



The Nature of Corporate Entrepreneurship in the South African Liquor Industry

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ABSTRACT

Purpose - This study investigates the nature of Corporate Entrepreneurship (CE) in the Liquor industry in South Africa. This industry finds itself in turbulent trading conditions and all liquor segments compete for the same share of throat with a situation where competitiveness is increasing within a “free trade” climate. Corporate Entrepreneurship serves as an unconditional solution in this regard. This study defines CE in broad as entrepreneurship within the boundaries of organisational context. It implies the application of the principles of innovation coupled with entrepreneurial traits and orientation.

Methodology – The research design embraces firstly a secondary assessment of the research evidence available in the sub-science, Corporate Entrepreneurship and secondly an empirical investigation based on quantitative assessment measures. The Corporate Entrepreneurship Assessment Instrument (CEAI) was used as the data collection tool whereby the organisations identified areas where management and in particular middle management can make noteworthy impact by developing strategies that can create, increase or sustain endeavours toward Corporate Entrepreneurship.

Results – It was found that management support is the underlying factor that initiates and drives entrepreneurship. The results presented a trend that showed an increase in length of tenure with an organisation and the liquor industry in particular. The availability of time plays a very important role initiating entrepreneurial actions from within an organisation.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of the degree of Master of Business Administration at Gordon Institutes of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Phoebe Kriel

Date

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1 CHAPTER: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 INTRODUCTION

“In order to be competitive in the market place, existing firms have a growing need to continuously evolve and renew themselves in terms of practices, capabilities and activities” (Barringer and Bluedorn, 1999: 426).

The upsurge in free market trade has paved the way for international organisations to introduce and increase the number of foreign businesses in South Africa, whilst globalisation is increasing competitiveness between national and international organisations (Petrou, 2007). The statement by Barringer and Bluedorn (1999) made almost a decade ago, can now be appreciated. Organisations need to be continuously innovative when competing not only with competitor organisations locally and globally, but also with organisations in other sectors nationally and internationally (DTI, 2005). The turbulent competitive nature of the market environment predict continuous improvement with a core focus on innovative products, services and processes.

The Innovation Index (2007) reports that organisations will no longer be able to compete in the open market-based economy without being innovative. The report states that organisations can no longer differentiate themselves by only being “high tech”. They will also have to add value to their operation by streamlining, inventing, and applying new technologies. Africa is ranked 46th according to the African Competitiveness Report (2007). This translates into South Africa being very competitive in comparison to other countries on a global level it needs to be more innovative to be able to sustain its

international competitive advantages. Zhao (2005) broadly defines innovation as the incremental improvement of existing or development of new processes, products, services, skills, markets and organisational structures including human capital.

South Africa is 29th on the *innovation enhancers* according to the African Competitiveness Report (2007). This indicates that the private sector is performing a great deal better than the public sector responsible for building of the infrastructural requirements of the country. Which is only rated 57th in the world. Kiernan (1995) boldly states that organisations in the 21st century basically have one option to stay competitive in the new global economy: “Get Innovative or Get Dead!”

The catalyst of innovation in any economy is facilitated by entrepreneurial orientation and the presence of entrepreneurship. The focus of this study embraces the corporate environment and includes entrepreneurship within bigger business organisations. The existence of entrepreneurial orientation or culture within corporate size organisations is defined as intrapreneurship, corporate entrepreneurship (CE) or corporate venturing (Antonites, 2003).

Kamffer (2004), states that: Entrepreneurship is an act of innovation and organisational creation, within or outside an existing business. Nieman, Hough and Nieuwenhuizen (2005) defined entrepreneurs as individuals that have the capability to not only grow their own business, but also to function in teams that identify opportunities, create jobs and grow large corporations.

Organisations recognise that the combination of entrepreneurship and an entrepreneurial culture can enhance the process of innovation that will result in an improved level of innovation in a globally competitive business environment (Åmo and Kolvereid, 2005). Van Aardt and Van Aardt (1997) create the link between entrepreneurship and corporate entrepreneurship to be the ability of an entrepreneur to gauge the paramount opportunities in an organisation, small or large and allocate the relevant resources to optimise value creation.

Entrepreneurship is more than just the simple creation of business; it is an integrated concept that drives individuals to innovative ways of doing business. This has changed the approach of businesses at every level and in every country (Kuratko, 2003).

1.2 BACKGROUND

The focal point of this study pertains to the liquor industry in Southern Africa. Business organisations in South Africa's Liquor industry will have to ascertain if they have enough corporate entrepreneurs in the organisations to be able to encourage and release their innovative potential. This therefore implies that an entrepreneurial orientation within the business organisation is not only compulsory but conditional to basic survival and growth (Meyer, 2007).

According to the "Industry Report on South African Liquor" (2005) the liquor sector is generally segmented into beer, wine and spirits. These liquor segments are all competing for the same share of throat and competitiveness

is increasing with the “free trade” climate. AC Nielsen *et al.* reported (2008) that in 1996 a staggering 23,7% of the discretionary disposable income in South Africa was spent in the liquor industry. In 2000 it declined to 16.4% and in 2004 to 13%. By April 2008 reported only 6.2% of discretionary income was spent on liquor. Nielsen indicated that the bulk of this spending was transferred to the communications and entertainment sectors, specifically cell phone communication and chance gaming (e.g. the National lottery). This movement from the liquor sector to other sectors is a strong indication of increased competitiveness between related and unrelated segments locally and globally, all competing for the discretionary income of the broad population.

This study endeavours to indicate the factors that have the biggest influence on the nature of CE in the main competing role-players in this industry. It consequently determines the nature of CE in this industry as an explorative indication of not only its presence but also the primary factors that currently drive or inhibit CE.

1.3 IMPORTANT CONCEPTS

1.3.1 ENTREPRENEURSHIP

Kuratko and Hodgetts (2001) state that there is an “entrepreneurial revolution” that is spreading throughout the world and this is driving the renewal process that will define modern economies. Scholars continue to debate issues around the term “entrepreneurship” and the real nature of the entrepreneur but acknowledge the importance of developing this field for organisational growth (Morris, Kuratko; and Schindehutte, 2003)

1.3.2 CORPORATE ENTREPRENEURSHIP

It has long been recognised that Corporate Entrepreneurship (CE) is a means of supporting and fuelling competitiveness in organisations. Sharma and Chrisman (1999) broadly define CE as “the process whereby an individual or a group of individuals, in association with an existing organisation, create a new organisation or instigate renewal or innovation within that organisation”. The authors also suggest that there are three forms of CE: Corporate Venturing, Innovation and Strategic renewal. Hornsby, Kuratko, and Zahra (2002) initiated the idea of process and focused on the internal organisation’s development and implementation of ideas to generate a perception measurement scale called the Corporate Entrepreneurship Assessment Instrument (CEAI).

1.3.3 INNOVATION

In pioneering work Schumpeter (1934) found that the key driver of organisational development is innovation. Wickham (2001) in turn defines innovation as the heart of entrepreneurship that relates directly to creativity which drives the change in opportunities. Entrepreneurs seek to change and influence markets or business by applying innovation. Antonites (2003) describes the factors defining the true entrepreneur as the entrepreneurial skills of: creativity and innovation with the most fundamental skill to "create", consequently generating ideas that are transformed into viable growth-oriented businesses.

Drucker (2002) argues that innovation is work rather than genius. It also requires knowledge, ingenuity and focused, purposeful work toward the end

goal. The author also states that the very foundation of entrepreneurship is the application of systematic innovation.

1.4 THE RESEARCH PROBLEM

The internal factors influencing CE in organisations in the Liquor industry in South Africa will have an impact on the growth of these organisations growth and their ability to rejuvenate themselves to keep up with rapidly changing consumer trends. The liquor industry has been innovative by introducing new products and systems, but has not explored the full nature of CE to ensure sustainable growth, given the current competitive forces driving this segment of industry.

1.5 DESCRIPTION OF THE PROBLEM

CE is a critical phenomenon within the business environment of South Africa. Global evidence shows exceptional growth and market capture by business organisations that have implemented CE successfully (e.g. 3M, Starbucks and ATandT). Corporate entrepreneurship is changing the way organisations conduct business in the market environment.

According to Sambrook and Roberts (2005) corporate entrepreneurship has a direct influence on an organisation's bottom line. Multi-national corporations such as Microsoft, Google and Virgin are examples of entrepreneurial success where innovation (a core entrepreneurial skill) forms an integral part of the organisation's being. Zahra in Kuratko and Morris (2002) defines

corporate entrepreneurship as formal or informal activities aimed at creating new businesses in established organizations, through the development of markets, products and process innovation. Entrepreneurship in its narrowest form is defined as capturing ideas and converting them into products or services that can be taken to a market through the establishment of a business (Johnson, 2001)

The subject of corporate entrepreneurship (CE), in the context of hospitality, tourism and leisure sectors, has begun to gather some momentum in recent years (Pittaway, 2001). Brizek and Khan (2006) concluded in a study of the casual dining sector that an organisation's culture can foster CE but that more studies in this field are suggested to add to the constructs related to CE. It is with this realisation that, within the above context, there is also minimal research that explores the theory development and defence of entrepreneurship within the context of the liquor industry.

There is limited research on corporate entrepreneurship with the focus on factors that will have an impact on an entrepreneurial culture in an organisation. Limited research evidence exists on the nature of CE in the liquor industry. This study will, in addition to indicating factors contributing to an intrapreneurial climate, also create a platform and opportunity for further research interventions.

The aim of this study is firstly to elaborate on the concept of corporate entrepreneurship on a secondary level through a literature review of existing research. Secondly it will aim to ascertain the key success factors that can

create an entrepreneurial culture in organisations in the Southern African liquor industry.

1.6 PURPOSE OF THE STUDY

The purpose of this study is to get a deeper understanding of the make-up of the entrepreneurial nature in the liquor industry. Chittipeddi and Walleit (1991) indicated that the archetype of future organisations will be entrepreneurial. The challenge for organisations today is thus to create an environment where innovation is the norm. Zhao (2005) explains that innovation necessitates entrepreneurship through addressing market needs to achieve sustainable organisational successes.

Hornsby *et al.* (2002) argues that middle managers and respondents on the operational level are in the best position to identify, encourage, promote and initiate corporate entrepreneurship. The focus of this study will be on middle management in the liquor industry in South Africa. The decision to select middle management as the unit of analysis is determined by the fact that implementation normally takes place on this level.

