MASTER OF MANAGEMENT

ENTREPRENEURSHIP AND NEW VENTURE CREATION

RESEARCH REPORT

AN EVALUATION OF CORPORATE ENTREPRENEURIAL ENVIRONMENTS AT BROADCASTING COMPANIES IN SOUTH AFRICA

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DECLARATION

I, Advocate Nkateko Colin Maluleke, hereby declare that the work in this research paper is my own original work. I hereby declare that all sources used or referenced have been documented and recognised.

I declare that this research paper has not been previously submitted in full or partial fulfilment of the requirements for an equivalent or higher qualification at any other recognised education institution.

Signed	**At**	**Date**

DEDICATION

This dissertation is dedicated to my family for their unconditional love, never ceasing prayer, encouragement and support, and especially to the love of my life Ntsakisi Maluleke, for her patience and humour throughout the research process.

Most importantly I dedicate this work to my Lord and Saviour Jesus Christ, my deliverer and preserver.

ACKNOWLEDGEMENTS

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I am grateful to the managements of ATTV, Eclipse TV, Massiv Metro, Touch HD and Power FM for allowing me to conduct this research from their respective companies.

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ABBREVIATIONS

ATTV	Andrew Thabo Television
BCs	Broadcasting Companies
CEO	Corporate Entrepreneurship Orientation
EEA	Entrepreneurial Employee Activity
FTA	Free-to-air
ICASA	Independent Communications Authority of South Africa
ICT	Information/communication technology
i.e	In other words
NAB	National Association of Broadcasters
NP	Nationalist Party
PWC	Price Waterhouse and Coopers
SABC	South African Broadcasting Corporation
RDS	Radio Data System
TEA	Total Early-stage Entrepreneurial Activity
TV	Television

ABSTRACT

Background: Traditionally, the broadcasting sector is a fast paced, competitive industry with consistently changing technologies. The change is opening a gap for the sector to strengthen its initiatives relating to innovation and pro-activity within their strategic approaches. Sustainability and performance for Broadcasting Companies going forward will thus be dependent on their entrepreneurial orientation.

Aim: The aim of this study is to explore if an internal environment conducive to entrepreneurial activity exists within the broadcasting industry of South Africa by analysing the dimensions of corporate entrepreneurial orientation in relation to bet-your-company organisational culture and employee rewarding.

Methodology: An exploratory study consisting of descriptive and analytic components was used to collect data from employees of six Broadcasting Companies. The participants were analysed in terms of the relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and a bet-your-company organisational culture and the relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding at the broadcasting companies included in the study by means of a structured questionnaire.

Data analysis included descriptive statistics and an ordinal regression analysis. Ethical approval to conduct the study was granted by the Faculty Ethics Committee of the Wits Business School. Permission from ATTV, Eclipse TV, Massive Metro, Touch HD, Trace TV and Power FM to conduct the study was granted by the Management of the respective Companies.

Results: A total of forty-nine broadcasting industry employees participated in the study. Majority of the respondents were in the 25-35 year age category (n=27, 55%)

Innovation was found to be positively correlated to pro-activeness and organizational culture, while pro-activeness also has a positive correlation with risk and organisational culture; likewise with the correlation between risk and organisational culture and pro-activeness.

Two ordinal regression models were evaluated to test:

H1: There is a positive relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and the bet-your-company organisational culture of broadcasting companies in South Africa; and

H2: There is a positive relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding within broadcasting companies in South Africa.

Conclusion: The study demonstrated the positive correlation exits between organizational culture with innovation, pro-activeness and risk taking. However, only risk taking was demonstrated to be statistically significant in the ordinal regression model (OR, 95% CI). There is thus a need to establish CEO within the broadcasting industry so that it may be an environment that sustains and attracts employees who are entrepreneurial in nature.

Author key words: Broadcasting Industry, Corporate Entrepreneurial Orientation, Entrepreneurial Employee, organisational culture

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

Entrepreneurship is a multi-dimensional concept, involving different actors and multiple levels of analysis that are expected to positively affect economic progress by stimulating influence on innovation, competition and industry dynamics (Herrington & Kew, 2016; Kritikos, 2014). South Africa is facing a high unemployment rate crisis, where 26.7% of the population is currently unemployed (Statistics South Africa, 2018). Furthermore, the country's persistently low levels of entrepreneurial activity are of concern, with the majority of South Africa's total early-stage entrepreneurial activity (TEA) being displayed (67%) in the consumer services sector, while only 1% is in the Information/communication technology (ICT) industry (Herrington & Kew, 2016). A suggested solution to the aforementioned crisis of unemployment is exploring the pursuit of opportunities within existing organisations, also known as entrepreneurial employee activity (EEA), corporate entrepreneurship or intrapreneurship (Bosma *et al.*, 2012).

The broadcasting industry is a source of employment and economic development provision by being a vital link between consumers, creators, the entertainment industry as well as the information industry (National Association of Broadcasters, 2014). This industry has the potential to allow intrapreneurship as it undergoing technological advances, with the migration of broadcasting signals from analogue to digital (Choi, 2018; Olawuyi & Mgbole, 2012; South African Department of Communication, 2012).

It is therefore against the backdrop of advancing technologies and high unemployment rates that this explorative study is going to evaluate whether the broadcasting industry in South Africa is amiable to intrapreneurship by creating environments which encourage employees to be entrepreneurial through the testing of the following hypothesis:

Hypothesis 1: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and bet-your-company organisational culture in Broadcasting Companies (BCs) of South Africa; and

Hypothesis 2: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding within BCs of South Africa.

The results of the study will illustrate how the construct: corporate entrepreneurial orientation (CEO) relates to bet-your-company organisational culture and employee rewarding. The recommendations to the managerial teams of BCs are aimed at giving direction and guidelines on the areas of corporate activities BCs need to focus on in order to become more entrepreneurially orientated.

This chapter sets the scene for the study by describing the theoretical background, the study purpose, the study context, the problem that motivated the study as well as the significance of the study with its delimitations and assumptions.

1.2 PURPOSE OF THE STUDY

The purpose of the study is to explore the relationship between the dimensions of CEO (innovation, risk taking, pro-activeness) and bet-your-company organisational culture as well as employee rewarding within BCs operating in South Africa.

CEO is created and maintained in companies that promote innovation, pro-activeness and risk taking within an organisation that promotes an entrepreneurial culture (Kurtako *et al.*, 2011). Kuratko *et al* also contends that CEO is dependent on the positive perception of entrepreneurship as well as the individual employees undertaking of innovative activities (Kuratko *et al.*, 2011).

In the recent past, change within this sector has been witnessed due to the convergence of technologies through high levels of innovation, especially the migration from analogue to digital terrestrial broadcasting (Olawuyi & Mgbole, 2012; Choi, 2018). This change is dictating a shift in strategic approach within the media and broadcasting industry towards innovation and pro-activity (Choi, 2018; Küng, 2008). Sustainability and performance for BCs going forward will be dependent on their entrepreneurial orientation (Bilton, 2007; Küng, 2008). It is therefore crucial for these companies to have the internal environments that encourage and reward their entrepreneurial employees, in order to promote an internal culture of constant innovation, new ideas, diversity as well as employee and organisational growth (Choi, 2018).

1.3 CONTEXT OF THE STUDY

Research contributed by Price Waterhouse Coopers (PWC) for the National Association of Broadcasters (NAB), stated that television (TV) revenue earnings in South Africa have been on the rise in recent years: from an estimated R21 547 million in 2012 to an estimated R27 986 million in 2104 (National Association of Broadcasters, 2014). These earnings were collected from subscription fees, licence fees and advertising (National Association of Broadcasters, 2014). Similarly radio has also seen an increase of earnings during the aforementioned time period from R3 575 million to R4 486 million generated from advertising (National Association of Broadcasters, 2014). The South African economic market has been favourable for BCs in the past years with greater profit margins, however, little is known of the number of entrepreneurial employees within this industry (Bosma *et al*, 2012). Additionally, although the broadcasting industry relies on innovation, pro-activeness and risk taking to grow, these factors of entrepreneurship are not widely documented within BCs (Küng, 2008).

The modern business environment lends itself to CEO by allowing entrepreneurial behaviour inside established medium and large companies directly leading to the improvement of organizational profitability and an enhancement of competitive position or the strategic renewal of an existing business (Paunavic & Dima, 2014; Gartner, 1998). Existing theories and models of CEO highlight the collaboration between entrepreneurial employees' personality and organisational environment

(Paunavic & Dima, 2014; Hornsby, Kuratko & Zahra, 2002). It adopts behavioural styles and practices that challenge bureaucracy and encourage innovation. It also stimulates innovation within the company through the exploration and exploitation of new opportunities (Paunavic & Dima, 2014; Morris, Kuratko & Covin, 2008; Thornberry, 2003; Antoncic & Hirsh, 2003). CEO also includes the attitudes and actions that enhance a company's ability to seize opportunities, take risks and innovate. To understand CEO, it is important to look at the role of the individuals who show evidence of entrepreneurship within the corporate setting (Burns, 2005). In recent years, the research on CEO has grown rapidly, and it has been depicted that CEO reflects the development and implementation of new ideas in organizations (Wales, 2015; Wales, 2013; Jeffrey & Lumpkin, 2011). The terms: 'internal entrepreneurship', 'CEO' and 'intrapreneurship' are often used interchangeably (Bulut & Alpkan, 2006).

In addition to its focus on innovation, there also exists an equal drive toward venturing (Bulut & Alpkan, 2006). These two work in unison as the company undertakes innovations across the entire organizational spectrum, from product and process to technology and administration. In addition, venturing is a primary component in the process, pushing larger companies to enhance their overall competitiveness in the marketplace by taking bigger risks (Hornsby, Kuratko & Zahra, 2002).

Theories and studies have demonstrated that CEO can enhance the shareholder's value by creating the work environment that boosts the individual and corporate growth, presenting employees an opportunity to utilize their creative skills and formulating the organizational culture that enhance the market performance of firm (Ergglu & Picak, 2011). Thus, this the perceived failure to develop the skill of employees with entrepreneurial acumen leads to the question that will be explored by this study: is there a positive relationship between the elements of a CEO (innovation, pro-activeness and risk taking) and the concepts of bet-your-company organisational culture and employee rewarding within BCs of South Africa?

1.4 PROBLEM STATEMENT

The broadcasting industry is changing. Changes are being driven by high levels of innovation specially migration from analogue to digital terrestrial broadcasting and convergence of technologies in the sector (Choi, 2018; Olawuyi & Mgbole, 2012). This dictates that the media and broadcasting industry be innovative and proactive in their strategic approach (Parkman *et al*., 2012; Küng, 2008). Sustainability and performance for BCs going forward will be dependant to their entrepreneurial orientation (Parkman *et al*., 2012; Küng, 2008).

BCs are required to be competitive, constantly innovative and be diversified at all times, thus entrepreneurial in nature (Parkman *et al*., 2012; Küng, 2008). It is critical for the BCs to have the right programmes in place to identify, encourage and reward entrepreneurial employees, thus promoting an internal culture of constant innovation, new ideas and diversity (Küng, 2008).

Over the years and through observation BCs do not seem to have the right programmes to identify entrepreneurial employees (within the business), encourage entrepreneurial employees, reward and to also retain these employees (Küng, 2008; Choi, 2018). This challenge leads to the wrong skills mix and the loss of appropriate employees, loss of opportunities and information (new trends), lack of sustainable future plans, loss of relevance, loss of business and entrepreneurial employees merely collecting a pay cheque whilst running their own entrepreneurial ventures on the side (Parkman *et al*., 2012; Küng, 2008). When taking into account the nature of BCs, many businesses can explore the construct of intrapreneurship among their employees as a new way to find solutions to problems and to obtain new information and/or trends (Bosma *et al.*, 2012).

1.5.1 Sub problem one

The internal organisational environments of BCs in South Africa have not been extensively researched; majority of literature found was of the CEO within the financial sector (Al-Swidi & Mahmood, 2011; Chadwick *et al.*, 2001; Chaka, 2006). A gap in literature exits in the broadcasting industry to answer if BCs encourage CEO by affording their employees entrepreneurial platforms and encouragement that utilise their employee's creativity and innovation for commercial benefit, sustainability and boosting of their financial muscle. This study thus aims to evaluate the relationship between elements of CEO (innovation, pro-activeness and risk taking) and a bet-your-company organisational culture **(Hypothesis 1)**.

1.5.2 Sub problem two

Secondly, retention strategies for employees of industries that require scares skills are of vital importance (Ramlall, 2004; Sandhya & Kumar, 2011). Creating and sustaining working environments that encourage innovation and growth for such employees is one of the challenges faced by the broadcasting industry. Human resource practitioners highlight the importance monetary and non-monetary rewarding as a retention strategy for employees (Ramlall, 2004; Sandhya & Kumar, 2011). This study thus also aims to evaluate the relationship between elements of CEO (innovation, pro-activeness and risk taking) and employee rewarding within BCs of South Africa **(Hypothesis 2)**.

1.6 RESEARCH QUESTIONS

From the given problem statement, this study deals with the following problem statement:

- *How should BCs design their organisational structure in order to create an environment suitable for corporate entrepreneurship?*

It is firstly important to understand the concept of CEO and its dimensions in order to answer the problem statement. Therefore, the first research question is:

- *What is corporate entrepreneurial orientation in BCs?*

After being acquainted with corporate entrepreneurship and after having identified its dimensions, it is necessary to define organisational culture and employee rewarding within an organisation. Hence, the second and third research questions deal with the following questions:

- *What is organisational culture in BCs?*
- *What is employee rewarding within BCs?*

Finally, when the concepts are defined and their different forms and elements are identified, the question which leads us to answering the problem statement is the following:

- *How do the dimensions of CEO within BCs link with organisational culture and employee rewarding?*

1.7 AIM OF THE STUDY

The aim of this study is to explore if an internal environment conducive to entrepreneurial activity exists within the broadcasting industry of South Africa by analysing the dimensions of CEO (innovation, pro-activeness and risk taking) in relation to bet-your-company organisational culture and employee rewarding.

1.8 SIGNIFICANCE OF THE STUDY

Corporate entrepreneurial environments also known as intrapreneurship are environments which encourage growth, innovation, leadership, change and engagement (Covin & Lumpkin, 2011). In the current economic climate of recession in South Africa, there are multiple competing interests for cash strapped budgets (Statistics South Africa, 2018). The broadcasting industry needs to re-invent itself continually to be a key role player for investor purse strings. The encouragement of BCs employees to be innovative through the tool of intrapreneurship is thus of vital importance.

Furthermore, CEOs create the entrepreneurial infrastructure needed to ensure that growth occurs through the generation of new business growth (Huse *et al.*, 2005; Steffens *et al.,* 2009). As the broadcasting industry also aims to stay relevant and impactful, it needs to set the context for innovation through ensuring that it is pro-active, innovative and engaging in necessary risk taking through employing the right skills mix, engaging in the right processes and within the right environment (Habbak, 2017). This study will thus contribute to the body of knowledge of current entrepreneurial organisational cultures within the broadcasting industry.

This study also aims to provide guidance to BC operating in South Africa on how to identify and develop entrepreneurial acumen within their organisations. The study results will endeavour to be a guide for BC managerial teams to: identify, develop, encourage, reward and retain their entrepreneurial employees.

1.9 DELIMITATIONS OF THE STUDY

The BCs internal organisational factors pertaining to corporate entrepreneurship are many and varied; the study focused only on the relationship between corporate entrepreneurial environments and two constructs, namely: bet-your-company organisational cultures as well as employee rewarding of BCs within South Africa. Only corporates that are in the broadcasting industry are used to evaluate the entrepreneurial environment.

The study will evaluate three dimensions of entrepreneurial orientation: innovation, pro-activeness and risk. As such, autonomy and aggressiveness will be excluded from the study.

The research study will target participants from middle to top management levels (such as deputy directors, directors, senior managers and executives) to capture a diverse view of the BCs' entrepreneurial culture. The study required multiple responses per company, however, the study had a limited sample which only allowed for explorative study which is not designed to be generalised to rest of the broadcasting industry.

A questionnaire was developed for completion by employees sampled from various BCs within South Africa. The research methodology used is: quantitative, explorative study, using descriptive data and ordinal inferential statistics.

1.10 DEFINITION OF TERMS

Broadcasting: the distribution of audio and/or video signals (programs) to a number of recipients (listeners or viewers) that belong to a large group (New World Encyclopedia, 2016).

