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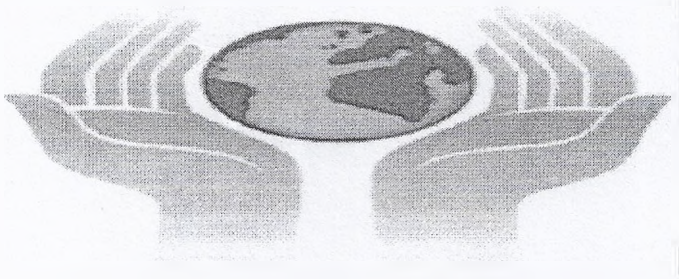

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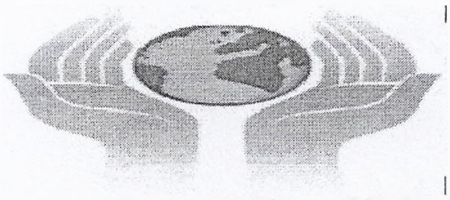

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CORPORATE ENTREPRENEURSHIP: CHALLENGES OF ENTREPRENEURIAL DEVELOPMENT IN FAST MOVING CONSUMER GOODS COMPANIES IN SOUTH-WEST NIGERIA

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Abstract

The rate at which companies shut down their operations in developing countries requires the need to examine the challenges of entrepreneurial development in Fast Moving Consumer Goods Company in South-West Nigeria. This study therefore: identifies the challenges of entrepreneurial development; and examines the relationship between employee intrapreneurial behavior and organization performance. In an attempt to achieve these objectives, two hundred and five (205) respondents were sampled from junior staff to management to executive level within the key drivers in the fast moving consumer goods in South-West Nigeria. Findings from the study revealed that employee innovation (Pearson Correlation = .958, p<0.001), risk taking (Pearson Correlation = .947, p<0.001), educational attainment (Pearson Correlation = .941, p<0.001), desire for autonomy (Pearson Correlation = .884, p<0.001), proactiveness (Pearson Correlation = .848, p<0.001) and internal locus of control (Pearson Correlation = .824, p<0.001) have statistically significant relationship with performance. The study therefore recommended that management should be cognizant of the inability to recognize and exploit business opportunities, poor communication channels, inability to change from present status of operation. Also, companies should provide a supporting environment that will foster risk taking, employee innovation, proactiveness, desire for autonomy, internal locus of control and educational attainment.

Keywords: *entrepreneurial development, employee intrapreneurial behavior, organization performance, South-West Nigeria*

1. INTRODUCTION

The study of Corporate Entrepreneurship has been necessitated by the global expansion of firms and the realization that employees are a unique asset for maintaining viability in the

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global marketplace. Corporate Entrepreneurship as a distinctive activity and occupational category is crucial to entrepreneurship and business management literature. The need for the establishment of new businesses and further expansion of existing ones especially in Nigeria has again buttressed the importance placed on the study of corporate entrepreneurship. The emphasis being placed on the study of corporate entrepreneurship is borne out of the fact that institutional business weaknesses in corporate entrepreneurship constitute major problem to development (Blunt& Jones 1992). The empirical studies of (Jamodu, 2010; Adamolekun, 1991; Adeloye, 2010) have also buttressed the need for studies on corporate entrepreneurship as a better way of addressing entrepreneurship resource scarcity in Africa which have worsened in both private and public organizations.

The increasing demand for faster product development, more features in smaller products, higher and uniform quality, stable and lower prices demands for good Corporate Entrepreneurship spirit and flexible organization with conducive environment and systems that stimulate intrapreneurial behaviour in its employees (Christensen, 2004). The rate at which Fast Moving Consumer Goods (FMCG) companies shut down their operations can be traced to their inability to cope with the challenges posed by the harsh operating environment in which they operate. This has a serious effect on the unemployment situations which makes Nigerian youths to engage in various unwholesome acts. Hence, the problem being experienced by Fast Moving Consumer Goods (FMCG) companies requires innovative solution.