1.7 OBJECTIVES OF THE STUDY

Firstly this study will examine the nature of CE in the liquor industry by assessing the factors that contribute to a climate inducing CE. These factors will be categorised into the following constructs: *management support, limitations, work allocation, available time and rewards* according to the

research instrument CEAI developed by Morris and Kuratko (2002). The management question is: What is the current nature of CE in the liquor industry in South Africa? The outcome will improve the knowledge of this industry and shows the elements that can be developed to improve the state of CE in organisations and thus influence economic benefit for individual organisations as well as the country. The recommendations will offer ideas to improve the current state of CE in the South African liquor industry.

1.8 LITERATURE STUDY

The literature review will aim to define entrepreneurship and corporate entrepreneurship in the context of the liquor industry in South Africa. The review will show the competitiveness in the market as well as the innovation that is needed for sustainable growth in organisations as well as in the country. Other concepts that will be explored will be the link that innovation has to corporate entrepreneurship, as well as an analysis of the liquor industry in South Africa and the role that corporate entrepreneurship can play in this sector of the economy.

1.9 METHODOLOGY

The methodology used in this research study is classified as exploratory with the aim to apply a subjective, arbitrary approach using the snowball sampling method within the liquor industry in South Africa. Cooper and Schindler (1998) define this method as data collection based on referral networks, which in turn generate additional subjects within a population with similar characteristics.

The snowball method was chosen because of the national distribution of the liquor industry players and the use of key decision makers in each organisation to utilise respondents' time to complete this study. This study is quantitative of nature and is supplemented by a secondary assessment of a literature review.

1.10 CONTRIBUTION OF THE STUDY

This study will contribute to corporate entrepreneurship literature and the principles and concepts that could contribute to the nature of the discipline in the liquor industry in South Africa. The recommendations that will be offered after the exploratory study will aim to define the current nature of corporate entrepreneurship and set a platform for future studies in the liquor industry in South Africa.

1.11 LIMITATIONS OF THE STUDY

The expected limitations are the relatively small sample size in a large population within the liquor industry in South Africa as well as confidentiality that exists within the multinational organisations that will form part of this study. There is limited empirical research in the CE and specifically in the liquor industry in South Africa.

Another limitation is the variations in definitions of a middle manager in each of the liquor industry role players as well as the perceived level from each individual. According to the Oxford Pocket Dictionary (2008) middle

managers are the level just below that of senior managers that are regarded collectively as middle management, they usually include lower executives and respondents who manage supervisors overseeing day-to-day operations. The size of each of the role players will determine the extent of the middle management level in each organisation and thus influence the definition and depth of this management level.

1.12 DEMARCATION OF CHAPTERS

Chapter 1: The first chapter, indicates the need for the research as well as what the objectives are. A short version of the methodology used as well as the literature reviewed in this study is included.

Chapter 2: This chapter is a secondary assessment of the relevant literature providing evidence on the constructs under investigation. The academic research will shed light on the topic and identify the necessity for the chosen propositions. The liquor industry in South Africa will be explored in the context of trends and the most recent history of entrepreneurship and corporate entrepreneurship and other constructs that refines the purpose of the research problem.

Chapter 3: The third chapter s defines the research constructs by means of the propositions that are used to analyse and address the research question; the nature of the CE in the liquor industry in South Africa. The individual constructs relevant to each proposition are explained through academic peer reviewed articles. The propositions are in line with the Corporate

Entrepreneurship Assessment Instrument which is used as the questionnaire for the research sample of respondents.

Chapter 4: This chapter represents the research methodology and justifies the methods used in this study. The definition of the unit of analysis, the population, the sample size as well as the sampling method and instrument used are explained in detail. The limitations of this study are specified and elucidated.

Chapter 5: The fifth chapter presents the findings of the study through tables and figures representing the data clustered around the research propositions as set out in chapter 3.

Chapter 6: This chapter is a detailed discussion of the research propositions in terms of the literature reviewed in chapter 2 as well as the relationship between chapters 1 and 3. This chapter shows the depth of the study and the insight that was drawn from the findings in light of the theory base. Chapter six also indicates that the objectives of the study have been met.

Chapter 7: The seventh chapter highlights the main findings of the study by concluding in an interconnected set of results. The suggestion to the liquor industry organisations that have taken part in this study is presented and recommendations for future research are stated.

1.13 CONCLUSION FOR CHAPTER 1

This chapter has introduced the research problem and serves as a brief overview of corporate entrepreneurship and its relevance to the liquor industry in South Africa. The direct link between innovation, entrepreneurship, corporate entrepreneurship and the growth of organisations is established. This basis will be used to analyse the nature of corporate entrepreneurship in the liquor industry in South Africa. The method that will be used to analyse the propositions is stated as well as the contribution of the results to the theoretical base and the organisations involved in the study.

2 CHAPTER: LITERATURE REVIEW

2.1 INTRODUCTION

The literature review is part of the secondary data that is defined to be data that are collected and documented by someone else earlier to the present needs of the current study (Zikmund, 2003). The most popular reason for utilising secondary data is the fact that researchers are able to build on past research and broaden the academic 'body' of business knowledge (Cooper and Schindler, 1998). The literature review is thus a systematic review of the published work of a specific topic of study.

According to Diamantopoulos and Schlegelmilch (2000) a literature review is a broad survey conducted in a specific field of study over a period of time that represent the latest or most relevant work done by other authors, this can be in the form of in-depth, decisive bibliographic dissertation or interpreted lists. Zikmund (2003) argues that the primary reason for using secondary data is the fact that this data is almost always a less expensive option than gathering primary data. The literature review will aim to extrapolate from existing evidence concerning the nature of corporate entrepreneurship and will be explored by means of a primary analysis with the liquor industry in South Africa.

2.2 ENTREPRENEURSHIP

2.2.1 DEFINITION OF ENTREPRENEURSHIP

Schumpeter (1934) introduced the field of entrepreneurship into the academic world as a sub-science of business management. The author related entrepreneurship strongly to innovation or “exploration of new opportunities in the realm of business” and stressed the importance of entrepreneurs for economic growth. Kirzner (1976) views entrepreneurs as the “discoverers” of new opportunities. After 40 years both these authors agree that the identification of new opportunities is an underlying factor of entrepreneurship and fundamentally speaking the initial phase of the entrepreneurial process.

Nieman *et al.* (2005) describes entrepreneurs as respondents that take calculated risks, identify opportunities, combine resources optimally, and allocate them in such a way that they use the opportunities to effectively create a business to generate profit. Timmons (2007) described entrepreneurship as the creation of something valuable from nothing, implying that an entrepreneur will take hold of an opportunity despite having no resources on hand at the time. The definition of entrepreneurship evolves to include more constructs over time and make it even more complex.

Error! Reference source not found. below presents a selection of definitions that was compiled by Hitt *et al.* in Kamffer (2004). The table presents various definitions of the term entrepreneurship.

Table 1: Selected definitions of Entrepreneurship

Author	Definition of Entrepreneurship
Schumpeter	Entrepreneurship is seen as new combination, of which include the introduction of new goods; new methods of production; opening of new markets; new sources of supply or a new organisation.
Kirzner	Entrepreneurship is the ability to perceive new opportunities.
Drucker	Entrepreneurship is an act of innovation that involves endowing existing resources with new wealth-producing capacity.
Stevenson	Entrepreneurship is the pursuit of an opportunity without concern for current resources or capabilities.
Louw and MacMillan	Entrepreneurship is the creation of a new business.
Gartner	Entrepreneurship is the creation of an organisation or the process by which new organisations come into existence.
Timmons	Entrepreneurship is a way of thinking, reasoning, and acting that is opportunity obsessed, holistic in approach and leadership based.
Sharma and Chrisman	Entrepreneurship encompasses acts of organisational creation, renewal, or innovation that occur within or outside an existing organisation.

Source: Adapted from Hitt *et al* in Kamffer (2004:10)

According to Nieman *et al.* (2005) entrepreneurship is the appearance and development of new businesses to generate profits for themselves and society. The authors remarked that defining an entrepreneur is challenging because neither academics nor researchers seem to agree on a definition. Thompson (2004) draws a comparison between sperm and the entrepreneur. *“In some cases they manage to fertilise the whole organisation with outstanding results – in other organisations, nothing of consequence is created”*.

2.2.2 THE CHARACTERISTICS OF THE ENTREPRENEUR

Gantsho (2006) argues that there are two approaches to defining entrepreneurship operationally. Firstly, the psychological approach that encompasses the understanding of the entrepreneur as a person and his characteristics. Secondly, the behavioural approach, that understands the activities that are related to entrepreneurial behaviour, links the respondents to the definition of entrepreneurial characteristics simply by their activities.

The psychological approach is taken by Kirby (2003) compiled a list of the dominant characteristics of the entrepreneur as innovative, proactive, visionary, goal-orientated, opportunistic, tolerant to failure, informal, flexible and committed to growth. The same approach is taken by Bolton and Thompson (2004). The authors identified certain characteristics of an entrepreneur and developed the acronym “FACE” – focus, advantage, creativity and ego of which all encompasses the psychological approach.

- *Focus*: is linked to a sense of urgency that allows you to do something with and end goal without distraction.
- *Advantage*: Understand and be able to identify opportunities that are worth pursuing.
- *Creativity*: To generate ideas and pursue those with opportunity.
- *Ego*: Your inner drive will motivate and drive you to perform.

The actions and behaviours that are related to entrepreneurship are labelled as the perception of opportunity, risk taking, information gathering, growing new or existing organisations for the purpose of generating a profit or reward

(Nieman *et al*, 2003). This behavioural approach is also shared by Van Der Merwe (2008) who broadly defines entrepreneurship to be all actions associated with the discovery, evaluation, and exploitation of opportunities in the process of value creation.

Morris (1998) argued that the characteristics of the entrepreneur are indispensable but that the focus should still be on the processes that are followed, with the desired outcome being new ventures, processes, services, markets or technologies. The next question would be to understand what the make-up of entrepreneurship is.

