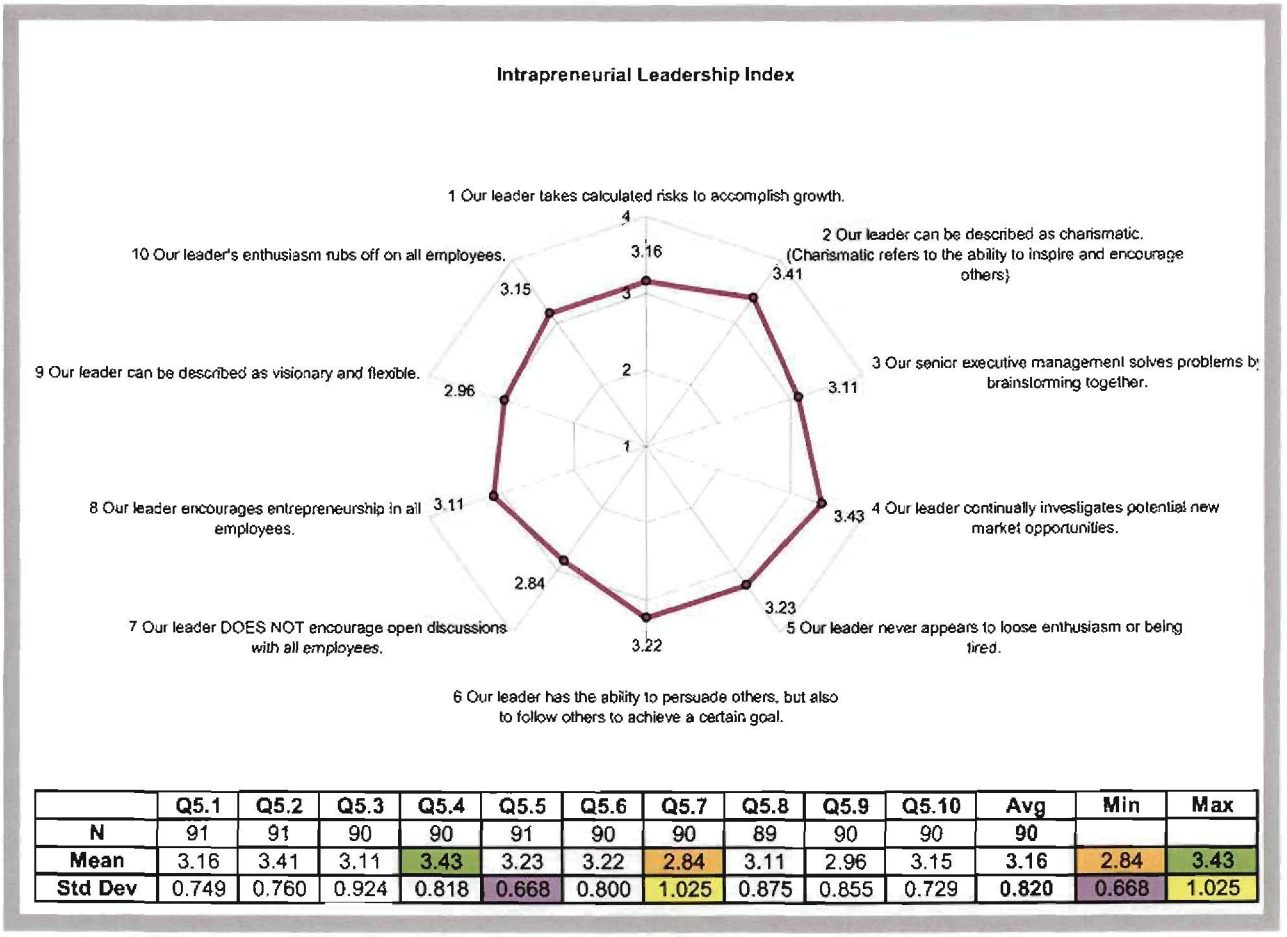
Trade reported a slightly higher average score per statement (3.61) than Grain (3.50). Trade also reported a better average correspondence, with a lower average standard deviation per statement (0.568) than Grain (0.623).

On Intrapreneurial Employee Intensity, Trade's average score (for the 10 statements) was 36 (3.61 x 10 rounded), compared to Grain's average score of 35 (3.50 x 10 rounded). According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:208), Trade scored an "extremely high" for Intrapreneurial Employee and Grain a "high" (see Addendum 8). The interpretation for both divisions is that it consists mainly of individuals who demonstrate innovative vision, courage and willingness to embrace new opportunities and demonstrate creative change.

4.4.2.5 INTRAPRENEURIAL LEADERSHIP

The average score per statement examining Intrapreneurial Leadership for the organization are presented in Figure 4.18. The highest average score (3.43) were registered for the response on Q5.4: "*Our leader continually investigates potential new market opportunities*". The lowest average score (2.84) were registered for the response on Q5.7: "*Our leader does not encourage open discussions with all employees*".

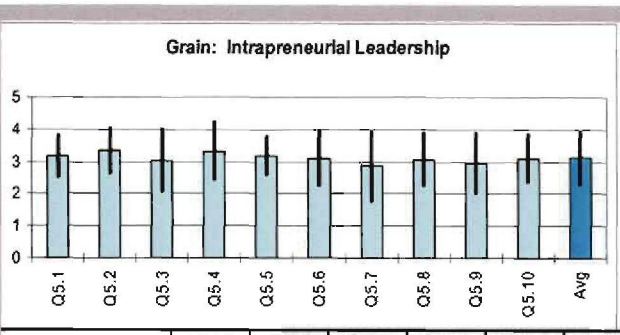
FIGURE 4.18: Average scores for Intrapreneurial Leadership

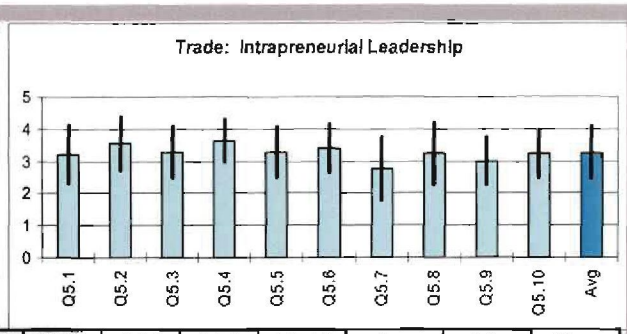


	Q5.1	Q5.2	Q5.3	Q5.4	Q5.5	Q5.6	Q5.7	Q5.8	Q5.9	Q5.10	Avg	Min	Max
N	91	91	90	90	91	90	90	89	90	90	90		
Mean	3.16	3.41	3.11	3.43	3.23	3.22	2.84	3.11	2.96	3.15	3.16	2.84	3.43
Std Dev	0.749	0.760	0.924	0.818	0.668	0.800	1.025	0.875	0.855	0.729	0.820	0.668	1.025

The distinctive results for Grain and Trade respectively by means of descriptive statistics are as follows:

FIGURE 4.19: Descriptive statistics per division on Intrapreneurial Leadership





		Q5.1	Q5.2	Q5.3	Q5.4	Q5.5	Q5.6	Q5.7	Q5.8	Q5.9	Q5.10	Avg	Min	Max
Grain	N	55	55	54	54	55	54	54	54	54	54	54		
	Mean	3.16	3.35	3.04	3.33	3.18	3.11	2.85	3.07	2.96	3.11	3.12	2.85	3.35
	Std Dev	0.631	0.700	0.962	0.883	0.580	0.832	1.061	0.790	0.902	0.737	0.808	0.580	1.061
Trade	N	36	36	36	36	36	36	36	36	36	36	36		
	Mean	3.20	3.54	3.29	3.63	3.29	3.40	2.77	3.23	3.00	3.23	3.26	2.77	3.63
	Std Dev	0.901	0.817	0.789	0.646	0.789	0.736	0.973	0.942	0.728	0.731	0.805	0.646	0.973
	t-test	0.211	1.192	1.344	1.868	0.679	1.744	-0.383	0.819	0.211	0.757	0.813		

As shown in Figure 4.19, Grain reported the highest average score for Q5.2 (3.35), while Trade's highest average score was for Q5.4 (3.63). Both Grain and Trade reported the lowest average score for Q5.7 (2.85 and 2.77 respectively). The most diverse response (highest standard deviation) for Intrapreneurial Leadership was reported on Q5.7 by Grain (1.061) as well as Trade (0.973). The least diverse response (lowest standard deviation) was reported on Q5.5 for Grain (0.580) and on Q5.4 for Trade (0.646).

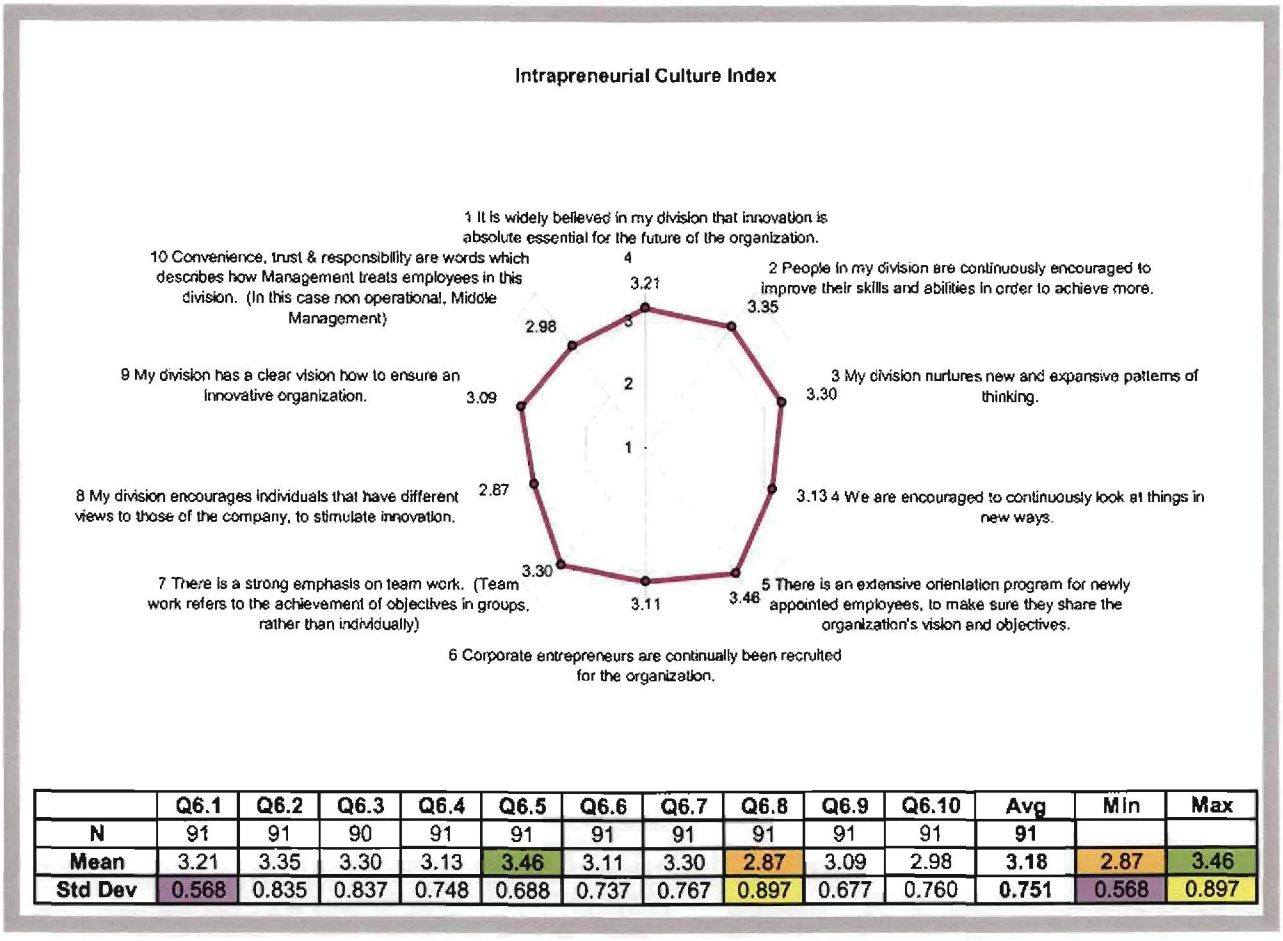
Trade reported a slightly higher average score per statement (3.26) than Grain (3.12). Trade also reported a slightly better average correspondence (lower average standard deviation) per statement (0.805) than Grain (0.808).

On Intrapreneurial Leadership Intensity, the average score (for the 10 statements) for Grain was 31 (3.12 x 10 rounded), compared to 33 (3.26 x 10) for Trade. According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:209), both Grain and Trade scored a "high" for Intrapreneurial Leadership (see Addendum 8). The interpretation for both divisions is that they have leaders who understands the environment, is visionary and flexible, encourages teamwork and a multidisciplined approach and encourages an intrapreneurial philosophy in the organization.

4.4.2.6 INTRAPRENEURIAL CULTURE

The average score per statement examining Intrapreneurial Culture for the organization are presented in Figure 4.20. The highest average score (3.46) were registered for the response on Q6.5: "*There is an extensive orientation program for newly appointed employees, to make sure they share the organization's vision and objectives*". The lowest average score (2.87) were registered for the response on Q6.8: "*My division encourages individuals that have different views to those of the company, to stimulate innovation*".

