

The Impact of Corporate Management and Corporate Structure on Corporate Entrepreneurship: The Mediating Part of HRM Practices

Faisal Abdulkarim Alkhamis

Department of Business Administration, College of Business & Economics (CBE), Qassim University, Buraidah, Saudi Arabia

fa.alkhamis@qu.edu.sa

Abstract:

The aim of this research is twofold. First, investigating the effects of both corporate management and corporate structure on corporate entrepreneurship. Second, examining the mediating part of HRM practices in the effects of corporate management and corporate structure on corporate entrepreneurship. Gathering data via a reliable and valid questionnaire developed based on previous related works from a sample of managers selected from service companies, the results, which were obtained by SmartPLS 3.0 software, according to structural equation modeling (SEM) to test the hypotheses. revealed that HRM practices is significantly and positively related to corporate entrepreneurship, both corporate management and corporate structure were significantly and positively related to HRM practices. Also, the results indicated that corporate management had no significant effect on corporate entrepreneurship while the effect of corporate structure on the same dependent construct was negative. Finally, it was found that HRM practices had a full mediation role between corporate management and corporate entrepreneurship whereas HRM practices had no mediating role between corporate structure and corporate entrepreneurship. Based on these results, it was concluded that a key determinant of corporate entrepreneurship, which is corporate management, does not work without effective practices of HRM.

Keywords: corporate management, corporate structure, corporate entrepreneurship, service sector.

1. Introduction

Works on corporate entrepreneurship as an innovation-oriented strategy represent a continuous stream in the literature. Numerous calls for adopting corporate entrepreneurship were based on its progressive organizational outcomes such as superior corporate financial performance, growth, sustainable business development, and competitive advantage (Kuratko, 2010; Paunovic & Dima, 2014; Burger & Blažková, 2020). However, corporate entrepreneurship is affected by several antecedents such as corporate management, corporate culture and structure, reward systems, resources availability, risk management, and human resource management systems (Shamsuddin et al., 2012; Paunovic & Dima, 2014; Behram & Özdemirci, 2014; Burger and Blažková, 2020).

Research on corporate entrepreneurship tackled plentiful subjects such as predictors of corporate entrepreneurship (Zahra, 1991; Srivastava & Agrawal, 2010; Gómez-Haro et al., 2011; Johanna de Villiers-Scheepers, 2012; Teece, 2016; Arz, 2017; Boone et al., 2019; Boukamcha, 2019; Kim & Park, 2021), corporate entrepreneurship relationships (Barringer & Bluedorn, 1999; Covin & Miles, 1999; Bierwerth et al., 2015; Jeon, 2017; Kassa & Tsigu, 2022), and corporate entrepreneurship sustainability (Provasnek et al., 2017). Other studies investigated the mediating role of corporate entrepreneurship between other constructs (Yunis et al., 2017; Hanci-Donmez & Karacay, 2019; van der Westhuizen & van Rensburg, 2022). Some of these studies were in line with the current research objectives such as determining the effect of human resource management (HRM) practices on corporate entrepreneurship (Hayton, 2005; Kaya, 2006; Çalışkan, 2010; Behram & Özdemirci, 2014; Tang et al., 2015; Kühn et al., 2016; Moustaghfir et al., 2020; Andersén, 2021), the effect of corporate management on corporate entrepreneurship (Burger and Blažková, 2020; Barringer & Bluedorn, 1999; Çalışkan, 2010), and the effect of corporate structure on corporate entrepreneurship (Kelley, 2011; Shamsuddin et al., 2012; Burger and Blažková, 2020).

Despite the importance of these studies, to the authors' best knowledge, no previous studies were carried out to investigate the effect of corporate management and corporate structure as two key determinants of corporate entrepreneurship (Burger and Blažková (2020) on corporate entrepreneurship in service companies as well as the mediating role of HRM practices in this regard. Hence, this research aims at examining the mediating role of HRM practices in the effect of corporate management on corporate entrepreneurship and the effect of corporate structure on the same construct.