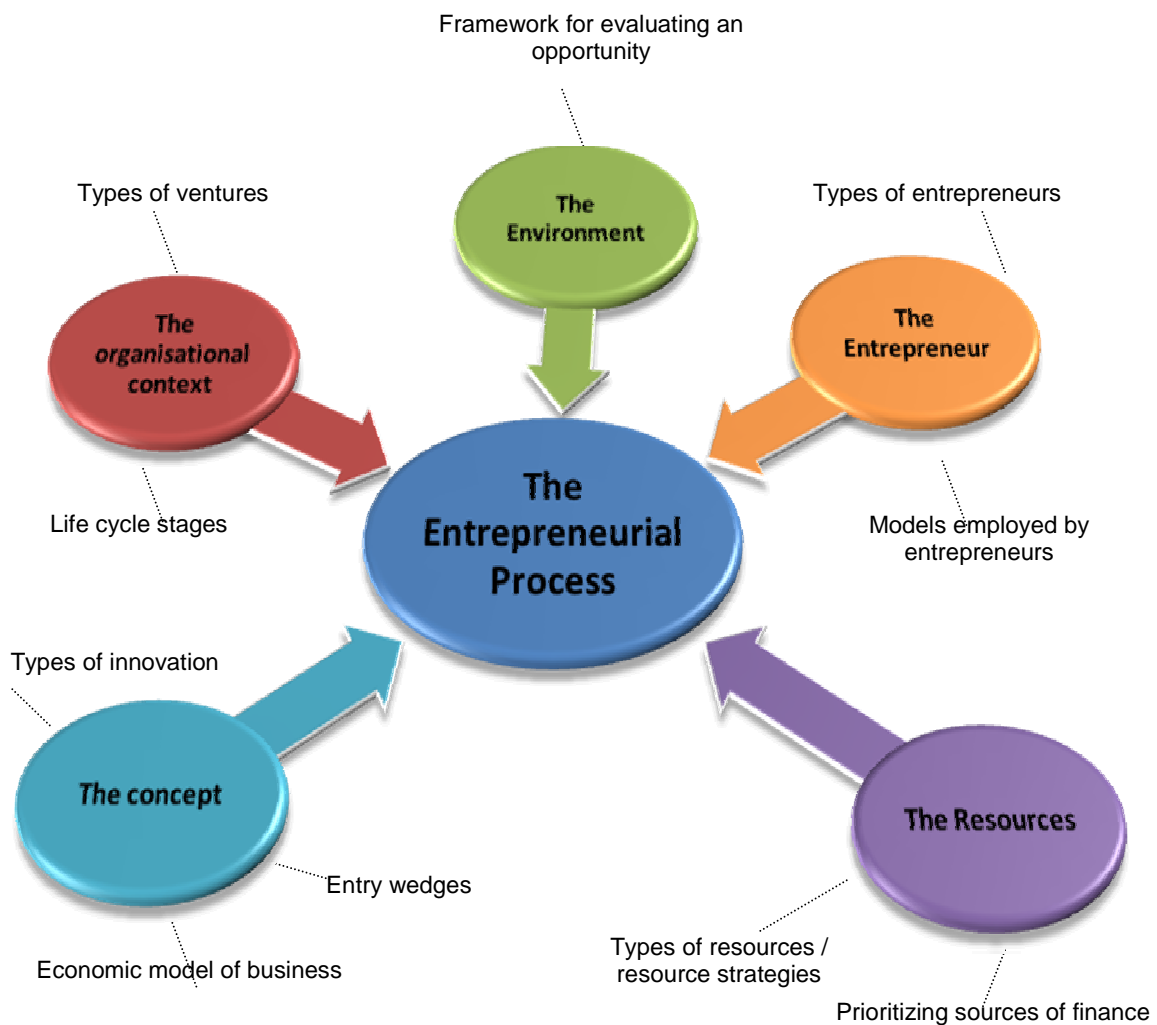
2.2.3 THE COMPONENTS OF ENTREPRENEURSHIP

According to Morris, Kuratko and Schindehutte (2003) there are six components as per Figure 1 that have been identified in an integrative entrepreneurship framework. These are explained as the environment, the entrepreneurial process, the entrepreneur, the resources, the concept and the organisational context. In this framework the entrepreneurial process is at the centre, ensuring that each of the other components integrates with each other. The process followed by the entrepreneur will be determined by the type of entrepreneur as well as the model that is employed by the individual in the organisational context.

The organisational context will vary in terms of the life stage of the organisation and the type of venture the organisation resides in. The concept will be influenced by the types of innovation applied by the organisation or the

individual as well as the economic business model that needs to be adhered to. The resources will depend on the organisational strategies as well as the prioritising of the financial resources.

Figure 1: An Integrated Framework for Entrepreneurship



Source adapted from: Morris, and Kuratko, and Schindehutte, (2003)

Evidence from the literature review suggests that organisations that embrace entrepreneurial activities through corporate entrepreneurship are likely to be more competitive, and increase profits and rewards more than those organisations that have failed to understand the power of the entrepreneur in the organisation.

2.3 CORPORATE ENTREPRENEURSHIP

2.3.1 DEFINITION OF CORPORATE ENTREPRENEURSHIP

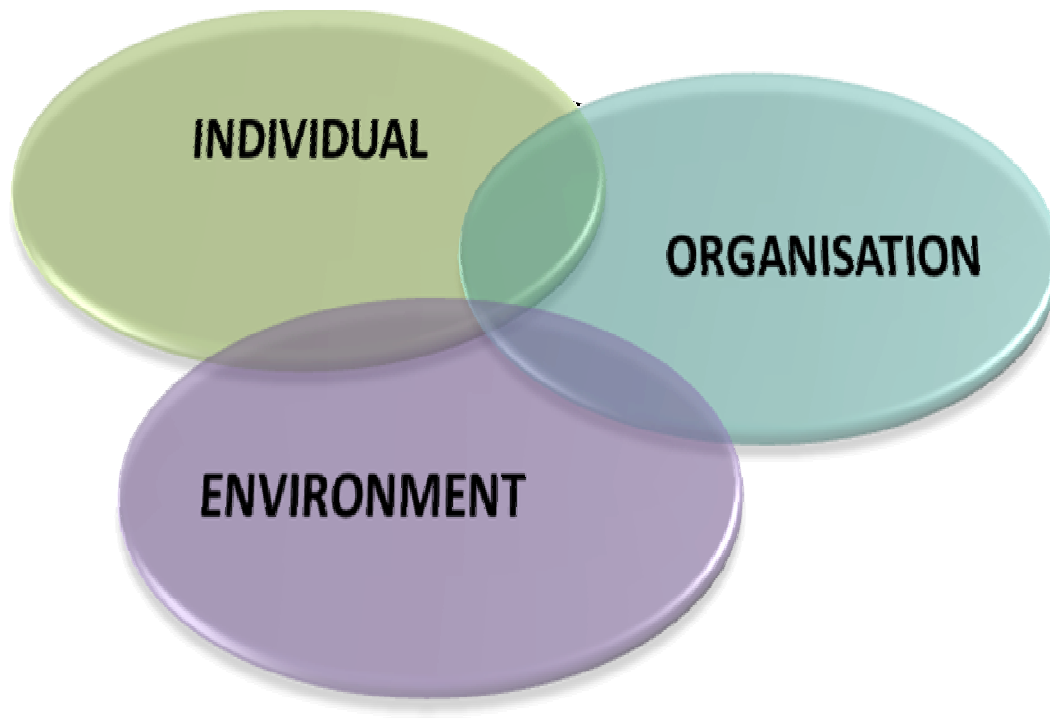
Van Vuuren in Antonites (2003) have five variables that are regarded as entrepreneurial accomplishment considering the set of entrepreneurial goals: Firstly, an improvement in productivity; secondly, increased employment of respondents implicating organisation development; thirdly, and increase in the value of the organisation; fourthly an increase in the organisations profitability; lastly achieving first market-related transactions. The above variables allude to the practising of entrepreneurship in organisations which in practice is defined below as corporate entrepreneurship.

Lassen (2007) describes CE as a contemporary and ever evolving subject. CE is currently a relevant topic amongst corporate organisations, as well as, in scientific journals. Morris, Kuratko and Covin (2008) describes CE as a vehicle that drives the necessity for collaboration between entrepreneurial behaviour and the organisation to renew, and give these organisations an extra vibrant approach to conducting business.

Corporate entrepreneurship has been defined as start-up entrepreneurship turned inward, to enable larger organisations be more innovative and creative (Thornberry, 2001). Sambrook and Roberts (2005) describe corporate entrepreneurs as individuals that are able to act and react quickly, innovate and take risks. In large organisations these characteristics sometimes crumble under the weight of size, bureaucracy, complex processes and hierarchy, thus limiting entrepreneurial activities (Thornberry, 2001).

Corporate Entrepreneurship is broken down into categories within an organisation as demonstrated in Figure 2. The categories are identified as the individual, the organisation and the environment (Gantsho (2006), Michalski (2004), Van der Merwe, (2008). It can be concluded that the characteristics of corporate entrepreneurship have the greatest correlation to organisational processes that have an inclination toward innovation, creativity and risk taking (Antonites, 2004). Antonites (2004) also indicates that organisations with an entrepreneurial culture are known to be more proactive than organisations that do not have the same entrepreneurial focus.

Figure 2: Categories of Corporate Entrepreneurship



Source: Adapted from Adonisi, 2003: 24

2.3.2 CHARACTERISTICS OF CORPORATE ENTREPRENEURSHIP

From literature reviews CE activities have been labelled differently by a number of authors. For Vesper (1984) CE meant new strategic direction, initiative from below, autonomous business unit operation, ordinary new product development, acquisition, joint venture, venture groups or divisions, independent spin-offs or new start-ups.