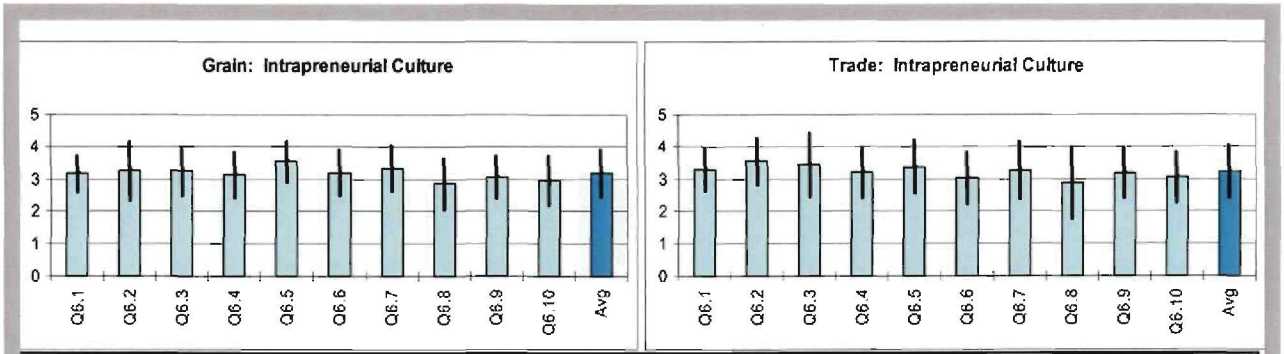
FIGURE 4.20: Average scores for Intrapreneurial Culture



	Q6.1	Q6.2	Q6.3	Q6.4	Q6.5	Q6.6	Q6.7	Q6.8	Q6.9	Q6.10	Avg	Min	Max
N	91	91	90	91	91	91	91	91	91	91	91		
Mean	3.21	3.35	3.30	3.13	3.46	3.11	3.30	2.87	3.09	2.98	3.18	2.87	3.46
Std Dev	0.568	0.835	0.837	0.748	0.688	0.737	0.767	0.897	0.677	0.760	0.751	0.568	0.897

The distinctive results for Grain and Trade respectively by means of descriptive statistics are as follows:

FIGURE 4.21: Descriptive statistics per division on Intrapreneurial Culture



		Q6.1	Q6.2	Q6.3	Q6.4	Q6.5	Q6.6	Q6.7	Q6.8	Q6.9	Q6.10	Avg	Min	Max
Grain	N	55	55	55	55	55	55	55	55	55	55	55		
	Mean	3.16	3.24	3.24	3.13	3.53	3.18	3.33	2.85	3.05	2.95	3.17	2.85	3.53
	Std Dev	0.536	0.902	0.719	0.695	0.604	0.696	0.695	0.780	0.621	0.756	0.701	0.536	0.902
Trade	N	36	36	36	36	36	36	36	36	36	36	36		
	Mean	3.29	3.54	3.43	3.20	3.37	3.03	3.26	2.89	3.17	3.06	3.22	2.89	3.54
	Std Dev	0.622	0.701	0.979	0.759	0.808	0.785	0.886	1.078	0.747	0.765	0.813	0.622	1.078
	t-test	0.966	1.818	1.013	0.462	-0.991	-0.951	-0.401	0.150	0.779	0.684	0.348		

As shown in Figure 4.21, Grain reported the highest average score for Q6.5 (3.53), while Trade's highest average score was for Q6.2 (3.54). Both Grain and Trade reported the lowest average score for Q6.8 (2.85 and 2.89 respectively). The most diverse response (highest standard deviation) for Intrapreneurial Culture was reported on Q6.2 by Grain (0.902) and by Q6.8 by Trade (1.078). The least diverse response (lowest standard deviation) was reported on Q6.1 for both Grain (0.536) and Trade (0.622).

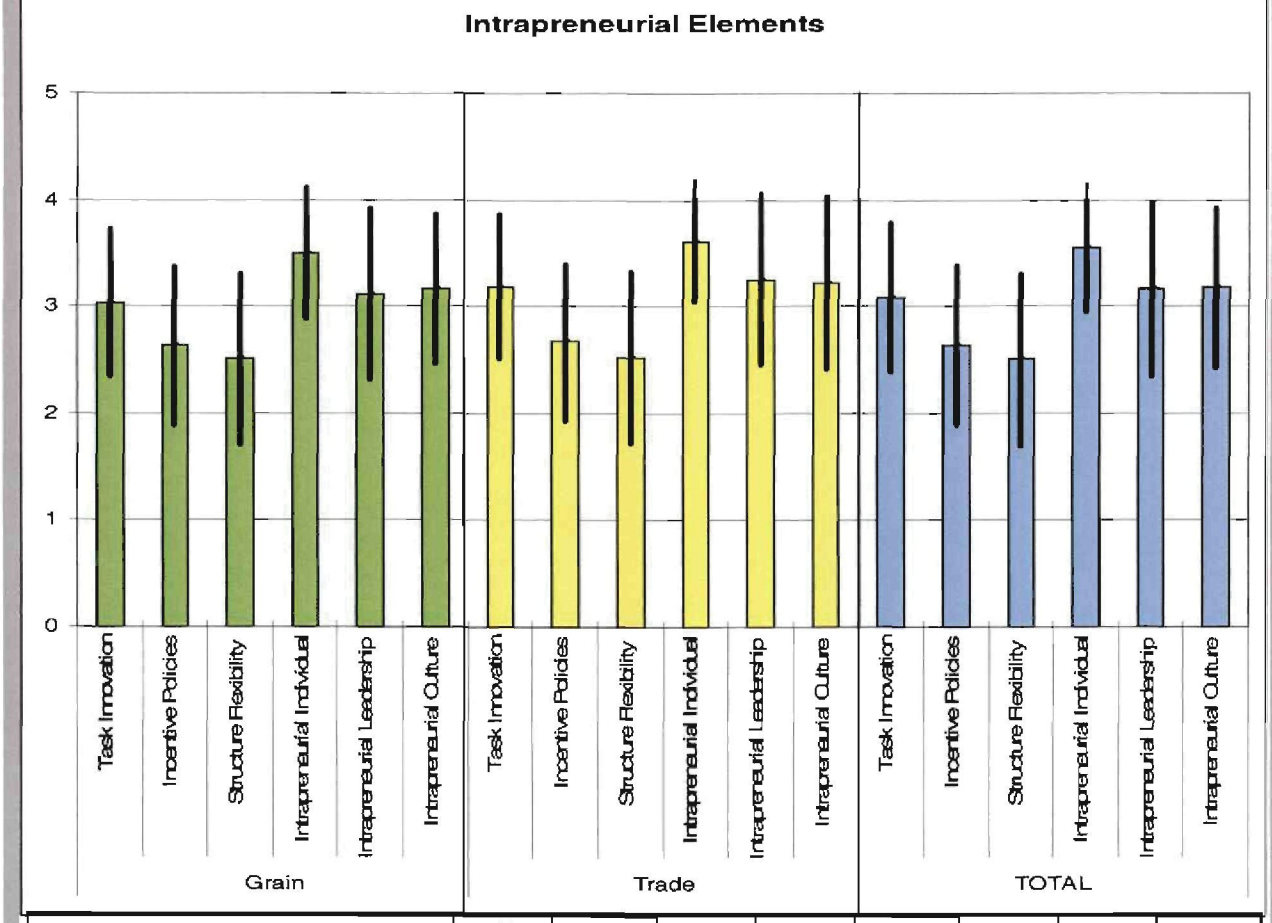
Trade reported a slightly higher average score per statement (3.22) than Grain (3.17). However, Grain reported a better average correspondence (lower average standard deviation) per statement (0.701) than Trade (0.813).

On Intrapreneurial Culture Intensity, the average score (for the 10 statements) for both Grain and Trade was 32 (respectively 3.17 x 10 and 3.22 x 10 rounded). According to the score interpretation of the *Intrapreneurial Intensity Index* (Hill, 2003:209), both Grain and Trade scored a "high" for Intrapreneurial Culture (see Addendum 8). The interpretation for both divisions is that they function in an environment which is characterised mostly by collectivism, low power distance, low uncertainty avoidance, with focus on quality of life and short-term orientation.

4.5 TECHNICAL AND SOCIAL ELEMENTS

As discussed in section 2.5.3, the six intrapreneurial elements investigated in this study, can be divided between three 'harder' technical elements, and three 'softer' social elements. Figure 4.22 reveals that the technical elements, represented by Task Innovation, Incentive Policies and Structural Flexibility, were rated considerably lower than the social elements, represented by the Intrapreneurial Employee, Leader and Culture.

FIGURE 4.22: Descriptive statistics for the six Intrapreneurial Elements

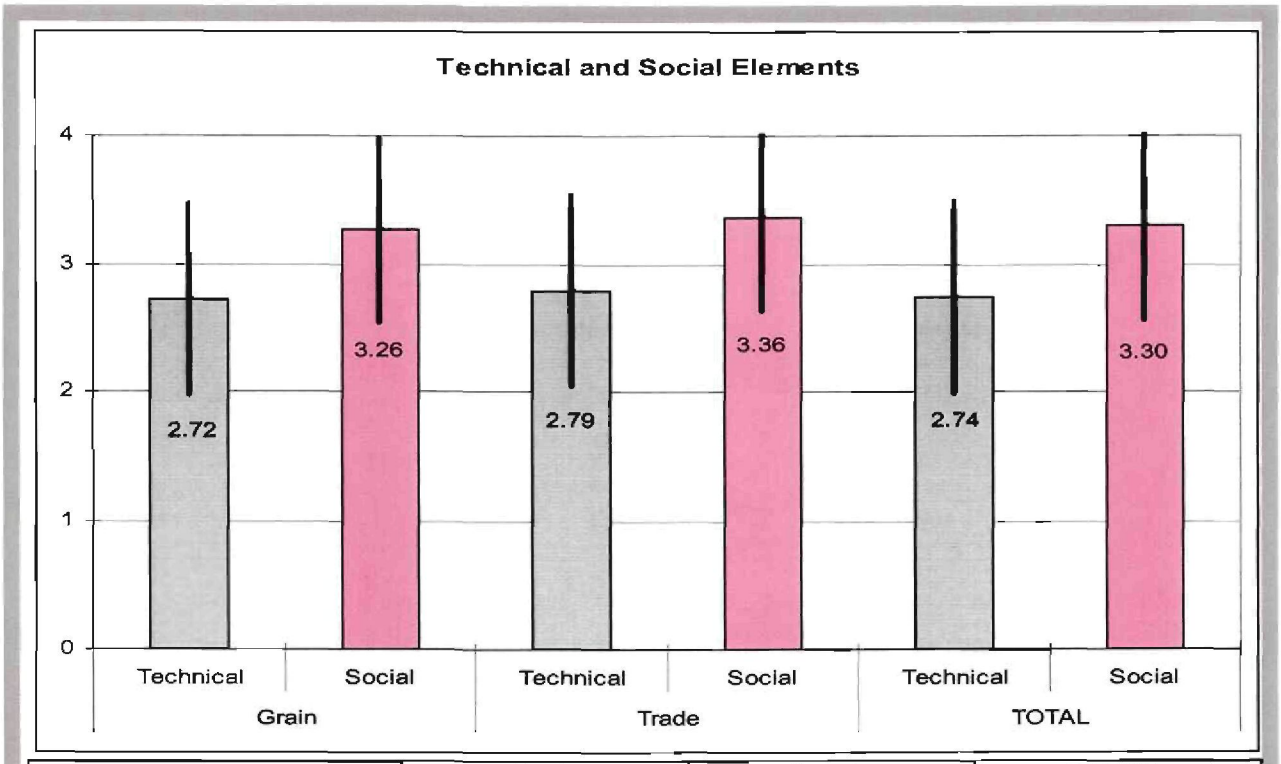


		Task Innovation	Incentive Policies	Structure Flexibility	Intrapreneurial Employee	Intrapreneurial Leadership	Intrapreneurial Culture	Min	Max
Grain	N	55	55	55	55	54	55		
	Mean	3.03	2.63	2.50	3.50	3.12	3.17	2.50	3.50
	Std Dev	0.697	0.745	0.800	0.623	0.808	0.701	0.623	0.808
Trade	N	36	36	36	36	36	36		
	Mean	3.19	2.67	2.53	3.61	3.26	3.22	2.53	3.61
	Std Dev	0.680	0.737	0.810	0.568	0.805	0.813	0.568	0.813
TOTAL	N	91	91	90	91	90	91		
	Mean	3.09	2.64	2.50	3.55	3.16	3.18	2.50	3.55
	Std Dev	0.698	0.749	0.807	0.602	0.820	0.751	0.602	0.820

For Grain, Trade, as well as the two divisions combined the lowest average score (2.50, 2.53 and 2.50 respectively) were registered for the technical element, Structural

Flexibility. Again, for Grain, Trade and the two divisions combined the highest average score (3.50, 3.61 and 3.55 respectively) were registered for the social element, Intrapreneurial Employee. In this regard, it is no surprise that the overall lowest score from the 60 statements for Grain (1.78), Trade (1.57) and the two divisions combined (1.69) is for Q3.4: "*Employees have to ask permission from their superiors before performing a task in a different way*" (compare Figure 4.14 and Figure 4.15). The overall highest score from the 60 statements for Grain (3.64), Trade (3.74) and the two divisions combined (3.68) is for Q2.9: "*When things go wrong I am able to bounce back very quickly*" (compare Figure 4.16 and Figure 4.17).

FIGURE 4.23: Descriptive statistics for Technical and Social Intrapreneurial Elements



	Grain			Trade			TOTAL		
	N	Mean	Std Dev	N	Mean	Std Dev	N	Mean	Std Dev
Technical Elements	55	2.72	0.747	36	2.79	0.742	91	2.74	0.752
Social Elements	55	3.26	0.711	36	3.36	0.729	91	3.30	0.725
t-test	3.874			3.296					
Intrapreneurial Intensity	55	2.99	0.729	36	3.08	0.735	91	3.02	0.738

As shown in Figure 4.23, the lowest average scores for Grain and Trade (2.72 and 2.79 respectively) were registered for Technical Elements. The highest average scores for Grain and Trade (3.26 and 3.36 respectively), were registered for Social Elements. A t-test, based on a 95 % confidence interval[10], revealed that both Grain and Trade scored significantly higher (3.874 and 3.296 respectively) for Social Elements.

The average score out of 40 for Technical Elements was 27 (2.72 x 10 rounded) for Grain. Trade scored an average of 28 (2.79 x 10 rounded) for Technical elements. While Grain's average score for Social Elements was 33 (3.26 x 10 rounded), Trade scored an average of 34 (3.36 x 10 rounded).

The score interpretation sheet of the *Intrapreneurial Intensity Index* (Hill, 2003:208-209) does not provide for Technical and Social Elements (compare Addendum 8). Therefore, the current score sheet was expanded by using the averages of the three variances representing Technical and Social Elements respectively. Note should be taken that no statistical verification applies to this expansion. It could therefore be considered a possible insufficiency in the study, but also paves the way for future research on this topic. Table 4.1 shows the unverified score interpretations for Technical and Social Elements, as well as Intrapreneurial Intensity as expanded from the *Intrapreneurial Intensity Index* (see Addendum 8).

[10] *Significance is prooved by a score of 1.9873 or higher for a* ***95 % confidence interval*** *at 88 degrees of freedom.*

TABLE 4.1: Unverified score interpretations for Technical and Social Elements, and Intrapreneurial Intensity

	Extremely Low		Low		High		Extremely High	
	Min	Max	Min	Max	Min	Max	Min	Max
Task Innovation Index	10	24	25	30	31	36	37	40
Incentive Policies Index	10	26	27	30	31	33	34	40
Structural Flexibility Index	10	26	27	30	31	34	35	40
Technical Index	**10**	**25**	**26**	**30**	**31**	**34**	**35**	**40**
Intrapreneurial Employee Index	10	25	26	30	31	35	36	40
Intrapreneurial Leadership Index	10	25	26	30	31	35	36	40
Intrapreneurial Culture Index	10	25	26	30	31	36	37	40
Social Index	**10**	**25**	**26**	**30**	**31**	**35**	**36**	**40**
Intrapreneurial Intensity	**10**	**25**	**26**	**30**	**31**	**35**	**36**	**40**

According to the abovementioned unverified score interpretation, both Grain (27) and Trade (28) scored a "low" for Technical Elements, while both Grain (33) and Trade (34) scored a "high" for Social Elements. Hill (2003:53) outlined that Technical Elements are often emphasized in traditional, bureaucratic organizations while Social Elements are often emphasized in intrapreneurial organizations.