2. Literature review and hypotheses development

2.1 Corporate entrepreneurship (CE)

CE is originated from Joseph Schumpeter's work in which he highlighted the importance of entrepreneurs as major agents of economic growth (Barringer & Bluedorn, 1999). CE is an innovation-oriented strategy in which a company adopts modern technology or a business model to gain a sustained advantage (Kelley, 2011). Sharma and Chrisman (1999, cited in Dess et al., 2003) defined CE as "the process whereby an individual or a group of individuals in association with existing organization, create a new organization, or instigate renewly or innovation within that organization" (P. 352). Morris and Kuratko (2002, cited in Shamsuddin et al., 2012) described CE as "a term used to describe the entrepreneurial behaviour inside an established organization" (P.113). For some authors (e.g., Srivastava & Agrawal, 2010), corporate entrepreneurship is a managerial strategy intended to inspire entrepreneurial manners among employees to endorse innovation and uninterrupted improvement. Five common attributes of CE were identified in the literature. First, proactiveness in which an organization renews its past behavior. Second, an organization's

aspiration to exceed its current capabilities to make superior mixtures of organizational resources. Third, team-orientation to support innovative ideas and creative employees. Fourth, resolve dilemmas through facing the previously difficult challenges. Fifth, learning capabilities by which managers can introduce new options beyond traditional patterns (Stopford & Baden-Fuller, 1994). CE can be implemented using four major forms: sustained regeneration, organizational rejuvenation, strategic renewal, and domain redefinition. In the first form, companies stimulate suitable conditions to encourage a continuous stream of new product/service introduction to current markets or using current products/services to enter new markets. In the second form, companies are requested to enhance their abilities to implement strategies through supporting related activities in domains such as human resource management. In the third form, companies should change their competitive behavior through renewing their strategies (Dess et al., 2003). Burger and Blažková (2020) indicated that the most common theoretical model of CE was developed by Hornsby et al. (2002) based on Kuratko et al. (1990). Such a model identified organizational structure, management support, resources availability, risk management, and reward systems as five pivotal determinants of CE. To the current empirical research, two determinants were chosen, i.e., corporate structure and management support, to be examined as dependent variables with presence of HRM practices as a mediator variable and CE as a dependent variable.

2.2 HRM practices and corporate entrepreneurship

One of the most critical determinants of CE is HRM practices (Hayton, 2005; Kaya, 2006; Behram & Özdemirci, 2014; Moustaghfir et al., 2020; Andersén, 2021) as such practices cover employee rewards and recognition, employee promotions, entrepreneurial training, and employee empowerment (Kuratko, 2010; Srivastava & Agrawal, 2010). For Burger and Blažková (2020), the employee rewarding system has a strong association with CE success. It was indicated that human applications are essential to use other organizational assets to generate value (Çalışkan, 2010). Earlier, Barringer & Bluedorn (1999) specified that a firm's ability to inspire and reward innovation is a key pillar for firms' entrepreneurship behavior. Hayton (2005) traced the positive relationship between HRM practices and CE back to organizational relationships that reassure knowledge acquisition, integration and sharing. Consequently, it was hypothesized that the practices of HRM is crucial for such a behaviour as stated in the following hypothesis:

H1: HRM practices are positively related to CE.

2.3 Corporate management, HRM practices and corporate entrepreneurship

Corporate management (CM) plays a significant role in CE implementation and success as managers can steer the strategic orientations of the company, motivate employee engagement in entrepreneurship behavior and activities as well as enhance business performance (Burger and Blažková, 2020). Moreover, there is a positive association between management practices such as strategic practices and corporate entrepreneurship behaviour (Barringer & Bluedorn, 1999). On the other side, corporate management is responsible for building, developing, and retaining human capital through ensuring effective HRM management in related areas such as talent management and reward management (Çalışkan, 2010), and HRM practices represent a critical factor for boosting CE strategy (Hayton, 2005; Kaya, 2006; Çalışkan, 2010; Behram & Özdemirci, 2014; Tang et al., 2015; Kühn et al., 2016; Moustaghfir et al., 2020; Andersén, 2021). Hence, it was expected that corporate

management exerts a significant and positive effect on both HRM practices and corporate entrepreneurship. As well, it was expected that HRM practices plays a significant mediating role in this regard, as postulated in the following hypotheses:

H2: CM is positively related to CE.