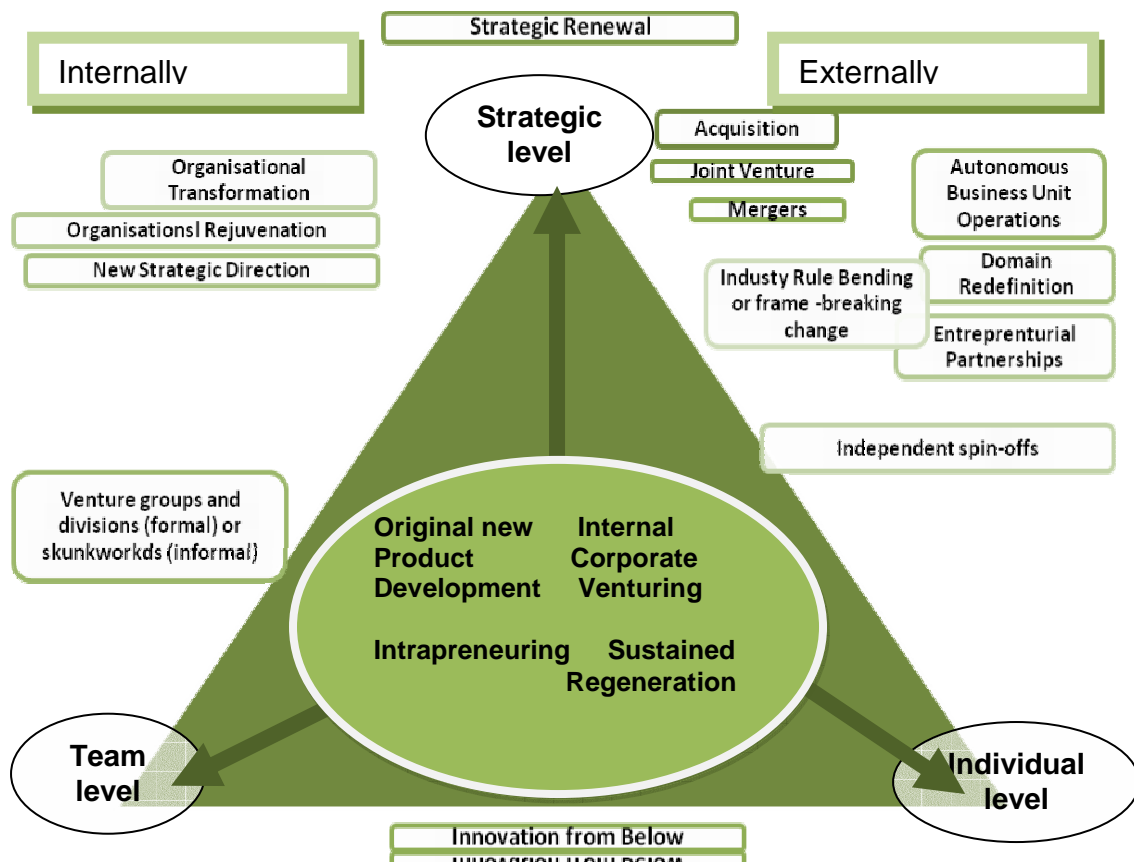
Ginsberg and Hay (1994) argue that CE represents intrapreneuring, internal corporate venturing, merger and acquisition, entrepreneurial partnership.

Stopford and Baden-Fuller (1994) classified CE as a new business venture,

organisational renewal and frame-breaking change. According to Covin (1999) CE was sustained regeneration, organisational rejuvenation, strategic renewal and domain redefinition. Thornberry (2001) classified CE as corporate venturing, organisational transformation and industry rule-bending. It was clear that all authors agreed that innovation that leads to the creation or renewal of the business is regarded as corporate entrepreneurship, and hence forms a core component in the success thereof.

Corporate Entrepreneurship is portrayed as the overall entrepreneurial orientation of a company in Figure 3 as per Sambrook and Roberts (2005). This holistic approach is directed at a more strategic view of how a company can increase its innovativeness, adaptability, risk-taking, pro-activeness, agility, and identification of opportunities that can be created or exploited because of changes in the external environment. This view is not limited to the organisation's benefit. It also means that from society and government perspective, CE contributes to wealth and employment generation through exploitation and improvement of existing business activities.

Figure 3: Types and Levels for Corporate Entrepreneurship



Source: As adapted from Sambrook and Roberts, (2005: 141)

According to Zhao (2005) entrepreneurship and innovation is a necessity in today's constantly changing environment. The author argues that the combination of both is crucial to create organisational successes and sustainability that will ensure an innovative and entrepreneurial behaviour that stimulates growth. Innovation is thus necessary to support entrepreneurship and visa versa for organisational success. "Entrepreneurs seek opportunities, and innovations provide the instrument by which they might succeed" by Zhao (2005, 28).

2.4 INNOVATION

2.4.1 DEFINITION OF INNOVATION

According to Antonites (2004) when an invention is exploited it is seen as innovation and the new invention will develop into a unique product, service or process, these are results of creative thinking. The author states that the innovation process is the result of entrepreneurs ideas commercialised. Hisrich and Peters (2002) connect motive to this definition by ascertaining that entrepreneurship and innovation are not only about creation and conceptualising, but rather about the skill to consider all the elements that form part of the environment. The narrowest definition of innovation is invention (Zhao, 2005)

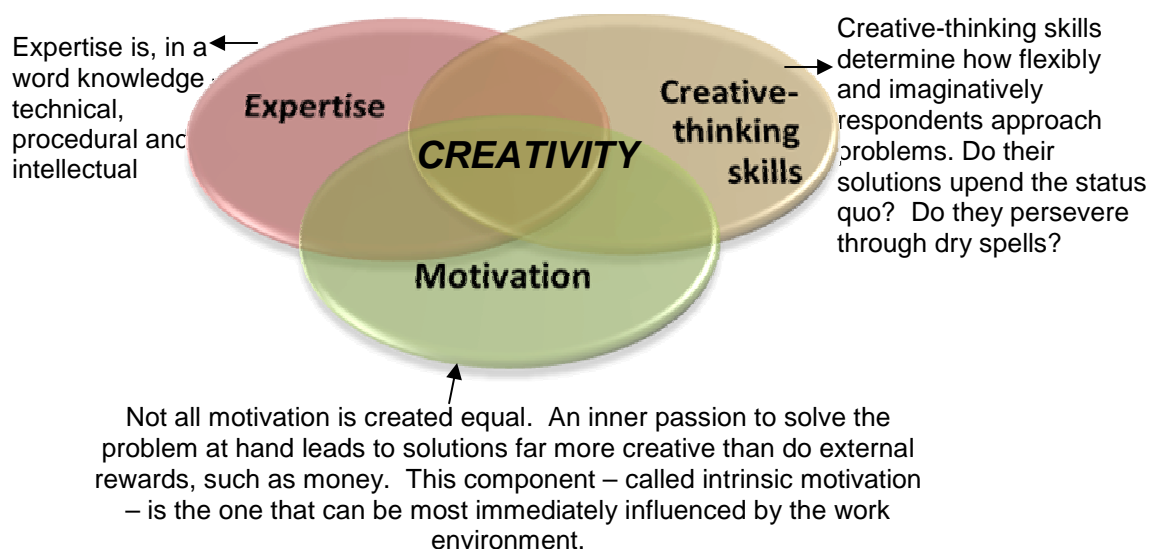
2.4.2 THE PROCESS OF INNOVATION

Innovation is the result and end product of a deliberate process, facilitated by the creativity process. The component model of creativity in **Error! Reference source not found.** is best defined by Amabile (1999) regarded as a pioneer in the field of creativity and is closes related to this study correlating to innovation. The author defines creativity through 3 interrelated concepts. Firstly expertise; this function speaks to the technical knowledge of the individual as well as the understanding and awareness of procedures and intellectual capabilities. Secondly creative thinking; this function relates to the cognitive processes when creative thinking is understood and applied. Cognitive thinking processes include imagination, inspiration and the merging of new ideas into one. Thirdly motivation which speaks to the aspiration to solve existing or new ideas and obstacles.

The basis of the innovation process is the ability to identify an opportunity and utilise creativity to generate ideas and conceptualise these ideas in such a way that they can be translated into new products and services. This combination of opportunity and creativity leads to innovations.

Figure 4: The three-component model of creativity

Within every individual, creativity is a function of three components: expertise, creative-thinking skills, and motivation. Can managers influence these components? The answer is - an emphatic yes – for better or for worse – through workplace practices and conditions.

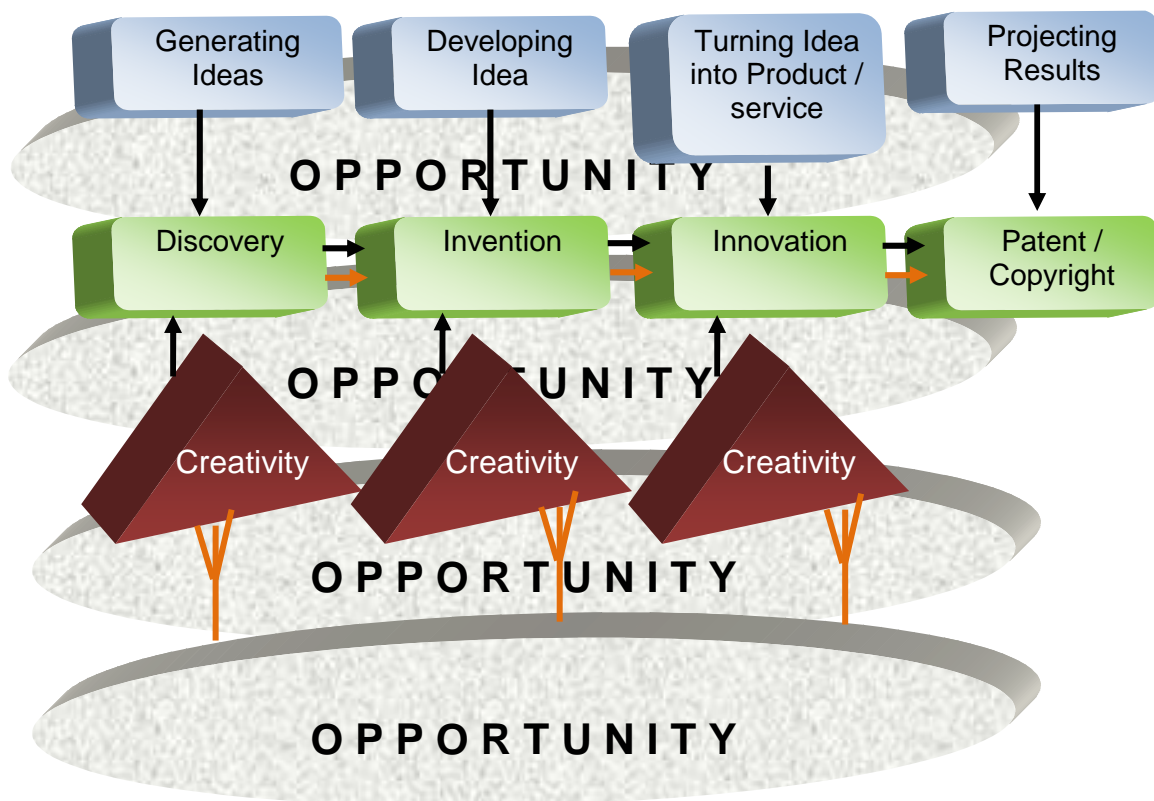


Source: Adapted from Amabile (1999)

Antonites (2003) describes the outcome of the innovation process as linked to entrepreneurs and enterprises benefiting when innovation is nourished through creative ideas. The author further states success is concurrent with the combination of both creativity and innovation and suggests the following: “The entrepreneur will not be able to be innovative without a high level of creativity (innate or taught); this combination will ensure real success”.