On the unverified score interpretation in Table 4.1, Grain (30), scored a "low" for the overall Intrapreneurial Intensity, while Trade (31) scored a "high". The interpretation of the scores on Technical and Social elements, as well as on Intrapreneurial Intensity should however be considered non-official assumptions. Nevertheless, on the one hand it gives a good indication of the overall intrapreneurial profile of employees in an agricultural organization. On the other hand it leaves the opportunity for further research on the subject of Intrapreneurial Intensity Indexes.

4.6 SUMMARY

The generalized profile of a respondent to the Intrapreneurial Intensity questionnaire in the targeted organization and group is that he (80 % male) is 31 to 40 years old (31 %) and is employed in the Free State (81 %). He is employed

in the Market Access (Grain) division (60 %) and in the Grain Industry - Northern region (32 %). He is an operational manager (44 %) who works 6 to 10 years for the organization (25 %) and his highest qualification is Gr. 12 (61 %).

On the *Intrapreneurial Intensity Index*, the divisions scored as follows for the six Intrapreneurial elements:

- **Task Innovation** - Trade scored a "high" 32 and Grain a "low" 30.
- **Incentive Policies** - Trade scored a "low" 27, while Grain scored an "extremely low" 26.
- **Structural Flexibility** - both Trade and Grain scored an "extremely low" 25.
- **Intrapreneurial Employee** - Trade scored an "extremely high" 36, compared to Grain's "high" 35.
- **Intrapreneurial Leadership** - both Trade (33) and Grain (31) scored a "high".
- **Intrapreneurial Culture** - both Trade and Grain scored a "high" 32.

According to the Intrapreneurial Intensity Index, it appeared as if Trade scored generally higher. However, a t-test based on a 95 % confidence interval, revealed that Trade only scored significantly higher in statement Q1.5 (2.183) and Q1.6 (2.340).

When the six Intrapreneurial elements were grouped into Technical Elements (Task Innovation, Incentive Policies and Structural Flexibility) and Social Elements (Intrapreneurial Employee, Leader and Culture) a t-test revealed that both Trade and Grain scored significantly higher (3.296 and 3.874) for Social Elements.

According to an *unverified* score interpretation, both Trade (28) and Grain (27) scored a "low" for Technical Elements and a "high" for Social Elements (Trade 34 and Grain 33). Trade however, scored an overall "high" 31 for Intrapreneurial Intensity, while Grain scored a "low" 30.

It is important to emphasize that the six intrapreneurial elements were only verified individually. Although a t-test proved that there is a significant difference between the intensity of Technical and Social Elements, there is no scientific proof that Trade is more intrapreneurial than Grain.

CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The preceding chapter presented the results obtained from the empirical research conducted upon operational management and their sub-ordinates in the two main divisions of the relevant agricultural organization.

In this chapter, conclusions and recommendations will be given, based on the literature review on intrapreneurship, the agricultural environment and the results obtained from the research. Evaluations will be done to determine if the main and sub-objectives, as identified in section 1.3, were realized. Suggestions for future research will be made and the study will be concluded with a closing summary.

5.2 CONCLUSIONS

Conclusions have been reached towards demographic and intrapreneurial intensity results and will be discussed.

5.2.1 DEMOGRAPHIC INFORMATION

The following conclusions have been reached towards the results obtained from demographic information:

- Although a slightly majority of respondents are in their thirties (31 %), their ages are fairly even distributed with no age group mostly better represented than another. It may be that there is no prefered age group when it comes to appointments.

- The convincing majority of respondents (80 %) were male. The conclusion is that higher level operations related jobs are mainly executed by male employees.
- The majority of respondents (81 %) were employed in the Free State and in or nearby Bothaville (23 %). Further, most of the respondents are employed in Grain Industry – Northern region (32 %). This may explain in which geographical region and section the main operational activities of the (agricultural) organization are carried out.
- Sixty percent of the respondents were employed in the Market Access division and 40 % in the Input Supply division. The response rate for Market Access was also higher (38.2 %) comparing to that of Input Supply (12.5 %). A possible reason for the relative weak response from Input Supply may be that the complete target group does not have primary access to the company's internal electronic mail system. The questionnaires were therefore distributed to the retail shop managers for redistribution to members of the target group. Responses from only nine of the 26 (35 %) retail shops were received. One retail outlet however (Hartbeesfontein), had an appreciated response rate of 100 %.
    - Concern exists about the reliability of Input Supply's results. Although the responses received were enough to comply with the requirements of normality and sampling distribution of the mean (Levine, Stephan, Krehbiel & Berenson, 2005:262), the questions raised are:
        - What would be the reason why 65 % of retail shops didn't respond?
        - How would the results be influenced if every target group member had a fair and equal chance to participation?
- Most of the respondents (58 %) were in a management or junior management position. This confirms that the results were obtained from the intended target group of operational management or job levels just beneath that.
- Eighty percent of respondents are employed for longer than five years by the organization. Research by Lee and Wong (2004:21) confirmed that organizational tenure is positively related to innovation behaviour.

- Most of the respondent's highest qualification is Grade 12 (61 %) and only three percent are in possession of a university degree. According to Amo and Kolvereid (2005:15), higher levels of education are positively related to more innovative behaviour. The conclusion is that although long term employment periods are promoting innovation, a possible concern exists about the effect of relative low levels of education on innovative behaviour in the organization.

An important closing remark is that the conclusions derived from the demographic information can not regarded representative of the whole organization because only two operational divisions were involved. The target group of 432 represented 24 % of the organization's total employee force of 1 783 (Senwes, 2007a:84).

5.2.2 INTRAPRENEURIAL INTENSITY

The following conclusions have been reached towards the results obtained from the six intrapreneurial elements:

Task innovation

- Task Innovation were rated relatively average (3.09) compared to the five other intrapreneurial elements (see Figure 4.22).
- Trade scored a "high" on the Intrapreneurial Intensity Index and Grain a "low" (see section 4.4.2.1).
- Divisions are continuously looking out for new opportunities, but not much of these ideas are implemented (see Figure 4.10).
- It is not necessarily a bad trend not to implement many ideas, depending on the organization's strategy. Timmons and Spinelli (2007:82) noted that not all ideas are opportunities and therefore executable. According to Senwes (2007a:13), part of their Market Access strategy is to diversify within the core operations. Their Input Supply strategy embraces sound customer relations, an increased market share and a lower cost structure.

- In Trade a significantly stronger relationship exists between the number of new ideas suggested and the number implemented (see t-statistics for Q1.6 in Figure 4.11).
- Trade invites and encourages its customers significantly more than Grain to make suggestions for possible new products and services (see t-statistics for Q1.5 in Figure 4.11).
- Although the grain supply chain in Figure 3.1 (see section 3.5) shows that Trade's customers are grain producers and Grain's customers are grain processors, the conclusion is that the target group on the Grain side regard their customers to be grain producers as well. The reason is that the target group was operational employees, procuring and receiving grain from producers and have little input to the marketing of grain to processors.
- There are more opportunities for customers to co-operate with Trade for new products and services. Grain Procurers offer eight products (different grain procurement contracts) and Handlers receive eight products (white maize, yellow maize, wheat, sunflower seeds, sorghum, barley, soy and malt) from producers. In contrast, Trade supplies approximately 160 000 products to producers, including approximately 85 000 retail products and 75 000 mechanization products. From retail about 6 000 products are also direct inputs, supplied to producers through Marketing Consultants. From mechanization about 450 products are whole goods (tractors, implements and farming equipment). This information is obtained from the appropriate managers through personal conversations.

Incentive policies

- Incentive policies for intrapreneurial behaviour were rated second lowest (2.64) of the six intrapreneurial elements (see Figure 4.22).
- Trade scored a "low" and Grain an "extremely low" on the Intrapreneurial Index (see section 4.4.2.2).
- The highest score for incentive policies were recorded for divisions having clear goals which employees and Management have been mutually agreed upon (see Figure 4.12). Eesley and Longenecker (2006:22) identified clearly

defined organizational needs, vision, and direction as one of 10 gateways to intrapreneurship.

- The lowest average score were registered for the relevance of a divisional philosophy of 'When it works well, why consider changing it?' By reconsideration, it is been concluded that this is a poorly formulated question and out of context concerning incentive policies.
- It is clear that an extended incentive policy is in action in the organization. According to Senwes (2007a:80), the remuneration policy has four components:
    - Guaranteed remuneration – set at a median level and based on the relevant labour market.
    - Short-term incentives – where goals are set for profit and other "soft" targets.
    - Long-term incentives for the executive – structured as a phantom share scheme, with benefits paid in cash.
    - Non-financial recognition awards – where exalt teams and individuals are awarded.

  The conclusion is however that the remuneration policy does not provide sufficiently for intrapreneurial behaviour.

Structural flexibility

- The organization's operational structure was rated the least intrapreneurial (2.50) of the six Intrapreneurial elements (see Figure 4.22).
- Both divisions scored an "extremely low" on the *Intrapreneurial Intensity Index* (see section 4.4.2.3).
- The lowest score was recorded for employees who have to ask permission from their superiors before performing a task in a different way (see Figure 4.14). This was also the statement that scored the lowest within the entire study.
- None of the two division's structures comply with the needs for the promotion of intrapreneurial behaviour. While Amo and Kolvereid (2005:14) claim that corporate entrepreneurship is more likely to happen in less segmented

functional areas, Grain has a functional and Trade a divisional structure (see section 3.6).

- The relevant structures do however compliment the particular nature of the operations and the products involved (compare section 2.6.3.2). It is therefore not necessarily the structures that cause problems; but that intrapreneurship is not encouraged by the application of temporary organic structures within the existing setup when needed (see section 2.6.3.3).

Intrapreneurial employee

- The intrapreneurial employee was rated the highest (3.55) of the six intrapreneurial elements (see Figure 4.22).
- Trade scored an "extremely high" and Grain a "high" for intrapreneurial employee on the Intrapreneurial Intensity Index (see section 4.4.2.4).
- The highest score was recorded for employees claiming that they are able to bounce back very quickly when things go wrong (see Figure 4.16). This was also the statement that scored the highest within the entire study.
- The lowest scores (2.35) were recorded for employees that are not willing to be criticized for breaking with tradition and their unwillingness towards a trial and error approach. According to Morris and Kuratko (2002:110), employee's thinking style often differs from their peer's or superior's, resulting in opportunities not executed (compare section 2.6.4.4).
- It is concluded from the results that employees are willing to take risks, but that their objectives are often not reached because they are not prepared for failure or to be criticized by others. According to Ready and Conger (2007:72) such employees are high in commitment, yet low in engagement and accountability.
- A limitation to the empirical research was that employees were evaluated only by themselves on intrapreneurial behaviour. A more complete picture would possibly be obtained if the target group's peers and superiors were also prompted to evaluate them on their intrapreneurial behaviour.

Intrapreneurial leadership

- Intrapreneurial Leadership was rated slightly above average (3.16) compared to the other five intrapreneurial elements (see Figure 4.22).
- Both Trade and Grain scored a "high" on the Intrapreneurial Intensity Index for intrapreneurial leadership (see section 4.4.2.5).
- The highest score was recorded for Middle Management rated by their sub-ordinates as continually investigating potential new market opportunities (see Figure. 4.18). Amo and Kolvereid (2005:15) found that being a senior or middle manager is positively related to innovation behaviour. That explains why Middle Managers in this organization are also rated as continually investigating potential new market opportunities.
- The lowest score was recorded for Middle Management who doesn't encourage open discussions with all employees. One possible reason may be that Middle Management reveals typical characteristics of traditional managers (see Table 2.4 in section 2.6.4.2), including a preference for delegation and supervision, and for hierarchy as basic relationship (Hisrich *et al.*, 2008:71). Another possible reason may be that employee's thinking or cognitive style differs from each other (Morris and Kuratko, 2002:110), thus retarding open discussions.

Intrapreneurial culture

- The intrapreneurial culture was rated the second highest (3.18) of the six intrapreneurial elements (see Figure 4.22).
- Both Trade and Grain scored a "high" for intrapreneurial culture on the Intrapreneurial Intensity Index (see section 4.4.2.6).
- The highest score was recorded for employee's acknowledgement of an extensive orientation program for new appointments (see Figure 4.20). The conclusion is that the orientation program for new appointments plays a valuable role in enhancing the organization's culture, especially by the 'individuality vs collectivism' dimension (see section 2.6.6.2). The organization also runs a Business Alignment Program to bring to the attention

of management, obstacles to business performance as seen and experienced by the employees (Senwes, 2007a:82).

- The lowest score was for divisions not encouraging individuals with different views to stimulate innovation (see Figure 4.20). Le Roux *et al.* (2002:376) argued that organizational characteristics, including encouragement for innovation, are one of the drivers to intrapreneurial activities.

5.2.3 TECHNICAL AND SOCIAL ELEMENTS

- When put together, respondents rated Technical Elements (Task Innovation, Incentive Policies and Structural Flexibility) considerably lower than Social Elements (Intrapreneurial Employee, Leader and Culture).
- A t-test done on these differences, revealed a significant difference between the ratings for Technical and Social Elements within Grain as well as Trade (see section 4.5 and Figure 4.23). The conclusion is that the relevant organization acts significantly more bureaucratic regarding technical issues and significantly more intrapreneurial regarding social issues. This means that people are encouraged to act intrapreneurial, but that the nessecary policies and systems does not support intrapreneurial behaviour.
- While both Grain and Trade scored a "low" for Technical elements with the unverified score interpretation sheet (see Table 4.1), both scored a "high" for Social elements (see Table 4.1). This expansion is however still unverified and it was not possible to made a formal conclusion on rankings in this regard.
- A formal conclusion on Intrapreneurial Intensity, where the scores of the six intrapreneurial elements are combined, could not be substantiated. While Grain scored an overall "low" and Trade an overall "high" (see section 4.5), no formal conclusion could be made due to an unverified score interpretation on the *Intrapreneurial Intensity Index* (see Table 4.1).

5.3 RECOMMENDATIONS

In today's fast changing business environment, commercial organizations are obliged to act intrapreneurial in order to explore for new competitive advantages. The responsibility could however not exclusively be appointed to Top and Middle Management. Each employee in the organization plays an important role in the desire towards sustainability. By implementing certain changes, the organization has the potential to become more intrapreneurial by executing innovative opportunities.

The recommendations for operational employees to act more intrapreneurial are obtained from a combination of the empirical research, the literature study and the author's personal opinion.

Task innovation

In order to create innovative products and services, it is necessary to identify executable opportunities resulting in continuous improvement. It is recommended that:

- Basic training in creative thinking and opportunity seizing been provided to targeted employees with experience from technical oriented work.
- Information, aiming to stimulate innovation, been set available to targeted operational employees. The information has to fit in with the individual's job level, educational level and personal orientation and preferences. The information can include changes and trends in the economical, political, social, technological, environmental, market, industry, competitor and own company environment. It is important not to flood everybody with all the available information. Providing selected information to selected people, will enhance not only people's commitment, but also their engagement and responsibility towards task innovation.