Broadcasting Company: a company that is characteristically a vehicle for creative expression as well as political, social and cultural development through the supply of entertainment, current affairs and business news on a daily basis (National Association of Broadcasters, 2014).

Corporate Entrepreneurship: The development of new ideas and opportunities within large or established businesses that may directly lead to the improvement of organizations profitability as well as organizations enhancement of competitive position and/ or strategic renewal (Wales, 2015; Jeffrey & Lumpkin, 2011; Wales, 2013).

Corporate Entrepreneurial Orientation: The strategy making processes that provide organizations with a basis for entrepreneurial decisions through the use of the three dimensions of entrepreneurship (innovation, pro-activeness and risk taking (Dess & Lumpkin, 2005; Sharma & Dave, 2011; Yeazdanshenas, 2014)

Entrepreneur: An individual who exercises initiative by organizing a venture to take benefit of an opportunity and, as the decision maker, decides what, how, and how much of a goods or service will be produced. An entrepreneur supplies risk capital as a risk taker, and monitors and controls the business activities (Nystrom, 2012).

Entrepreneurial employees: Employees developing new activities for their main employer, such as developing or launching new goods or services or setting up a new business unit, a new establishment or a subsidiary (Bosma *et al.*, 2012; Wakkee, Elfring & Monaghan, 2010).

Entrepreneurial environment: A combination of factors that play a role in the development of entrepreneurship, it refers to the overall economic, socio- cultural, and political factors that influence people's willingness and ability to undertake entrepreneurial activities and also refers to the availability of assistance and support services that facilitate the innovative process (Wakkee, Elfring & Monaghan, 2010; Sharma & Dave, 2011; Yeazdanshenas, 2014).

Entrepreneurship: The pursuit of a new venture creation. When reflecting on the various definitions of entrepreneurship and the different schools of thought, the common denominators raise what is referred to as the entrepreneurial question: 'why, when and how certain people unearth and develop opportunities (Hirsh, Peters & Shepherd, 2010).

1.11 ASSUMPTIONS

The study assumes that respondents who include a sample from middle to senior management have sound managerial experience and thus have an understanding of the constructs corporate entrepreneurial orientation and entrepreneurial environments. Additionally, the study assumes that the sampled respondents will be a fair representation of the broadcasting industry. Lastly, the targeted study respondents are assumed to not have received remuneration or reward in any form for participating in the study.

1.12 CONTRIBUTION OF THE STUDY

This study will contribute knowledge related to how BCs can either create or strengthen sustainable entrepreneurial behaviour within its organisations. The study explores the antecedents and effects of CEO dimensions in South African BCs by focusing on bet-your-company organisational culture and employee rewarding. The study then offers recommendations for BCs to enhance their intrapreneurship opportunities as an effective path to enhancing their competitive edge within the broadcasting industry.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, literature is reviewed in order to identify gaps in existing knowledge, specifically the key schools of thought in defining CEO (intrapreneurship); the importance and models of organisational culture; and the role of entrepreneurial employees. The aforementioned constructs form the basis of this study. Furthermore, a literature review exploring the history and the economic impact of broadcasting industry in South Africa will set the scene for the sector in which this study is based.

2.2 THEORETICAL BACKGROUND TO THE STUDY

Existing theories and models of CEO which highlight the collaboration between the entrepreneurial personality and the organisational environment are presented below:

2.2.1 Model of Guth and Ginsberg (1990)

The Guth & Ginseng Model (1990) is the conceptual model of corporate entrepreneurship in which these researchers hypothesized that corporate entrepreneurship comprises of two phenomena, namely: the birth of new businesses within existing organization and the transformation of organisation through renewal **(Figure 1)**. The model identifies the outcomes of corporate entrepreneurship as innovation/ venturing and strategic renewal (Guth & Ginseng, 1990). Additionally, the antecedents of corporate entrepreneurship highlighted in the model include: environment, strategic leadership, organisational form and organisational performance (Guth & Ginseng, 1990).

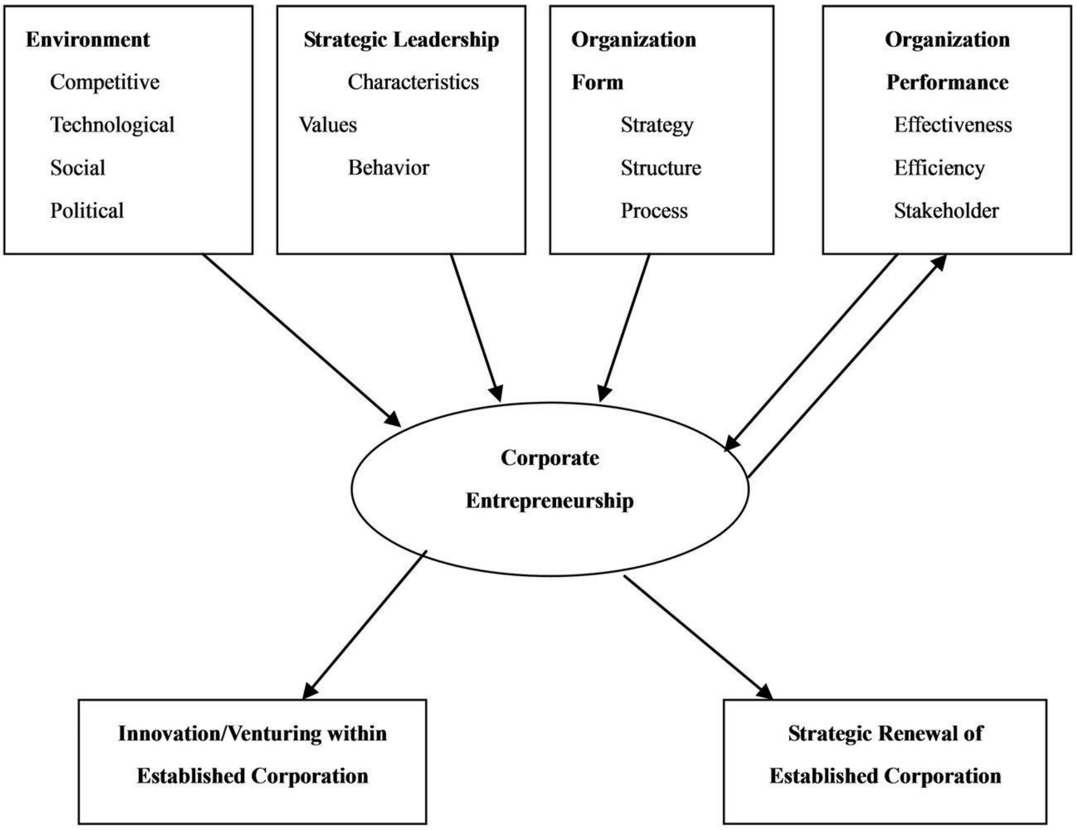

Figure 1: A strategic management perspective model of Corporate Entrepreneurship by Guth & Ginsberg (1990)

2.2.2 Model of Covin and Slevin (1991)

The focus of the Covin & Stein (1991) model is corporate entrepreneurship **(Figure 2)**. The model demonstrates the connection between a company's entrepreneurial posture and the factors found in its external environment, strategic variables, internal variables and organisational performance (Covin & Stein, 1991).

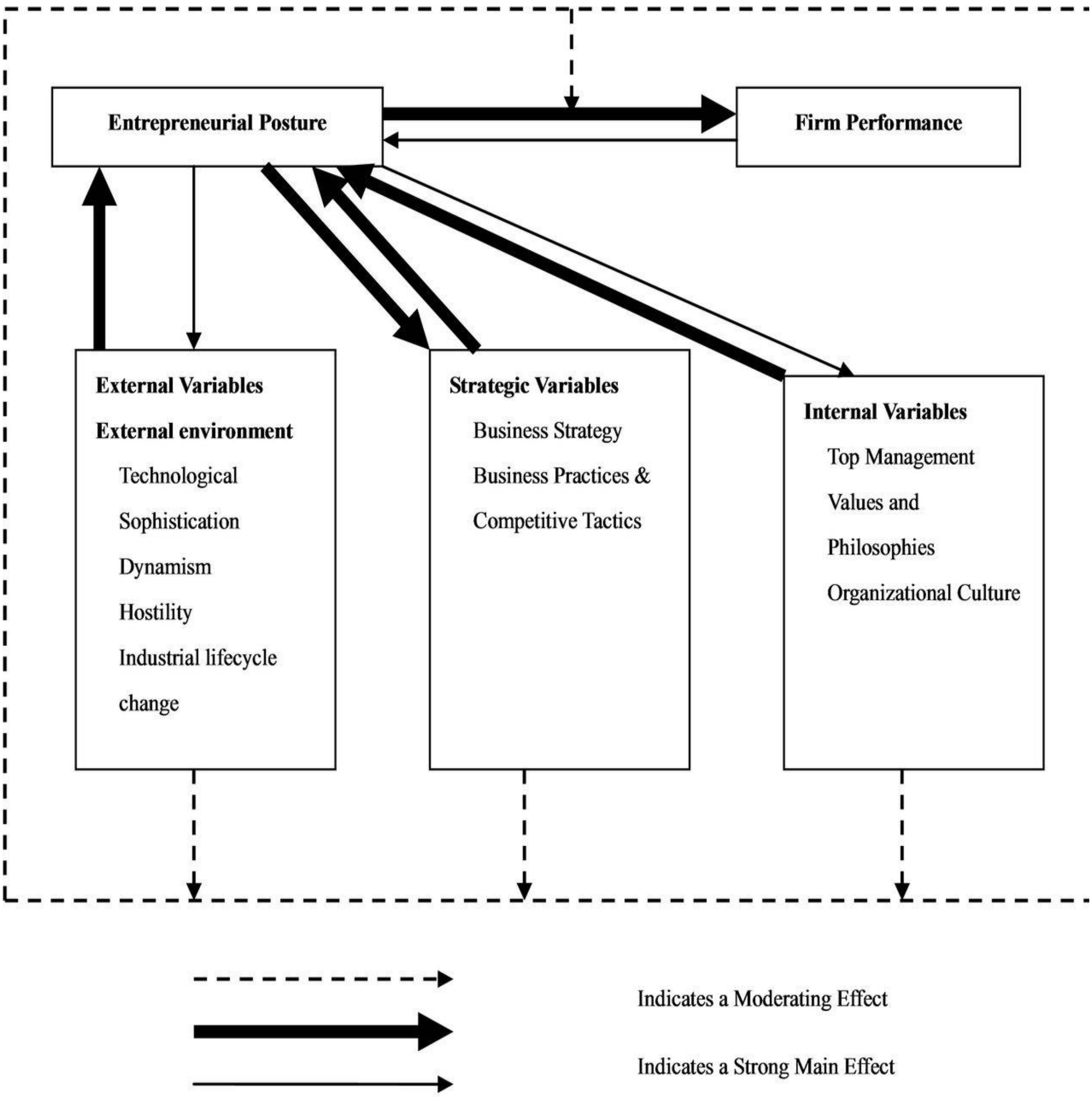

Figure 2: The Covin and Slevin (1991) model for corporate entrepreneurship

2.2.3 Model of Brazeal (1993)

Brazeal (1993) developed a model defining corporate venturing as an internal process that embraces the ultimate goal of growth through the development of innovative products, processes and technologies that should be institutionalised as a process geared towards long-term prosperity **(Figure 3)**.

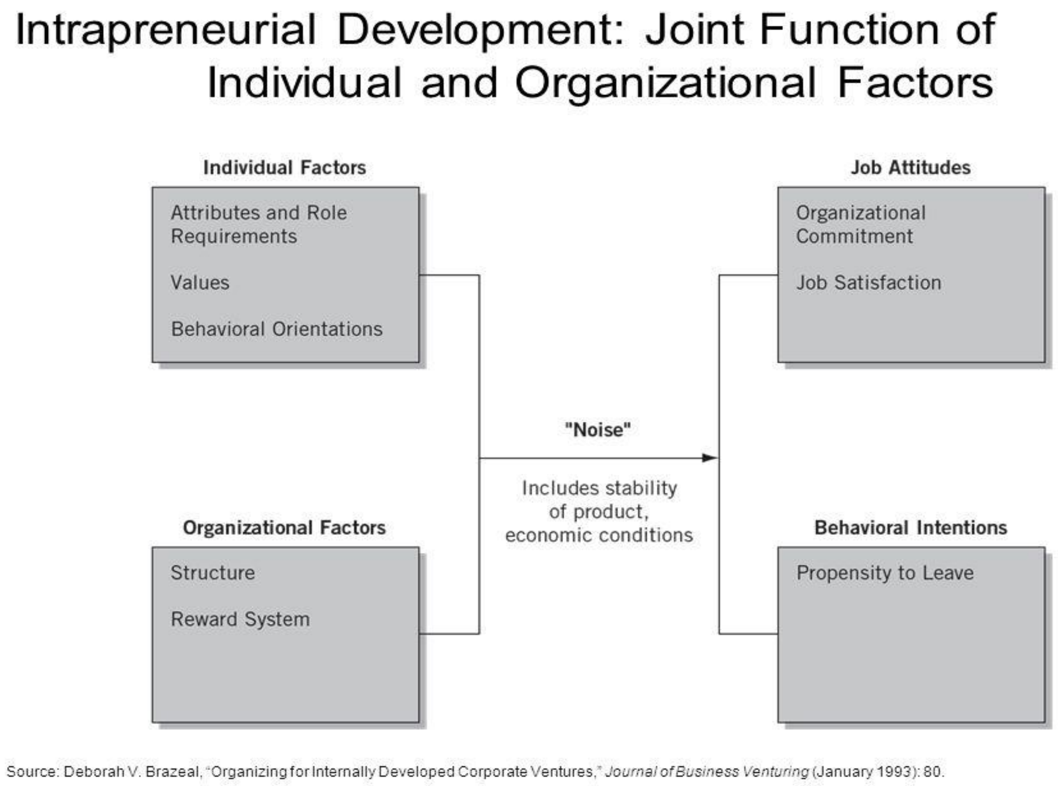

Figure 3: The Brazeal (1993) model for internally developed corporate ventures

2.2.4 Model of Lumpkin and Dess (1996)

Lumpkin and Dess (1996) present a diverse model of corporate entrepreneurship which defined the entrepreneurial orientation into five dimensions, namely risk taking, innovativeness, pro-activeness, competitive aggressiveness and autonomy (Lumpkin & Dess, 1996). These scholars discussed that CEO concerns the processes, practices and decision-making tasks that escort to entering into new market along with new products and services.