Error! Reference source not found. illustrates the process flow from idea generation to the commercialised and protected new product or service, the result of creative input through the identification of an opportunity that was pursued (Antonites and Van Vuuren, 2005). Creativity can thus be described as the catalyst of novel thinking.

Figure 5: The process of Innovation



Source: As adapted from Couger in Antonites and Van Vuuren (2005:9)

Miller and Friesen (1982) highlight environmental factors emphasising that the more competitive the external environment, the bigger the possibility that innovation will start and improve rapidly. *“When competitors’ products*

“change” faster, or when consumers’ needs fluctuate, the occurrence of innovation will flourish” (Antonites, 2003: 116).

The liquor industry was marked by either consolidation or innovation that was driving growth in 2008 (The Power 100: 2008 p 7). Innovation was outshone by consolidation in 2008. Organisations were more concerned with acquiring strong brands than they were with developing new brands or products. This raises the question of the nature of corporate entrepreneurship in the liquor industry and the influence management support, time availability, rewards, organisational limits and work discretion have in the current economic downturn.

2.5 LIQUOR INDUSTRY

2.5.1 INTRODUCTION TO THE LIQUOR INDUSTRY

The world is continuously changing; new market developing in China and India that have a considerable emerging middle class, and existing markets starting to age, like Britain and Russia (Nielsen, 2008). The increase in oil prices and demand for other fuel resources place strain on developing and developed nations, with the biggest impact on the poor. These alterations will have an impact on the buying patterns of consumers.

The global liquor industry in the world has seen a trend towards premium products in the last decade and thus companies supplying in that demand through the consolidation of premium brands and companies (Euromonitor, 2007). Innovation played a significant role in capturing certain consumer

categories with new products and trend setting serving innovations in cocktails and other fruit alcoholic beverages.

In Table 2 the key challenges and strategies that emerge in the study suggest that liquor companies would have to become more innovative and entrepreneurial to capture new and to retain existing consumers. The current economic downturn propose that scale of economy would play an important role in answering price related opportunities combined with the challenges mentioned in the table below.

Table 2: Key Challenges and Strategies 2005 and Beyond

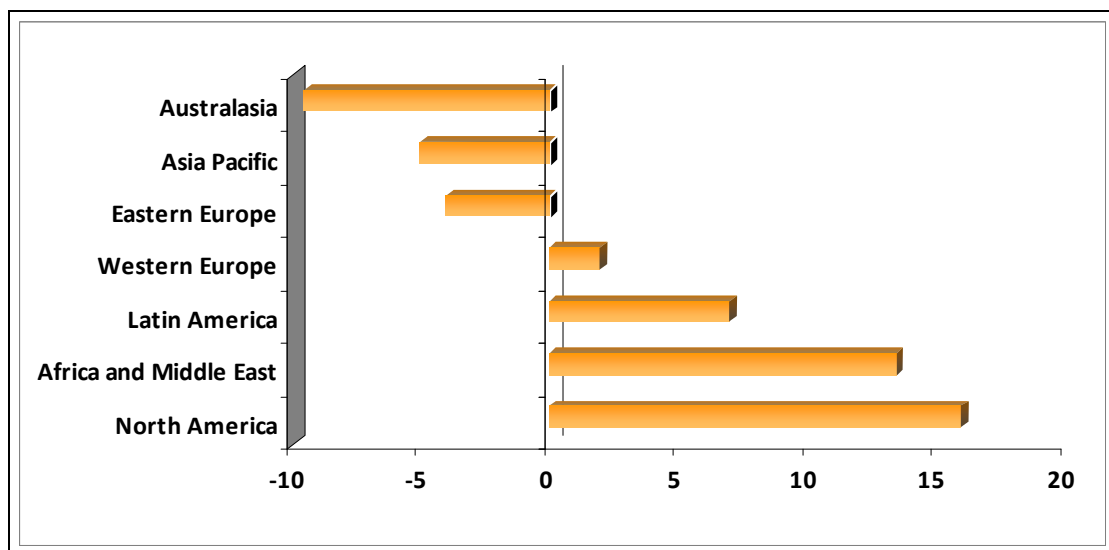
Challenges	Strategies
Market maturity limiting prospects for volume growth	Focussing on value growth by targeting core brands and introducing product and packaging innovations
Rising consumer health concerns	Promoting responsible drinking; introducing health-orientated product innovation; promoting quality rather than quantity
Erosion of traditional patterns of consumption.	Repositioning of traditional products to appeal to younger consumers; development of mixer extensions; widening of consumer base to include female drinkers through product innovation; exploitation wider fashions and trends, eg Latin culture; extending the geographic reach of local products
Black and grey markets	More competitive pricing through reductions in excise duties; government clampdowns; making packaging harder to counterfeit

Source: Adapted from Euromonitor International (2007)

Africa and the Middle East are showing strong growth in volume of 13% (see **Error! Reference source not found.** Global Sales of Spirits: The percentage Total Volume Growth (2000-2006) driven by fashion-conscious younger consumers entering the market that is easily influenced by creative marketing

and innovative packaging solutions. Financially independent women are another main driver of growth in the spirit category. They are more likely to be susceptible to trying new inventions but are very status conscious and thus willing to pay more for creativeness that will bolster their image (Euromonitor, 2007).

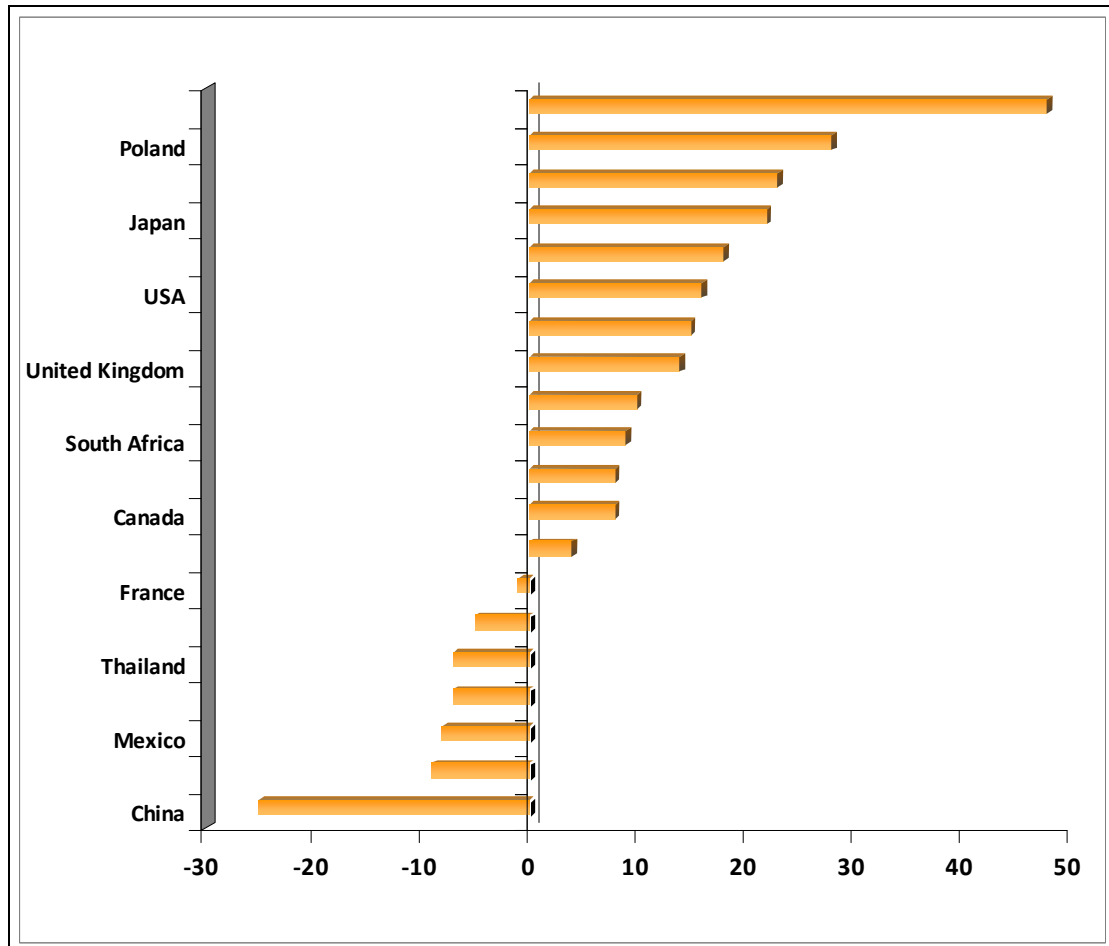
Figure 6: Global Sales of Spirits: % Total Volume Growth 2000-2006



Source: Adapted from Euromonitor International (2007)

The South African Spirits market has shown a consistent growth of approximately 10% from 2000 to 2005 (See **Error! Reference source not found.**) and is seen as one of the markets with the highest potential (Euromonitor, 2007). This growth has attracted many international liquor companies to South Africa market which is quickly becoming a very competitive environment to do business in.

Figure 7: Sales of Spirits by Major Markets: % Total Volume Growth 2000-2006



Source: Adapted from Euromonitor International: Country Sector Brief (2007)

Competitiveness increases the need for innovation and thus entrepreneurship in larger organisations. Complacency will lead to failure or takeover in a competitive market such as the liquor industry in South Africa (Johnson, 2001). The author argues that innovation and entrepreneurship can occur without being a threat to an organisations core product or service and this has to be communicated clearly to all in the organisation.

2.5.2 NATURE OF THE SOUTH AFRICAN LIQUOR INDUSTRY

The South African industry is made up of breweries, wineries and distilleries. It can be classified into three distinct categories of beer, spirits and wine (Liquor Industry Report, 2005). The beer and spirits market segments make up the highest concentration of the liquor industry with beer being the largest. The industry has been influenced to a large extent not only by the local operational environment but also by the international operating environment. The South African liquor industry is characterised by a small number of organisations that provide liquor to a large part of the South African market. The South African wine industry has far lower levels of industry concentration and comprises approximately 500 wine producers (Euromonitor International, 2007). The South African liquor industry is also comprised of a large number of independent wine estates and co-operatives that contribute to the overall industry.

Corporate Entrepreneurship is perceived to be low in the liquor industry in South Africa due to the size of the organisations and thus the inflexibility. The brain drain also affects the liquor industry and the conclusion can be drawn that there are not enough respondents to do the current jobs. Staff do not have time to be entrepreneurial but rather have to react to current situations in the market.