Incentive policies

To facilitate rewarding for intrapreneurial behaviour, it is recommended that:

- Incentive for intrapreneurship is added to the existing Incentive Scheme. Intrapreneurial incentive should not be based on financial goals similar to return on investment (ROI) or economic value added (EVA), but on the needs of intrapreneurs to deliver projects, or to contribute to innovative change in the industry (see 2.6.2.2). Intrapreneurial incentives could include pay (basic, interim and on project delivery), benefits, autonomy, flexible working hours et cetera. Intrapreneurs also need different access and services from administrative support staff, such as fiscal, clerical and legal personnel.
- Personnel policies are revised to accommodate the special work needs of intrapreneurs.

Structural flexibility

To provide for structural flexibility, it is recommended that:

- The existing functional and divisional structures are replaced by an organic structure (see 2.6.3.4), which are enhanced with self-managed teams if, when and where necessary (see 2.6.5.4). The self-managed teams can be put together on a temporary (for innovative projects) or on a more permanent basis (for operational tasks). Self-managed teams assigned with intrapreneurial projects are allowed to stretch over operations if needed in order to deliver the project.
- Self-management team members are, for the duration of a project, completely excepted from tasks not concerned with the project. Employees not appointed to intrapreneurial projects are used to fulfil the vacant responsibilities. In this way, job and leadership rotation is also promoted (see 2.6.5.4).

Intrapreneurial employee

To encourage the intrapreneurial employee, it is recommended that:

- Human Resources are attentive for intrapreneurial behaviour during appointments, in order to put the right people with the right skills in the right place at the right time.

- The company's talent management process should foster commitment, build engagement and ensure accountability:
  - Foster commitment – hire young, talented, and inexperienced people and grow their careers over time.
  - Build engagement – build personal relationships between talented employees and sponsors, and identify "destination jobs" which are attainable only if the employee continues to perform, impress, and demonstrate growth potential.
  - Ensure accountability - executives, managers and talented employees themselves are accountable to build organizational competence. Executives are also accountable for maintaining honesty in the talent management process, informing employees of their progress or retreat.

Intrapreneurial leadership

To improve Intrapreneurial leadership, it is recommended that:

- A broad spectrum of managers in the organization (different ages, gender and race) is formally evaluated to determine their personal leadership style. Transactional[11], Charismatic[12] and Transformational[13] leaders should be identified and where applicable and possible, be re-employed:
  - Transactional leaders - where monitoring and control are needed.
  - Charismatic leaders - where inspiration are needed.
  - Transformational leaders - where change are needed, i.e. the implementation of self-managed teams.
- The broad spectrum of managers undertakes training in:
  - Leadership styles and how to improve it.
  - Emotional intelligence[14] and how to improve it.
  - The different Generations[15] and how to manage them.

[11] **Transactional** refers to traditional management and control functions.
[12] **Charismatic** refers to the ability to inspire and encourage others.
[13] **Transformational** refers to the ability to inspire, encourage and commit others through trust, high ethical values and visionary thinking.
[14] **Emotional intelligence** refers to the determination of one's feelings and how to manage it, as well as other's feelings and how to manage it.
[15] **Generations** refer to the time interval between the births of people with coincident behavioural characteristics.

- Middle Management communicates the organizational vision, as well as possible innovative developments with operational teams at least twice a year.

Intrapreneurial culture

To improve Intrapreneurial culture, it is recommended that:

- The organizational strategy is transferred and explained to all employees at least once a year. This will align employees with the vision of the organization and provide a better understanding of which innovative thinking can possibly result in the execution of an opportunity.
- Aligned commitment[16] (Coetsee, 2003:36) is maintained by means of the aligned commitment equation:

  Information x Knowledge x Empowerment x Rewards x Vision
- Skills development, qualification improvement, and life time learning is encouraged.

5.4 ACHIEVEMENT OF THE STUDY'S OBJECTIVES

5.4.1 MAIN OBJECTIVE

Present recommendations for the improvement of intrapreneurship within a South African agricultural organization.

The main objective was met through recommendations for the improvement of the six intrapreneurial elements, as discussed in section 5.3.

5.4.2 SUB-OBJECTIVES

- Determine the typical characteristics of an intrapreneur.
- Determine the elements that support intrapreneurial behaviour.

[16] ***Aligned commitment*** *refers to members of a work team that are focused on the same goal and are committed to it.*

- Measure and compare the intensity of intrapreneurship in order to propose improvements.

  - *The typical characteristics of an intrapreneur is determined and discussed in section 2.6.4.2.*
  - *The elements that support intrapreneurial behaviour is determined and discussed in section 2.6. A summary of the six elements are presented in Table 2.6.*
  - *The intensity of the intrapreneurial elements is measured and compared in section 4.4.2. and section 4.5.*

5.5 SUGGESTIONS FOR FURTHER RESEARCH

As mentioned in section 1.6, the study only focuses on the agricultural environment within one organization in South Africa. The geography also excludes certain parts of the market and supply chain (see section 3.5). The exclusions are direct suppliers of agricultural input supplies to producers, grain off takers and millers (see section 1.4.2). In addition, the score interpretation sheet of the *Intrapreneurial Intensity Index* (Hill, 2003:208-209) does not provide for Technical and Social Elements (see section 4.5).

Therefore, suggestions for further research include:

- Expansion of the study to other countries, industries or agricultural organizations.
- Expansion of the study to other parts in the grain supply chain.
- Verification and expansion of the *Intrapreneurial Intensity Index* Score Interpretation Sheet (see Addendum 8) to make provision for Technical Elements (Task Innovation, Incentive Policies and Structural Flexibility combined), Social Elements (Intrapreneurial Employee, Leader and Culture combined) and Intrapreneurial Intensity (the six intrapreneurial elements combined).

5.6 SUMMARY

Research from this study found that divisions are continuously looking for new opportunities but that not much of these ideas are implemented, especially in the Grain division. It also found that remuneration policies do not provide sufficiently for intrapreneurial behaviour and that employees have to ask permission from their superiors before performing a task in a different way. The study revealed that employees are able to bounce back very quickly when things go wrong. While Middle Managers are continually investigating potential new market opportunities, respondents acknowledge the organization's orientation program for new appointments. Significant differences were found between Technical en Social Elements, leading to the conclusion that the organization acts more bureaucratic regarding technical issues and more intrapreneurial regarding social issues.

Recommendations included that training in creative thinking and opportunity seizing be provided to targeted employees, that incentive for intrapreneurship be added to the company's existing Incentive Scheme and that the existing organizational structure been replaced with an organic structure. It is also recommended that the company's talent management process should foster commitment, build engagement and ensure accountability. Middle management has to communicate the organizational vision with operational teams and Aligned Commitment should be maintained.

While the objectives of the study were met, suggestions for further research included expansion of the target group in different ways, and verification on Ttechnical and Social Elements on the *Intrapreneurial Intensity Index*.

BIBLIOGRAPHY

AMO, B.W. & KOLVEREID, L. 2005. Organizational strategy, individual personality and innovation behaviour. *Journal of Enterprising Culture*, 13(1):7-19, Mar.

BAU, F. & DOWLING, M. 2007. An empirical study of reward and incentive systems in German entrepreneurial firms. *Schmalenbach Business Review* (SBR), 59(2):160-175, Apr.

BIEBERSTEIN, N., BOSE, S., WALKER, L. & LYNCH, A. 2005. Impact of service-oriented architecture on enterprise systems, organizational structures, and individuals. *IBM Systems Journal*, 44(4):691-708, Jun.

BLOCK, J. 2007. Corpra-Preneurship: The Trend that is Taking Corporations by Storm. *News Blaze*, Apr. 18. [Web:] http://newsblaze.com/story/20070418065617joel.nb/newsblaze/BUSINESS/Business.html [Date of use: 28 Aug. 2007].

BORGATTI, S.P. 2001. 21st Century Organizational Trends. [Web:] http://www.analytictech.com/mb021/trendsin.htm [Date of use: 3 Sep. 2007].

BREEN, B. 2005. The three ways of great leaders. *Fast Company,* 98(1):50-50, Sep.

BRITISH COMPUTER SOCIETY. 2007. Glossary of terms. [Web:] http://www.bcs.org/server.php?show=nav.9032 [Date of use: 3 Sep. 2007].

BURNS, P. 2005. Corporate Entrepreneurship: Building an Entrepreneurial Organisation. Hampshire : Palgrave MacMillan. 326 p.

COETSEE, L.D. 2003. Peak performance and productivity: A practical guide for the creation of a motivating climate. Potchefstroom : Ons Drukkers. 212 p.

COHEN, A.R. & BRADFORD, D.L. 2005. Influence Without Authority. 2nd ed. Hoboken, New Jersey : John Wiley & Sons Inc. 310 p.

COMPETITION COMMISSION SOUTH AFRICA. 2006. The South African Agricultural Industry in context. [Web:] http://www.compcom.co.za/policyresearch/policyDocs/Agric_cops.pdf [Date of use: 11 Oct. 2007].

COULTER, M. 2003. Entrepreneurship in action. 2nd ed. New Jersey : Pearson Education. 384 p.

EESLEY, D.T. & LONGENECKER, C.O. 2006. Gateways to Intrapreneurship. *Industrial Management*, 48(1):18-23, Jan./Feb.

EREZ, A., LEPINE, J.A. & ELMS, H. 2002. Effects of rotated leadership and peer evaluation on the functioning and effectiveness of self-managed teams: A Quasi-experiment. *Personnel Psychology*, 55(4):929-948, Winter.

FALLETTA, V.S. 2005. Organizational Diagnostic Models: A Review & Synthesis. Sunnyvale, CA : Leadersphere Inc. 43 p. [Web:] http://leadershpere.com/img/Orgmodels.pdf [Date of use: 13 Oct. 2007].

FIRESTONE, B.M. 2003. The Bootstrap entrepreneur. [Web:] http://www.dramatispersonae.org/BootstrapEntrepreneur.pdf [Date of use: 13 Oct. 2007].

GOOSEN, C.J., DE CONING, T.J. & SMIT, E.v.d.M. 2002. The development of a factor based instrument to measure corporate entrepreneurship: A South African perspective. *South African Journal of Business Management,* 33(3):39-51, Jun.

HEERY, E & NOON, M. 2001. A Dictionary of Human Resource Management. New York : Oxford University Press. 480p.

HENSEY, M. 2000. Self-managed Teams: Readiness Test. *Journal of Management in Engineering*, 16(2):13-15, Mar/Apr.

HESKETT, J. 2006. Are We Ready for Self-Management? Harvard Business School Working Knowledge. [Web:] http://hbswk.hbs.edu/item/5507.html [Date of use: 13 Oct. 2007].

HILL, E.M. 2003. The development of an instrument to measure intrapreneurship: Entrepreneurship within the corporate setting. Grahamstown : Rhodes University. 209 p.

HISRICH, R.D., PETERS, M.P. & SHEPHERD, D.A. 2008. Entrepreneurship. 7th ed. New York : McGraw-Hill. 648p.

KOTELNIKOV, V. 2007a. Entrepreneurial Leadership: A New Managerial Task in the Era of Rampant Change. [Web:] http://www.1000ventures.com/business_guide/crosscuttings/leadership_entrepreneurial.html [Date of use: 13 Oct. 2007].

KOTELNIKOV, V. 2007b. Flat Organizational Structure. [Web:] http://www.1000ventures.com/business_guide/organization_flat.html [Date of use: 13 Oct. 2007].

KURATKO, D.F. & HODGETTS, R.M. 2001. Entrepreneurship: A Contemporary Approach. 5th ed. Mason, Ohio : South-Western. 730 p.

KURATKO, D.F., IRELAND, R.D, COVIN, J.G. & HORNSBY, J.S. 2005. A Model of Middle-Level Managers' Entrepreneurial Behaviour. *Entrepreneurship: Theory & Practice*, 29(6):699-716, Nov.

LEE, S.H. & WONG, P.K. 2004. An Exploratory Study of Technopreneurial Intentions: A Career Anchor Perspective. *Journal of Business Venturing*, 19(1): 7-28, Jan.

LE ROUX, E.E., DE BEER, A.A., FERREIRA, E.J., HUBNER, C.P., JACOBS, H., KRITZINGER, A.A.C., LABUSCHAGNE, M., STAPELBERG, J.E. & VENTER, C.H. 2002. Business management: A practical and interactive approach. 2nd ed. Sandton : Heinemann. 410 p.

LEVINE, D.M., STEPHAN, D., KREHBIEL, T.C. & BERENSON, M.L. 2005. Statistics for Managers using Microsoft Excel. 4th ed. New Jersey : Pearson Education. 886 p.

MARTI, J.M.V. 2004. Strategic knowledge benchmarking system (SKBS): a knowledge-based strategic management information system for firms. *Journal of Knowledge Management,* 8(6):31-49, Oct.

MAYO, A.J. & NITIN, N. 2005. In Their Time: The Greatest Business Leaders of the 20th Century. Boston, Massachusetts : Harvard Business School Press. 444 p.

MESTRE, M., STAINER, L. & STAINER, A. 2007. First-line management – the operational and ethical challenges. *International Journal of Human Resources Development and Management,* 7(2):105-118, Apr.

MILLER, G.A. 2006. WordNet: a lexical database for the English language. Princeton University. [Web:] http://wordnet.princeton.edu/perl/webwn?s=incentive [Date of use: 2 Nov. 2007].

MORRIS, R. & DOUGLAS, E. 2005. Motivating Employee Performance: Learning from Entrepreneurship. Brisbane : Queensland University Press. 23 p.

MORRIS, M.H. & KURATKO, D.F. 2002. Corporate Entrepreneurship. Mason, Ohio : Thomson/South Western. 364 p.

MORTIMER, R. 2002. Virginal risks and blessings. *Brand Strategy,* 163:23-23, Sep 1.

NICHOLSON, N., AUDIA, P.G. & PILLUTLA, M. 2005. Blackwell Encyclopedic Dictionary of Organizational Behaviour. Blackwell Publishing : Malden. 443 p.

NORTHEASTERN ILLINOIS UNIVERSITY. 2006. Glossary of terms. [Web:] http://www.neiu.edu/~dbehrlic/hrd408/glossary.htm#t [Date of use: 3 Sep. 2007].

OHMART, C. 2002. Vineyard Views - Code of Sustainable Winegrowing Workbook - Statistical Data Included. Wines & Vines. 67 p. [Web:] http://findarticles.com/p/articles/mi_m3488/is_9_83/ai_92043586 [Date of use: 3 Nov. 2007].

OOSTHUIZEN, J.H. 2006. An integrated framework to improve the entrepreneurial climate in the South African Mining Industry. Potchefstroom : NWU. (Dissertation – PhD) 345 p.

PINCHOT, G. & PELLMAN, R. 2000. Intrapreneuring in Action: A Handbook for Business Innovation. San Francisco : Berrett-Koehler Publishers. 176 p.

PRINCETON UNIVERSITY. 2006. Glossary. [Web:] http://wordnet.princeton.edu/perl/webwn?s=task [Date of use: 3 Sep. 2007].

READY, D.A. & CONGER, J.A. 2007. Make your company a talent factory. *Harvard Business Review,* 85(6):68-77, Jun.