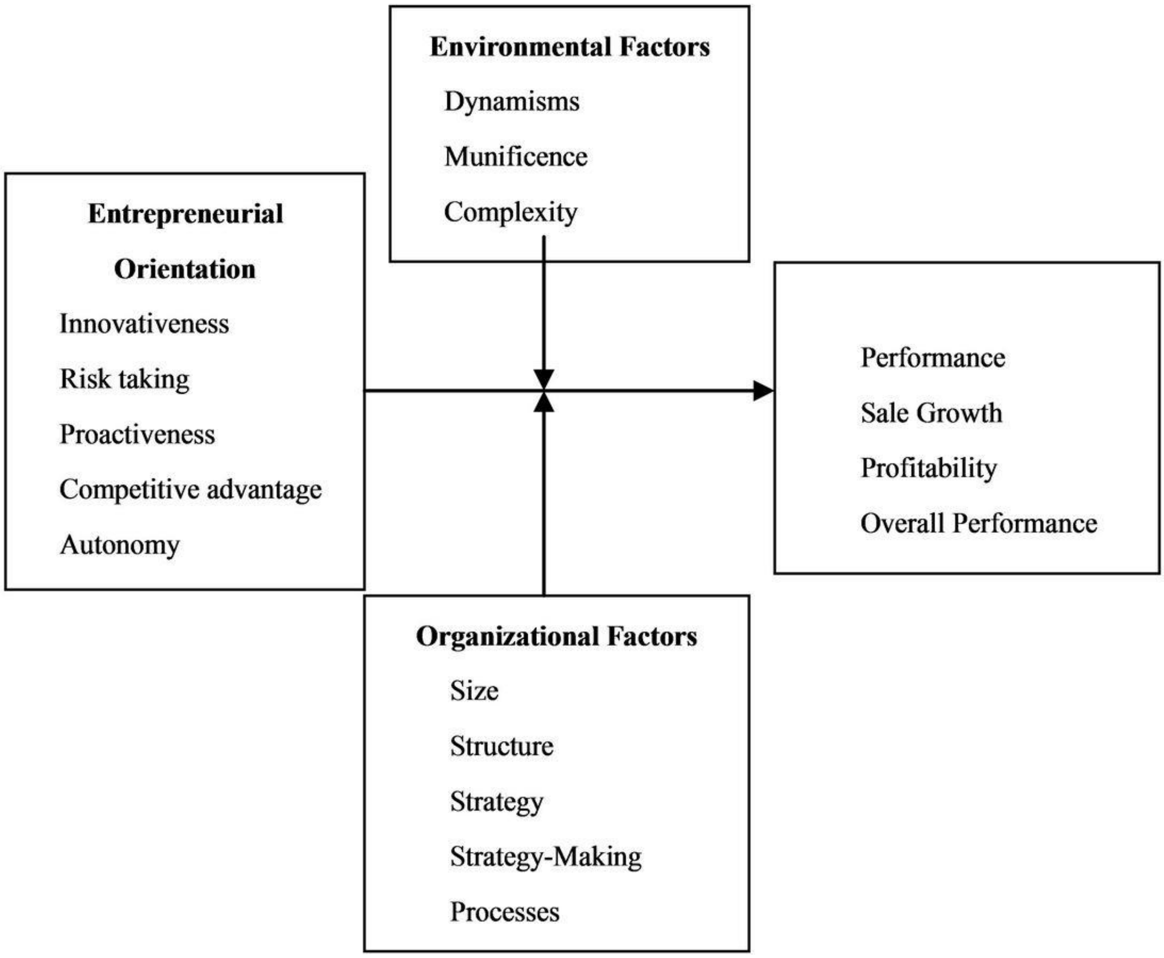

Figure 4: The Lumpkin and Dess (1996) model for corporate entrepreneurship

2.2.5 Theoretical Model adapted for the study

Sharma & Dave (2011) highlight how Covin and Slevin (1989) adopted CEO as a one dimensional construct by insisting that the three dimensions of CEO be combined into one. However, this approach was later extended by Lumpkin & Dess (1996) who argued that dimensions of CEO be measured independently of each other. This study thus has theoretical roots in the multidimensional phenomenon of CEO which involves the behaviours and interactions of individuals, organisations and environmental elements within organisations (Urban, 2011) and the constructs' three dimensions of innovation, pro-activeness and risk taking **(Figure 5)**:

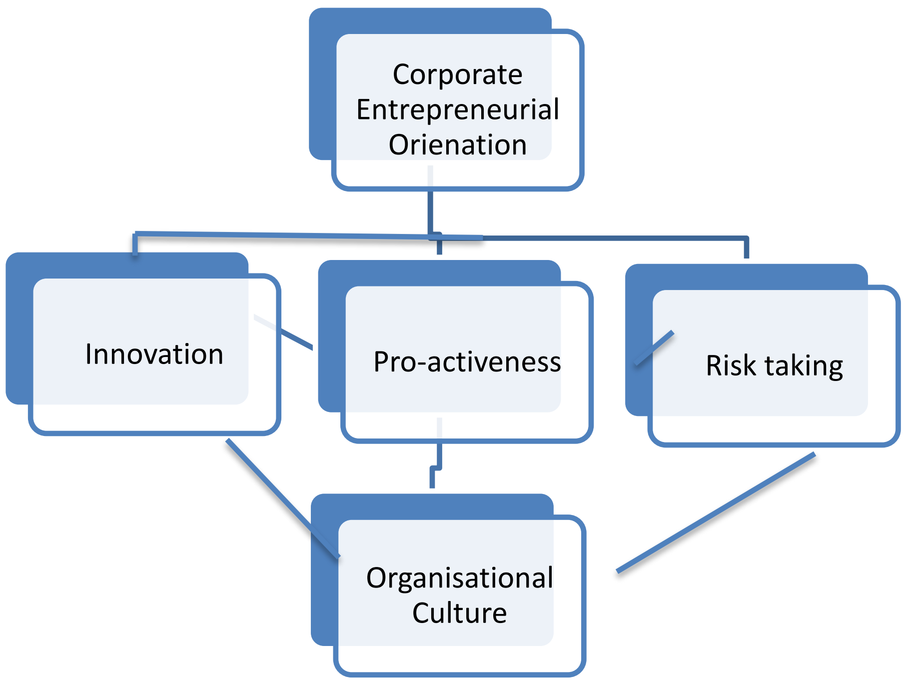

Figure 5: Theoretical model for the research study (Adapted from Lumpkin & Dess 1996; Urban, 2011)

2.3 DISCUSSION OF THE FIRST RESEARCH QUESTION

What is corporate entrepreneurial orientation in BCs?

2.3.1 DEFINITION OF CORPORATE ENTREPRENEURIAL ORIENTATION

CEO is not a new construct, the concept draws from research that dates as far back 1978 when Miller and Friesen identified strategy making process dimensions such as: adaptiveness, integration, expertise, and innovation. These dimensions were re-evaluated by Fredrickson in 1986 to the dimensions of comprehensiveness, pro-activeness, rationality, assertiveness, and risk-taking. Today, the most frequently used dimensions have been derived from both the strategy-making processes and the entrepreneurship literatures which characterise CEO into three dimensions, namely: innovation, pro-activeness and risk taking (Dess &Lumpkin, 2005; Sharma & Dave, 2011; Yeazdanshenas, 2014). These dimensions are used to measure the entrepreneurial intensity of an organisation (Sharma & Dave, 2011).

2.3.2 DIMENSIONS OF ENTREPRENEURIAL ORIENTATION

The factors that determine entrepreneurial orientation within a corporation are illustrated in **Figure 6** below. These dimensions have been identified numerous times as drivers that cause entrepreneurs to explore or exploit opportunities that lead to new product creation and/or new processes discovery (Lumpkin & Dess, 1996; Sharma & Dave, 2011; Yeazdanshenas, 2014). For the purpose of this study the three dimensions evaluated will be discussed below (innovation, risk taking and pro-activeness).

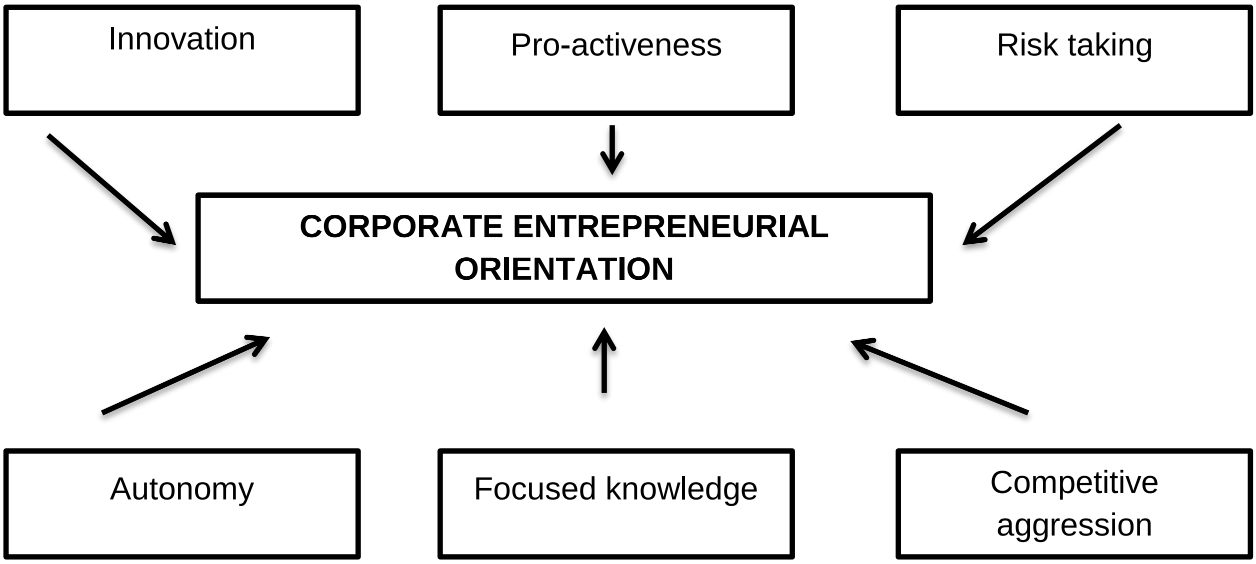

Figure 6: Corporate entrepreneurial orientation dimensions (Dess & Lumpkin, 2005)

Innovation

As one of the major components of an entrepreneurial strategy, innovation is defined as: 'a firm's efforts to find new opportunities and novel solutions' (Dess & Lumpkin, 2005). As far back as 1942, the Austrian-born American political economist Schumpeter was examining this phenomenon and at the time argued that the competitive entry of innovative new combinations into a marketplace advanced society by disrupting the existing market (Taylor, 2013; Lumpkin & Dess, 1996). Thus it can be said that innovation involves creativity and experimentation that result in new products, new services, or improved technological processes (Dess & Lumpkin, 2005; Yeazdanshenas, 2014). Inventions and new ideas need to be nurtured even when their benefits are unclear, thus when in a managerial position the job of leading and managing innovativeness within a corporation is a challenging task that requires that companies depart from existing technologies and practices and venture beyond the current state of the art (Dess & Lumpkin,2005).

Literature distinguishes innovation in two categories, namely: product and process innovation (Rametsteiner & Weiss, 2004). The development of new products and processes is brought about through technological innovativeness which consists primarily of research and engineering efforts (Dess & Lumpkin, 2005; Hamel 1997). While, product-market innovativeness is achieved through: market research, product design and innovations in advertising (Dess & Lumpkin, 2005; Hamel, 1997; Yeazdanshenas, 2014). Furthermore, administrative innovativeness refers to novelty in management systems, control techniques, and organizational structure (Dess & Lumpkin, 2005; Hamel, 1997).

Innovation can be a source of great progress and strong corporate growth achieved through internal corporate venturing (Dess & Lumpkin, 2005). However, it is risky as investments in innovations may not pay off at times but have the potential to generate competitive advantages and provide a major source of firm growth (Hitt, Hoskisson & Kim, 1997).

Risk taking

Sitkin & Pablo (1992) refers to risk taking as: ‘a companies’ willingness to seize a venture opportunity even though it does not know whether the venture will be successful and to act boldly without knowing the consequences (cited by Dess & Lumpkin, 2005). Risk taking is inherently present in the operations and processes of all organisations (Lotz & Van der Merwe, 2014). Calculated risky alternatives such as high levels of debt, committing large amounts of company resources and investing in unexplored technologies, gives companies an edge in yielding high financial returns and the opportunity to be successful via corporate entrepreneurship, even if it means forgoing the methods or products that have worked in the past (Dess & Lumpkin, 2005; Sharma & Dave, 2011; Yeazdanshenas, 2014).

Pro-activeness

Lumpkin and Dess (1996) define pro-activeness as: taking initiative by anticipating and pursuing new opportunities and by participating in emerging markets. Furthermore, pro-active organisations are involved in monitoring of trends, identification of future needs and anticipation of changes in demands and/or emerging problems that can lead to new venture opportunities (Dess & Lumpkin, 2005; Sharma & Dave, 2011; Yeazdanshenas, 2014).

The dimensions of **autonomy** (independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through to completion) and **competitive aggressiveness** (an intense effort to outperform industry rivals characterized by a combative posture or an aggressive response aimed at improving position or overcoming a threat in a competitive marketplace) were not included in this study, however are of importance to note (Dess & Lumpkin, 2005; Yeazdanshenas, 2014).

2.4 DISCUSSION OF THE SECOND RESEARCH QUESTION

What is organisational culture within BCs?

2.4.1 DEFINITION OF ORGANISATIONAL CULTURE

Organisational culture has numberless definitions in the literature: the most commonly known definition is: ‘the way we do things around here’ (Lundy & Cowling, 1996). Other definitions include: ‘the representation of collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits' (Needle, 2004). Other scholars defined organisational culture as a set of set assumptions that guide that which happens in organisations through defining appropriate behaviour for various situations (Ravasi & Schultz, 2006). Furthermore, Schrodt (2002) defined the phenomenon organisational culture as the pattern of collective behaviors and assumptions that are taught to new organizational members. These behaviours and assumptions are a way of perceiving, thinking and feeling (Schrodt, 2002). Thus, organizational culture affects the way people and groups interact with each other, with clients, and with their stakeholders (Schrodt, 2002). Additionally, organizational culture may also have an effect on the amount of identity employees place on an organization (Schrodt, 2002). It is thus widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization (Sun, 2008).

2.4.2 ORGANISATIONAL CULTURE IN ENTREPRENEURIAL ORGANISATIONS

Entrepreneurship development within an organisation has long been attributed to the culture of the organisation (Lee & Peterson, 2000). Lee & Person (2000) also highlight that some cultures are more conducive for entrepreneurship than others influenced by cultural heritage and business practices. Thus, organisational culture is believed to be influential in affecting organisational process (Deresky, 2006) as well as improve commitment, loyalty (Lee & Yu, 2004) while reducing bureaucratic costs and increase organisational performance (Lee & Yu, 2004; Kessapidou & Varsakelis, 2002).

In their paper on the relationship between organisational culture and corporate entrepreneurship, Paunovic & Dima (2014) emphasise that organizational culture should be considered as a very important lever in the process of decision making when looking at the strategic context of an organisation. Furthermore, Paunovic & Dima (2014) illustrate how an assumption can be made that successful organisations have a culture that emphasise the need for constant changes, as opposed to those organisations where culture may negatively impact their abilities to adapt or create changes.

A positive culture is defined as a culture that places emphasis on: employee strength, employee rewarding and employee growth (Robbins, Judge & Campbell 2010). This positive organisational culture has been illustrated to thus contribute to the identification of employees with the organisation while fostering a sense of belonging to the organisation (Janicijevic, 2008). Furthermore, a positive organisational culture has also been found to have an influence on employee's attitude and behaviour at work (Paunovic & Dima, 2014).

2.4.3 DEAL AND KENNEDY MODEL OF ORGANISATIONAL CULTURE

Terrence Deal and Allan Kennedy in their classic 1982 book titled: 'Corporate Cultures: The Rites and Rituals of Corporate Life' were well ahead of their time by proposing one of the first models of organisational culture that placed emphasis on having the right organisational culture in order for an organisation not to stifle its ability to adapt to a fast-changing world (Deal & Kennedy, 1982).

The Deal and Kennedy model of organisational culture is created based on four types of organizations which focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken (Deal & Kennedy, 1982):

Work-hard, play-hard culture: This has rapid feedback/reward and low risk resulting in stress coming from quantity of work rather than uncertainty where employees take fewer risks as the feedback is immediate.

Tough-guy macho culture: This culture contains a world of individualists who enjoy risk and who get quick feedback on their decisions in an all-or-nothing culture. Successful employees are the ones who enjoy excitement and work very hard to be stars.

Process culture: This has slow feedback/reward and low risk, resulting in the low stress, plodding work, comfort and security. As a consequence of the lack of immediate feedback, employees find it very difficult to measure what they do so they focus instead on how they do things where technical excellence is valued and employees pay attention to getting the process and the details right without necessarily measuring the actual outcome.

Bet-the-company culture: The culture is one in which decisions are high risk with a slow feedback/reward resulting in stress coming from high risk and delay before knowing if actions have paid off. The long view is taken, but then much work is put into making sure things happen as planned. The need to make the right decision is great, thus the cultural elements evolve such that values are long-term focused and there is a collective belief in the need to plan, prepare and perform due diligence at all stages of decision making.

The above discussion leads to the following hypothesis:

Hypothesis 1: there is a positive relationship between the dimensions of CEO (innovation, pro-activeness and risk taking) and bet-your-company organisational culture in BCs of South Africa.

2.5 DISCUSSION OF THE THIRD RESEARCH QUESTION

What is employee rewarding in BCs?

2.5.1 DEFINITION OF AN ENTREPRENEURIAL EMPLOYEE

Entrepreneurial employees are defined as: 'employees developing new activities for their main employer, such as developing or launching new goods or services, or setting up a new business unit a new establishment or subsidiary' (Bosma *et al*, 2012). The concept shares many behavioural characteristics with the overall concept of entrepreneurship, such as taking initiative, pursuit of opportunities and innovativeness (Bosma *et al*, 2012).

2.5.2 EMPLOYEE REWARDING

Malhotra *et al* (2007) defines employee rewards as: 'all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship'. Furthermore, Malhotra *et al* (2007) highlight that most organizations view rewards as means of motivating certain behaviours in employees. Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance (Sandhya & Kumar, 2011).