The intense competition between the organisations in the liquor market causes management to be less lenient and room for errors are limited. Thus time to is of essence and not always available. The study showed that 40% of the respondents are female and that in itself shows that work life balance will become important and time even more of an issue in the future of all business industries.

2.5.3 CHARACTERISTICS OF THE LIQUOR INDUSTRY

The South African liquor industry is classified under the beverage sector and then further segmented into beer, wine and spirits with sub categories under each segment (DTI Report, 2005).

Table 3: Beverage Sectors in the South African Liquor Industry

Category	Sub-Category	Domestic Market Share % within given categories	
Beer	Clear Beer'	65%	
	Sorghum / Traditional Beer	35%	
Wine	Natural Wine	88.4%	Red: 32% White: 68%
	Fortified	9.5%	
	Sparkling	2.2%	
Spirits	Brandy	45.8%	
	Whisky	18.9%	
	Other spirits	35.3%	

Source: Department of Trade and Industry, SA Liquor Industry (2005)

Robust industry growth has seen revenues reaching approximately R21 billion in 2003, an increase of R6.5 billion since 1999. (DTI, 2005). It is further

estimated that wine and spirits account for 45% of the market sales with beer making up the other 55%. However wine and spirits showed the largest growth during the period 1999 to 2003 when sales grew by 72% or R9.6 billion (in revenue). The revenue of the liquor in South Africa was R52 billion in 2002. Average growth of 5% yearly is expected until 2011 (Euromonitor, 2007).

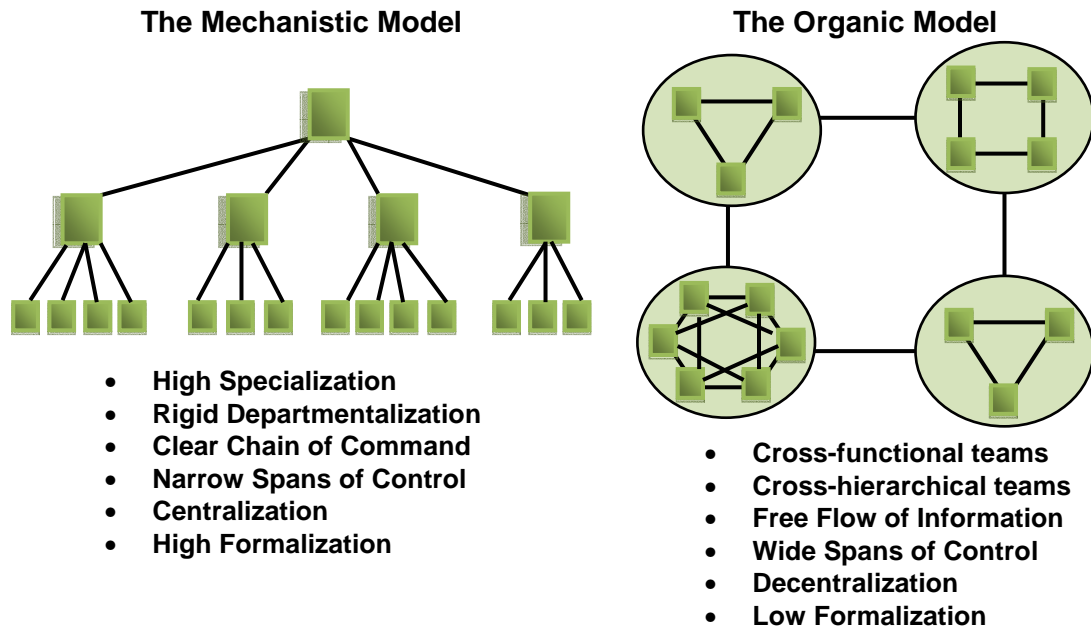
2.6 MANAGEMENT IN ENTREPRENEURSHIP

2.6.1 THE ORGANISATIONAL STRUCTURE

Robbins and Judge (2007) describe the organisational structure as the way jobs are officially divided, clustered and coordinated. The authors also explain that there are two extremes in the models that define organisational structure or design. Firstly the Mechanistic model that is recognised by formalised departments, limited information networks and mostly centralised systems and communication. Secondly the Organic model that represents a flat structure with a high focus on cross-functional teams, processes and the free flow of information with wide spans of control.

Figure 8 represents the graphic illustration of these two extreme models.

Figure 8: Mechanistic Versus Organic Models of Organisational Structure



Source: Adapted from Robbins and Judge (2007,555)

The liquor industry in South Africa is still very much departmentalised with high specialisation in most departments that is centralised through processes and procedures in a clear chain of command. It would not be appropriate to state that all organisations in the liquor industry in South Africa are more mechanistic than they are organic, as more and more of the companies discussed in this study are driving strong cross-functional team work and striving towards cross-hierarchical teams with the free flow of information which is the characteristics of an organic model. But the liquor industry in South Africa is still more mechanistic in nature than it is organic and thus the departmentalisation is still done on a top down manner.

Gibson, Ivangevich and Donnelly (1994) describe an organisation's structure as the formal outline of actions and interrelationships amongst the diverse sub-units of the organisation. Management can be explained as interconnected functions that by organising, planning, controlling, and steering the organisation's resources realise its objectives (Drucker, 2002).

For the purpose of this study the typical structure in the liquor industry is defined as mechanistic with the management levels segregated into the following: junior management, middle management, senior management, executive and director's level.

2.6.2 DEFINITION OF MIDDLE MANAGEMENT

Middle managers need to become successful enablers of the respondents that they work with. According to Thompson (2004) effective enablers of entrepreneurship are those who can relate to the respondents that they work with, and give them a chance to discover their true potential. If undiscovered innovators are not stimulated and supported they will stay unknown and decrease an organisation's chance of sustainable innovation. According to Hitt *et al.* (2002) and Kuratko *et al.* (2001) CE has proved to have a significant influence on organisational growth and performance.

Hornsby *et al.*, (2002) state that middle managers and respondents on the operational level are in the best position to identify, encourage, promote and initiate corporate entrepreneurship from within. Middle management are the

implementers of strategy and the drivers of the corporate entrepreneurial processes in organisations. Due to middle management's closeness to the management of operational tasks, they are not only the drivers of the CE process but also the champions of the process.

2.7 CONCLUSION: CHAPTER 2

This chapter demonstrates through the literature review that Corporate Entrepreneurship is a product of entrepreneurial actions as well as characteristics of individuals within an organisation that are driving profitability through the integration of the components of innovation. Middle management was identified as the level that has the greatest effect on the operational side of the organisation and thus the highest influence on creating entrepreneurship and driving innovation through consistent improvements.

The literature review builds a base for the importance of the presence of an operational corporate entrepreneurship culture in an organisation to ensure the sustained growth of the organisation and thus of the industry. The characteristics and definitions of the entrepreneur demonstrate the important factors that stimulate entrepreneurial actions and thus the use of the Corporate Entrepreneurship Assessment Instrument (CEAI) that encapsulate the five most important factors.

In chapter 3 of this study the research methodology and design is introduced. The literature study in combination with the primary research will aim to answer what the nature of corporate entrepreneurship is in the South African

Liquor industry. The constructs that will be answered are categorised into management support, limitations, work allocation, available time and rewards.

3 CHAPTER: THE RESEARCH PROPOSITIONS

3.1 INTRODUCTION TO RESEARCH PROPOSITIONS

Zikmund (2003) defines a proposition as a statement that establishes relationships between concepts or gives a universal connection between events that have certain properties. The author further states that the proposition has to explain the logical linkage between constructs. It is proposed that the linkage between the constructs mentioned in the propositions are the core components of corporate entrepreneurship and will aim to give the relationship between CE and the nature of it in the South African Liquor Industry.

3.2 ANALYSIS OF CONSTRUCTS

The constructs used in the propositions are derived from the Corporate Entrepreneurship Assessment Instrument (CEAI) developed by Morris and Kuratko (2002) to measure the nature of corporate entrepreneurship in organisations. The constructs: *management support, organisational limits, work discretion, rewards and availability of time* are used due to their simplicity and the rather simplistic administration of this measure (Crates, 2007). The author further explains that the simplicity of this measurement instrument makes it possible for practitioners, consultants and researchers to implement enhance and measure the nature of entrepreneurial behaviour within organisations.

According to Kuratko *et al.* (2001) top management support refers to the perception that respondents have surrounding the support, facilitation, and promotion of entrepreneurial behaviour within an organisation. This behaviour will include the introduction and implementation of new ideas supported by the relevant resources to create a nature of entrepreneurship. Montes *et al.* (2004) state that innovation in the organisation can only begin once there is management support for a climate in which respondents are appreciated for their contributions.

Organisational limits are seen as an advantage to encourage entrepreneurial behaviour if they can be flexible. Miller *et al.* (2007) also describe the sharing of information between departments, divisions and other external stakeholders as a flexible organisational boundary and a benefit to CE enhancing entrepreneurial activity. According to Hoopes and Postrel (1999) pulling together the organisation's respondents is fundamental, as innovation necessitates. The collaboration of all the pieces of knowledge within the organisation to ensure success (Monte, Moreno and Fernandez, 2004)

Work discretion is defined by Hornsby *et al* (2001) as lenience towards failure, autonomy and liberty in making business decisions, and the power to entrust responsibility to lower management levels in the organisation.

Rewards and recognition are linked to the efforts towards innovation in the organisation. Montes *et al* (2004) state that intrinsic reward systems can be used as an instrument for individual drive that will in turn support the increase

activity on innovation and entrepreneurship. According to Gantsho (2006) it is more important to foster a culture of corporate entrepreneurship through recognition than it is through incentives. The author further states that it is important to understand that rewards and recognition do not happen explicitly in management systems but through personal interaction with peers and management.

Hornsby *et al.* (2002) state that the improvement of corporate entrepreneurship requires time made available to respondents to spend on entrepreneurial and innovation ideas. Gantsho (2006) confirms that the resource of time is an essential organisational characteristic for fostering an entrepreneurial nature amongst respondents.