Muhtar (2009); Alo (2009); Oba, Falola, Adetayo and Ijioma (2010) emphasized that the slump in the Nigerian economy is partly attributed to the low Corporate Entrepreneurship in developing countries. Norton and Moore (2002) claimed that studies in social planned and intentional psychology have also shown that individuals and companies exhibit some intentional and planned behavior that constitutes corporate entrepreneurship. The performance outcomes identified in various empirical evidences resulting from corporate entrepreneurship include new and improved products, services, process and new markets. Therefore, high level of organizational performance has been linked to high level intrapreneurial intensity. Then the major questions to ask are: what are the challenges to entrepreneurial development in Fast Moving Consumer Goods Company in South-West Nigeria? Is there any significant relationship between employee intrapreneurial behavior and organization performance? The broad objective is to examine the challenges of entrepreneurial development in Fast Moving Consumer Goods Company in South-West Nigeria. The specific objective are: (i) to identify the challenges of entrepreneurial development; and (ii) to examine the relationship between employee intrapreneurial behavior and organization performance.

Research Hypotheses

H_{01}: There are no significant challenges to entrepreneurial development.
H_{02}: There is no significant relationship between employee intrapreneurial behavior and organization performance

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2. LITERATURE REVIEW

2.1 Conceptual Issues

Corporate Entrepreneurship is thought of as rejuvenating and revitalizing existing companies. It is brought into practice as a tool for business development, revenue, growth, profitability enhancement and pioneering the development of new products, services and processes (Lumpkin & Dess, 1996; Zahra and Covin, 1995; Zahra, Jennings & Kuratko, 1999). Corporate entrepreneurship, generally, refers to the development of new business ideas and opportunities within rge and established corporations (Birkenshaw, 2003). In most cases, Corporate entrepreneurship describes the total process whereby established enterprises act in innovative, risk-taking and proactive ways (Zahra *et al*, 1993; Dess *et al*, Lumpkin & McGee 1999; Bouchard 2001). This behaviour has various outcomes. An outcome may result in a new product, service, process or business development. Corporate entrepreneurship may be chosen as a strategy to result in increased financial performance. It also leads to other non-financial benefits, such as increased morale of employees, collaboration and a creative working environment (Hayton, 2005). It may result in 'new' organizations, being created as 'spin-out ventures' (Hornsby, Naffziger, Kuratko & Montagno 1993; Altman & Zacharckis, 2003), or it may involve the restructuring and strategic renewal within an existing enterprise (Volberda, Baden-Fuller & Van den Bosch 2001).

2.1.1 Types of Corporate Entrepreneurship

According to Thornberry (2008) supported by Kenney and Mutjuba (2007), there are four types of corporate entrepreneurship:

Corporate Venturing: It is the process of starting new ventures related to core business through investing in smaller innovative firms and different forms of corporate venturing units by larger firms.

Intrapreneurship: It is about the identification of employees who have entrepreneurial skills and it focuses on encouraging these employees to act in an entrepreneurial way within large organizations.

Bring the market inside: This dimension takes a marketing approach to encourage entrepreneurial behavior by changing structure.

Entrepreneurial Transformation: According to Burns (2008), it is about the adaptation of organizational structure, and culture to changing environment and create a new organizational environment to encourage entrepreneurial activity. He also mentioned that according to this dimension, the individual behavior in the organization is influenced by leadership, strategy, systems, structures and culture.