H3: CM is positively related to HRM practices.

H4: HRM practices significantly mediate the effect of CM on CE.

2.4 Corporate structure and corporate entrepreneurship

Corporate structure (CS) can be constructed to help achieve the objectives that the company seeks for entrepreneurship purposes (Kelley, 2011). Based on a literature review, Burger and Blažková (2020) concluded a significant positive impact of corporate structure on companies' innovation performance. Burger and Blažková highlighted the importance of corporate structure in this regard due to its benefits and characteristics such as flexible distribution of work tasks, open communications, decentralized decision-making, effective work processes. Shamsuddin et al. (2012) added that the supportive corporate structure significantly moderates the impact of proactiveness on corporate financial performance. Based on these studies, it was expected that corporate structure has a significant direct effect on both HRM practices and CE HRM practices, which in turn mediates the relationship between CS and CE:

H5: CS is positively related to CE.

H6: CS is positively related to HRM practices.

H7: HRM practices significantly mediate the effect of CS on CE.

3. Research method.

3.1 Research theoretical model.

The theoretical model as represented in Figure 1 illustrates that the current research is concerned with testing 7 hypotheses related to the direct effect of HRM practices on CE (H1), the direct effect of CM on CE (H2), the direct effect of CM on HRM practices (H3), as well as the indirect effect of CM on CE through HRM practices (H4), the direct effect of CS on CE (H5), the direct effect of CS on HRM practices (H6), and the indirect effect of CS on CE through HRM practicing as a mediating variable (H7).

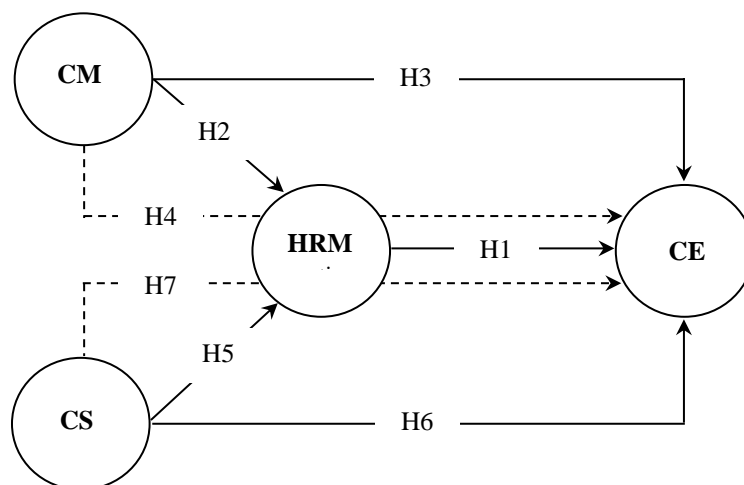


Figure 1. Research theoretical model.

3.2 Research sample and data collection.

Managers from top, middle and operational levels were selected as sample members from fifty service companies. Six respondents were selected from each company, hence, the sample consisted of three hundred participants. Using a five-point Likert scale to gather research data, a total of 300 questionnaires were administered to sample members. The number of returned valid responses was 168 responses with a response rate of 56%.

3.3 Research measures.

A questionnaire was developed based on previous works (Srivastava & Agrawal, 2010; Castrogiovanni et al., 2011; Dess et al., 2003; Behram & Özdemirci, 2014; Burger and Blažková, 2020) to measure research variables. It consisted of twenty-seven items distributed at 4 variables: two independent variables, i.e., corporate management (1-5), corporate structure (6-11), a mediating variable, which is HRM practices (12-16), and a dependent variable; corporate entrepreneurship (17-27). All items were assessed using a 5-point Likert scale ranging from one “strongly disagree” to five “strongly agree”.

Table 1. Research measures.