SCOTT, E.D., O'SHAUGHNESSY, K.C. & CAPPELLI, P. 1994. Management Jobs in the Insurance Industry: Organizational Deskilling and Rising Pay Inequality. New York : Oxford University Press. 26 p.

SENWES. 2007a. Senwes Annual Report 2007. [Web:] http://www.senwes.co.za/eng/ [Date of use: 21 Nov. 2007].

SENWES. 2007b. Senwes on the Web. [Web:] http://www.senwes.co.za/eng/ [Date of use: 21 Nov. 2007].

SLAUGHTER, M.P. 2005. Seven keys to shaping the entrepreneurial organization. Kansas City : Kauffman Foundation. 17 p.

SOUTHON, M. & WEST, C. 2005. Hidden resources. *Director,* 58(8):27-27, Mar.

THE AMERICAN HERITAGE DICTIONARY OF THE ENGLISH LANGUAGE. 2002. Glossary. [Web:] http://www.intrapreneur.com/MainPages/History/Dictionary.html [Date of use: 13 Oct. 2007].

THE AMERICAN SOCIETY FOR QUALITY. 2007. Glossary. [Web:] http://www.asq.org/glossary/t.html [Date of use: 3 Sep. 2007].

THE REGIONAL INSTITUTE. 2005. Towards a National Framework for the Development of Environmental Management Systems in Agriculture. [Web:] http://www.regional.org.au/au/aanrm/pubs/ems.htm?print=1 [Date of use: 3 Nov. 2007].

THE ROCKLEY GROUP INC. 2007. Managing Enterprise Content Glossary. [Web:] http://www.managingenterprisecontent.com/myweb/Glossary.htm [Date of use: 3 Sep. 2007].

TIMMONS, J.A. & SPINELLI, S. 2007. New venture creation: Entrepreneurship for the 21st century. 7th ed. New York : McGraw-Hill. 658 p.

VINCK, N. & KIRSTEN, J. 2000. Deregulation of agricultural marketing in South Africa: Lessons learned. Sandton : The Free Market Foundation. 46 p. [Web:] http://www.freemarketfoundation.com/htmupload/PUBDoc397.doc [Date of use: 3 Nov. 2007].

WANG, C.L. & AHMED, P.K. 2002. The Informal Structure: hidden energies within the organization. Wolverhampton : Management Research Centre. 13 p.

ADDENDUMS

ADDENDUM 1: Intrapreneurial Intensity Index Questionnaire

ELECTRONIC VERSION



ORGANISATIONAL CONSENT FORM

This questionnaire serves as part of an Industrial Psychology Masters research project, which aims to develop an instrument to measure the intensity of Intrapreneurial qualities and behaviour in organisations. The completion of this questionnaire is completely voluntary, but the co-operation of the employees of your organisation would be greatly appreciated. Confidentiality will be strictly adhered to, and there will be no mention of your personal name or your organisation.

DECLARATION

I, the participant,

- have been informed of the nature of the research and the nature of the organisation's participation

  Agree: ☐ **Disagree:** ☐
- have voluntarily agreed to allow the researcher to conduct research at the organisation

  Agree: ☐ **Disagree:** ☐
- am aware that strict confidentiality will be adhered to, with there being no reference to employee names or the name of the organisation.

  Agree: ☐ **Disagree:** ☐

Please complete the following information regarding your organisation:

Age of organisation: ☐ years

Number of employees working for organisation: ☐ employees

Type of industry: ☐ e.g. finance, education, manufacturing etc.

Please complete the following questionnaire by **clicking** on the appropriate option box. Please select the **ONE** answer you believe best describes your current working environment / working conditions within your organisation as a whole.

Once you have completed the questionnaire, please forward to M.Hill@ru.ac.za

Thank you for your participation.

Marguerite Hill

Intrapreneurial Intensity Index Questionnaire (continued)

About what the organisation does . . .

A	**Our organisation has a high rate of new service / product[1] introductions.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
B	**How does the number of new products introduced compare to that of your competitors?** *A lot less than* ☐ 1 *Less than* ☐ 2 *The same* ☐ 3 *More than* ☐ 4 *Many more than* ☐ 5	
C	**Our organisation has increased the number of services offered during the past two years.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
D	**Our organisation is primarily influenced by the potential of untapped opportunity.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
E	**Customers[2] are invited and encouraged to provide feedback to the organisation in order to get new ideas for products and services.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
F	**In our organisation there is a strong relationship between the number of new ideas and the number of new ideas implemented.** *Strongly disagree* ☐ 1 *Disagree* ☐ 2 *Unsure* ☐ 3 *Agree* ☐ 4 *Strongly agree* ☐ 5	
G	**Our organisation is continually pursuing new opportunities.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
H	**Our organisation places a strong emphasis on new and innovative products and services.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
I	**Employees are continually being encouraged to do things in new and different ways.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Strongly disagree* ☐ 2 *Disagree* ☐ 1	
J	**Our organisation places a strong emphasis on continuous improvements in product delivery.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Strongly disagree* ☐ 2 *Disagree* ☐ 1	

About myself as an employee . . .

[1] **product / service** refers to what the organisation produces or performs on a regular basis
[2] **customers** refers to the individuals who make use of the products / services provided by the organisation

About myself as an employee . . .

A	**I am able to achieve my objectives[3] even when there are few guidelines or systems in place.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
B	**I am willing to be criticised for breaking with tradition, if this is what it takes to succeed.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
C	**My biggest successes have resulted from my refusal to give up.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
D	**I tackle problems with enthusiasm and zest.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
E	**I look for new and innovative ways to improve the way we do things.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
F	**I am excited and full of enthusiasm when new opportunities arise.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
G	**I view change as an opportunity for improvement rather than as a threat to my identity.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Sometimes* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
H	**I like to try different approaches to things even if there is a chance I might fail.** *Always* ☐ 5 *Seldomly* ☐ 4 *Sometimes* ☐ 3 *Often* ☐ 2 *Never* ☐ 1	
I	**When things go wrong I am able to bounce back very quickly.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
J	**It is better to have attempted a difficult task and failed than not to have tackled it at all.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	

[3] **objectives** refers to both individual and organisational goals

Intrapreneurial Intensity Index Questionnaire (continued)

About the organisation and its systems . . .

A	**Our organisation can be described as a bureaucratic[1] organisation.** *Strongly agree* ☐ 1 *Agree* ☐ 2 *Maybe* ☐ 3 *Disagree* ☐ 4 *Strongly disagree* ☐ 5	
B	**Our organisation's structure allows for resource sharing and encourages flexibility.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
C	**The ideas and suggestions of lower level employees are taken seriously and valued.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
D	**Employees have to ask permission from a superior before performing a task in a different way.** *Always* ☐ 1 *Often* ☐ 2 *Sometimes* ☐ 3 *Seldomly* ☐ 4 *Never* ☐ 5	
E	**Our organisation has flexible job designs[2] rather than formal job descriptions.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
F	**Employees at the lower levels of our organisation have very little power over how they do their work.** *Strongly disagree* ☐ 5 *Disagree* ☐ 4 *Sometimes* ☐ 3 *Agree* ☐ 2 *Strongly agree* ☐ 1	
G	**Management makes all the important decisions for our organisation.** *Strongly disagree* ☐ 5 *Disagree* ☐ 4 *Unsure* ☐ 3 *Agree* ☐ 2 *Strongly agree* ☐ 1	
H	**In our organisation, people have to follow lines of authority and skipping levels is strongly discouraged.** *Strongly disagree* ☐ 5 *Disagree* ☐ 4 *Unsure* ☐ 3 *Agree* ☐ 2 *Strongly agree* ☐ 1	
I	**Employees are encouraged to manage their own work and have the flexibility to resolve problems.** *Always* ☐ 5 *Often* ☐ 4 *Sometimes* ☐ 3 *Seldomly* ☐ 2 *Never* ☐ 1	
J	**In our organisation, people are discouraged from informal job-related contacts across departments.** *Strongly disagree* ☐ 5 *Disagree* ☐ 4 *Unsure* ☐ 3 *Agree* ☐ 2 *Strongly agree* ☐ 1	

[1] **bureaucratic** refers to an organisation governed by central administration, is oppressive and inflexible

[2] **flexible job designs** refers to changing roles and tasks within a particular job

Intrapreneurial Intensity Index Questionnaire (continued)

About rewards in the organisation . . .

A	**Our organisation's compensation and reward system is value-based[4] with unlimited earning potential for employees.** *Strongly agree* ☐ 1 *Agree* ☐ 2 *Unsure* ☐ 3 *Disagree* ☐ 4 *Strongly disagree* ☐ 5	
B	**Employees are given support for self-initiated and unofficial activity that is to the benefit of the organisation.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
C	**Employees are given time to work on their own projects which could benefit the organisation.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	
D	**The organisation sets and regularly evaluates goals related to innovative, risky and proactive behaviour.** *Strongly disagree* ☐ 1 *Disagree* ☐ 2 *Unsure* ☐ 3 *Agree* ☐ 4 *Strongly agree* ☐ 5	
E	**The organisation uses a broad range of evaluation criteria when considering support for new initiatives.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
F	**The organisation has systems that offer both financial and non-financial rewards for entrepreneurial behaviour.** *Strongly disagree* ☐ 1 *Disagree* ☐ 2 *Unsure* ☐ 3 *Agree* ☐ 4 *Strongly agree* ☐ 5	
G	**Employees are rewarded for taking calculated risks.** *Strongly agree* ☐ 5 *Agree* ☐ 4 *Unsure* ☐ 3 *Disagree* ☐ 2 *Strongly disagree* ☐ 1	
H	**Our organisation has clear goals, which have been mutually agreed upon by employees and management.** *Strongly disagree* ☐ 1 *Disagree* ☐ 2 *Unsure* ☐ 3 *Agree* ☐ 4 *Strongly agree* ☐ 5	
I	**Our organisation's philosophy is "if it's not broken, why fix it?".** *Strongly agree* ☐ 1 *Agree* ☐ 2 *Unsure* ☐ 3 *Disagree* ☐ 4 *Strongly disagree* ☐ 5	
J	**Employees receive recognition from the organisation for innovative ideas and suggestions.** *Never* ☐ 1 *Seldomly* ☐ 2 *Sometimes* ☐ 3 *Often* ☐ 4 *Always* ☐ 5	

[4] **value-based** refers to recognition and reward based on value added to the organisation

Intrapreneurial Intensity Index Questionnaire (continued)

About the leadership of the organisation . . .

A	**Our leader takes calculated risks with regard to exploring and seizing growth opportunities.** *Always* 5 *Often* 4 *Sometimes* 3 *Seldomly* 2 *Never* 1	
B	**Our leader can be described as charismatic[5].** *Definitely not* 1 *Not really* 2 *Sometimes* 3 *Perhaps* 4 *Definitely* 5	
C	**Our senior executives solve problems by brainstorming together.** *Never* 1 *Seldomly* 2 *Sometimes* 3 *Often* 4 *Never* 5	
D	**Our leader continually examines potential new market opportunities.** *Never* 1 *Seldomly* 2 *Sometimes* 3 *Often* 4 *Always* 5	
E	**Our leader never appears to tire or lose enthusiasm for the organisation.** *Strongly agree* 5 *Agree* 4 *Sometimes* 3 *Disagree* 2 *Strongly disagree* 1	
F	**Our leader has a great ability to persuade others to achieve a certain goal.** *Strongly disagree* 1 *Disagree* 2 *Sometime* 3 *Agree* 4 *Strongly agree* 5	
G	**Our leader DOES NOT encourage open discussion with all employees.** *Never* 5 *Seldomly* 4 *Sometimes* 3 *Often* 2 *Always* 1	
H	**Our leader has instilled an entrepreneurial philosophy in all employees in the organisation.** *Strongly agree* 5 *Agree* 4 *Unsure* 3 *Disagree* 2 *Strongly disagree* 1	
I	**Our leader can be described as visionary and flexible.** *Strongly agree* 5 *Agree* 4 *Sometimes* 3 *Disagree* 2 *Strongly disagree* 1	
J	**Our leader's enthusiasm rubs off on all employees within the organisation.** *Always* 5 *Often* 4 *Sometimes* 3 *Seldomly* 2 *Never* 1	

[5] **charismatic** refers to having the power to inspire and encourage others

Intrapreneurial Intensity Index Questionnaire (continued)

About organisational culture . . .

A	**Our organisation has a widely held belief that innovation is an absolute necessity for the organisation's future.** *Strongly agree* 5 *Agree* 4 *Sometimes* 3 *Disagree* 2 *Strongly disagree* 1	
B	**People in our organisation are continuously encouraged to expand their capacities to achieve more.** *Never* 1 *Seldomly* 2 *Sometimes* 3 *Often* 4 *Always* 5	
C	**Our organisation nurtures new and expansive patterns of thinking.** *Definitely* 5 *Perhaps* 4 *Unsure* 3 *Not really* 2 *Definitely Not* 1	
D	**We are encouraged to continually look at things in new ways.** *Strongly agree* 5 *Agree* 4 *Sometimes* 3 *Disagree* 2 *Strongly disagree* 1	
E	**There is an extensive employee orientation program for new employees to ensure employees share the corporate vision and purpose.** *Strongly disagree* 1 *Disagree* 2 *Sometime* 3 *Agree* 4 *Strongly agree* 5	
F	**There is continual recruitment of individual entrepreneurs into the organisation.** *Definitely* 5 *Perhaps* 4 *Unsure* 3 *Not really* 2 *Definitely Not* 1	
G	**There is a strong emphasis on teamwork[6] in the organisation.** *Strongly disagree* 1 *Disagree* 2 *Sometime* 3 *Agree* 4 *Strongly agree* 5	
H	**The organisation encourages individuals that have different views to those of the company to stimulate innovation.** *Always* 5 *Often* 4 *Sometimes* 3 *Seldomly* 2 *Never* 1	
I	**Our organisation has a clear-cut vision to ensure an innovative company.** *Strongly disagree* 1 *Disagree* 2 *Sometime* 3 *Agree* 4 *Strongly agree* 5	
J	**Confidence, trust and accountability are words, which describe how management treats the employees at our organisation.** *Strongly agree* 5 *Agree* 4 *Sometimes* 3 *Disagree* 2 *Strongly disagree* 1	

[6] **teamwork** refers to working in groups and achieving goals together rather than individually

ADDENDUM 2: Tendency towards flatter organizational structures

	Top management		Middle management		Supervisor		Non-supervisory		Total	
	1986	1992	1986	1992	1986	1992	1986	1992	**1986**	**1992**
1	27	39	118	265	204	341	633	1758	**982**	**2403**
2	11	7	102	84	108	75	231	170	**452**	**336**
3	21	14	56	23	507	705	902	1405	**1486**	**2147**
4	7	7	80	20	61	74	212	383	**360**	**484**
5	9	6	45	43	43	33	161	122	**258**	**204**
6	27	34	39	39	145	189	246	396	**457**	**658**
7	11	8	42	29	44	70	83	161	**180**	**268**
8	11	7	42	33	79	57	159	193	**291**	**290**
9	6	4	1	1	10	10	12	15	**29**	**30**
10	7	11	25	25	49	97	55	92	**136**	**225**
11			20	29	38	65	32	60	**90**	**154**
Total	137	137	570	591	1288	1716	2726	4755	**4721**	**7199**
% of total	3%	2%	12%	8%	27%	24%	58%	66%	**100%**	**100%**
% change	-1%		-4%		-3%		8%			
1986	15%				85%				100%	
1992	10%				90%				100%	