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Moreover, Covin and Miles (1999 in Dess et al., 2003) identify four types of corporate entrepreneurship. They offer structurally complex firms to use simultaneously one or more forms of corporate entrepreneurship in different parts of organization. The first one is *sustained regeneration, which* is stimulated by the firm's culture, processes and structures to create new products in its existing market and also to enter with existing product into new markets. Here, companies know their product's life cycle and they create strategies according to competitive expectations. The second type of corporate entrepreneurship is *organizational rejuvenation*. It is more about process and administrative innovations rather than product innovations. It enables organizations to improve the firm's ability to execute strategies. It concerns about inducing entrepreneurship through organizational procedures and standards. *Strategic renewal*, which is the third one, is about how to change strategies to compete differently. While organizational rejuvenation is about the organization itself, strategic renewal is about both organization and environment. It consists of the ways to exploit the opportunities more profitably and how to explore new ideas in these changing circumstances. *Domain Redefinition* focuses on creating a new product market that competitors have not discovered yet or are not successful in that market. Domain redefinition aims to have first mover advantage in that new market.

2.1.2 Barriers to Corporate Entrepreneurship

There are some barriers in the way of creating corporate entrepreneurship in any organization and cultivate such an environment which is conducive to corporate entrepreneurship. Large and growing organizations need to take advantage of synergies, economies of scale and shared risk taking for its success (Thornberry, 2003). Therefore corporate entrepreneurship is difficult to implement in large bureaucratic organizations where cost controls, policies and guidelines are rigid and prevalent. Most firms drive in defined boundaries with defined framework and risk parameters (Timmons & Spinelli 2004), and there is scarcity of people who are brave enough to take on the intrapreneurial role and break the boundary. Therefore organizations can hire and train them to become future intrapreneurs. Eesley & Longenecker (2006) very correctly describe barriers to corporate entrepreneurship saying these barriers are useful to know about before discussing gateways to improving corporate entrepreneurship:

i. When organizations punish risk taking and the mistakes associated with new ideas or innovation, corporate entrepreneurship is stifled and will disappear with time.
ii. When organizations do not listen to their members' input about how to make things.
iii. Better ideas but no follow up on improved ideas, they discourage the very things needed for organizational improvement to flourish.
iv. When an organization fails to sanction, promote, and encourage risk taking, empowerment, and improvement actions, it greatly reduces the likelihood of creating an environment of better performance.
v. Organizations that are replete with unhealthy political activity, infighting, and uncooperative organizational members have a very difficult time bringing out the best in people to create better business performance.

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vi. When organizations are characterized by poor communication and structural silos that prevent the flow of useful information, corporate entrepreneurship suffers greatly.
vii. When organizations do not encourage and empower the employees to look for ways to improve an organization's performance; there is unclear organizational direction, priorities, and objectives; and there is lack of top management support in risk taking and improvement initiatives.
viii. When organizations fail to change (from their present status of operation) along with the changing environment
ix. Finally, when risk taking and improvement in activities are not rewarded and when employees have inadequate resources and time, corporate entrepreneurship will either die never gain enough momentum to become a competitive advantage.

2.1.3 Employee Intrapreneurial Characteristics for Corporate Performance

Most commonly characteristics of employee intrepreneurial behaviour identified by Gunu and Tsado (2017) include: risk taking, tolerance for ambiguity, Proactiveness, desire for autonomy, internal locus of control, educational attainment, and over optimism (Delmar, 1996; Jeffry & Stephen, 2007). Ireland, Kuratko & Morris (2006)emphasized the need for creativity and sharedknowledge at all levels of the organization to maximize competitive advantage, while also limiting the range of potential behavior from withinthe firm by creating structural boundaries and controlling the use of resources. Management therefore promote creativity under carefulsupervision (Burns 2008) to mitigate the strategic risks associate with corporateentrepreneurship (Bouchard 2001). Bhardwaj, Sushil and Momaya (2011) also stressed that management at all levels must provide a degree of autonomy or work discretion, and opportunities for unstructured interaction amongst team members and departments, facilitate idea generation, knowledge exchange, and strategic problem solving, while simultaneously motivating and encouraging creative individuals to take initiative.