Research variables	Questionnaire items	References
Corporate management	1. Company’s clear vision and strategy. 2. Resource availability. 3. Promoting innovative ideas. 4. Organizational and financial support. 5. Less limiting management roles.	Burger and Blažková (2020).
Corporate structure	6. Resource sharing. 7. Work flexibility. 8. Stretchy job designs instead of formal job descriptions. 9. Decentralized decision-making. 10. Flat structure with small business units. 11. Corporate open communications.	Srivastava & Agrawal (2010); Castrogiovanni et al. (2011); Burger and Blažková (2020).
HRM practices	12. Employee rotation. 13. Employee flexibility to solve work problems. 14. Employee empowerment. 15. Employees reward for their entrepreneurial behavior. 16. employee recognition for their new ideas.	Srivastava & Agrawal (2010).
Corporate entrepreneurship	17. Strong assertion on service continuous improvement. 18. High rate of new services introduction. 19. Encouraging customer feedback. 20. Increased number of services delivered in the past 2 years.	Srivastava & Agrawal (2010); Dess et al. (2003); Behram & Özdemirci (2014).

	21. Replacing current services to meet future markets. 22. Strategic renewal to competitive behavior. 23. HRM practices alignment with corporate strategies. 24. Entering new markets with existing services. 25. Management adventurous characteristics. 26. Flexible corporate structure. 27. Corporate chaining competitive strategy.	
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4. Data analysis

4.1 Validity and reliability

Validity was assessed using factor loadings (FL) and average variance extracted (AVE) and reliability was measured by Cronbach’s alpha coefficient (α) and composite reliability (CR) (Al-Tit et al., 2019). Values of each component factor loadings should be higher than 0.70 (Al-Ayed & Al-Tit, 2021), values of the AVE should be greater than 0.50 (Sarstedt et al., 2014; Al-Ayed & Al-Tit, 2024) and values of both alpha coefficients and composite reliability should be higher than 0.70 (Hair et al., 2011; Almohaimmed et al., 2020). As shown in Table 2, all factor loadings of research items were higher than 0.70 ranging from 0.702 to 0.942, all AVE values were more than 0.50 ranging from 0.681 to 0.825), alpha coefficients ranging from 0.906 to 0.959) and composite reliabilities ranging from 0.931 to 0.963 were higher than 0.70, which means that the research measures are valid and reliable to collect research data.

Table 2. Results of validity and reliability

Research variables	Items	FL	AVE	CR	α	Results
Corporate management	CM1	0.807	0.729	0.931	0.906	Reliable and valid measures
	CM2	0.925				
	CM3	0.861				
	CM4	0.805				
	CM5	0.864				
Corporate structure	CS1	0.914	0.813	0.963	0.954	Reliable and valid measures
	CS2	0.935				
	CS3	0.888				
	CS4	0.942				
	CS5	0.910				
	CS6	0.816				
HRM practices	HR1	0.900	0.825	0.959	0.947	Reliable and valid measures
	HR2	0.937				

	HR3	0.870				
	HR4	0.925				
	HR5	0.909				
Corporate entrepreneurship	CE1	0.702	0.681	0.959	0.953	Reliable and valid measures
	CE2	0.801				
	CE3	0.871				
	CE4	0.864				
	CE5	0.902				
	CE6	0.878				
	CE7	0.856				
	CE8	0.851				
	CE9	0.776				
	CE10	0.804				
	CE11	0.748				

4.2 Model fit.

The model fit of the current structural model was assessed using the determination factor (R^2) and Stone-Geisser (Q^2) as well as effect size criterion (f^2). Values of R^2 are interpreted as substantial (0.67), moderate (0.33) or weak (0.19), values of f^2 are also taken as large (0.35), moderate (0.15) or small (0.02) (Purwanto & Sudargini, 2021). The results of the current structural model indicate that both corporate management and corporate structure explain about 42% of the variance in HRM practices ($R^2 = 0.418$) while the model's predictive power of corporate entrepreneurship is moderate ($R^2 = 0.117$). In terms of the effect size, the results pointed out that the effect size of corporate management on HRM practices is large ($f^2 = 0.489$), the effect size of corporate structure on HRM practices is small ($f^2 = 0.032$), the effect size of HRM practices on corporate entrepreneurship is small ($f^2 = 0.080$), the effect size of corporate structure on corporate entrepreneurship is very small ($f^2 = 0.001$), and the effect size of corporate structure on corporate entrepreneurship is small ($f^2 = 0.026$). On the other hand, the model's predictive relevance as measured by Q^2 revealed that Q^2 value of HRM practices is 0.339 and Q^2 value of corporate entrepreneurship is 0.072, which means that the out-of-sample prediction is acceptable as Q^2 values are higher than zero (Sarstedt et al., 2014; Ziyae, 2016; Soenardi, 2022).