(**Source:** Scott *et al.*, 1994:25)

ADDENDUM 3: Summary of selected organizational models

Model	Variables	Variable Interdependency	External environment	Major Premise(s)
Congruence Model for Organization Analysis (1977)	*Inputs*: environment, resources, history, strategy; *throughputs*: task, individual, formal org. arrangements, informal org.; *outputs*: individual, group, and system	Organizations are dynamic; interactions occur at the individual, group, and systems levels across the internal (throughput) variables	The external environment provides feedback related to the inputs and outputs	Assumes: open systems theory, formal and informal systems, the fit or congruence between the internal variables
McKinsey 7S Framework (1981-82)	Style, Staff, Systems, Strategy, Structure, Skills, & Shared Values	Variables are interdependent; the illustration is termed the managerial molecule	Not directly represented in the model, although other non-crucial variables exist	Variables must all change to become congruent as a system
Tichy's TPC Framework (1983)	*Inputs*: environment-history, resources; *throughputs*: mission/strategy, tasks, prescribed networks, people, org. processes, emergent networks; *outputs*: performance, impact on people	All variables are interrelated, although some relationships are stronger and some are weaker (reciprocal)	The environment is included through org. inputs and outputs and the feedback loop	All variables are analyzed from a technical, political, a cultural perspective (the strategic rope metaphor)
High-Performance Programming (1984)	Time frame, focus, planning, change mode, management, structure, perspective, motivation, development, communication, leadership	The levels of variables are measured independently on a survey	Not directly represented in the model	Four different levels of org. performance are identified based on the eleven variables: high-performing, proactive, responsive, reactive; these are associated with empowering, purposing, coaching, and enforcing leadership behaviours respectively
Burke-Litwin Causal Model (1992)	*Inputs*: external environment; *throughputs*: mission and strategy, leadership, organizational culture, structure, management practices, systems, work unit climate, task requirements and individual skills, motivation, individual needs and values; *outputs*: individual and organizational performance (see Addendum 4)	Interactions occur at the internal (throughput) variables	The input to the system	The input (external environment) leads to three transformational variables. Interaction with seven transactional variables leads to the output (individual and organizational performance)

(**Source:** Falletta, 2005:22)

ADDENDUM 4: English Questionnaire electronic version

September 2007

Dear Respondent

This questionnaire serves as part of a Masters degree project in Business Administration, with the purpose to determine the intensity of corporate entrepreneurial qualities and behavior within organizations.

The target group is OPERATIONAL MANAGEMENT AND PERSONNEL, giving their opinion on their selves, their division, organization, and on MIDDLE MANAGEMENT.

Although the completing of the questionnaire is optional, your participation will be truly appreciated.

The information that you provide, will be treated as confidential at all times and no personal or individual details will be made public.

* Please complete the questionnaire by clicking on your choice from the provided list. Select the answer that best describes your current working environment/working conditions.
* Answer all questions.
* After completing the questionnaire (preferably within one week from taking delivery) please send it back on one of the following ways: Per e-mail to marietjie.grobler@telkomsa.net, per SAP-mail to P6030, or print it out and send per internal mail to Marietjie Grobler, Head Office.

Your participation is very much appreciated, thank you!

Regards

Marietjie

Demographical information	**List of choices (Click on cell, arrow and your choice)**
Age	
Gender	
Province where working	
Town or nearest town from list	
Division	
Section	
Operational job grade	
Number of years working for this organization	
Highest qualification	

English Questionnaire electronic version (continued)

1	About what my division *does:*	
a	My division often introduces new products/services.	
b	How does the number of newly introduced products compare to that of the competition?	
c	My division has increased the number of services offered during the past two years.	
d	There is many untapped potential in my division.	
e	Customers are invited and encouraged to make suggestions for possible new products and services.	
f	In my division there is a strong relationship between the number of new ideas suggested and the number implemented.	
g	My division looks out for new opportunities.	
h	My division places a strong emphasis on new and innovative products and services.	
i	Employers are continually being encouraged to do things in new and different ways.	
j	My division places strong emphasis on continuous improvements in product delivery.	

2	About *myself* as an employee:	
a	I am able to achieve my objectives even when there are few guidelines, policies, and systems in place. *(Objectives refer to both personal and organizational goals.)*	
b	I am willing to be criticized for breaking with tradition, if this is what it takes to reach my objectives.	
c	My biggest successes have resulted from my refusal to give up.	
d	I tackle problems with enthusiasm and zest.	
e	I am looking for new and innovative ways to improve the way I do things.	
f	I am excited and full of enthusiasm when new opportunities arise.	
g	I view change as an opportunity for improvement rather than as a threat to myself.	
h	I like to try different approaches to things even if there is a chance I might fail.	
i	When things go wrong I am able to bounce back very quickly.	
j	It is better to have attempted a difficult task and failed than not to have tackled it at all.	

English Questionnaire electronic version (continued)

3	About my division's *structure* (job order):	
a	My division can be described as burocratic. *(Burocratic refers to centralized of prescriptive administration, oppression and inflexibility)*	
b	My division's structure allows for resource sharing, which encourages flexibility. *(Resources refers to instruments and equipment to help easing tasks)*	
c	The ideas and suggestions of lower level employees are taken seriously and valued.	
d	Employees have to ask permission from their superiors before performing a task in a different way.	
e	My division has flexible job designs, rather than formal job descriptions. *(Flexible job designs refers to changing roles and tasks within a particular job)*	
f	Employees at the lower levels in my division have very little power over how they do their work.	
g	Management makes all the important decisions in my division. *(Management refers in this case to non operational Middle Management)*	
h	In my division, employees have to follow lines of authority and skipping levels is strongly discouraged.	
i	Employees are encouraged to manage their own job responsibilities and are allowed to act flexible in order to solve problems.	
j	In my division, people are discouraged to have informal job-related contacts with other operational sites and sections.	

4	About *rewards and recognition* in my division:	
a	My division's compensation system is value based, with unlimited earnings potential for employees. *(Value based refers to economic value added)*	
b	Employees get support for self initiated and non official activities which are to the benefit of my division.	
c	Employees are given time to work on their own projects, which could benefit my division.	
d	My division sets goals related to innovative, risky and proactive behavior and evaluates these goals regularly.	
e	My division uses a broad spectrum of evaluation criteria when considering support for new initiatives.	
f	My division has policies and systems implemented that offer both financial and non-financial rewards for entrepreneurial behavior.	
g	Employees are rewarded when they take calculated risks.	
h	My division has clear goals, which employees and Management have been mutually agreed upon. *(Management refers in this case to non operational Middle Management)*	
i	My division's philosophy is: "When it works well, why consider changing it?"	
j	Employees receive recognition for innovative ideas and suggestions.	

5	About *leadership* in my division: *(Unless stated otherwise, Leadership refers in this case to the leadership in the section's non operational Middle Management)*	
a	Our leader takes calculated risks to accomplish growth.	
b	Our leader can be described as charismatic. *(Charismatic refers to the ability to inspire and encourage others)*	
c	Our senior executive management solves problems by brainstorming together.	
d	Our leader continually investigates potential new market opportunities.	
e	Our leader never appears to loose enthusiasm or being tired.	
f	Our leader has the ability to persuade others, but also to follow others to achieve a certain goal.	
g	Our leader DOES NOT encourage open discussions with all employees.	
h	Our leader encourages entrepreneurship in all employees.	
i	Our leader can be described as visionary and flexible.	
j	Our leader's enthusiasm rubs off on all employees.	

6	About *culture* in my division:	
a	It is widely believed in my division that innovation is absolute essential for the future of the organization.	
b	People in my division are continuously encouraged to improve their skills and abilities in order to achieve more.	
c	My division nurtures new and expansive patterns of thinking.	
d	We are encouraged to continuously look at things in new ways.	
e	There is an extensive orientation program for newly appointed employees, to make sure they share the organization's vision and objectives.	
f	Corporate entrepreneurs are continually been recruited for the organization.	
g	There is a strong emphasis on team work. *(Team work refers to the achievement of objectives in groups, rather than individually)*	
h	My division encourages individuals that have different views to those of the company, to stimulate innovation.	
i	My division has a clear vision how to ensure an innovative organization.	
j	Convenience, trust and responsibility are words which describes how Management treats the employees in this division. *(Management refers in this case to non operational, Middle Management)*	

ADDENDUM 5: Afrikaans Questionnaire electronic version

September 2007

Geagte Respondent

Hierdie vraelys dien as deel van 'n Meestersgraadprojek in Besigheidsadministrasie, waarvan die doel is om die mate van korporatiewe entrepreneuriese kwaliteite en gedrag binne organisasies te bepaal.

Die teikengroep is OPERASIONELE BESTUUR EN -PERSONEEL wat 'n mening uitspreek oor hulself, hul divisie, organisasie en oor MIDDELBESTUUR.

Die voltooiing van die vraelys is vrywillig, maar u deelname sal hoog op prys gestel word.

Die inligting deur u verskaf sal te alle tye streng vertroulik hanteer word en geen persoonlike of individuele besonderhede sal openbaar gemaak word nie.

* Voltooi asseblief die vraelys deur 'n keuse uit die lys te maak en daarop te kliek. Kies die antwoord wat u huidige werksomgewing/werksomstandighede die beste beskryf.
* Beantwoord asseblief alle vrae.
* Nadat u die vraelys voltooi het (verkieslik binne een week na ontvangs), stuur dit asseblief terug op een van die volgende maniere: Per e-pos na marietjie.grobler@telkomsa.net, per SAP-pos na P6030 of druk dit uit en stuur per interne pos na Marietjie Grobler, Hoofkantoor.

U insette word opreg waardeer, baie dankie daarvoor!

Groete

Marietjie

Demografiese inligting	**Keuselys (kliek op sel, pyl en u keuse)**
Ouderdom	
Geslag	
Provinsie waar werksaam	
Dorp of naaste dorp uit lys	
Divisie	
Afdeling	
Operasionele posvlak	
Aantal jare werksaam vir hierdie organisasie	
Hoogste kwalifikasie	

Afrikaans Questionnaire electronic version (continued)

1	**Aangaande wat my divisie *doen*:**	
a	My divisie stel gereeld nuwe produkte/dienste bekend.	
b	Hoe vergelyk die hoeveelheid nuwe produkte wat bekendgestel is met dié van u kompetisie?	
c	My divisie het die aantal verskillende dienste wat gelewer word gedurende die afgelope twee jaar vermeerder.	
d	Daar is baie onontginde geleenthede in my divisie.	
e	Klante word uitgenooi en aangemoedig om voorstelle te maak vir moontlike nuwe produkte en dienste.	
f	In my divisie is daar 'n sterk verwantskap tussen die hoeveelheid nuwe idees voorgestel en die hoeveelheid nuwe idees geïmplementeer.	
g	My divisie kyk uit vir nuwe geleenthede.	
h	My divisie plaas baie klem op nuwe en innoverende produkte en dienste.	
i	Werknemers word deurlopend aangemoedig om dinge op nuwe en ander maniere te doen.	
j	My divisie plaas baie klem op deurlopende verbetering in die lewer van produkte.	
2	**Aangaande *myself* as werknemer:**	
a	Ek is in staat om my *doelwitte* te bereik, selfs al is daar nie veel riglyne, beleide en stelsels in plek nie. *(Doelwitte verwys na beide persoonlike- en maatskappydoelwitte)*	
b	Ek is bereid om gekritiseer te word omdat ek die tradisie verbreek, as dit is wat nodig is om my doel te bereik.	
c	My grootste suksesse is te danke daaraan dat ek weier om op te gee.	
d	Ek pak probleme angstig en met entoesiasme aan.	
e	Ek is op die uitkyk vir nuwe en innoverende maniere om die manier waarop ons dinge doen, te verbeter.	
f	Ek is opgewonde en vol entoesiasme wanneer nuwe geleenthede opduik.	
g	Ek beskou verandering as 'n geleentheid vir verbetering, eerder as 'n bedreiging vir myself.	
h	Ek hou daarvan om verskillende benaderings tot dinge te probeer, selfs al is daar 'n moontlikheid dat ek onsuksesvol sal wees.	
i	As dinge verkeerd loop, is ek in staat om baie vinnig op te staan en aan te gaan.	
j	Dit is beter om 'n moeilike taak aan te pak en onsuksesvol te wees as om dit glad nie aan te pak nie.	

Afrikaans Questionnaire electronic version (continued)

3	**Aangaande my divisie-*struktuur* (pos-rangorde):**	
a	My divisie kan beskryf word as *burokraties.* *(Burokraties verwys na gesentraliseerde of voorskriftelike administrasie, onderdrukking en onbuigbaarheid)*	
b	My divisie se struktuur maak voorsiening vir die gesamentlike gebruik van *hulpbronne, wat b*uigbaarheid aanmoedig. *(Hulpbronne verwys na middele en toerusting wat help om take te vergemaklik)*	
c	Die idees en voorstelle van werknemers op laer posvlakke word ernstig opgeneem en dit word as waardevolle insette beskou.	
d	Werknemers moet toestemming van hul hoofde kry alvorens 'n taak op 'n ander manier uitgevoer mag word.	
e	My divisie het *buigbare poste*, eerder as formele posbeskrywings. *(Buigbare poste verwys na veranderende rolle en take binne 'n spesifieke pos)*	
f	Werknemers op laer posvlakke in my divisie het baie min mag oor hoe hulle hul werk verrig.	
g	*Bestuur* neem al die belangrike besluite in my divisie. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	
h	In my divisie moet werknemers die gesagslyn volg en die oorslaan van vlakke in die struktuur word ten sterkste ontmoedig.	
i	Werknemers word aangemoedig om hul eie posverantwoordelikhede te bestuur en mag buigbaar optree om probleme op te los.	
j	In my divisie word werknemers ontmoedig om informele, werksverwante kontak met ander bedryfspunte en afdelings te hê.	

4	**Aangaande *vergoeding en beloning* in my divisie:**	
a	My divisie se vergoedingstelsel is *waardegebaseer,* met onbeperkte verdienstepotensiaal vir werknemers. *(Waardegebaseer verwys na ekonomiese waarde toegevoeg)*	
b	Werknemers kry ondersteuning vir self-geïnisieerde en nie-amptelike aktiwiteite wat tot voordeel van my divisie strek.	
c	Werknemers kry tyd om aan hulle eie projekte te werk wat tot voordeel van my divisie kan strek.	
d	My divisie stel doelwitte t.o.v. innoverende, riskante en pro-aktiewe gedrag, en evalueer die gestelde doelwitte gereeld.	
e	My divisie gebruik 'n breë spektrum van beoordelingskriteria wanneer die ondersteuning van nuwe inisiatiewe oorweeg word.	
f	My divisie het beleide en stelsels in plek wat beide finansiële en nie-finansiële belonings vir entrepreneuriese gedrag aanbied.	
g	Werknemers word beloon wanneer hulle berekende risiko's neem.	
h	My divisie het duidelike doelwitte, waaroor werknemers en *Bestuur* gesamentlik ooreengekom het. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	
i	My divisie se filosofie is: "As dit goed werk, waarom oorweeg om dit te verander?"	
j	Werknemers ontvang erkenning vir innoverende idees en voorstelle.	