2.2 Theoretical Review

The theory adopted for this study which will guide the adoption of corporate entrepreneurship and the achievement of innovation goals is Individual/Opportunity Nexus Theory

2.2.1 Individual/Opportunity Nexus Theory

The theoretical work in the discovery theory which is typically called the individual/opportunity nexus view has focused on the existence, discovery, and exploitation of opportunities and the influence of individuals and opportunities (Kirzner, 1973; Shane and Venkataraman, 2000; Shane, 2003). The individual/opportunity nexus suggests that opportunities are objective, individuals are unique, and third that entreprenerurs are risk bearing.

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2.3 Empirical Review

Akanbi (2013) examined the impact of entrepreneurial orientation on entrepreneurial innovativeness in small and medium scale enterprises in Lagos metropolis, Nigeria. It seeks to determine whether risk-taking behaviour, pro-activeness and competitive aggressiveness jointly and independently predicted entrepreneurial innovativeness as well as to ascertain the significant difference between risk-taking behaviour and entrepreneurial innovativeness. It also examined the significant relationship between proactiveness and entrepreneurial innovativeness. The study employed survey research design using questionnaire to collect data from different categories of workers in the small and medium scale enterprises. Two hundred subjects responded to the questionnaire. Three hypotheses were tested using multiple regression, t-test, and correlation analysis. The findings indicate among others that, entrepreneurial orientation as measured by risk-taking behaviour, pro-activeness and competitive aggressiveness had a significant impact on entrepreneurial innovativeness. Based on the findings, the study therefore recommends among others that, companies should be proactive rather than reactive in nature in order to act promptly to changes that take place in the business environment.

Lekmat & Chelliah (2014) examines the antecedents to corporate entrepreneurship (CE) in Thailand's auto-parts manufacturing industry in the post Asian financial crisis era using a mixed-method approach using 400 companies which were randomly selected from the Thailand Automotive Industry directory of 2006–2007.The interview findings of the research clarified the role of determinant variables in entrepreneurial orientations and activities and the effects of these activities on firm performance. The results of their paper from both qualitative and quantitative data showed that the external environment is an important determinant of CE which affirms that from environmental management and entrepreneurship perspectives, the external environment cannot be separated from the entrepreneurial process (Dess et al., 2004; Zahra, 1993b). Environmental dynamism and heterogeneity offers opportunities that can be derived from the development of new products and technologies and from access to new markets.

3. METHODOLOGY

3.1 Research Design

This study examines the critical success factors for corporate entrepreneurial development in selected fast moving consumer goods companies in South-West Nigeria, with Cadbury Nigeria Plc., Honeywell Flour Mills of Nigeria Plc. and Unilever Nigeria Plc. as case study. An explanatory research design is chosen for this study because it affords the researcher the opportunity of discovering a complete description of the challenges to corporate entrepreneurial development and provides objectivity and in-depth study within a limited time frame. Hence explanatory study design was used to determine and explain the relationship between the dependent variable.

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3.2 Population of the Study

The targeted population of this study was all managers from middle management to executive level within the key drivers in the fast moving consumer goods in South-West Nigeria. The list of employees at the requested job level was supplied by the Human Resource Managers of each selected companies. These companies are Nigerian Breweries, Guinness Nigeria. Pepsi, Coca-Cola, Unilever Nigeria, PZ Cussons, Flour Mills of Nigeria Plc. Cadbury Nigeria Plc, Dangote Group Industries (flour mills). According to KPMG (2015), these companies are the key drivers in fast moving consumer goods in Nigeria, and manufacturing sectors arekeys for a country's FMCG sector. The states chosen for this study were Lagos, Ogun and Oyo State, and they were chosen based on their high level of commercial activities judge against to other states in the region (Uchegbulam, Akinyele, Ibidunni, 2015).A total of four hundred and thirty seven (437) employees were identified as potential respondents.