Employee rewarding is classified as either extrinsic or intrinsic: extrinsic rewards are a host of external things that managers can provide that may serve as incentives for employees to increase productivity and include money, benefits, bonuses, promotions or flexible schedules; while intrinsic rewards are internal to the individual thus highly subjective, in that they represent how the individual perceives and feels about work and its value (Shanks, 2007).

The ability for organisations to obtain employee satisfaction through reward is a complex process that is intrinsically related to what the employee expects from the organisation (Shanks, 2007).

The above discussion leads to the following hypothesis:

Hypothesis 2: there is a positive relationship between the dimensions of CEO (innovation, pro-activeness and risk taking) and employee rewarding in BCs of South Africa.

2.6 BROADCASTING INDUSTRY IN SOUTH AFRICA

2.6.1 HISTORY OF BROADCASTING IN SOUTH AFRICA (PRE 1994)

The history of broadcasting in South Africa dates back to December 23 of the year 1923, when the first wireless broadcast was made in Johannesburg by the South African Railway (Erusmus, 2004; Mampone, 2005). The Cape and Peninsula Broadcasting Association, based in Cape Town started a similar service on September 15, 1924, while the Durban organization began broadcasting on December 10, 1924 (Erusmus, 2004; Mampone, 2005). Financial support came from solely from listener's licenses.

At the time, the three organisations had limited area coverage and functioned separately. As a result the revenue from listeners' licences was low and the financially stronger Schlesinger organization, with the permission of the Government, formed the African Broadcasting Company on April 1, 1927, in which the three broadcasting organizations were incorporated (Erusmus, 2004; Mampone, 2005). This new amalgamated organization had the sole rights of broadcasting. However, the financial woes of the broadcasters were not overcome, until the then Prime Minister, General Hertzog, ordered an inquiry into all aspects of broadcasting (Erusmus, 2004; Mampone, 2005). The outcome of the inquiry was the establishment of the South African Broadcasting Corporation (SABC) created under Act No. 22 of 1936, in which it was stipulated that broadcasts should also be made in Afrikaans and not only in English (Erusmus, 2004; Mampone, 2005). By 17 July 1950, a commercial radio service was established, with daily news bulletins in both English and Afrikaans, known as Springbok Radio (Erusmus, 2004; Mampone, 2005).

Broadcasting services for the Africans or Bantu become necessary, and on August 1, 1952, the Rediffusion Service was established (Erusmus, 2004; Mampone, 2005). Broadcasts were made in three Bantu languages to the townships in Soweto west of Johannesburg. Ten years later in 1962, broadcasts were made in Tswana and North Sotho from Pretoria, followed on January 1, 1963 with Zulu from Durban, and from June 1, 1963 Xhosa from Grahamstown (Erusmus, 2004; Mampone, 2005).

Broadcasts in Venda and Tsonga were inaugurated from studios in Johannesburg in 1965 and transmitted from stations in the Northern Transvaal Province (Erusmus, 2004; Mampone, 2005). As more radio stations selected African languages to broadcast in, the SABC grew in the 1960s and 1970s. The national broadcaster however, was widely considered to be mouthpieces of the Nationalist Party (NP) government throughout the 1970s and 1980s.

During the second half of the 1970s, TV was introduced in South Africa after the government had prevented this for a number of years. This medium was also considered to be controlled by government, thereby promoting their interests (Erusmus, 2004; Mampone, 2005).

During the early 1990s, a major restructuring of the SABC as a national broadcaster took place where the corporation's radio and television portfolios were completely revamped, and it started to explore satellite transmission and opening the airwaves to other broadcasters (Mampone, 2005). Further technological developments included the introduction of the Radio Data System (RDS) on FM services was in 1992 and in 1995, the SABC launched the transponder spaces on the PAS-4 satellite, making its services available nationally to people who had satellite receiving equipment (Mampone, 2005).

2.6.2 HISTORY OF BROADCASTING IN SOUTH AFRICA (POST 1994)

In 1994, when South Africa became a democracy, the South African public had few sources of news and information from broadcasting which included the SABC the state broadcaster and a few licensed commercial broadcasters in the former bantu-stands such as 702 talk radio licenced in Bophuthatswana (Z-com team, 2014). At the time, one subscription television service was present however; it did not broadcast news (Z-com team, 2014).

The past 20 years have seen a radical transformation in the South African broadcasting sector: there is a thriving and vibrant commercial radio broadcasting sector providing a significant diversity of music, news, information and entertainment as well as a commercial television which includes a commercial free-to-air (FTA) television station as well as three subscription television broadcasters (Z-com team, 2014). Of note is the introduction of the community broadcasting sector which is now a fully functional tier of broadcasting and services a number of geographic and community-of-interest radio stations (more than 200 have been licensed) as well as a number of community television stations (Z-com team, 2014).

As technology is rapidly advancing and changing within Broadcasting, critical role players i.e: the Department of Communications, the Independent Communications Authority of South Africa (ICASA) and Parliament, have been challenged in response to the emerging challenges such as the migration to digital terrestrial television, the lack of real diversity in the commercial television sector, the need to ensure appropriate monitoring and enforcement of compliance, and the need to continually update policy and regulations. The economic and development environment within this industry is conducive to innovation and growth, thus creating ideal conditions for entrepreneurial employees to strive.

2.7 CONCLUSION OF LITERATURE REVIEW

The concept of CEO has been evolving for more than 30 years, where Pinchot (1985) coined the term 'intrapreneurship'. Intrapreneurship, corporate entrepreneurship, internal venturing or corporate venturing and internal corporate entrepreneurship are interchangeable terms used to describe dependent, salaried innovators who display entrepreneurial actions within an existing organisation founded and owned by another (Bulut & Alpkan, 2006; Wales, 2015; Jeffrey & Lumpkin, 2011; Wales, 2013). Therefore the same characteristics that define an entrepreneur define an intrapreneur (Wales, 2015; Jeffrey & Lumpkin, 2011; Wales, 2013). Furthermore, the inclusion of innovation, pro-activeness and risk taking as core defining dimensions of CEO in a number of models is the general commonality among past conceptualizations of this construct (Rauch *et al.*, 2009; Dess, 2005 and Yeazdanshenas, 2014).

The literature search also highlighted the different schools of thought relating to the construct organisational culture Deal & Kennedy, 1982; Paunovic & Dima, 2014). Of note is the relationship between positive organisational culture to the identification of employees within an organisation that fosters a sense of belonging to the organisation (Janicijevic, 2008). Additionally, the importance of ensuring intrinsic and extrinsic reward systems within an organisation were explored (Shanks, 2007). Literature highlighted how rewarding employees increases retention due to employee satisfaction (Shanks, 2007). Lastly, the reforms in the South African broadcasting sector were explored in order to understand the industry in which this study is set (Mampone, 2005; Z-com team, 2014).

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

This chapter describes the research methodology used in this study. The research methodology specifies how the study was conducted to reach the stated aim of exploring whether an internal environment conducive to entrepreneurial activity exists within the broadcasting industry of South Africa. The study assesses the dimensions of CEO (innovation, pro-activeness and risk taking) in relation to bet-your-company organisational culture and employee rewarding.

The methodology explains how the relationship between the constructs of innovation, risk taking, pro-activeness, organisational culture and employee rewarding was evaluated. The research methodology describes the method used to address the following hypothesis:

H1: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and bet-your-company organisational culture in BCs of South Africa; and

H2: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding within Broadcasting Companies (BCs) of South Africa.

3.2 RESEARCH METHODOLOGY

The purpose of this research requires quantitative measurement of CEO, organisational culture and employee rewarding. Therefore the positivist social research approach is most appropriate.

In the practice of social research, quantitative methods are used to emphasise objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires and surveys (Babbie, 2016). The quantitative approach is one in which the investigator primarily uses post-positivist claims for developing knowledge (Creswell, 2018). Quantitative research is primarily focused on the gathering of numerical data with the aim of generalising it across groups of people or to explain a particular phenomenon (Babbie, 2016). Additionally quantitative researchers are concerned with recognition and isolation of specific variables contained within the study framework. Through evaluation of these variables, relationships, causation and correlations are sought whilst controlling for confounding (Babbie, 2016). The strengths of quantitative studies lie in their efficiency and ability to test hypothesis (Babbie, 2016).

The methodology will be a quantitative study, using questionnaires distributed to a sample of potential respondents asked close-ended questions in order to assess their perceptions of CEO within their companies. The respondents will be middle to top managers in BCs of the sampled population.

3.3 RESEARCH DESIGN

This is an explorative research study, which intends to explore the research problem that has not been extensively studied (Shields & Rangarjan, 2013; Saunders *et al.*, 2012). It is defined as the initial research into a hypothetical or theoretical idea, where a researcher has an idea or has observed a phenomenon and seeks to understand more about it (Shields & Rangarjan, 2013; Saunders *et al*., 2012).

This type of research is thus used to assist in determining the best research design, data collection method and selection of subjects for future studies (Singh, 2007). The conclusions drawn are to be viewed with extreme caution given the fundamental nature of explorative research to often conclude that the given problem does not exist and the use of modest sample sizes that may not adequately represent the target population (Shields & Rangarjan, 2013; Saunders *et al.*, 2012). The advantages of exploratory research include: flexibility and adaptability to change, effectiveness in laying the groundwork that will lead to future studies and the potential to save time and resources (Shields & Rangarjan, 2013; Saunders *et al.*, 2012).

The research study used a database which had listed BCs operating in South Africa. This study is a descriptive study of CEO within BCs in South Africa. An experience survey was used to determine whether BCs in South Africa create enabling corporate entrepreneurial environment for their employees. The research structure includes the target population, sampling method, instruments used for data collection and procedures for data collection.

3.4 POPULATION AND SAMPLES

3.4.1 Population

The population consists of managerial employees employed in BCs of South Africa over a twenty week period in 2017/18. According to the March 2017 ICASA Report on the state of ICT in South Africa, as of the 30th of September 2016, the broadcasting sector had a total of 10 353 employees (ICASA, 2017). These companies are divided by the nature of the broadcasting products that they sell, for example: radio, televisions, online broadcasting and/or through the use of telecommunications. The number of employees occupying managerial positions is not disclosed (ICASA, 2017).

3.4.2 Sample and sampling methods

In sampling employees to complete the questionnaire, non-probability sampling using a convenient sample was used. The sampling frame included middle to top management within each company. Convenient sampling was used because it allows participants to be recruited easier. However, it must be noted that this form of non-probability sampling may not be fully representative of the study population in question and thus has the potential to introduce selection bias into the study.

Inclusion criteria:

- All middle to top management level employees in BCs in South Africa (such as deputy directors, directors, senior managers and executives) during the study period.

Exclusion criteria:

- All lower level employees in BC in South Africa during the study period.

Six BCs were chosen, ATTV, Eclipse TV, Massive Metro, Touch HD, Trace TV and Power FM **(Table 1)**, with a sample population of 57. Of the fifty seven, forty nine responses were obtained.

Table 1: Company Profile of sampled Broadcasting Companies

NAME OF BROADCASTING COPANY	COMPANY PROFILE
(Andrew Thabo Television) ATTV	Andrew Thabo Television is a leading South African production company owned by Andrew Timm (formerly of Andrew Timm Television) and Thabo Pitso (formerly of Pitso Communications). The Bram-Fisher situated company is a (Pty) Ltd and is equally owned by the two directors (ATTV, 2017). ATTV provides a wide range of top quality live, video and television production services to blue chip corporate and broadcast clients. Corporate clients include FirstRand, Rand Merchant Bank, UTI, Super group, Servest, Denel Aero structures, FNB and many more (ATTV, 2017).
Eclipse TV	Eclipse TV is a 100% black owned closed corporation established in 2001 (Eclipse, 2015). This award winning production house is situated in Linden and has approximately ten employees (Eclipse, 2015). In addition to broadcast work, Eclipse TV has produced numerous corporate, educational and industrial videos for Cell C, Nedbank and many other blue chip companies. Eclipse's production ability entails all processes – from conception to production to post production.

Massiv Metro	Massiv Metro is an urban radio station delivering authentic content and music to the commuter market of Johannesburg since May of 2017 (Massiv Metro, 2017). The station describes itself as 'Nu Africa' in its sound by delivering urban sounds of hip hop, house, kwaito and reggae with soul, uplifting, feel-good music in the afro soul and R&B/gospel genre as well as traditional African music from the continent, including maskandi and mbaqanga (Massiv Metro, 2017). Massiv Metro celebrates African tradition, heritage and cultural relevance (Massiv Metro, 2017). This is a South African station, conscious of its position in Africa and appreciative of what makes Africa special. The station's audience consists of taxi drivers, commuters, students, workers and community leaders. Massiv Metro was initially installed in 500 taxis and subsequently rolled out to a further 1500 by December 2017 (Massiv Metro, 2017). The target is to reach 3 000 vehicles by March 2018 (Massiv Metro, 2017). Currently the station has a five-day line-up (Monday to Friday), with plans to expand and include weekend line-up early 2018 (Massiv Metro, 2017). Presenting a proudly African line-up of influential DJs, aged between 23 and 40, who are committed to celebrating people daily while delivering on the station's promise of 'feel-good' content (Massiv Metro, 2017).
Touch HD	The digital online radio station Touch Central was launched on 29 August 2016, as the collaborative brainchild of media personalities TBO Touch, also known as 'Mr HD Radio', together with Gareth Cliff (Touch HD, 2017). The station is available through mobile (phone), online streaming, podcasting and digital audio broadcasting, with additional platforms planned at a later stage to make digital radio more accessible (Touch HD, 2017). The station has an offering that takes its users and listeners to the future with an offering of innovative, fresh and ground-breaking

	entertainment audio. The station also offers an inspiring line-up of top African stars and celebrity personalities in a creative environment that fully embraces the digital evolution (Touch HD, 2017).
Trace TV	Trace Urban (DSTV 325) is the leading international urban music channel, offering the best in urban contemporary music from all over the world (Trace TV, 2014). It gives a unique insight into urban music and culture and airs the most popular urban music genres focusing on the latest in R&B and hip-hop (Trace TV, 2014). Trace Urban combines top urban music videos, exclusive interviews of urban celebrities and original features related to urban culture: music, fashion, dance, sport, lifestyle and cinema (Trace TV, 2014).
Power FM	POWER 98.7 was licensed by ICASA in December 2011 with the last frequency in Gauteng under the existing spectrum planning (Power FM, 2018). The station, owned by MSG Afrika Group, was launched on 18 June 2013 and is the only radio station that holds the license to broadcast to the entire province (Power FM, 2018). The Stations mission statement is: 'We exist to sponsor black success in order to get South Africa working and thus restore Africa's dignity' (Power FM, 2018). Since the launch, POWER 98.7 was named the second most influential media platform in business in an analysis of the Agenda Setting Media (ASM) which was commissioned by Media Tenor South Africa (Power FM, 2018). The station also emerge one of Google's top 10 trending search lists of 2013 in the Zeitgeist ranking, as searched by South Africans (Power FM, 2018).

3.5 RESEARCH INSTRUMENT

The research study was conducted via an experience survey. The research employed a quantitative, closed-ended questionnaire **(Annexure 4)**. Closed-ended questionnaires ask respondents to select a response/s from a series of predesignated choices (Babbie, 2016). The questionnaires were email sent and self-administered.

The research questions are structured to enquire about the presence of enabling entrepreneurial corporate environments in BC in South Africa through evaluating the constructs of innovation, pro-activeness, risk taking, organisational culture and rewards as summarised in the **Table 2** below:

Table 2: Questionnaire planning Template (extracted from Annexure 2)

HIGH LEVEL FACTORS	CONSTRUCTS	SECTION	QUESTION #
Demographic data	Individual	A	Q A1-A4
Demographic data	Company	B	Q B1-B5
Corporate Entrepreneurial Orientation	Innovation	C	QC1-7
Corporate Entrepreneurial Orientation	Pro-activeness	C	QC9-10, 12-16
Corporate Entrepreneurial Orientation	Risk taking	C	QC17-18, 20-21
Corporate Entrepreneurial Orientation	Rewards system	C	QC8, 11, 19
Corporate Entrepreneurial Orientation	Organisational culture	C	QC22-26

3.6 PROCEDURE FOR DATA COLLECTION

A standardized questionnaire was distributed by the research student through electronically distributed questionnaires. The participants were given one week to respond to the questionnaire anonymously during the research period. Participants were reminded daily via email notifications to respond to the questionnaire. The participants submitted completed hard copies of their responses.