5	**Aangaande *leierskap* in my divisie:** *(Tensy anders vermeld, verwys Leierskap in hierdie geval na die leierskap in die afdeling se nie-operasionele Middelbestuur)*	
a	Ons leier neem berekende risiko's ten einde groei te bewerkstellig.	
b	Ons leier kan beskryf word as *charismaties.* *(Charismaties verwys na die vermoë om ander te inspireer en aan te moedig)*	
c	Ons senior uitvoerende bestuur los probleme op deur saam te dinkskrum (brain storm).	
d	Ons leier ondersoek deurlopend potensiële nuwe markgeleenthede.	
e	Ons leier lyk nooit asof hy/sy entoesiasme verloor of moeg is nie.	
f	Ons leier het die vermoë om ander aan te moedig, maar ook om ander te volg ten einde 'n bepaalde doel te bereik.	
g	Ons leier moedig NIE oop gesprekke met alle werknemers aan NIE.	
h	Ons leier moedig entrepreneurskap onder alle werknemers aan.	
i	Ons leier kan beskryf word as visionêr en buigbaar.	
j	Ons leier se entoesiasme syfer deur na alle werknemers toe.	
6	**Aangaande *kultuur* in my divisie:**	
a	In my divisie word wyd geglo dat innovasie absoluut noodsaaklik is vir die toekoms van die organisasie.	
b	Mense in my divisie word deurlopend aangemoedig om hul vaardighede en vermoëns te verbeter sodat hulle meer kan bereik.	
c	My divisie koester vernuwende, uitstaande denkpatrone.	
d	Ons word aangemoedig om deurgaans vernuwend na dinge te kyk.	
e	Daar bestaan 'n uitgebreide oriënteringsprogram vir nuut-aangestelde werknemers, om seker te maak hulle deel die organisasie se visie en doelwitte.	
f	Daar vind deurlopend werwing van korporatiewe entrepreneurs plaas.	
g	Daar is 'n sterk klem op *spanwerk.* *(Spanwerk verwys na die bereiking van doelwitte in groepe, eerder as individueel)*	
h	My divisie moedig individue wat ander sienings as die organisasie het, aan om innovasie te stimuleer.	
i	My divisie het 'n duidelike visie hoe om 'n innoverende organisasie te verseker.	
j	Gemaklikheid, vertroue en verantwoordelikheid is woorde wat beskryf hoe *Bestuur* die werknemers in hierdie divisie behandel. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	

ADDENDUM 6: English Questionnaire paper version

September 2007

Dear Respondent

This questionnaire serves as part of a Masters degree project in Business Administration, with the purpose to determine the intensity of corporate entrepreneurial qualities and behavior within organizations.

The target group is OPERATIONAL MANAGEMENT AND PERSONNEL, giving their opinion on their selves, their division, organization, and on MIDDLE MANAGEMENT.

Although the completing of the questionnaire is optional, your participation will be truly appreciated.

The information that you provide, will be treated as confidential at all times and no personal or individual details will be made public.

* Please complete the questionnaire by making a cross on your choice. Select the answer that best describes your current working environment/working conditions.
* Answer all questions.
* After completing the questionnaire (preferably within one week from taking delivery) please send it back per internal mail to Marietjie Grobler, Head Office.

Your participation is very much appreciated, thank you!

Regards

Marietjie

Demographical information

Age	20 and younger	21 - 30	31 - 40	
	41 - 50	51 - 60	61 and older	
Gender	Male	Female		
Province where working	Gauteng	Kwazulu-Natal	Limpopo	
	Mpumalanga	Northern Cape	North West Province	
	Eastern Cape	Free State	Western Cape	
Town or nearest town from list	Allanridge	Arlington	Bethlehem	Bloemfontein
	Botheville	Brandfort	Bultfontein	Centurion
	Dealsville	Delareyville	Dewetsdorp	Hartbeesfontein
	Hartswater	Heidelberg	Heilbron	Hennenman
	Hoopstad	Jan Kempdorp	Kierksdorp (not Headoffice)	Koppies
	Kroonstad	Lindley	Magogong	Oberholzer
	Odendaalsrus	Ottosdal	Parys	Petrusburg
	Potchefstroom	Sasolburg	Schweizer-Reneke	Stellenbosch
	Steynsrus	Thaunissan	Tierfontein	Ventersdorp
	Vereeniging	Vierfontein	Viljoenskroon	Vredefort
	Welkom	Wesselsbron	Winburg	Wolmaransstad
	Other			
Division	Trade	Grain		
Section	Grain Industry - Northern Region	Grain Industry - Southern Region	Grain Marketing Purchases	Grain Marketing Sales
	General Trade	Input Supply	Meganization - Whole goods	Meganization - Parts
Operational job grade	Labourer	Clerk	Supervisor	
	Assistant Manager	Manager		
Number of years working for this organization	0 - 5	6 - 10	11 - 15	
	16 - 20	21 - 25	26 - 30	
	31 - 35	36 - 40	41 and more	
Highest qualification	Gr 7 or lower	Gr 8	Gr 10	
	Gr 12	Tertiary certificate	Tertiary diploma	
	B-degree	Honours degree	Masters or Doctoral degree	

English Questionnaire paper version (continued)

1	About what my division *does:*				
a	My division often introduces new products/services.	Strongly agree	Agree	Disagree	Strongly disagree
b	How does the number of newly introduced products compare to that of the competition?	Many more	More	Less	A lot less
c	My division has increased the number of services offered during the past two years.	Strongly agree	Agree	Disagree	Strongly disagree
d	There is many untapped potential in my division.	Strongly agree	Agree	Disagree	Strongly disagree
e	Customers are invited and encouraged to make suggestions for possible new products and services.	Always	Often	Seldom	Never
f	In my division there is a strong relationship between the number of new ideas suggested and the number implemented.	Strongly agree	Agree	Disagree	Strongly disagree
g	My division looks out for new opportunities.	Always	Often	Seldom	Never
h	My division places a strong emphasis on new and innovative products and services.	Always	Often	Seldom	Never
i	Employers are continually being encouraged to do things in new and different ways.	Strongly agree	Agree	Disagree	Strongly disagree
j	My division places strong emphasis on continuous improvements in product delivery.	Strongly agree	Agree	Disagree	Strongly disagree

2	About *myself* as an employee:				
a	I am able to achieve my objectives even when there are few guidelines, policies, and systems in place. *(Objectives refer to both personal and organizational goals.)*	Always	Often	Seldom	Never
b	I am willing to be criticized for breaking with tradition, if this is what it takes to reach my objectives.	Always	Often	Seldom	Never
c	My biggest successes have resulted from my refusal to give up.	Strongly agree	Agree	Disagree	Strongly disagree
d	I tackle problems with enthusiasm and zest.	Always	Often	Seldom	Never
e	I am looking for new and innovative ways to improve the way I do things.	Always	Often	Seldom	Never
f	I am excited and full of enthusiasm when new opportunities arise.	Always	Often	Seldom	Never
g	I view change as an opportunity for improvement rather than as a threat to myself.	Strongly agree	Agree	Disagree	Strongly disagree
h	I like to try different approaches to things even if there is a chance I might fail.	Always	Often	Seldom	Never
i	When things go wrong I am able to bounce back very quickly.	Always	Often	Seldom	Never
j	It is better to have attempted a difficult task and failed than not to have tackled it at all.	Always	Often	Seldom	Never

3	About my division's *structure* (job order):				
a	My division can be described as burocratic. *(Burocratic refers to centralized of prescriptive administration, oppression and inflexibility)*	Strongly agree	Agree	Disagree	Strongly disagree
b	My division's structure allows for resource sharing, which encourages flexibility. *(Resources refers to instruments and equipment to help easing tasks)*	Strongly agree	Agree	Disagree	Strongly disagree
c	The ideas and suggestions of lower level employees are taken seriously and valued.	Always	Often	Seldom	Never
d	Employees have to ask permission from their superiors before performing a task in a different way.	Always	Often	Seldom	Never
e	My division has flexible job designs, rather than formal job descriptions. *(Flexible job designs refers to changing roles and tasks within a particular job)*	Strongly agree	Agree	Disagree	Strongly disagree
f	Employees at the lower levels in my division have very little power over how they do their work.	Strongly agree	Agree	Disagree	Strongly disagree
g	*Management makes all the important decisions in my division*. *(Management refers in this case to non operational Middle Management)*	Strongly agree	Agree	Disagree	Strongly disagree
h	In my division, employees have to follow lines of authority and skipping levels is strongly discouraged.	Strongly agree	Agree	Disagree	Strongly disagree
i	Employees are encouraged to manage their own job responsibilities and are allowed to act flexible in order to solve	Always	Often	Seldom	Never
j	In my division, people are discouraged to have informal job-related contacts with other operational sites and sections.	Strongly agree	Agree	Disagree	Strongly disagree

English Questionnaire paper version (continued)

4	About *rewards and recognition* in my division:				
a	My division's compensation system is value based, with unlimited earnings potential for employees. *(Value based refers to economic value added)*	Strongly agree	Agree	Disagree	Strongly disagree
b	Employees get support for self initiated and non official activities which are to the benefit of my division.	Always	Often	Seldom	Never
c	Employees are given time to work on their own projects, which could benefit my division.	Always	Often	Seldom	Never
d	My division sets goals related to innovative, risky and proactive behavior and evaluates these goals regularly.	Strongly agree	Agree	Disagree	Strongly disagree
e	My division uses a broad spectrum of evaluation criteria when considering support for new initiatives.	Strongly agree	Agree	Disagree	Strongly disagree
f	My division has policies and systems implemented that offer both financial and non-financial rewards for entrepreneurial behavior.	Strongly agree	Agree	Disagree	Strongly disagree
g	Employees are rewarded when they take calculated risks.	Strongly agree	Agree	Disagree	Strongly disagree
h	My division has clear goals, which employees and Management have been mutually agreed upon. *(Management refers in this case to non operational Middle Management)*	Strongly agree	Agree	Disagree	Strongly disagree
i	My division's philosophy is: "When it works well, why consider changing it?"	Strongly agree	Agree	Disagree	Strongly disagree
j	Employees receive recognition for innovative ideas and	Always	Often	Seldom	Never

5	About *leadership* in my division:				
	(Unless stated otherwise, Leadership refers in this case to the leadership in the section's non operational Middle Management)				
a	Our leader takes calculated risks to accomplish growth.	Always	Often	Seldom	Never
b	Our leader can be described as charismatic. *(Charismatic refers to the ability to inspire and encourage others)*	Definitely	Perhaps	Not really	Definitely not
c	Our senior executive management solves problems by brainstorming together.	Always	Often	Seldom	Never
d	Our leader continually investigates potential new market opportunities.	Always	Often	Seldom	Never
e	Our leader never appears to loose enthusiasm or being tired.	Strongly agree	Agree	Disagree	Strongly disagree
f	Our leader has the ability to persuade others, but also to follow others to achieve a certain goal.	Strongly agree	Agree	Disagree	Strongly disagree
g	Our leader DOES NOT encourage open discussions with all employees.	Always	Often	Seldom	Never
h	Our leader encourages entrepreneurship in all employees.	Strongly agree	Agree	Disagree	Strongly disagree
i	Our leader can be described as visionary and flexible.	Strongly agree	Agree	Disagree	Strongly disagree
j	Our leader's enthusiasm rubs off on all employees.	Always	Often	Seldom	Never

6	About *culture* in my division:				
a	It is widely believed in my division that innovation is absolute essential for the future of the organization.	Strongly agree	Agree	Disagree	Strongly disagree
b	People in my division are continuously encouraged to improve their skills and abilities in order to achieve more.	Always	Often	Seldom	Never
c	My division nurtures new and expansive patterns of thinking.	Definitely	Perhaps	Not really	Definitely not
d	We are encouraged to continuously look at things in new ways.	Strongly agree	Agree	Disagree	Strongly disagree
e	There is an extensive orientation program for newly appointed employees, to make sure they share the organization's vision and objectives.	Strongly agree	Agree	Disagree	Strongly disagree
f	Corporate entrepreneurs are continually been recruited for the organization.	Definitely	Perhaps	Not really	Definitely not
g	There is a strong emphasis on team work. *(Team work refers to the achievement of objectives in groups, rather than individually)*	Strongly agree	Agree	Disagree	Strongly disagree
h	My division encourages individuals that have different views to those of the company, to stimulate innovation.	Always	Often	Seldom	Never
i	My division has a clear vision how to ensure an innovative organization.	Strongly agree	Agree	Disagree	Strongly disagree
j	Convenience, trust and responsibility are words which describes how Management treats the employees in this division. *(Management refers in this case to non operational, Middle Management)*	Strongly agree	Agree	Disagree	Strongly disagree

ADDENDUM 7: Afrikaans Questionnaire paper version

September 2007

Geagte Respondent

Hierdie vraelys dien as deel van 'n Meestersgraadprojek in Besigheidsadministrasie, waarvan die doel is om die mate van korporatiewe entrepreneuriese kwaliteite en gedrag binne organisasies te bepaal.

Die teikengroep is OPERASIONELE BESTUUR EN -PERSONEEL wat 'n mening uitspreek oor hulself, hul divisie, organisasie en oor MIDDELBESTUUR.

Die voltooiing van die vraelys is vrywillig, maar u deelname sal hoog op prys gestel word.

Die inligting deur u verskaf sal te alle tye streng vertroulik hanteer word en geen persoonlike of individuele besonderhede sal openbaar gemaak word nie.

* Voltooi asseblief die vraelys deur 'n kruis oor u keuse te maak. Kies die antwoord wat u huidige werksomgewing/werksomstandighede die beste beskryf.
* Beantwoord asseblief alle vrae.
* Nadat u die vraelys voltooi het (verkieslik binne een week na ontvangs), stuur dit asseblief terug per interne pos na Marietjie Grobler, Hoofkantoor.

U insette word opreg waardeer, baie dankie daarvoor!