3.3 Sample Size and Sampling Techniques

Since it is practically impossible to study the whole population, for the purpose of this study, three hundred and sixty one (361) respondents are selected for this study. The formula used to arrive at this figure is Krejcie and Morgan formula, given thus:

$$n = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where

n = sample size

X^2 = table value of Chi-Square @ d.f = 1 for 0.05 confidence level

X^2 = 3.84

N = population size which is 437

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as 5%)

$$n = \frac{(3.84)(437)(0.5)(1-0.5)}{(0.05)^2(437-1) + (3.84)(0.5)(1-0.5))}$$

n = 204.64

n = 205

The non-probability sampling technique was employed in this study and to be specific the convenient sampling techniques was the most appropriate for case study research. According to Bryman and Bell (2007) Convenience sample is one that is conveniently available to the researcher with its goodness of accessibility. And as Bryman and Bell (2007) explains in business and management field this technique is more worthy as compare to sample based on probability sampling. By keeping in view the limitations of time, resources and population writers have decided to apply convenience sampling technique for the purpose of collecting empirical material.

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3.4 Methods of Data Collection

Data for this study were obtained through primary sources i.e. questionnaire administration. The questionnaire design is made of two (2) sections. The Section A is designed to collect the Personal Data (gender, age, marital status, educational qualification and managerial level) of the respondents while Section B seeks to gather information on critical success factors to corporate entrepreneurial development. The statements in the section B were framed using 5 Likert scale to show the degree of agreement or disagreement of respondents to questionnaire items as regard to corporate entrepreneurial development.

3.5 Validity of Research Instrument

Content validity was undertaken to ascertain whether the content of the questionnaire items will be appropriate and relevant to the study purpose. Content validity indicates that the content reflects a complete range of the attributes under study and is usually undertaken by two or more experts (DeVon, Block, Moyle-Wright, Ernst, Hayden, Lazzara, 2007). The Content Validity Index (CVI) was then used to estimate the validity of the items (Lynn 2006). According to the CVI, a rating of three or four indicates the content is valid and consistent with the conceptual framework (Lynn, 2006). For example, if five of eight content experts rate an item as relevant (3 or 4) the CVI would be 5/8=0.62, which does not meet the 0.87 (7/8) level required, and indicates the item should be dropped (Devon et al. 2007). All the items valid with CVIs ranging from 0.87 (7/8) to 0.100 (8/8) were retained, while the items with CVIs less than 0.87 (7/8) were removed.

3.6 Scale Reliability

Cronbach's alpha scores were computed for each construct (CE, environmental hostility and company growth) to measure the internal consistency and to indicate how different items can reliably measure the construct. The scale is sufficiently reliable if Cronbach's alpha is greater than 0.80 and is most likely reliable for values greater than 0.70 (Cronbach, 1951). In this study, the Cronbach's alpha obtained was 0.96 for overall corporate entrepreneurship scale and the estimates for companies' corporate goal achievement were 0.87 and 0.75, respectively. Research conducted by Zahra and Covin (1995) found the internal consistency level of corporate entrepreneurship to be 0.75. Thus, the scales used in this research could be considered as reliable.

4. RESULTS AND FINDINGS

Data analysis was conducted using SPSS (version 2007) and One way ANOVA and Correlation Analysis were used to determine the associations between constructs in the study. The findings of these analyses are subsequently presented. A total of two hundred and five (205) questionnaires were issued out. Of the two hundred and five (205) questionnaires issued out,

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only one hundred and seventy-eight (178) were completely filled and returned. This represented a response rate of 86.82% and this was considered satisfactory for the analysis.