3.7 DATA ANALYSIS AND INTERPRETATION

Data from the completed survey questionnaires were coded and captured onto Microsoft Excel 2010 spread sheets by the research student. All data were entered twice (double data verification). Double data entry was done in order to ensure data quality by checking for dataset entry variation and verifying entry errors. To protect the integrity of the database, the Excel data were immediately write-protected and stored on CD-ROM and dedicated memory stick. Copies of the original dataset were used in the analysis process. Summary data were examined to detect data errors on the dataset. Following cleaning, variables were re-coded in accordance with the definitions given above. The re-coded variables were then imported to the SPSS statistical software programme, used to conduct the analysis.

Data analysis included descriptive statistics which involved calculations of proportions for binary variables (gender, marital status, company name, size of company). For all the continuous variables: frequency, mean and standard deviation was calculated provided the data were normally distributed; if not normally distributed the median and inter quartile ranges were used. Proportions and frequencies were calculated for categorical variables (age, highest academic level, duration of company, managerial level and period in current company).

The study aimed to assess the relationship between elements of CEO (innovation, pro-activeness and risk taking) and bet-your-company organisational culture and the relationship between elements of CEO (innovation, pro-activeness and risk taking) employee rewarding at the broadcasting companies included in the study.

Furthermore, because the study intended to assess the level of corporate entrepreneurship orientation by examining the effect of internal organisational factors (organisational structure, culture and rewards) on entrepreneurial orientation dimensions, it was necessary that a correlation analysis be conducted. The Spearman's rank order correlation was used to determine the correlations. It was identified as the most suitable technique due to the fact that data used required ordinal measures. This statistical tool deals with concordant and discordant pairs, which do not require bivariate normal distribution. They are able to produce results that can be a perfect negative relationship (-1.0) and/or a perfect positive relationship (+1.0); this occurs when order is incorporated into the tool. The advantage of using Spearman's statistical technique is that it allows for interpretation of data in terms of direction and the strength of the relationship. According to Hawkins, Jolliffe & Glickman (2014), correlation offers good results as it is about indication of strong linear relationships between variables, i.e. the strength of relationship between X and Y. Overall, Spearman's tool is sensitive to a broader spectrum of relationships (Toothaker & Miller, 1996).

Ordinal regression analysis was conducted which reflects the predictive modelling nature of constructs. As part of conducting ordinal regression analysis, model fit and parameter estimates on the constructs were evaluated.

3.8 CONSIDERATION OF ETHICS IN RESEARCH

Ethics is rooted in the ancient Greek philosophical inquiry that addresses the dynamics of decision making concerning what is right and wrong (Johnstone, 2009). In research, ethics primarily involves the protection of dignity of study respondents through the constructs of research approval and informed consent (Beauchamp & Childres, 2001); as well as the publication of the information in the research report (Fouka & Mantzorou, 2011).

The ethical issues considered when conducting this study included:

3.8.1 Approval

Ethical approval to conduct the study was granted by the Faculty of Ethics Committee of the Wits Business School. Permission from ATTV, Eclipse TV, Massive Metro, Touch HD, Trace TV and Power FM to conduct the study was granted by the Management of the respective Companies**.**

3.8.2 Informed consent

According to Armiger, 1997, informed consent is one of the major ethical issues of research. Informed consent allows a study respondent/participant to knowingly, voluntarily and intelligently give consent in a clear and manifest way. Furthermore it protects the study respondent's autonomy (Beauchamp & Childres, 2001).

The study aims and objectives were communicated to the prospective research participants during the recruitment phase **(Annexure 3)**. Furthermore, the prospective research participants were informed of the expected benefits of the study findings. The desire to withdraw from the study post consent was also conveyed to the research participants. Participants were then invited to take part in the study. Participants who accepted the invitation signed informed consent prior to completing the questionnaire **(Annexure 5)**. A copy of the informed consent document was provided to the participant.

3.8.3 Confidentiality

Confidentially is synonymous with anonymity in research (Fouka & Mantzorou, 2011). Confidentially is closely related with the rights of beneficence, respect for dignity and fidelity (Fouka & Mantzorou, 2011). At all times researchers must protect the participants by informing them of their rights, the use of coding systems (Fouka & Mantzorou, 2011).

In this study, no personal identifiers were used during capturing, analysis or discussion of data and no personal identifiers will be used in any reports or publications following from this study.

3.9 LIMITATION OF THE STUDY

The research study will limited to middle to top management staff of BCs operating in South Africa. Systematic error that results in an incorrect estimate of association between Exposure and Outcome may occur in the study, i.e: bias. The categories of bias that may arise include (Kalof, Dan &Dietz, 2008):

3.9.1 Selection bias

Selection bias may arise due to the convenient sampling method used and the small number of companies sampled for the study. This sampling method may distort the measure of association. An important group of entrepreneurial employees will be missed. This population group would also have added value to the factors associated with BC corporate environments for entrepreneurial employees. The recruitment process will be of importance limiting selection bias.

3.9.2 Information bias

Information bias may arise in systematic inaccuracies during the measurement and analysis of data. The measurement instrument will be validated through piloting the questionnaire. The nature of some of the study questions may be of a sensitive nature to some of the study participants and a true reflection of the challenges may as a result be omitted.

3.10 VALIDITY AND RELIABILITY

3.10.1 External validity

External validity or generalizability is the extent to which the results of a study apply to people not in it (Kalof, Dan &Dietz, 2008). External validity requires external quality control of the measurements and judgements about the degree to which the results of a study can be extrapolated (Kalof, Dan &Dietz, 2008). The challenge to external validity regarding this study is that the sampling frame has been conveniently selected and represents only six BCs that were easily accessible. Furthermore, one of the short coming of the exploratory study design is that it is not typically generalizable to the population at large.

3.10.2 Reliability

Reliability is concerned with the accuracy and precision of the measurement procedure (Kalof, Dan &Dietz, 2008). Research is reliable when the method of data collection produces the same findings when study is conducted by another researcher when used under the same conditions, with the same subjects (Dane 1990). According to Coltman 2008, in Covin and Wales (2012), reliability of the study is threatened by the fact that while the individual scales of CEO are interrelated, these may have different antecedents and consequences, which is in contradiction with the reflective measurement models that assume that the effect indicators have same antecedents and indicators.

To test for internal reliability Cronbach's alpha and inter-correlation items were used. Cronbach's alpha tests for internal consistency by measuring the degree to which instrument items are homogeneous and reflect the same underlying construct (Cooper & Schindler, 2011). The acceptable minimum measure for any scale for reliability is 0.6 using Cronbach's alpha **(Table 3)**. In this study, the Cronbach Alpha for all five constructs was reliable and scored 0.8 and above.

Table 3: Reliability

Variables	Items	Items left out	Mean	Cronbach alpha	Reliability
Innovation	Q1-7	two	4.0	0.9	Good
Pro-activeness	Q9-10, 12-16	four	3.6	0.8	Good
Risk taking	Q17-18, 19-21	two	3.6	0.8	Good
Organisational culture	Q22-26	three	3.9	0.8	Good
Rewards	Q8, 11, 19	none	3.1	0.8	Good

3.11 CONCLUSION OF RESEARCH METHODOLOGY

The study used quantitative, exploratory research design. The questionnaire was self-administered by the respondents from a convenient sample of 49 study participants. The questionnaire had closed ended questions that explored five constructs of CEO (innovation, pro-activeness, risk taking, organisational culture and rewards).

Permission to conduct the study was obtained from the Faculty Ethics Committee of the Wits Business School as well as the six BCs sampled for the study. Reliability and validity of the questionnaire was increased by pre-testing the questionnaire.

This chapter described the research methodology, including population, sample, data collection instrument as well as strategies used to ensure the ethical, reliability and validly of the study are maintained.

CHAPTER 4: PRESENTATION OF RESULTS

4.1 INTRODUCTION

In this chapter, the study findings are presented. Firstly, descriptive analysis of the data summarising the socio-demographic profile of the respondents together with the company profile data of the respondents will be presented. The findings of the demographic profile include information pertaining to gender, marital status, age and educational status in their respective companies. While the company descriptive data includes: company name and profile as individual response from the participants. The second part of the findings will be linked to the constructs being tested, i.e. innovation, risk taking, pro-activeness, organisational culture and rewards.

4.1 DESCRIPTIVE STATISTICS FOR THE DATA

4.1.1 Response rate

A total of forty nine (n=49) middle to top management employees from six broadcasting companies (ATTV, Eclipse TV, Massive Metro, Touch HD, Trace TV and Power FM) participated in the study, with a response rate of 86.0%. Eight (14.0%) employees invited to participate in the study declined to complete the questionnaire.

4.1.2 Socio-demographic profile of the study participants

The socio-demographic data collected from the study participants included: gender, marital status, age and their highest academic level.

4.1.2.1 Gender

The study findings indicate that over half of the study participants were male (n=26, 53.1%).

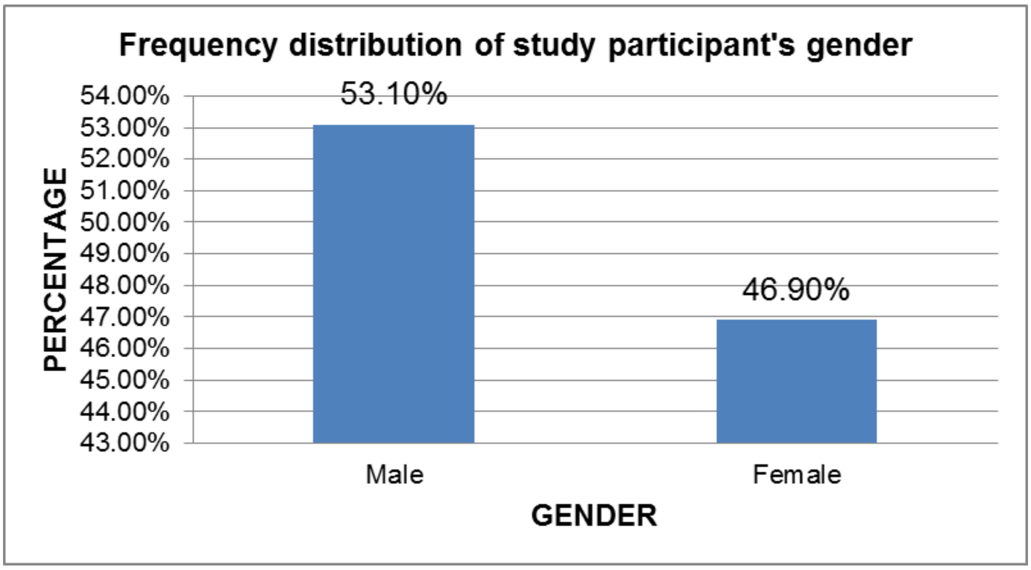

Figure 7: Frequency distribution of the study participant's gender

4.1.2.2 Marital Status

Twenty five (n=25, 51%) of the study participants were single.

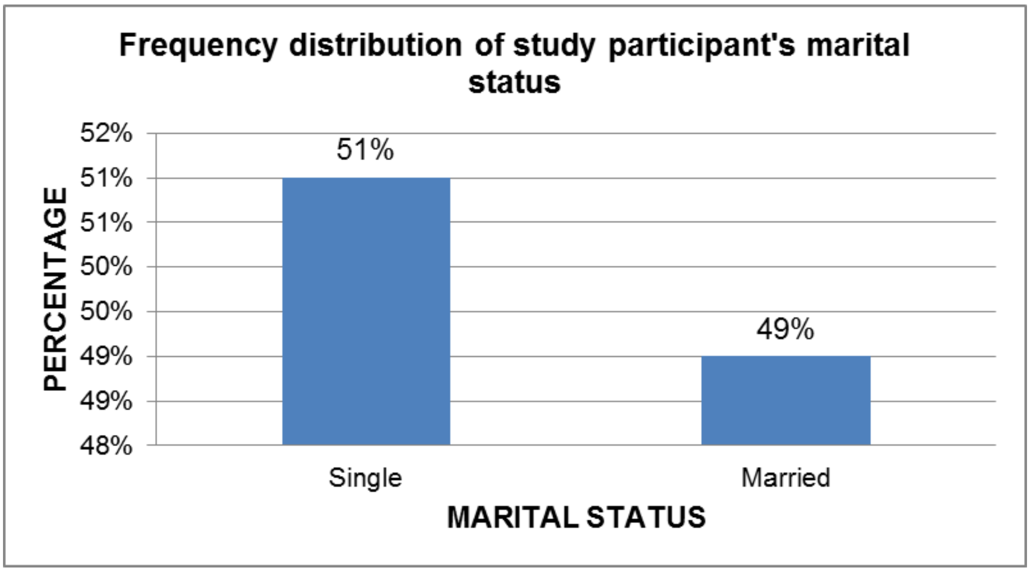

Figure 8: Frequency distribution of the study participant's marital status

4.1.2.3 Age

Out of the forty nine employees who participated in the study, the majority (n=27, 55.1%) of the study participants were in the 26-35 year old age category.

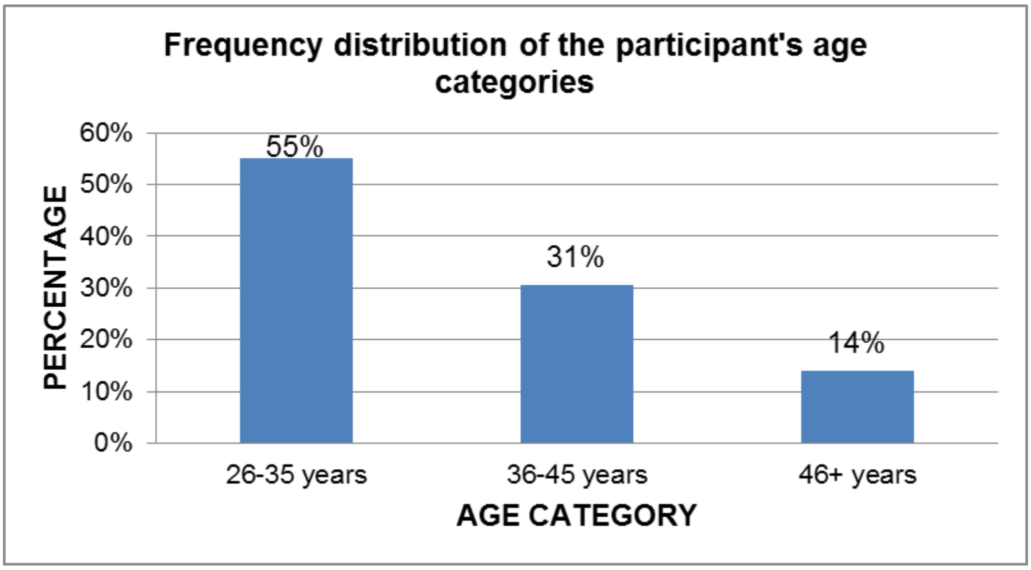

Figure 9: Frequency distribution of the study participant’s age categories

4.1.2.4 Highest academic level

A diploma qualification was the highest level of education attained by seventeen of the employees who participated in the study are respectively (n=17, 34.7%) while only three employees who participated in the study had attained a Masters qualification (n=3, 6.1%).

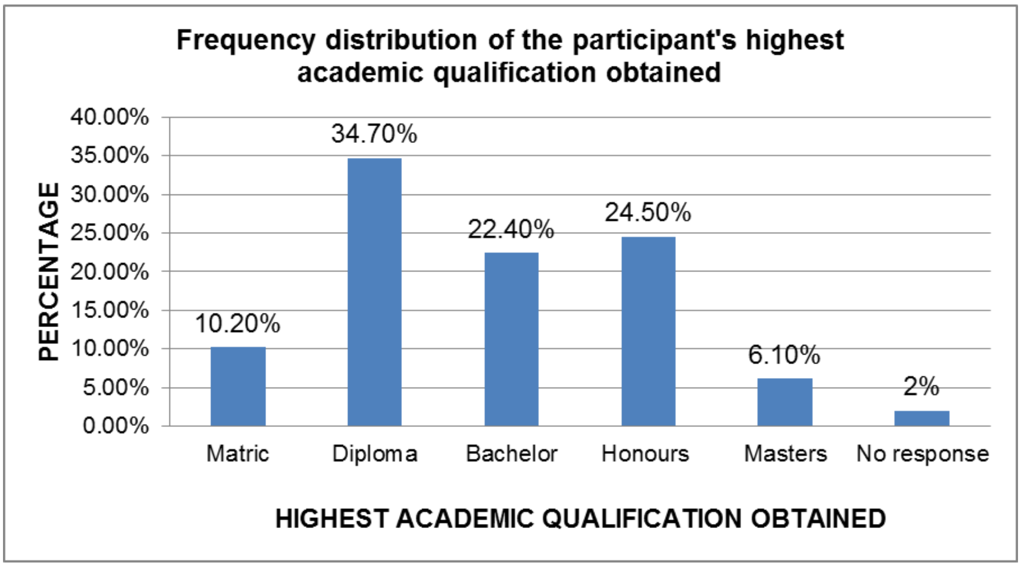

Figure 10: Frequency distribution of the study participant’s highest academic qualification

4.2.1 Company profile of the study participants

The company profile data collected from the study participants included: name of the company, the employees managerial position and the number of years of employment at their current broadcasting company.