Groete

Marietjie

Demografiese inligting

Ouderdom	20 en jonger	21 - 30	31 - 40	
	41 - 50	51 - 60	61 en ouer	
Geslag	Manlik	Vroulik		
Provinsie waar werksaam	Gauteng	Kwazulu-Natal	Limpopo	
	Mpumalanga	Noord-Kaap	Noord-Wes	
	Oos-Kaap	Vrystaat	Wes-Kaap	
Dorp of naaste dorp uit lys	Allanridge	Arlington	Bethlehem	Bloemfontein
	Bothaville	Brandfort	Bultfontein	Centurion
	Dealsville	Delareyville	Dewetsdorp	Hartbeesfontein
	Hartswater	Heidelberg	Heilbron	Hennenman
	Hoopstad	Jan Kempdorp	Klerksdorp (nie Hoofkantoor)	Koppies
	Kroonstad	Lindley	Magogong	Oberholzer
	Odendaalsrus	Ottosdal	Parys	Petrusburg
	Potchefstroom	Sasolburg	Schweizer-Reneke	Stellenbosch
	Steynsrus	Theunissen	Tierfontein	Ventersdorp
	Vereeniging	Vierfontein	Viljoenskroon	Vredefort
	Welkom	Wesselsbron	Winburg	Wolmaransstad
	Ander			
Divisie	Handel	Graan		
Afdeling	Graanbedryf - Noordstreek	Graanbedryf - Suidstreek	Graanbemarking - Aankope	Graanbemarking - Verkope
	Kleinhandel	Insetverskaffing	Meganisasie - Heelwerktuie	Meganisasie - Onderdele
Operasionele posvlak	Arbeider	Klerk	Toesighouer	
	Assistent Bestuurder	Bestuurder		
Aantal jare werksaam vir hierdie organisasie	0 - 5	6 - 10	11 - 15	
	16 - 20	21 - 25	26 - 30	
	31 - 35	36 - 40	41 en meer	
Hoogste kwalifikasie	Gr 7 of laer	Gr 8	Gr 10	
	Gr 12	Naskoolse *sertifikaat*	Naskoolse *diploma*	
	B-graad	Honneursgraad	Meesters of Doktorsgraad	

Afrikaans Questionnaire paper version (continued)

1	**Aangaande wat my divisie *doen*:**				
a	My divisie stel gereeld nuwe produkte/dienste bekend.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
b	Hoe vergelyk die hoeveelheid nuwe produkte wat bekendgestel is met dié van u kompetisie?	Baie meer	Bietjie meer	Bietjie minder	Baie minder
c	My divisie het die aantal verskillende dienste wat gelewer word gedurende die afgelope twee jaar vermeerder.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
d	Daar is baie onontginde geleenthede in my divisie.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
e	Klante word uitgenooi en aangemoedig om voorstelle te maak vir moontlike nuwe produkte en dienste.	Altyd	Dikwels	Selde	Nooit
f	In my divisie is daar 'n sterk verwantskap tussen die hoeveelheid nuwe idees voorgestel en die hoeveelheid nuwe idees geïmplementeer.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
g	My divisie kyk uit vir nuwe geleenthede.	Altyd	Dikwels	Selde	Nooit
h	My divisie plaas baie klem op nuwe en innoverende produkte en dienste.	Altyd	Dikwels	Selde	Nooit
i	Werknemers word deurlopend aangemoedig om dinge op nuwe en ander maniere te doen.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
j	My divisie plaas baie klem op deurlopende verbetering in die lewer van produkte.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie

2	**Aangaande *myself* as werknemer:**				
a	Ek is in staat om my *doelwitte* te bereik, selfs al is daar nie veel riglyne, beleide en stelsels in plek nie. *(Doelwitte verwys na beide persoonlike- en maatskappydoelwitte)*	Altyd	Dikwels	Selde	Nooit
b	Ek is bereid om gekritiseer te word omdat ek die tradisie verbreek, as dit is wat nodig is om my doel te bereik.	Altyd	Dikwels	Selde	Nooit
c	My grootste suksesse is te danke daaraan dat ek weier om op te gee.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
d	Ek pak probleme angstig en met entoesiasme aan.	Altyd	Dikwels	Selde	Nooit
e	Ek is op die uitkyk vir nuwe en innoverende maniere om die manier waarop ons dinge doen, te verbeter.	Altyd	Dikwels	Selde	Nooit
f	Ek is opgewonde en vol entoesiasme wanneer nuwe geleenthede opduik.	Altyd	Dikwels	Selde	Nooit
g	Ek beskou verandering as 'n geleentheid vir verbetering, eerder as 'n bedreiging vir myself.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
h	Ek hou daarvan om verskillende benaderings tot dinge te probeer, selfs al is daar 'n moontlikheid dat ek onsuksesvol sal wees.	Altyd	Dikwels	Selde	Nooit
i	As dinge verkeerd loop, is ek in staat om baie vinnig op te staan en *aan* te gaan.	Altyd	Dikwels	Selde	Nooit
j	Dit is beter om 'n moeilike taak aan te pak en onsuksesvol te wees as om dit glad nie aan te pak nie.	Altyd	Dikwels	Selde	Nooit

3	**Aangaande my divisie-*struktuur* (pos-rangorde):**				
a	My divisie kan beskryf word as *burokraties*. *(Burokraties verwys na gesentraliseerde of voorskriftelike administrasie, onderdrukking en onbuigbaarheid)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
b	My divisie se struktuur maak voorsiening vir die gesamentlike gebruik van *hulpbronne, wat b*uigbaarheid aanmoedig. *(Hulpbronne verwys na middele en toerusting wat help om take te vergemaklik)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
c	Die idees en voorstelle van werknemers op laer posvlakke word ernstig opgeneem en dit word as waardevolle insette beskou.	Altyd	Dikwels	Selde	Nooit
d	Werknemers moet toestemming van hul hoofde kry alvorens 'n taak op 'n ander manier uitgevoer mag word.	Altyd	Dikwels	Selde	Nooit
e	My divisie het *buigbare poste*, eerder as formele posbeskrywings. *(Buigbare poste verwys na veranderende rolle en take binne 'n spesifieke pos)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
f	Werknemers op laer posvlakke in my divisie het baie min mag oor hoe hulle hul werk verrig.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
g	*Bestuur* neem al die belangrike besluite in my divisie. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
h	In my divisie moet werknemers die gesagslyn volg en die oorslaan van vlakke in die struktuur word ten sterkste ontmoedig.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
i	Werknemers word aangemoedig om hul eie posverantwoordelikhede te bestuur en mag buigbaar optree om probleme op te los.	Altyd	Dikwels	Selde	Nooit
j	In my divisie word werknemers ontmoedig om informele, werksverwante kontak met ander bedryfspunte en afdelings te hê.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie

Afrikaans Questionnaire paper version (continued)

4	**Aangaande *vergoeding en beloning* in my divisie:**				
a	My divisie se vergoedingstelsel is *waardegebaseer,* met onbeperkte verdienstepotensiaal vir werknemers. *(Waardegebaseer verwys na ekonomiese waarde toegevoeg)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
b	Werknemers kry ondersteuning vir self-geïnisieerde en nie-amptelike aktiwiteite wat tot voordeel van my divisie strek.	Altyd	Dikwels	Selde	Nooit
c	Werknemers kry tyd om aan hulle eie projekte te werk wat tot voordeel van my divisie kan strek.	Altyd	Dikwels	Selde	Nooit
d	My divisie stel doelwitte t.o.v. innoverende, riskante en pro-aktiewe gedrag, en evalueer die gestelde doelwitte gereeld.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
e	My divisie gebruik 'n breë spektrum van beoordelingskriteria wanneer die ondersteuning van nuwe inisiatiewe oorweeg word.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
f	My divisie het beleide en stelsels in plek wat beide finansiële en nie finansiële belonings vir entrepreneuriese gedrag aanbied.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
g	Werknemers word beloon wanneer hulle berekende risiko's neem.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
h	My divisie het duidelike doelwitte, waaroor werknemers en *Bestuur* gesamentlik ooreengekom het. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
i	My divisie se filosofie is: "As dit goed werk, waarom oorweeg om dit te verander?"	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
j	Werknemers ontvang erkenning vir innoverende idees en voorstelle.	Altyd	Dikwels	Selde	Nooit

5	**Aangaande *leierskap* in my divisie:** *(Tensy anders vermeld, verwys Leierskap in hierdie geval na die leierskap in die afdeling se nie-operasionele Middelbestuur)*				
a	Ons leier neem berekende risiko's ten einde groei te bewerkstellig.	Altyd	Dikwels	Selde	Nooit
b	Ons leier kan beskryf word as *charismaties.* *(Charismaties verwys na die vermoë om ander te inspireer en aan te moedig)*	Beslis	Waarskynlik	Waarskynlik NIE	Beslis NIE
c	Ons senior uitvoerende bestuur los probleme op deur saam te dinkskrum (brain storm).	Altyd	Dikwels	Selde	Nooit
d	Ons leier ondersoek deurlopend potensiële nuwe markgeleenthede.	Altyd	Dikwels	Selde	Nooit
e	Ons leier lyk nooit asof hy/sy entoesiasme verloor of moeg is nie.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
f	Ons leier het die vermoë om ander aan te moedig, maar ook om ander te volg ten einde 'n bepaalde doel te bereik.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
g	Ons leier moedig NIE oop gesprekke met alle werknemers aan NIE.	Altyd	Dikwels	Selde	Nooit
h	Ons leier moedig entrepreneurskap onder alle werknemers aan.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
i	Ons leier kan beskryf word as visionêr en buigbaar.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
j	Ons leier se entoesiasme syfer deur na alle werknemers toe.	Altyd	Dikwels	Selde	Nooit

6	**Aangaande *kultuur* in my divisie:**				
a	In my divisie word wyd geglo dat innovasie absoluut noodsaaklik is vir die toekoms van die organisasie.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
b	Mense in my divisie word deurlopend aangemoedig om hul vaardighede en vermoëns te verbeter sodat hulle meer kan bereik.	Altyd	Dikwels	Selde	Nooit
c	My divisie koester vernuwende, uitstaande denkpatrone.	Beslis	Waarskynlik	Waarskynlik NIE	Beslis NIE
d	Ons word aangemoedig om deurgaans vernuwend na dinge te kyk.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
e	Daar bestaan 'n uitgebreide oriënteringsprogram vir nuut-aangestelde werknemers, om seker te maak hulle deel die organisasie se visie en doelwitte.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
f	Daar vind deurlopend werwing van korporatiewe entrepreneurs plaas.	Beslis	Waarskynlik	Waarskynlik NIE	Beslis NIE
g	Daar is 'n sterk klem op *spanwerk.* *(Spanwerk verwys na die bereiking van doelwitte in groepe, eerder as individueel)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
h	My divisie moedig individue wat ander sienings as die organisasie het, aan om innovasie te stimuleer.	Altyd	Dikwels	Selde	Nooit
i	My divisie het 'n duidelike visie hoe om 'n innoverende organisasie te verseker.	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie
j	Gemaklikheid, vertroue en verantwoordelikheid is woorde wat beskryf hoe *Bestuur* die werknemers in hierdie divisie behandel. *(Bestuur verwys in hierdie geval na nie-operasionele Middelbestuur)*	Stem BESLIS saam	Stem saam	Stem nie saam nie	Stem BESLIS NIE saam nie

ADDENDUM 8: Intrapreneurial Intensity Index Score Interpretation Sheet

Task Innovation Index

Extremely Low (10 – 24)	Low (25 - 30)	High (31 - 36)	Extremely High (37 - 40)
This organization demonstrates no evidence of new product or service introductions or innovations at the individual or the organizational level, in terms of identifying, developing and exploiting new opportunities.	This organization demonstrates little evidence of new product or service introductions or innovations at the individual or the organizational level, in terms of identifying, developing and exploiting new opportunities.	This organization demonstrates evidence of new product and service introductions and innovations at the individual and the organizational level, in terms of identifying, developing and exploiting new opportunities.	This organization demonstrates extensive evidence of new product and service introductions and innovations at the individual and the organizational level, in terms of identifying, developing and exploiting new opportunities.

Intrapreneurial Employee Index

Extremely Low (10 - 25)	Low (26 - 30)	High (31 - 35)	Extremely High (36 - 40)
This organization consists mainly of individuals who lack the innovative vision, courage and willingness to embrace new opportunities and demonstrate creative change.	This organization consists mainly of individuals who don't demonstrate much innovative vision, courage or willingness to embrace new opportunities or demonstrate creative change.	This organization consists of many individuals who demonstrate innovative vision, courage and willingness to embrace new opportunities and demonstrate creative change.	This organization consists mainly of individuals who demonstrate innovative vision, courage and willingness to embrace new opportunities and demonstrate creative change.

Structural Flexibility Index

Extremely Low (10 - 26)	Low (27 - 30)	High (31 - 34)	Extremely High (35 - 40)
This organization demonstrates no attempt to achieve a flatter hierarchy, wider divisions of labour, wider spans of control and tends to be centralised in its nature.	This organization demonstrates little attempt to achieve a flatter hierarchy, wider divisions of labour, wider spans of control and tends to be quite centralised in nature.	This organization demonstrates attempts to achieve a flatter hierarchy, wider divisions of labour, and wider spans of control and tends to be quite decentralised in its nature.	This organization demonstrates a flatter hierarchy, wider divisions of labour, and wider spans of control and is decentralised in its nature.

Intrapreneurial Intensity Index Score Interpretation Sheet (continued)

Incentive Policies Index

Extremely Low (10 - 26)	Low (27 - 30)	High (31- 33)	Extremely High (34 - 40)
This organization does not offer employees the opportunities, the encouragement or the incentives to experiment with new ideas, and instills the fear of being punished as a result of possible failure.	This organization rarely offers employees the opportunities, the encouragement or the incentives to experiment with new ideas and instills the fear of being punished as a result of possible failure.	This organization offers employees the opportunities, the encouragement and the incentives to experiment with new ideas without having the fear of being punished as a result of possible failure.	This organization readily offers employees the opportunities, encouragement and incentives to experiment with new ideas with no fear of being punished as a result of possible failure.

Intrapreneurial Leadership Index

Extremely Low (10 - 25)	Low (26 - 30)	High (31 - 35)	Extremely High (36 - 40)
This organization has a leader who has little understanding of the environment, is not visionary or flexible, fails to encourage teamwork or a multi-disciplined approach and does not encourage an intrapreneurial philosophy in the organization.	This organization has a leader who partially understands the environment, is not visionary or flexible, fails to encourage teamwork or a multi-disciplined approach and does not encourages an intrapreneurial philosophy in the organization.	This organization has a leader who understands the environment, is visionary and flexible, encourages teamwork and a multidisciplined approach and encourages an intrapreneurial philosophy in the organization.	This organization has a leader who thoroughly understands the environment, is visionary and flexible, encourages teamwork and a multidisciplined approach and encourages a strong intrapreneurial philosophy in all employees in the organization.

Intrapreneurial Culture Index

Extremely Low (10 - 25)	Low (26 - 30)	High (31 - 36)	Extremely High (37 - 40)
This organization functions in an environment which is characterised by individualism, high power distance, and high uncertainty avoidance, with no focus on quality of life or short-term orientation.	This organization functions in an environment which is characterised mainly by individualism, high power distance, and high uncertainty avoidance, with little focus on quality of life or short-term orientation.	This organization functions in an environment which is characterised mostly by collectivism, low power distance, low uncertainty avoidance, with focus on quality of life and short-term orientation.	This organization functions in an environment which is characterised by collectivism, low power distance, low uncertainty avoidance, with a strong focus on quality of life and short-term orientation.