4.1 Analysis of Research Hypothesis I

Ho_1: There are no significant challenges to entrepreneurial development.
In order to analyze the challenges to entrepreneurial development of FMCG companies, One-way

Anova was adopted to analyze the significant mean differences among the identified challenges, as shown in the table below:

Table 2 One-way ANOVA

Strategies		Sum of Squares	Df	Mean Square	F	Sig.
punish risk taking and the mistakes associated with new ideas or innovation	Between Groups	200.535	5	50.134	1022.770	.000
	Within Groups	19.362	172	.049		
	Total	219.898	177			
Inability to recognize and exploit business opportunities	Between Groups	577.425	5	144.356	382.856	.000
	Within Groups	148.935	172	.377		
	Total	726.360	177			
Poor communication channels	Between Groups	582.295	5	145.574	322.892	.000
	Within Groups	178.083	172	.451		
	Total	760.377	177			
Inability to change from present status of operation	Between Groups	618.687	5	154.672	357.152	.000
	Within Groups	171.063	172	.433		
	Total	789.750	177			
Inability to encourage and empower employees to look for ways to improve an organization's performance	Between Groups	679.748	5	169.937	524.858	.000
	Within Groups	127.892	172	.324		
	Total	807.640	177			

(Source: Author's computation, 2016)

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Table 3 presents a correlation analysis between employee intrapreneurial behavior and organization performance. The result indicates that there was a statistically significant relationship between employee intrapreneurial behavior and organization performance. As indicated in the table, employee intrapreneurial variables such as risk taking, employee innovation, Proactiveness, desire for autonomy, internal locus of control and educational attainment have significant relationship with organization performance.

It has been found that, employee innovation (Pearson Correlation = .958, $p<0.001$), risk taking (Pearson Correlation = .947, $p<0.001$) and educational attainment (Pearson Correlation = .941, $p<0.001$) have the highest relationship with organization performance, whereas, desire for autonomy (Pearson Correlation = .884, $p<0.001$), proactiveness (Pearson Correlation = .848, $p<0.001$) and internal locus of control (Pearson Correlation = .824, $p<0.001$) also have a relatively high relationship, but not as high as employee innovation, risk taking and educational attainment. Additionally, this result also indicates that the null hypothesis is rejected and alternative hypothesis is accepted. Hence it can be concluded that there is significant relationship between employee intrapreneurial behavior and organization performance in the selected fast moving consumer goods companies in South-West Nigeria. The result of this finding is in consistent with that of Jeroen and Sander (2008) who observed that the major activities related to intrapreneurship include opportunity perception, ideageneration, designing a new product or another recombination of resources, internal coalition building, persuading the management, resource acquisition, planning andorganizing. Key behavioural aspects of intrapreneurship are personal initiative, activeinformation search, out of the box thinking, voicing, championing, taking charge, findinga way, and some degree of risk taking.

5. CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to examine the challenges of entrepreneurial development in selected fast moving consumer goods companies in South-West Nigeria. It was shown that punishing risk taking and the mistakes associated with new ideas or innovation, inability to recognize and exploit business opportunities, poor communication channels, inability to change from present status of operation, inability to encourage and empower employees to look for ways to improve an organization's performance inhibit entrepreneurial development in organizations. Findings from this study also indicated that employee intrapreneurial behaviour such as risk taking, employee innovation, proactiveness, desire for autonomy, internal locus of control and educational attainment foster organization performance of the selected fast moving consumer goods companies in South-West Nigeria. It is up to the top level managers to recognize these behaviours and ensure that the companies provide supporting environment.

Based on this, the following recommendations are given:

Management should take cognizance of the following issues as it affect their organization: punishing risk taking and the mistakes associated with new ideas or innovation, inability to recognize and exploit business opportunities, poor communication channels, inability to change from present status of operation, inability to encourage and empower employees to

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look for ways to improve an organization's performance, and look for better ways of addressing them in order to improve performance.

In terms of intrapreneurial behaviour, companies should provide a supporting environment that will foster risk taking, employee innovation, proactiveness, desire for autonomy, internal locus of control and educational attainment. It is important to show that intrapreneurial behavior is supported and fostered, which include an open culture in which employee are not afraid of sharing their ideas. Each employee should be encouraged to come up with suggestions for incremental improvements, as well as radical concepts.

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