4.2.1.1 Company name

The majority of the study participants (n=10, 20.4%) are employed at Power FM, closely followed by employees from Eclipse TV (n=9, 18.4%)

Table 4: Frequency distribution of the study participant's place of employment

Company name	Frequency(n)	Percentage (%)
ATTV	4	8.2
ECLIPSE TV	9	18.4
Kaya FM	8	16.3
Massiv Metro	5	10.2
Power FM	10	20.4
Touch HD	6	12.2
Trace TV	7	14.3
TOTAL	**49**	**100**

4.2.1.2 Managerial level

Of the forty nine employees who participated in the study, twenty (n=20, 40.8%) are senior managers, while twelve (n=12, 24.5%) are employed at a junior managerial position and twelve (n=12, 24.5%) at a middle managerial level. Five employees classified themselves as 'Other' but did not state their respective managerial position.

Table 5: Frequency distribution for Managerial level of the study participants

Managerial level	Frequency (n)	Percentage (%)
Junior manager	6	12.2
Middle manager	12	24.5
Senior manager	20	40.8
Director	6	12.2
Other	5	10.2
TOTAL	49	100

4.2.1.3 Years of employment

Out of the forty-nine study participants, the majority, (n=20, 40.8%) have been with their respective companies for a period of 2-5 years. This group is followed by 36.7% of employees who have been with their company for a period of 0-1 years.

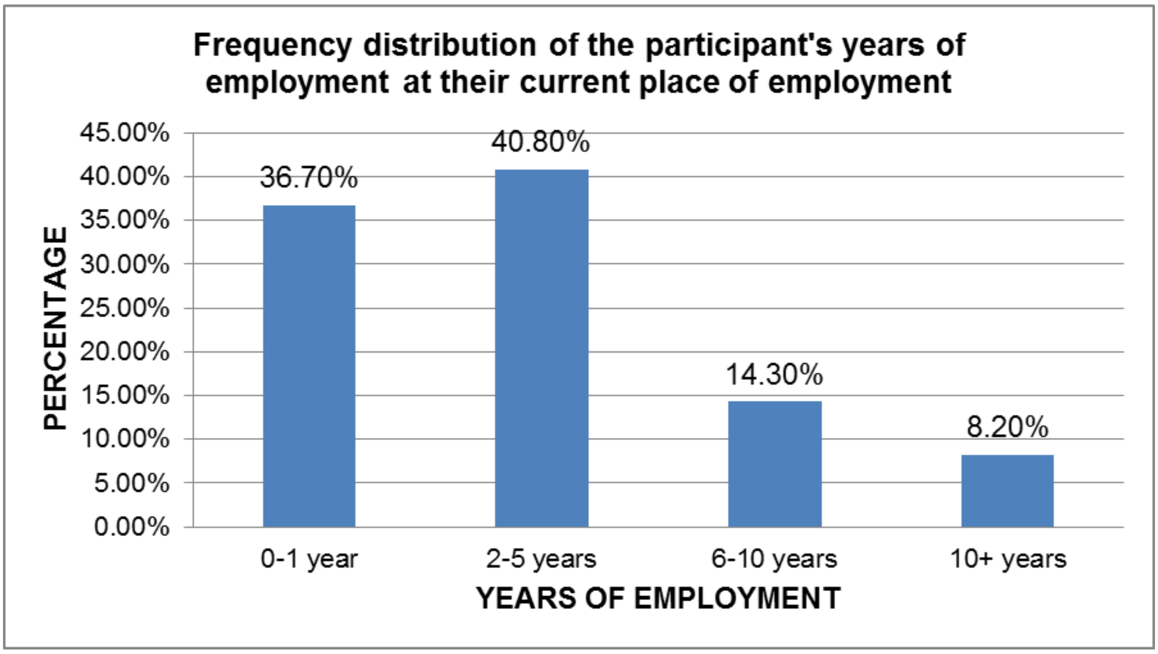

Figure 11: Frequency distribution of the study participant's years of employment at their current place of employment

4.3.1 Results pertaining to Research Question 1

Table 6: Innovation construct

Question	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Construct: Innovation	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**
Q1: The Company has emphasis on employees introducing new Technology	0	0%	3	6.1%	8	16.3 %	28	57.1 %	10	20.4 %
Q2: The Company has strong focus on Research and Development activities	0	0%	8	16.3 %	16	32.7 %	15	30.6 %	10	20.4 %
Q3: The Company invests heavily on new product development	0	0%	4	8.5%	15	31.9 %	21	44.7 %	7	14.9 %
Q4: The Company is open to outside ideas that can lead to new business opportunities	0	0%	1	2.0%	9	18.4 %	20	40.8 %	19	38.8 %
Q5: Innovation and creativity are part of the Company strategy	1	2.0%	0	0%	5	10.2 %	19	38.8 %	24	49%
Q6: Employees are involved in new business ideas being conceptualised within the company	0	0%	2	4.1%	6	12.2 %	29	59.2 %	12	24.5 %
Q7: CEO and Leaders are involved in fostering innovation	0	0%	4	8.3%	6	12.5 %	19	39.6 %	19	39.6 %

The above table indicates the trends of responses from study participants regarding the innovation construct. Question 6 (*Employees are involved in new business ideas being conceptualised within the company*) received the highest responses on agreed with a total of 59.2% of responses. The responses to questions 2 and 3 yielded a majority of neutral responses at 32.7% and 31.9% respectively.

Table 7: Distribution, mean, standard deviation for innovation construct

		The company is open to outside ideas that can lead to new business opportunities	Innovation and creativity are part of the company strategy	The company has emphasis on employees introducing new technology	The company has strong focus on Research and Development activities	The company invest heavily on new product development	Employees are involved in new business ideas being conceptualised within the company	CEO and leaders are involved in fostering
N	Valid	49	49	49	49	47	49	48
	Missing	0	0	0	0	2	0	1
Mean		4.16	4.33	3.92	3.55	3.66	4.04	4.10
Std. Error of Mean		.114	.118	.112	.143	.310	.105	.134
Std. Deviation		.800	.826	.786	1.001	1.027	.735	.928
Skewness		-.563	-1.610	-.657	-.016	.448	-.721	-.881
Std. Error of Skewness		.340	.340	.340	.340	.661	.340	.343
Minimum		2	1	2	2	2	2	2
Maximum		5	5	5	5	5	5	5

The distribution of the responses is not conforming to the normal distribution curve; the curve is skewed to the right.

The mean for innovation is at 3.9 whilst standard deviation is at 0.9 which can both be considered to be acceptable for the study.

Table 8: Pro-activeness construct

Question	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Construct: Pro-activeness	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**
Q9: The Company is leading in introducing new technology	1	2.1%	12	25.5 %	18	38.3 %	14	29.8 %	2	4.3%
Q10: The Company is leading in new market identification	2	4.3%	4	8.5%	11	23.4 %	20	42.6 %	10	21.2 %
Q12: The Company always strives to introduce new product or services ahead of competitors	0	0%	4	8.2%	11	22.4 %	28	57.1 %	6	12.2 %
Q13: The Company always foresees potential environmental changes and future demands ahead of the competitors	2	4.1%	7	14.3 %	16	32.7 %	16	32.7 %	8	16.3 %
Q14: Employees are encouraged to take action on their new ideas	0	0%	3	6.1%	10	20.4 %	27	55.1 %	9	18.4 %
Q15: Employees opinions are considered when new technology decisions are made in the Company	1	2.0%	4	8.2%	13	26.5 %	24	49%	7	14.3 %
Q16: The company empowers its employees to action new ideas	0	0%	6	12.2 %	7	14.3 %	27	55.1 %	9	18.4 %

The study findings indicate that a higher proportion (57.1%) of study participants were in agreement with the statement: '*The Company always strives to introduce new product or services ahead of competitors'*. The statements: *'Employees are encouraged to take action on their new ideas'* and *'The company empowers its employees to action new ideas'* also had high agreement values at 55.1% respectively for their respective BCs' level of pro-activeness.

Table 9: Distribution, mean, standard deviation for pro-activeness construct

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error
The company is leading in introducing new technology	47	1	5	3.09	.132	.905	.011	.347
The company is leading in new market identification	47	1	5	3.68	.152	1.045	-.745	.347
The company always foresees potential environmental changes and future demands ahead of the competitors	49	2	5	3.43	.152	1.061	-.296	.340
Employees are encouraged to take action on their new ideas	49	2	5	3.86	.113	.791	-.527	.340
The company always strives to introduce new product or service ahead of competitors	49	2	5	3.73	.112	.785	-.565	.340
Employees opinions are considered when new technology decisions are made in company	49	1	5	3.65	.129	.903	-.657	.340
The company empowers its employees to action new ideas	49	2	5	3.80	.127	.889	-.690	.340

The distribution of the responses related to the pro-activeness construct peak between 3 and 4. The mean for pro-activeness is at 3.6 whilst standard deviation is at 0.91 which can both be considered to be acceptable for the study.

Table 10: Risk-taking construct

Question	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Construct: Risk taking	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**
Q17: The Company is characterised by risk taking from management in in seizing and exploring risky growth opportunities	1	2.0%	6	12.2 %	11	22.4 %	21	42.9 %	10	20.4 %
Q18: The Company strives to be the first in the market with new services while the future remains unknown	0	0%	8	16.3 %	9	18.4 %	21	42.9 %	11	22.4 %
Q20: The Company takes bold actions by venturing in the unknown business environments	0	0%	2	4.2%	5	10.4 %	4	8.3%	1	2.1%
Q21: The Company commits significant resources to ventures in uncertain conditions	1	2.1%	6	12.5 %	17	35.4 %	16	33.3 %	8	16.7 %

The study findings indicate that a considerable number: 42.9% of study participants are in agreement to their respective BCs are risk takers when it comes to management seizing and exploring risky growth opportunities as well as through their BC striving to be the first in the market with new services while the future remains unknown.

Table 11: Distribution, mean, standard deviation for risk taking construct

		The company is characterised by risk taking from management in seizing and exploring risky growth opportunities	The company strives to be the first in the market with new services while the future remains unknown	The company takes bold actions by venturing in the unknown business environments	The company commits significant resources to ventures in uncertain conditions
N	Valid	49	49	48	48
	Missing	0	0	1	1
Mean		3.67	3.71	3.52	3.50
Std. Error of Mean		.144	.143	.143	.143
Std. Deviation		1.008	1.000	.989	.989
Skewness		-.562	-.428	-.129	-.206
Std. Error of Skewness		.340	.340	.343	.343
Minimum		1	2	2	1
Maximum		5	5	5	5

The outcome is binominal with two peaks on agree and neutral.

The mean for risk taking is at 3.6 whilst standard deviation is at 0.99 which can both be considered to be acceptable for the study.

4.3.2 Results pertaining to Research Question 2

Table 12: Organisational Culture construct

Question	**Strongly disagree**		**Disagree**		**Neutral**		**Agree**		**Strongly agree**	
Construct: Innovation	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**
Q22: The Company embraces entrepreneurial behaviour	1	2.0%	3	6.1%	8	16.3 %	24	49%	13	26.5 %
Q23: The company has a culture that encourages new ideas	1	2.0%	2	4.1%	9	18.4 %	21	42.9 %	16	32.7 %
Q24: The Company creates an environment that support entrepreneurship	2	4.1%	2	4.1%	14	28.6 %	14	28.6 %	17	34.7 %
Q25: The company empowers its employees to decide and act	0	0%	6	12.2 %	12	24.5 %	25	51.0 %	6	12.2 %
Q26: The Company encourages freedom to grow and sometimes fail (no punishment for failure)	0	0%	7	15.2 %	14	30.4 %	18	39.1 %	7	15.2 %

A high proportion of study participants 49.0%, 42.9% and 51%, agree that their BCs foster a culture of entrepreneurial orientation by embracing entrepreneurial behaviour.

Table 13: Distribution, mean, standard deviation for organisational culture construct

		The company empowers its employees to decide and act	The company encourages freedom to grow and sometimes fail (no punishment for failure)	The company creates an environment that supports entrepreneurship	The company has a culture that encourages new ideas	The company embraces entrepreneurial behaviour
N	Valid	49	46	49	49	49
	Missing	0	3	0	0	0
Mean		3.63	3.54	3.86	4.00	3.92
Std. Error of Mean		.123	.138	.154	.134	.133
Std. Deviation		.859	.936	1.080	.935	.932
Skewness		-.431	-.132	-.739	-.955	-.960
Std. Error of Skewness		.340	.350	.340	.340	.340
Minimum		2	2	2	1	1
Maximum		5	5	5	5	5

The mean and the standard deviation of the construct rewards have a score of 3.8 and 0.14 respectively.

4.3.2 Results pertaining to Research Question 3

Table 14: Rewards system construct

Question	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Construct: Innovation	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**	**N**	**% of Total**
Q8: There is a reward system for creative and innovative individuals	3	6.1%	11	22.4 %	24	49.0 %	10	20.4 %	1	2.0%
Q11: The proactive employees in the Company are being rewarded	1	2.0%	12	24.5 %	17	34.7 %	16	32.7 %	3	6.1%
Q19: The Company shows a great deal of tolerance for high risk projects and rewards individuals for taking calculated risks	0	0%	3	6.1%	8	16.3 %	28	57.1 %	10	20.4%

An overwhelming number of study participants (49.0%) responded neutrally to the questions 8 a reward system for being in place for creative and innovative individuals and an overwhelming majority (57.1%) agreed that their Company shows a great deal of tolerance for high risk projects and rewards individuals for taking calculated risks.

Table 15: Distribution, mean, standard deviation for rewards system construct

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error
There is a reward system for creative and innovative	49	1	5	2.90	.125	.872	-.189	.340
The proactive employees in the company are being rewarded	49	1	5	3.16	.135	.943	.029	.340
The company shows a great deal of tolerance for high risk projects and rewards individuals for taking calculated risks	49	2	5	3.92	.112	.786	-.657	.340

The mean and the standard deviation of the construct rewards have a score of 3.3 and 0.12 respectively.

4.2 CORRELATIONS

The Spearman's *p* indicates correlations between five constructs, i.e: innovation, pro-activeness, risk, rewards and organizational culture. The study results indicate the correlations as indicated in the **Table 16** below, through the non-parametric Spearman's *p.* Innovation has a positive correlation with pro-activeness and organizational culture, while pro-activeness has also has a positive correlation with risk and organisational culture; likewise with the correlation between risk and organizational culture and pro-activeness.

Table 16: Spearman's Correlation

			Innovation	Pro-activeness	Risk	Reward	Culture
Spearman's rho	Innovation	Correlation Coefficient	1.000	.465**	.367**	.356*	.493**
		Sig. (2-tailed)	.	.001	.010	.012	.000
		N	49	49	49	49	49
	Pro-activeness	Correlation Coefficient	.465**	1.000	.535**	.243	.605**
		Sig. (2-tailed)	.001	.	.000	.092	.000
		N	49	49	49	49	49
	Risk	Correlation Coefficient	.367**	.535**	1.000	.292*	.615**
		Sig. (2-tailed)	.010	.000	.	.042	.000
		N	49	49	49	49	49
	Reward	Correlation Coefficient	.356*	.243	.292*	1.000	.344*
		Sig. (2-tailed)	.012	.092	.042	.	.015
		N	49	49	49	49	49
	Culture	Correlation Coefficient	.493**	.605**	.615**	.344*	1.000
		Sig. (2-tailed)	.000	.000	.000	.015	.
		N	49	49	49	49	49

**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

4.3 REGRESSION ANALYSIS HYPOTHESIS 1

4.3.1 Case Processing Summary

Table 17 below illustrates the case processing summary which provides the 'N'/ number for the various score values. In this model there are no missing values all 49 scores were valid.