4.3 Hypotheses testing

Figure 2 shows the results of SmartPLS's algorithm for the current research model in which seven research hypotheses were assumed. As shown in Table 2, the first hypothesis on the direct effect of HRM practices on CE was accepted ($\beta = 0.348$, p-value = 0.000), the second hypothesis on the direct effect of corporate management on HRM practices was also accepted ($\beta = 0.576$, p-value = 0.000) while the third hypothesis on the direct effect of corporate management on CE was rejected ($\beta = 0.032$, p-value = 0.731). On the other hand, the fifth hypothesis on the direct effect of corporate structure on HRM practices was supported ($\beta = 0.147$, p-value = 0.034), and the sixth

hypothesis on the direct effect of corporate structure on CE was also supported ($\beta = -0.165$, p-value = 0.040).

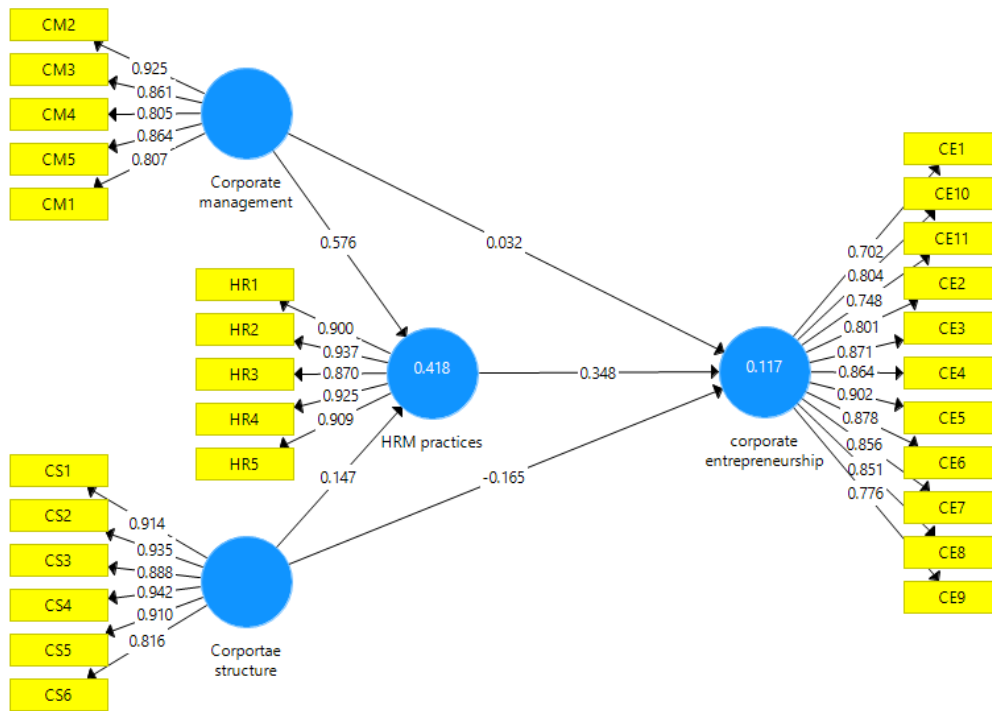


Figure 2. Results of hypotheses testing

In terms of the model’s indirect effects. The fourth hypothesis on the indirect effect of corporate management on CE through HRM practices was supported ($\beta = 0.200$, p-value = 0.002), hence, the total effect of corporate management on CE is significant ($\beta = 0.233$, p-value = 0.005) due to the significant indirect effect of corporate management on CE, and the seventh hypothesis on the indirect effect of corporate structure on CE through HRM practices was rejected ($\beta = 0.051$, p-value = 0.068). it can be noted that the total effect of corporate structure on CE is non-significant ($\beta = -0.114$, p-value = 0.192).