3.3 THE RESEARCH PROPOSITIONS

The following propositions will be tested by means of the empirical study:

3.3.1 PROPOSITION 1: SUPPORT OF MANAGEMENT

The **support of management** contributes significantly to the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

3.3.2 PROPOSITION 2: DISCRETION OF WORK ALLOCATION

The **discretion with which work is allocated** adds extensively to the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

3.3.3 PROPOSITION 3: REWARDS AND RECOGNITION

The **rewards and recognition** given to respondents give significant meaning to the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

3.3.4 PROPOSITION 4: AVAILABILITY OF TIME

The **availability of time** to be innovative has an impact on the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

3.3.5 PROPOSITION 5: LIMITATIONS IN ORGANISATION

The **limitations** that organisations enforce on respondents contribute notably to the entrepreneurial nature of an organisation in the Liquor industry in South Africa

3.4 CONCLUSION: CHAPTER 3

The organisational variables as identified by Kuratko *et al.* (2001) were demonstrated through the literature review to be instrumental in the process of corporate entrepreneurship in all industries. The combination of all constructs in the propositions above should be positive for fostering the nature of a corporate entrepreneurial culture in the liquor industry. The literature review indicates that all the propositions are accepted as elements to positively increase corporate entrepreneurship.

In chapter four the research methodology used in this study is discussed in detail. This chapter will include the primary and secondary objectives of this study as well as elaborate on the research design. The methods used in this

study are defended and limitations highlighted for future consideration and further research in this field.

4 CHAPTER: RESEARCH METHODOLOGY

4.1 INTRODUCTION TO RESEARCH METHODOLOGY

The aim of this section is to provide a detailed description of the research methodology, unit of analysis, as well as the process and research limitations that can be associated with this research intervention.

4.2 AIMS AND OBJECTIVES OF THE STUDY

4.2.1 PRIMARY OBJECTIVE

The primary objective is to analyse the nature of corporate entrepreneurship in the Liquor industry in South Africa given the following constructs:

- The *support of management* contributes significantly to encouraging an entrepreneurial nature in the organisation.
- The *discretion with which work* is allocated adds extensively to an entrepreneurial nature in the organisation.
- The *rewards and recognition* given to respondents give significant meaning to an entrepreneurial nature in the organisation.
- The *availability of time* to be innovative has an impact on the entrepreneurial nature of the organisation.
- The *limitations that organisations* enforce on respondents contribute notably to an entrepreneurial nature in the organisation.

4.2.2 SECONDARY OBJECTIVES

In addition to the Corporate Entrepreneurship Assessment Instrument (CEAI) developed by Kuratko and Morris (2002) to measure the nature or climate of

corporate entrepreneurship, relevant demographical information will be obtained from the respondents. The rationale behind these questions is to enable the researcher to draw correlations between the primary objective regarding the nature of the CE in the liquor industry. The secondary data collected can also be used to put the results in context in the industry as well as to provide some insights into CE related to demographics in the liquor industry.

The following demographical information is required:

- Gender;
- Age;
- Number of years with current company;
- Management level;
- Highest qualification and
- Years of experience in this industry.

4.3 PROPOSED RESEARCH DESIGN

4.3.1 RESEARCH TYPE

The type of business research that was conducted for this study is explained by Zikmund (2003) as exploratory because it is used to clarify and define the nature of a problem. This type of research assists with the development of a problem and the identification of future research needs. This research type was used in the research study because there are no data available on the nature of corporate entrepreneurship in the South African liquor industry.

The study consisted of two central components that formed the research methodology. Part one represented an assemblage of secondary data compiled in a literature review and part two was represented in an empirical component that had been gathered through a survey in the form of the Corporate Entrepreneurship Assessment Instrument (Kuratko and Morris, 2002).

The primary data that has been collected consists of nominal and ordinal data. Nominal data is defined by Diamantopoulos and Schlegelmilch (2000) as either label nominal scale or category nominal scale. These authors describe the category nominal data as the most common scale used whereby numbers are assigned to categories of selected respondents, objects and products. The nominal data in this study will be represented by: age; gender; years in the organisation; management level; position; highest qualification and number of years experience in the liquor industry. The ordinal data is characterized as an *ordered relationship* between the respondents, objects, and products forming part of the study. The ordinal data will be collected from the Likert Scale used in the CEAI questionnaire, where answers have to be ranked and related to each other according to:

- Strongly disagree
- Disagree
- Not sure
- Agree
- Strongly agree

The purpose of the research sample is to apply a subjective, arbitrary approach using the snowball sampling method. According to Zikmond (2003) snowball sampling is a method that makes use of the probability to collect additional samples based on the information shared with the original samples. The initial selection of the sample respondents is left to the discretion of the researcher and then will grow as the original samples help to increase the sample size. This method of sampling is unrestricted and thus the best method because the researcher will have freedom of choice within the sample/population to find the most suitable candidates to complete the CEAI (Cooper and Schindler, 2003:184).

The middle management levels of the organisations SABMiller, Pernod Ricard, Edward Snell, Distell, KWV and Brandhouse will be the unit of analysis for this study. All management levels will form part of the study for insight and differentiation between levels. It is suggested by the literature review that middle management is the best to implement corporate entrepreneurial activities, but this management level still has to have the support and instruction from top management to ensure the success of the initiative.

4.3.2 DATA COLLECTION INSTRUMENT

The Corporate Entrepreneurship Assessment Instrument (CEAI) measures the nature of corporate entrepreneurship and the organisational factors that influence or encourage innovation within the corporate environment (Morris and Kuratko, 2002). This tool was developed by Kuratko, Hornsby and

Montango as cited in Morris and Kuratko (2002). A study conducted by Cates (2007) comments that the CEAI is very adaptable and suited for measuring innovation and entrepreneurship in any organisational environment with minor adjustments. The following underlying variables form part of the CEAI:

1. Management Support for Corporate Entrepreneurship Q1 – Q19
2. Work Discretion Q20 – Q29
3. Rewards/ Reinforcement Q30 – Q35
4. Time Availability Q36 – Q41
5. Organisational Boundaries Q42 – Q48

4.3.3 DATA COLLECTION PROCESS

The sampling methods distinguished between were probability and non-probability samples. The non-probability sample includes convenience sampling, for example judgement sampling, quote sampling and snowball sampling (Cooper and Schindler, 2003). The most relevant sampling for the liquor industry in South Africa is snowball sampling because an initial sample of subjects was chosen and through relationships this sample introduced the next level of subjects to the research and so forth. Due to the fact that authorisation was obtained from certain levels before the study commenced. These decision makers were contacted first as the initial sample and they introduced the next level of the sample. The non-probability sample has a degree to which a sample might differ from the population as well as the population is unknown (Chambers and Skinner, 2003).

A non-probability sample of the population will randomly be selected from the middle management in the following organization in the liquor industry representing 88% of the total liquor population in South Africa (AC Nielsen; 2008), these organizations are deemed as a representative sample of the population and consist of the following role players;

- SABMiller
- Pernod-Ricard
- Distell
- KWV
- Edward Snell
- Brandhouse

The CEAI is a self-administering questionnaire and was completed by each respondent with no interview required. The questionnaires were distributed by e-mail to a snowball selection of management in each organization with a focus on middle management.

4.4 DEFENCE OF METHODS

Secondary data is used because it can be gathered so much faster than primary data and is less expensive to collect than primary data. It also represents evidence within the scientific sphere. The disadvantage of secondary data collection is that the data can be outdated or collected for another purpose and thus not relevant to the current research project, as well as a lack of information to verify the accuracy of the data (Zikmund, 2003;

Diamantopoulos and Schlegelmilch, 2000). Research in this study was collected from sources mostly post year 2000 but does include historical references prior to year 2000 with regards to definitions.

Gantsho (2006) states that there are four factors that promote entrepreneurship and innovation: executive management support, strong leadership, organizational values, knowledge management orientation. The author states that there are three factors that hinder corporate entrepreneurship: attitudes towards innovation and corporate entrepreneurship: performance contracting; and the nature of the work. The factors stated above by the author are related to the Corporate Entrepreneurship Assessment Instrument (Morris and Kuratko, 2002) that is used to measure the nature of CE in the liquor industry in South Africa.

The proposed CEAI is a self administered questionnaire that was distributed to the key persons in each of the organisations selected for this study. Each of the respondents selected is in a decision making role that in turn distributed the questionnaires via e-mail to respondents in the respective organisations. This sampling method is defined as “snowball” due to the multiplying nature of the sample of respondents via e-mail.

The advantages of using e-mail were firstly the geographical flexibility and secondly the relatively low cost involved in this method. Zikmund (2003) also indicates that of the respondents being able convenience to fill in the

questionnaires in their own time was a benefit. All communication can be tracked and traced and it is easy to do follow-ups on mails send.

The snowball sampling method was used because the initial selection of contacts is very important and that has been established by the author's ten years work experience and networking in the liquor industry in South Africa.

4.5 PROPOSED UNIT OF ANALYSIS

The unit of analysis is also defined as the population on which the research was done. The population is the totality of items or things under consideration for the research and the sample was the portion of the population that was selected for the analysis (Zikmund, 2003). For the purpose of this study middle managers in the selected organisations representing the liquor industry will form the population.

A non-probability sample was selected from the population that indicated that the sampling elements were left to the discretion of the researchers and there was no explicit scientific mode that was used to asses the degree of sampling error (Diamantopoulos and Schlegelmilch, 2000).

Middle managers are situated in the operational level of the organisation and in the best position to identify possible opportunities, encourage other respondents, promote a innovative culture and initiate corporate entrepreneurship (Hornsby, Kuratko and Zahra 2002:260). This study is conducted in such a way that all management levels are included but more

emphasis will be placed on the middle managers that will be implementing and driving change in the organisations, according to the literature.

It was not possible to establish the exact number of middle managers in the population. No central written evidence exists to substantiate the number of middle managers belonging to SABMiller, Pernod Ricard, Edward Snell, Distell, KWV and Brandhouse because of differences in describing middle management in each organisation.

4.6 VALIDITY AND RELIABILITY

Adonisi (2003) and Crates (2007) state that the CEAI is a useful, reliable and valid measurement instrument, an indication that the results of the instrument can also be relied upon. The CEAI measurement instrument can effortlessly be used to determine the nature of corporate entrepreneurial activity within the liquor industry in South Africa. This allows the researcher to make inferences from the data and apply it to the liquor industry.

4.7 LIMITATIONS OF THE STUDY

The greatest limitation is the relatively small sample size of only 93 respondents representing the major players in the liquor industry in South Africa. These respondents are also from the same corporate environment and will thus have some common organisational characteristics, indicating that the results must be viewed with caution.

The snowball method used to generate the sample relies on referrals from initial subjects to introduce additional subjects, the cost involved in this method is low but it brings a bias as it is likely that the sample will not represent a cross section of the population. The sampling error can not be calculated in a non-probability sample due to the unknown population.