Table 17: Case Processing Summary

		N	Marginal Percentage
Culture	2.00	5	10.2%
	3.00	11	22.4%
	4.00	20	40.8%
	5.00	13	26.5%
Innovation	2.00	1	2.0%
	3.00	9	18.4%
	4.00	26	53.1%
	5.00	13	26.5%
Proactiveness	1.50	1	2.0%
	2.00	4	8.2%
	3.00	9	18.4%
	4.00	32	65.3%
	5.00	3	6.1%
Risk	2.00	4	8.2%
	2.50	3	6.1%

	3.00	13	26.5%
	3.50	3	6.1%
	4.00	15	30.6%
	4.50	6	12.2%
	5.00	5	10.2%
Valid		49	100.0%
Missing		0	
Total		49	

4.3.2 Model Fitting Information

Before the effects of each explanatory variable are examined, a determination needs to be made weather the model improves ability to predict the outcome. This is done through comparing a model without any explanatory variables (Intercept only model) against the model with all the explanatory variables (Final model). A statistically significant chi-square result of 0.000 (<0.05) was achieved in this model, therefore indicates that the final model fits the data well.

Table 18: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	98.116			
Final	39.085	59.031	13	.000
Link function: Logit.				

4.3.3 Goodness of Fit

The two chi-squares are intended to test whether the observed data are consistent with the fitted model. In this table we would like to fail to reject the null hypothesis therefore looking for a significant value greater than p> 0.05 which is found for both p-values at 1.000 respectively.

Table 19: Goodness of Fit

	Chi-Square	Df	Sig.
Pearson	27.791	65	1.000
Deviance	26.679	65	1.000
Link function: Logit.			

4.3.4 R-square

Table 20 is an illustration of the R^2 values. The R^2 value indicates how much of the total variation in the dependent variable, innovation, can be explained by the independent variables. In this case, 75.8% can be explained, which is large.

Table 20: R-Square

Pseudo R-Square	
Cox and Snell	.700
Nagelkerke	.758
McFadden	.468

4.3.5 Test of Parallel Lines

The appropriateness of the assumption that the odds ratio is equal at each threshold as the ordinal model has constrained it to be so through the proportional odds is tested through the 'test of parallel lines'. The test compares the ordinal model set of coefficients for all thresholds (labelled Null Hypothesis) to a model with a separate set of coefficients for each threshold (labelled General). The general model could not give a significantly better fit to the data than the ordinal model as the validity of the test is uncertain.

Table 21: Test of Parallel lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	39.085			
General	43.136[b]	.[c]	26	.
The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.				
a. Link function: Logit.				
b. The log-likelihood value cannot be further increased after maximum number of step-halving.				
c. The Chi-Square statistic is computed based on the log-likelihood value of the last iteration of the general model. Validity of the test is uncertain.				

4.3.6 Parameter Estimates

The threshold coefficients are not individually interpreted as they represent the intercepts, specifically the point (in terms of a logit) where the study participants might be predicted for the construct culture. Statistically significant values in Innovation 4 (p=0.009), Risk 2 (p= 0.018) and Risk 3 (p=0.008). The last value being 5 (strongly agree) was made the reference value.

The SPSS software doesn’t provide odds ratios for ordinal data, thus the parameter estimates and confidence intervals must be exponentially calculated to determine significance of the variables with significant p values in the ordinal regression model.

Table 22: Odds ratio of statistically significant ordinal regression model

Variable	**Odds ratio**	**95% Confidence interval**
Innovation 4	0.055	0.006- 0.488
Risk 2	0.003	0.387-3.773
Risk 3	0.015	0.000- 0.338

From **Table 22**, one can deduce that only risk 2 (disagreement to the presence of risk taking in BCs) was statistically significant in the first hypothesis.

Table 23: Parameter Estimates for threshold culture

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Culture = 2,00]	-10.367	2.517	16.959	1	.000	-15.301	-5.433
	[Culture = 3,00]	-5.912	2.014	8.621	1	.003	-9.859	-1.966
	[Culture = 4,00]	-2.081	1.733	1.442	1	.230	-5.477	1.316
Location	[Innovation=2,00]	-18.760	.000	.	1	.	-18.760	-18.760
	[Innovation=3,00]	-2.026	1.188	2.906	1	.088	-4.354	.303
	[Innovation=4,00]	-2.897	1.112	6.784	1	.009	-5.077	-.717
	[Innovation=5,00]	0[a]	.	.	0	.	.	.
	[Pro-activeness=1,50]	-22.587	.000	.	1	.	-22.587	-22.587
	[Pro-activeness=2,00]	-5.305	2.730	3.776	1	.052	-10.657	.046
	[Pro-activeness=3,00]	-.200	2.050	.010	1	.922	-4.217	3.817
	[Pro-activeness=4,00]	1.580	1.877	.709	1	.400	-2.099	5.259
	[Pro-activeness=5,00]	0[a]	.	.	0	.	.	.

	[Risk=2,00]	-5.566	2.357	5.579	1	.018	-10.185	-.947
	[Risk=2,50]	-5.783	2.198	6.923	1	.009	-10.090	-1.475
	[Risk=3,00]	-4.147	1.562	7.051	1	.008	-7.208	-1.086
	[Risk=3,50]	-8.121	2.292	12.557	1	.000	-12.613	-3.629
	[Risk=4,00]	-1.239	1.390	.794	1	.373	-3.963	1.486
	[Risk=4,50]	-3.046	1.532	3.953	1	.047	-6.048	-.043
	[Risk=5,00]	0[a]	.	.	0	.	.	.
Link function: Logit.								
a. This parameter is set to zero because it is redundant.								

4.3 REGRESSION ANALYSIS HYPOTHESIS 2

4.3.1 Case Processing Summary

Table 25 below illustrates the case processing summary which provides the 'N'/ number for the various score values. In this model there are no missing values all 49 scores were valid.

Table 24: Case Processing Summary

		N	Marginal Percentage
Reward	1.00	1	2.0%
	2.00	12	24.5%
	3.00	21	42.9%
	4.00	13	26.5%
	5.00	2	4.1%
Innovation	2.00	1	2.0%
	3.00	9	18.4%
	4.00	26	53.1%
	5.00	13	26.5%
Proactiveness	1.50	1	2.0%
	2.00	4	8.2%
	3.00	9	18.4%
	4.00	32	65.3%
	5.00	3	6.1%
Risk	2.00	4	8.2%
	2.50	3	6.1%

	3.00	13	26.5%
	3.50	3	6.1%
	4.00	15	30.6%
	4.50	6	12.2%
	5.00	5	10.2%
Valid		49	100.0%
Missing		0	
Total		49	

4.3.2 Model Fitting Information

Before the effects of each explanatory variable are examined, a determination needs to be made weather the model improves ability to predict the outcome. This is done through comparing a model without any explanatory variables (Intercept only model) against the model with all the explanatory variables (Final model). A statistically significant chi-square result of 0.000 (<0.05) was achieved in this model, therefore indicates that the final model fits the data well.

Table 25: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	92.930			
Final	.000	92.930	13	.000
Link function: Logit.				

4.3.3 Goodness of Fit

The two chi-squares are intended to test whether the observed data are consistent with the fitted model. In this table we would like to fail to reject the null hypothesis therefore looking for a significant value greater than p> 0.05 which is found for both p-values at 0.654 and 1.000 respectively.

Table 26: Goodness of Fit

	Chi-Square	df	Sig.
Pearson	85.107	91	.654
Deviance	50.950	91	1.000
Link function: Logit.			

4.3.4 R-square

Table 27 is an illustration of the R^2 values. The R^2 value indicates how much of the total variation in the dependent variable, innovation, can be explained by the independent variables. In this case, 92.3% can be explained, which is large.

Table 27: R-Square

Pseudo R-Square	
Cox and Snell	.850
Nagelkerke	.923
McFadden	.747

4.3.5 Test of Parallel Lines

The appropriateness of the assumption that the odds ratio is equal at each threshold as the ordinal model has constrained it to be so through the proportional odds is tested through the ‘test of parallel lines’. The test compares the ordinal model set of coefficients for all thresholds (labelled Null Hypothesis) to a model with a separate set of coefficients for each threshold (labelled General). The general model is not statistically significant better fit to the data than the ordinal model as the p-value is >0.05

Table 28: Test of Parallel lines

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Null Hypothesis	.000			
General	.000[b]	.000	39	1.000
The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.				
a. Link function: Logit.				
b. The log-likelihood value is practically zero. There may be a complete separation in the data. The maximum likelihood estimates do not exist.				

4.3.6 Parameter Estimates

The threshold coefficients are not individually interpreted as they represent the intercepts, specifically the point (in terms of a logit) where the study participants might be predicted for the construct culture. No statistically significant values were found in this model.

The parameter estimates of this hypothesis were all not statistically significant thus they were not exponentially calculated.

4.4 SUMMARY OF RESULTS

The results were presented by firstly analysing the descriptive characteristics of the study participant’s socio-demographic profile and the company profile. The three research questions were evaluated through the exploration of the constructs: innovation, pro-activeness, risk taking, organisational culture and employee rewarding. Additionally, the correlation between the dimensions of CEO and organisational culture as well as employee rewarding was investigated.

The literature review revealed a positive relationship between the dimension of CEO and the constructs of organisational culture and employee rewarding. Thus this exploratory study consisted of a structured questionnaire which aimed to assess the relationship between the dimensions of CEO and organisational culture as well as the relationship between the dimensions of CEO and employee rewarding of BCs in South Africa through the use of ordinal regression models.

A statistically significant result was found between risk (disagreement to the presence of risk taking in BCs) for the hypothesis: there is a positive relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and the bet-your-company organisational culture of broadcasting companies in South Africa.

Table 29: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Reward = 1,00]	-21.690	244.370	.008	1	.929	-500.647	457.266
	[Reward = 2,00]	-1.078	1.206	.799	1	.371	-3.442	1.286
	[Reward = 3,00]	1.436	1.215	1.396	1	.237	-.946	3.818
	[Reward = 4,00]	4.178	1.431	8.524	1	.004	1.373	6.983
Location	[Innovation=2,00]	-11.730	172.727	.005	1	.946	-350.270	326.809
	[Innovation=3,00]	-2.453	1.073	5.229	1	.022	-4.555	-.350
	[Innovation=4,00]	-1.638	.877	3.486	1	.062	-3.357	.082
	[Innovation=5,00]	0[a]	.	.	0	.	.	.
	[Proactiveness=1,50]	-31.631	460.240	.005	1	.945	-933.685	870.424
	[Proactiveness=2,00]	2.902	1.970	2.170	1	.141	-.959	6.763
	[Pro-activeness=3,00]	2.419	1.637	2.184	1	.139	-.789	5.628
	[Pro-activeness=4,00]	2.190	1.507	2.113	1	.146	-.763	5.144

	[Pro-activeness=5,00]	0[a]	.	.	0	.	.	.
	[Risk=2,00]	-2.554	1.770	2.081	1	.149	-6.024	.916
	[Risk=2,50]	-.532	1.629	.107	1	.744	-3.725	2.661
	[Risk=3,00]	-.354	1.209	.086	1	.770	-2.723	2.015
	[Risk=3,50]	-2.943	1.792	2.696	1	.101	-6.456	.570
	[Risk=4,00]	.240	1.184	.041	1	.839	-2.082	2.561
	[Risk=4,50]	.540	1.231	.192	1	.661	-1.873	2.953
	[Risk=5,00]	0[a]	.	.	0	.	.	.
Link function: Logit.								
a. This parameter is set to zero because it is redundant.								

CHAPTER 5: DISCUSSION OF RESULTS

5.1 INTRODUCTION

This chapter presents a discussion of the descriptive and ordinal regression results findings of the exploratory study undertaken. The discussion of results deals with the comparison between the theoretical premise drawn from the literature and the research findings obtained from responses. The hypothesis test and comparison to theoretical findings are also discussed.

5.2 DEMOGRAPHIC PROFILE OF THE STUDY PARTICIPANTS

The majority of the study participants were in the age category 26-35years (n=27, 55.1%). This age cohort is identified as a cohort of interest by the Global Entrepreneurship Monitor 2015/16 when profiling the age distribution of entrepreneurs in South Africa (Herrington & Kew, 2016). Herrington & Kew (2016) report low TEA prevalence in the 18 to 24 years cohort and a peak among 25 to 34 year olds and a decline as age increases.

The predominant gender of the study participants was male (n=26, 53.1%); this can be attributed to statics that indicate the gender disparities within managerial positions in South Africa (Businesswomen's Association, 2012). When looking at TEA and gender disparity in South Africa, a discouraging finding is men being consistently more likely than women to be involved in TEA (Herrington & Kew, 2016).

Herrington & Kew (2016) emphasis that an educated workforce, that is appropriately skilled is vital to an economy's competitiveness, productivity and growth. In this study, seventeen (n=17, 34.7%) participants indicated that they have a Diploma qualification as their highest academic qualification.

5.3 DISCUSSION OF RESEARCH QUESTION 1

The first research question evaluates CEO within BCs by investigating the constructs of innovation, pro-activeness and risk taking in the six sampled BCs.

5.3.1 Innovation Construct

The level of innovation forms one of the core elements of a corporate entrepreneurial environment. Innovation as a theme runs strongly across the industry of broadcasting (National Association of Broadcasters, 2014). The outcome of this study indicated that the majority of the study participants agreed that a certain level of innovation is present in their places of employment by a total response of 57.1% that the company has emphasis on employees introducing new technologies.

BCs require employers to create an environment that accommodates their employee's innovation and entrepreneurial skills (Herrington & Kew, 2016). Due to the competitive nature and the fast pace and technological changes of the broadcasting environment, these companies require to constant diversity at all times (Olawuyi & Mgbole, 2012). Goosen, Coning & Smit (2002) postulate that: innovation can be used as a competitive tool to advantage in organisations. As an essential part of entrepreneurship, innovation can also be instrumental in increasing financial returns and strategic competitiveness (Lumpkin & Dess, 1996).

Furthermore, the primary task of modern business is for the business leader is to foster an environment in which entrepreneurial thinking is encouraged and readily takes place (Hornsby, Kuratako & Zahara, 2002). Promoting this culture by freely encouraging creativity, innovation and innovative thinking, business leaders motivated toward corporate entrepreneurship must continuously strive to exude and build trust, embracing the risk to fail and inspiring those around them to take similar calculated risks (Hornsby, Kuratako & Zahara, 2002).

BCs need to determine innovation and entrepreneurship as a strategic direction. Miller (1996) categorized types of structures with strategy differentiation:

1. **Simple Structure**: such strategies are set up by the top managers and results are thus supervised directly ensuring that there is a low degree of bureaucracy and an informal information system.
2. **Machine Bureaucracy**: such strategies include many formal rules, policies and procedures with a high level of power centralization; strict cost and budget controls thus ensuring an internal reporting system.
3. **Organic**: such strategies are highly flexible with limited hierarchy as power is decentralized by integrating personnel and task forces via mutual adjustment and open communication system.
4. **Divisional**: this strategy is composed by several independent groups with their own producing and marketing lines. Characteristics can defer significantly from organic to more bureaucratic.

Creating enabling CE environments starts with ensuring that BCs have a culture that leans strongly towards innovation. In most of successful organisations, innovation is driven from the top (Kuratko, Morris & Covin, 2011) and this in turn poses a challenge in BCs due to the longevity of the top managers within one managerial position that may hinder innovation due to opposition to change management.

5.3.2 Pro-activeness Construct

The responses pertaining to pro-activeness are mainly dived between a neutral response and agreement. The most agreement is to the question: '*The Company always strives to introduce new product or services ahead of competitors'.* Adopting the construct of pro-activeness within the broadcasting industry is reflected by an organisation's inclination to aggressively and proactively compete with industry rivals (Covin & Slevin, 1991). Furthermore, pro-activeness reflects top management orientation in pursuing enhanced competitiveness which is a much need attribute within BCs.

Implementation of new innovations, acting quickly before competitors and looking out for future markets are the concern of pro-activeness (Kearney et al., 2009). It is thus imperative for companies in this industry to ensure that their organizational culture and leadership is aligned to forward thinking (Hornsby, Kurtako & Zahra, 2002).

5.3.3 Risk taking Construct

Entrepreneurs in nature are risk-takers, although there is no consensus in literature about the extent of risk-taking in an entrepreneurship process (Altinay et al., 2012). Although the study findings were inconclusive when assessing the construct of risk, disagreement to risk taking in BCs was statistically significant.