Table 2. Results of hypotheses testing

Research hypotheses				Total Effects		Direct Effects		Result	Indirect effects		Result
				β	P	β	P		β	P	
H1	HRM	→	CE	0.348	0.000	0.348	0.000	Yes	-	-	-
H2	CM	→	HRM	0.576	0.000	0.576	0.000	Yes	-	-	-
H3 & H4	CM	→	CE	0.233	0.005	0.032	0.731	No	0.200	0.002	Yes

H5	CS	→	HR M	0.147	0.034	0.147	0.03 4	Yes	-	-	-
H6 & H7	CS	→	CE	-0.114	0.192	-0.165	0.04 0	Yes	0.051	0.068	No

5. Results discussion and conclusion

The aim of research is to identify the effects of corporate management and corporate structure on corporate entrepreneurship using HRM practices as a mediating variable. Hence, seven hypotheses were postulated to achieve such an aim. First, the results indicate that HRM practices as a whole construct in this research is positively related to corporate entrepreneurship, which means accepting the first hypothesis on the direct effect of HRM practices on corporate entrepreneurship. Such a result was echoed in the literature (Kuratko, 2010; Srivastava & Agrawal, 2010; Çalışkan, 2010; Behram & Özdemirci, 2014; Burger and Blažková, 2020); Moustaghfir et al., 2020; Andersén, 2021). Moreover, in line with previous works (e.g., Barringer & Bluedorn, 1999; Çalışkan, 2010) it was found that corporate management is positively related to HRM practices, which means accepting the second hypothesis. Inconsistent with previous studies, the current results pointed out a non-significant effect of corporate management on CE and this is due to the significant mediating effect of HRM practices between corporate management and CE. Based on these results, the third hypothesis was rejected, and the fourth hypothesis was accepted. On the other side, the results supported the fifth hypothesis, which postulates that there is a significant direct effect of corporate structure on HRM practices, as well as supported the sixth hypothesis on the direct effect of corporate structure on CE. However, such an effect is negative from managers' perspectives. Finally, the seventh hypothesis on the mediating role of HRM practices between corporate structure and CE was not supported. In fact, prior works (e.g., Kelley, 2011; Shamsuddin et al., 2012; Burger and Blažková, 2020) emphasized the importance of corporate structure for CE behavior. For the current study, corporate structure plays no role in CE behavior and HRM practices do not mediate the effect of corporate structure on CE despite the significant direct effect of corporate structure on HRM practices. Based on these results, it was concluded that corporate management in line with HRM practices is the most crucial factor for CE implementation and success, which means that corporate management alone does not work alone to induce companies' CE behavior.

6. Research implications.

Theoretically, this research investigated some drivers of corporate entrepreneurship based on perspectives of the managers of service companies, particularly, corporate management and corporate structure. Both corporate management and corporate structure are two major determinants of entrepreneurship. However, the current research examined the mediating part of HRM practices in the effect of corporate management and corporate structure on corporate entrepreneurship and found that the effect of corporate management on corporate entrepreneurship is fully mediated by HRM practices. Moreover, corporate structure has a negative significant effect on corporate entrepreneurship and HRM practices have no mediating role in this regard. Empirically, this search calls managers to pay great attention to HRM practices as a pivotal determinant of corporate entrepreneurship. That is, managers should consider HRM practices in terms of employee rotation,

employee empowerment, employee rewarding and recognition, as well as employee flexibility to solve work problems to ensure effective implementation of corporate entrepreneurship strategy.

7. Research limitations and future research direction.

It should be noted that the current research results are limited to its theoretical model in which two independent variables, i.e., corporate management and corporate structure were linked to a dependent variable, i.e., corporate entrepreneurship through a mediating variable, i.e., HRM practices. Furthermore, this research is limited to a sample consisting of three hundred managers with a total of 168 valid responses from service companies. Therefore, researchers are required to investigate the impact of other drivers of corporate entrepreneurship using larger samples. Concerning the measures of research variables, the current results is limited to those measures and their reliability and validity values. Finally, further studies are required to examine the mediating role of HRM practices between corporate structure and corporate entrepreneurship.

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