Several previous studies have affirmed the importance of risk taking in creating a corporate entrepreneurial orientation (Schillo, 2011; Ambad & Wahab, 2013). The reluctance to take risks lies within the fear of the unknown as described by Dess &Lumpkin (2005). Risk taking has been shown to yield increased financial performance (Ambad & Wahab, 2013), although it must be noted that risk taking does not need to necessarily involve money.

5.4 DISCUSSION OF RESEARCH QUESTION 2

The second research question investigated the construct organisational culture within BCs that participated in this study.

5.4.1 Organisational Culture Construct

The study demonstrated a positive correlation between organisational culture and innovation and pro-activeness. This finding is consistent with research conducted by Ahmad, Aizzat & Zainal, 2011. The construct was evaluated based on the employee’s perception of company orientation towards a Bet-the-company culture (Deal & Kennedy, 1982). This type of organisational culture relies on an environment where decisions are high risk with a slow feedback/reward as is the case for the management of the broadcasting industry.

The role of human resource development must not be underestimated as it serves a critical role in the creation and realization of an entrepreneurial organisational culture through incorporating it in the corporate strategy of the company (Sandhya& Kumar, 2011). Key elements of the pro-entrepreneurial human resource strategy that requires employees to think and act differently from bureaucratic behaviour include (Schuler, 1989):

- **Training and Development** is facilitated by long-term career orientation and continuous training with broad applications through placing emphasis on managerial skills and high employee participation.
- **Recruitment and Selection** involves general less formalized criteria that includes an open recruitment and selection process using external and internal sources and broad career paths.
- **Performance Appraisal** requires a balanced individual-group orientation that places emphasis on effectiveness over efficiency and is results-oriented including innovation, risk criteria and tolerance of failure.
- **Planning/ Overall Job Design** is achieved through long-term orientation where the job is less structured but rather results-oriented with high employee involvement.
- **Compensation/ Rewards** need to be decentralized at department levels. They must also be tailored to individuals, incentivised for group performance and significant financial reward through merit and incentive.

The strategy of rewards is briefly explored in the study in the research question three.

5.5 DISCUSSION OF RESEARCH QUESTION 3

The third research question identifies employee rewarding perceptions of the study participants.

5.5.1 Reward Construct

The majority of study participants (n=27, 49%) could neither affirm nor deny the presence of an employee rewarding system within their given companies as reflected in the question: *There is a reward system for creative and innovative* *individuals.* This study finding is of particular concern as rewards are an effective form of employee retention, motivation and satisfaction (Nilsson & Ovle, 2013). Furthermore, Bau & Dowling (2001) suggest that organisations that reward their employees perform better than those who don't.

5.5 DISCUSSION OF HYPOTHESIS 1

Hypothesis 1: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and bet-your-company organisational culture in BCs of South Africa.

The first hypothesis to be tested is to assess empirically the association between CEO and bet-your-company organisational culture. The Ordinal Regression model was performed and the results are as shown in **Table 23**. As mentioned previously in the study results, when interpreting the threshold coefficients it is important to note that they represent the intercepts, specifically the point (in terms of a logit) where the study participants might be predicted for the construct culture. In this ordinal regression model Innovation 4 ($p=0.009$), Risk 2 ($p= 0.018$) and Risk 3 ($p=0.008$) were statistically significant with $p<0.05$. However in order to reject the null hypothesis the parameter estimates and confidence intervals had to be exponentially calculated into odds ratios. Risk 2 (disagreement to risk taking in BCs) was statistically significant in the first hypothesis.

This study thus found that the construct of no risk taking had a positive relationship to the bet-your-company organisational culture. This finding contradicts the definition of the Deal & Kennedy (1982) definition of this type of organisational culture which is characteristically high risk with slow feedback. The displayed lack of boldness and new venture seeking behaviour identified in the results is of concern because risk taking enhances organisations' ability to recognise and exploit market opportunities ahead of their competitors (Dess & Lumpkin, 2005; Sharma & Dave, 2011).

5.6 DISCUSSION OF HYPOTHESIS 2

Hypothesis 2: there is a positive relationship between the dimensions of corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding within Broadcasting Companies (BCs) of South Africa.

The second hypothesis to be tested is to assess empirically the association between CEO and employee rewarding. The Ordinal Regression model was performed and the results are as shown in **Table 29**. As mentioned previously in the study results, when interpreting the threshold coefficients it is important to note that they represent the intercepts, specifically the point (in terms of a logit) where the study participants might be predicted for the construct culture. In this ordinal regression model none of the variables were statistically significant although 57.1% of the study participants had responded affirmatively for the question: *'The Company shows a great deal of tolerance for high risk projects and rewards individuals for taking calculated risks',* the majority of the responses for the question: *'There is a reward system for creative and innovative individuals',* were evenly distributed between negative and neutral responses and thus have had an effect on the negative outcome in modelling this hypothesis.

The lack of employee rewarding systems may negatively impact BCs ability to motivates, recruit and retain skilled employees that can contribute to their CEO (Nilsson & Ovle, 2013). It is thus imperative for this industry to devise internal (employee satisfaction) and external (financial) rewards that will assist BCs to retain valuable intrapreneurial skill (Bau & Dowling, 2001).

5.6 CONCLUSION

This chapter interrogated the findings of the research study. The demographic data analysis was performed and captured. During data collection, the response rate of 86.0% was achieved and the analysis was based on it. The result analysis of the constructs of: innovation, pro-activeness, risk taking, organisational culture and employee rewarding were presented and discussed in answering research questions one, two and three.

The ordinal regression findings however, did not support either hypothesis for a positive relationship between elements of CEO (innovation, pro-activeness and risk taking) and bet-your-company organisational culture and the relationship between elements of CEO (innovation, pro-activeness and risk taking) employee rewarding at the broadcasting companies included in the study.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter the main themes that emerged from the research study which evaluated corporate entrepreneurial environments in BCs will be summarised.

6.2 CONCLUSIONS OF THE STUDY

The study has explored the corporate entrepreneurial environments of BCs in South Africa. The current research study results suggest that BCs need to focus on strengthening CEO through emphasis on the dimensions of innovation, pro-activeness and risk taking.

The study demonstrated the positive correlation between organisational culture with innovation, pro-activeness and risk taking as has been demonstrated in other studies (Paunovic & Dima, 2014; Shihab, Wismiarsi &Sine, 2011).

However, only risk taking disagreement was demonstrated to be statistically significant in the ordinal regression model. There is thus a need to establish CEO within the broadcasting industry so that it may be an environment that sustains and attracts employees who are entrepreneurial in nature.

6.3 IMPLICATIONS AND RECOMMENDATIONS

6.3.1 Implications for education

Education is inextricably linked to entrepreneurial intentions, thus in order for employers and employees to place greater value on creating CEO, awareness of entrepreneurship needs to be prioritised in the South African basic education school system (Herrington & Kew, 2016). Currently, South Africa has a strongly negative rating of the quality of entrepreneurship education at school level and the education system in South Africa although entrepreneurship is meant to form part of the secondary school curriculum, it is taught neither widely nor effectively (Herrington & Kew, 2016).

6.3.2 Implication for Broadcasting Industry Leaders

Entrepreneurs are often vehicles of new technologies creation, new product development or process innovations, and open up new markets (Audretsch, 2002). Entrepreneurship is thus important to economic development (Kritikos, 2014). The benefits to society will be greater in economies where entrepreneurs can operate flexibly, develop their ideas, and reap the rewards (Kritikos, 2014). Thus the leadership within the broadcasting industry needs to develop strategies to identify, retain and reward entrepreneurial employees in their sector.

6.3.3 Recommendations

The study has explored CEO within a small sample of BCs. There has not been significant research around CEO within BCs of South African. Hence it will be recommended for BCs in South Africa to consider introducing and implementing some CEO dimensions into their businesses.

From the study results, it is recommended that BCs increase pro-activeness by being more sensitive to industry developments and aggressively responding to industry trends. It is also imperative for the broadcasting industry to renew focus on exploiting viable opportunities as they arise as this is vitally important for sustainable industry growth. This industry is by nature a risk-seeking sector due to the ever-changing technological and entertainment environment and thus this attribute needs to be strengthened as a competitive advantage tool. Moreover, eentrepreneurial orientation needs to be measured and rewarded. Introducing entrepreneurial orientation within employee professional management outputs will increase and encourage entrepreneurial activity. Rewarding employees who display entrepreneurial activities will increase the chances are that the general entrepreneurial orientation within the company will amplify. Lastly, BCs need to establish and strengthen enabling entrepreneurial environments within the workplace that include training and development as well as rewards for their employees.

6.4 LIMITATIONS OF THE STUDY

6.4.1 Selection bias

This type of bias may have arisen due to the convenience sampling method used and the small number of BCs sampled for the study. This sampling method may distort the measure of association. It is noteworthy that an important group of non-managerial broadcasting industry employees has been missed. This population group could have also added value to the hypothesis tested on the dimensions of CEO.

6.5 SUGGESTIONS FOR FUTURE RESEARCH

Given that the study was exploratory and only focused on the three dimensions of CEO in relation to the bet-your-company organisational structure and employee rewarding on a small sample size within the broadcasting industry, there is a need for further research with a larger sample size on the same topic to be conducted. Furthermore knowledge on the barriers of CEO in the broadcasting industry may be explored by conducting research on the individual beliefs, attitudes and knowledge of employees in the broadcasting industry as well as the entrepreneurial strategic visions of broadcasting companies.

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APPENDIX 1: Consistency Matrix

Research problem: Evaluation of corporate entrepreneurial environments at Broadcasting Companies in South Africa					
Sub-problem	**Literature review**	**Propositions**	**Source of data**	**Type of data**	**Analysis**
To evaluate the construct innovation within broadcasting companies of South Africa	Taylor, 2013 Lumpkin & Dess, 1996 Hornsby, Kuratko & Zahra, 2002 Antoncic & Hirsh, 2003 Morris, Kuratko& Covin, 2008	There are levels of innovation in broadcasting companies of South Africa	Questionnaire	Online/hand delivered responses	Statistical analysis
To evaluate the construct pro-activeness within broadcasting companies of South Africa	Hornsby, Kuratko & Zahra, 2002 Antoncic & Hirsh, 2003 Morris, Kuratko & Covin, 2008	There are levels of pro-activeness in broadcasting companies of South Africa	Questionnaire	Online/hand delivered responses	Statistical analysis

To evaluate the construct taking within broadcasting companies of South Africa	Dess & Lumpkin, 2005 Hornsby, Kuratko & Zahra, 2002 Antoncic & Hirsh, 2003 Morris, Kuratko & Covin, 2008 Lotz and Van der Merwe, 2013	There are levels of risk taking in broadcasting companies of South Africa	Questionnaire	Online/hand delivered responses	Statistical analysis
Sub-problem	**Literature review**	**Hypothesis**	**Source of data**	**Type of data**	**Analysis**
To evaluate the relationship between corporate entrepreneurial orientation and broadcasting companies organisational culture	Ergglu & Picak 2011	There is a positive relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and the bet-	Questionnaire	Online/hand delivered responses	Statistical analysis

		your company organisational culture of broadcasting companies in South Africa			
To evaluate the relationship between corporate entrepreneurial orientation and broadcasting companies reward systems	Hornsby, Kuratko & Zahra, 2002 Antoncic & Hirsh, 2003 Morris, Kuratko & Covin, 2008	There is a positive relationship between elements of a corporate entrepreneurial orientation (innovation, pro-activeness and risk taking) and employee rewarding within broadcasting companies in South Africa	Questionnaire	Online/hand delivered responses	Statistical analysis

APPENDIX 2: Questionnaire Planning Template

HIGH LEVEL FACTORS	CONSTRUCTS	SECTION	QUESTION #	ITEMS/QUESTIONS	VARIABLES
Demographic data	Individual	A	Q A1-A4	4	CV
Demographic data	Company	B	Q B1-B5	5	CV
Corporate Entrepreneurial Orientation	Innovation	C	QC1-7	7	IV
Corporate Entrepreneurial Orientation	Pro-activeness	C	QC9-10, 12-16	7	IV
Corporate Entrepreneurial Orientation	Risk taking	C	QC17-18, 20-21	4	IV
Corporate Entrepreneurial Orientation	Rewards system	C	QC8, 11, 19	3	DV
Corporate Entrepreneurial Orientation	Organisational culture	C	QC22-26	5	DV

APPENDIX 3: Cover Letter

Dear Sir/Madam

I am conducting a research in fulfilment of academic requirements for Master of Management at the Wits Business School. The research is designed to evaluate corporate entrepreneurial environments at Broadcasting Companies in South Africa.

My research is ‘An evaluation of corporate entrepreneurial environments at Broadcasting Companies in South Africa’.

BC are required to be competitive, constantly innovative and be diversified at all times, thus It is critical for the BC to have the right programmes in place to identify, encourage and reward entrepreneurial employees to promoting an internal culture of constant innovation, new ideas and diversity.

The survey will take about 5 minutes to complete.

All information captured is confidential and will be used for research purposes only.

Wits Business School, the supervisor and the student will never sell or disclose your personal details to any third party.

To participate, kindly complete the attached form

Kind regards

Nkateko Maluleke (Student researcher, 082 356 9790)

Dr McEdward Murimbika (Supervisor, 011 029 2555)

APPENDIX 4: Research Instrument

Dear Sir/Madam

Questionnaire

Thank you for paying attention to this academic questionnaire. The purpose of this research is to evaluate the corporate entrepreneurial environments at Broadcasting Companies in South Africa. I am therefore, requesting your assistance to complete the questionnaire below. The research is purely for academic purposes and the information obtained will be kept confidential.

It will take you approximately 5 minutes to complete the questionnaire.

Yours Sincerely

Nkateko Maluleke

SECTION A: GENERAL INFORMATION

The section is asking your **background information**. Please indicate your answer by ticking (X) on the appropriate box. The questions are strictly for research purpose only.

A1 Please indicate your gender

Male	
Female	

A2 Please indicate your marital status

Married	
Single	

A3 Please indicate your age category

17 years or less	
18 – 25 years	
26 – 35 years	
36 - 45 years	
46 years upwards	

A4 Please indicate your highest academic level

Below matric	
High School (matric)	
Diploma	
Bachelor Degree	
Honours	
Masters	
Other (specify)	

SECTION B

The section is asking **your Company information**. Please indicate your answer by ticking (X) on the appropriate box. The questions are strictly for research purpose only.

B1 Please indicate your Company name

Company name	

B2 Please indicate the size of your Company

Micro (less than 5 employees)	
Small (5 to 50 employees)	
Medium (51 to 200 employees)	
Large (201 or more employees)	

B3 Please indicate how long the Company has been operating

0-5 years	
6-10 years	
11-15 years	
15 years or more	

B4 Please indicate your managerial level

Director	
Junior manager	
Middle manager	
Senior Manager	
Other, specify	

B5 Please indicate How long have you worked at your current Company

0-1 years	
2-5 years	
6-10 years	
More than 10 years	

SECTION C

The section is asking **your Company's Entrepreneurial Environment information.** Please indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale below:

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The Company has emphasis on employees introducing new Technology					
2	The Company has strong focus on Research and Development activities					
3	The Company invests heavily on new product development					
4	The Company is open to outside ideas that can lead to new business opportunities					
5	Innovation and creativity are part of the Company strategy					
6	Employees are involved in new business ideas being conceptualised within the company					
7	CEO and Leaders are involved in fostering innovation					
8	There is a reward system for creative and innovative individuals					
9	The Company is leading in introducing new technology					

10	The Company is leading in new market identification					
11	The proactive employees in the Company are being rewarded					
12	The Company always strives to introduce new product or services ahead of competitors					
13	The Company always foresees potential environmental changes and future demands ahead of the competitors					
14	Employees are encouraged to take action on their new ideas					
15	Employees opinions are considered when new technology decisions are made in the Company					
16	The company empowers its employees to action new ideas					
17	The Company is characterised by risk taking from management in in seizing and exploring risky growth opportunities					
18	The Company strives to be the first in the market with new services while the future remains unknown					

19	The Company shows a great deal of tolerance for high risk projects and rewards individuals for taking calculated risks					
20	The Company takes bold actions by venturing in the unknown business environments					
21	The Company commits significant resources to ventures in uncertain conditions					
22	The Company embraces entrepreneurial behaviour					
23	The company has a culture that encourages new ideas					
24	The Company creates an environment that support entrepreneurship					
25	The company empowers its employees to decide and act					
26	The Company encourages freedom to grow and sometimes fail (no punishment for failure)					