Confidentiality limitations in multinational organisations have played a role with regards to the organisations consent to participate in the survey..

The findings of the study will be restricted to SABMiller, Pernod Ricard, Edward Snell, Distell, KWV and Brandhouse only, thus no assumption can be made to the smaller role players in the liquor industry in South Africa.

4.8 STATISTICAL ANALYSIS AND RELIABILITY FACTORS

Due to the small sample size nonparametric tests will be used instead of parametric test. Cooper and Schindler (2003) indicate that non-parametric tests are used to test the propositions of nominal and ordinal data. For this study a T-test, Cronbach Coefficient Alpha test, Chi-square test, Anova test as well as Spearman Correlation is suggested to analyse the data.

4.8.1 CENTRAL TENDENCY LOCATION

The central tendency results are revealed in the form of the *mean, median, mode, standard deviation, variance, range, minimum and maximum* values.

These constructs are defined by Albright *et al.* (2006) as follow. *Mean* is the average if all the values of a variable in this case the CEAI sub-scale. The

Median is defined as the middle observation when data is arranged from the smallest to the largest. The *Mode* is the most frequently accruing answer or value. The *Standard deviation* is the tout square of the variance and is always measured in the original form. The *Variance* is the average of the squared deviations from the mean. The *range* is the difference between the *minimum* and the *maximum* values, where the minimum represent the smallest value in the range and the maximum the largest value in the range.

4.8.2 CRONBACH ALPHA TEST (RELIABILITY TEST)

This test investigates if there is an adequate reliability among the likert scale statements. The Cronbach Coefficient Alpha serves as a once-off test for stability, equivalence and consistency expressed in a single word, reliability (Ho Yo, 2001).

The Cronbach Alpha Test of reliability has the following interpretation rules. If the value is between 0.4 to 0.7 it indicates of medium internal consistency and reliability. If the Cronbach Alpha value is between 0.7 to 1.0, indicates of high internal consistency and reliability.

4.8.3 CHI-SQUARE TEST

The chi-square test for independence is based on the counts in a contingency or cross-tabulation table used in this study (Cooper and Schindler, 2003). This test investigates whether the categories in row format are probabilistically independent of the counts for the column category formats, thus testing if two

attributes or responses are independent in a probabilistic way (Albright, Winston and Zappe, 2006).

The interpretation rules of the Chi-square test is if the p value is less than or equal $p \leq 0.05$, there is a statistically significant relationship. If the p value is greater than $p > 0.05$, there is **NO** statistically significant relationship.

4.8.4 THE T-TEST

According to DeFusco *et al.* (2001) a t-test is the best technique to use when comparing the means of two independent groups of subjects. The formula for the independent groups is the difference between the samples means divided by the standard error in the difference of the means. The p -level in this test stands for the probability of error when accepting the propositions or hypothesis. This test concludes if there is any significant difference in opinions of gender participants towards the main research variable means to investigate whether males and females have the same opinions or significantly different opinions.

The interpretation rules of the t-test is when the p value is less than or equal $p \leq 0.05$, statistically there is significance difference between group's opinions. If p value is greater than $p > 0.05$, statistically there is **NO** significance difference between groups opinions. The p indicates the probability value of the result.

4.8.5 ANOVA

A One-way Anova is an oversimplification of a two-sample *t* test. This test was used to test whether the means of several populations are equal and if not which are significantly different from the others (Albright, *et al.* 2006).

The interpretation rule of the anova test is stated if **p** value is less than or equal **$p \leq 0.05$** , statistically there is significance difference between groups' opinions. If however the **p** value is greater than **$p > 0.05$** , statistically there is **NO** significant difference between groups' opinions. The **p** indicates the probability of the result (Albright, *et al.* 2006)

4.8.6 SPEARMAN CORRELATION TEST

The Spearman rank-order correlation test is a statistical measure to obtain if the score of one variable correlates with the rank or position of the other variable, thus capturing the relationship between ordinal variables. In layman's terms to find if there is any significant relationship between likert scale research statements, and the demographic or business information variables (Welman and Kruger, 2001).

4.8.7 PEARSON'S PRODUCT MOMENT CORRELATION TEST

The Pearson's product moment correlation is the most used measure of association for investigative the relationships between interval and/or ration-scaled variables (Diamantopoulos and Schlegelmilch, 2000).

The correlation rules for analysis were interpreted as follow: if the probability value (Sig. Value) $p \leq 0.05$, there is statistically significance correlation. The Pearson correlation coefficient (r) values starts from -1 to +1 and if it is (-) it means a negative correlation or alternatively stated if one variable increases other variable will decrease. If the Pearson correlation coefficient (r) is (+) it means a positive relationship between the variables or otherwise stated if one variable increases other variable will also increase. The positive or negative indicated the direction of the relationship between the two variables. Thus if the strength of the relationship is illustrated in the correlation test it can be portrayed as follow.

$r = .10$ to $.29$ or $-.10$ to $-.29$ small (moderate) correlation

$r = .30$ to $.49$ or $-.30$ to $-.49$ medium correlation

$r = .50$ to 1.0 or $-.50$ to -1.0 large (strong) correlation

4.9 CONCLUSION: CHAPTER 4

The descriptive explorative study conducted in the liquor industry in South Africa was done by the snowball method and data collected with the CEAI via electronic mail. There were 93 responses from a non-probability sample of 9 respondents in decision making roles in the liquor industry in South Africa. In Chapter 5 the empirical finding is depicted and described to support the propositions.

5 CHAPTER: PRESENTATION OF RESULTS

5.1 INTRODUCTION TO RESULTS

This chapter will clearly and precisely show the results of the empirical research in graph and table format. The aim of the study was primarily to understand the nature of corporate entrepreneurship in the liquor industry in South Africa. Only brief commentary will be given on each result that shows the statistical differences in descriptive information but allowing for more qualitative and in-depth interpretation in Chapter 6. Comprehensive documentation of statistical results is allocated in the Appendix.

5.2 DESCRIPTIVE FREQUENCY RESULTS

5.2.1 DEMOGRAPHIC PROFILE STATISTICAL RESULTS

This first section of the results presents the demographic profile of the sample in order to act as a frame of reference for the rest of the result interpretation. The demographic profile is divided into questions that ascertained demographic information that might have an influence on the perception of corporate entrepreneurship in the liquor industry. These questions included the following constructs; gender, age, time at organisation, time in liquor industry, highest qualification and management level.

Figure 9: Respondents by Classification Variable: Gender

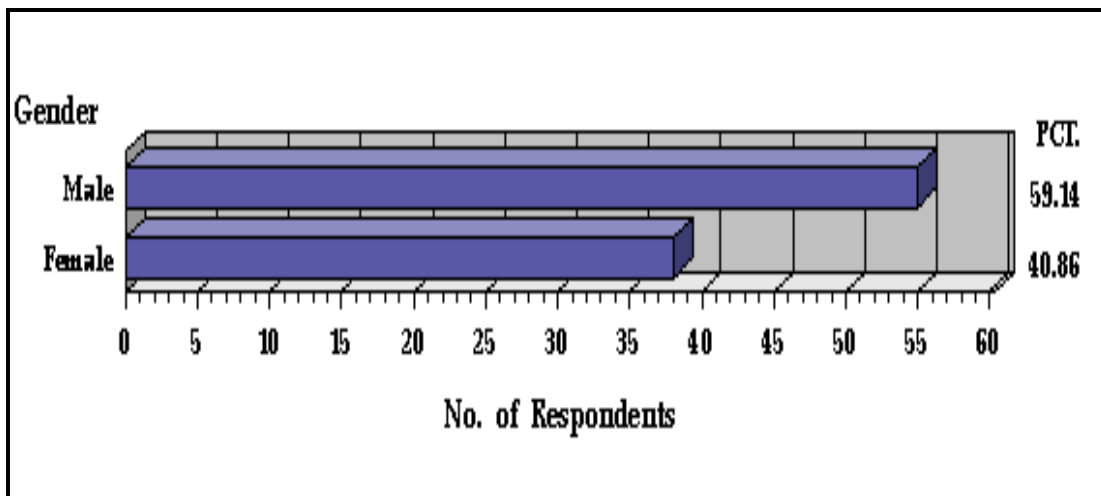
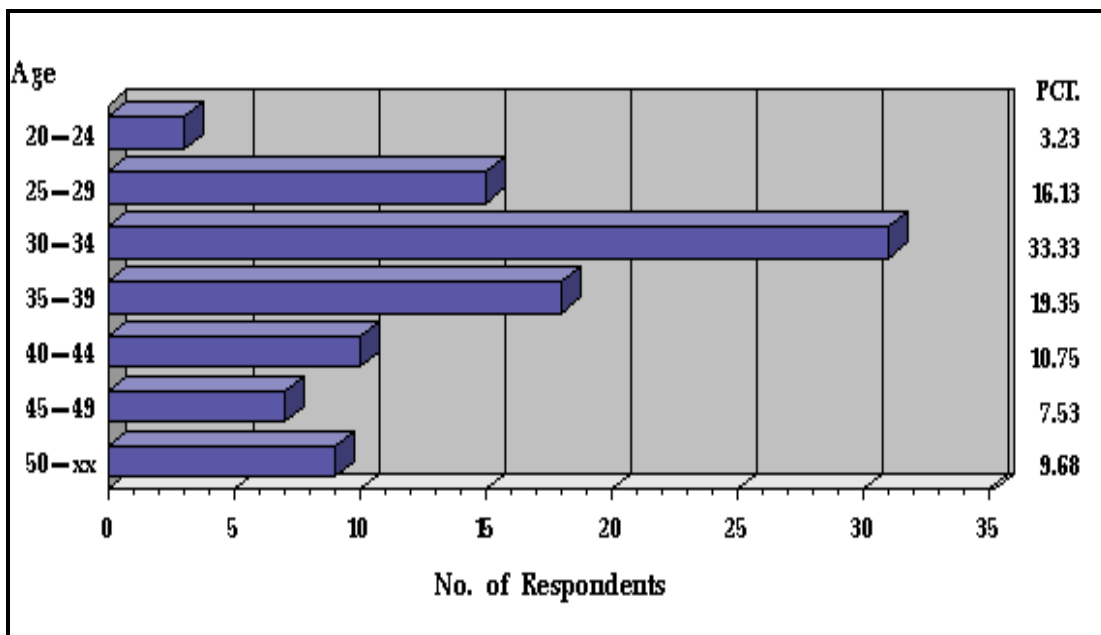


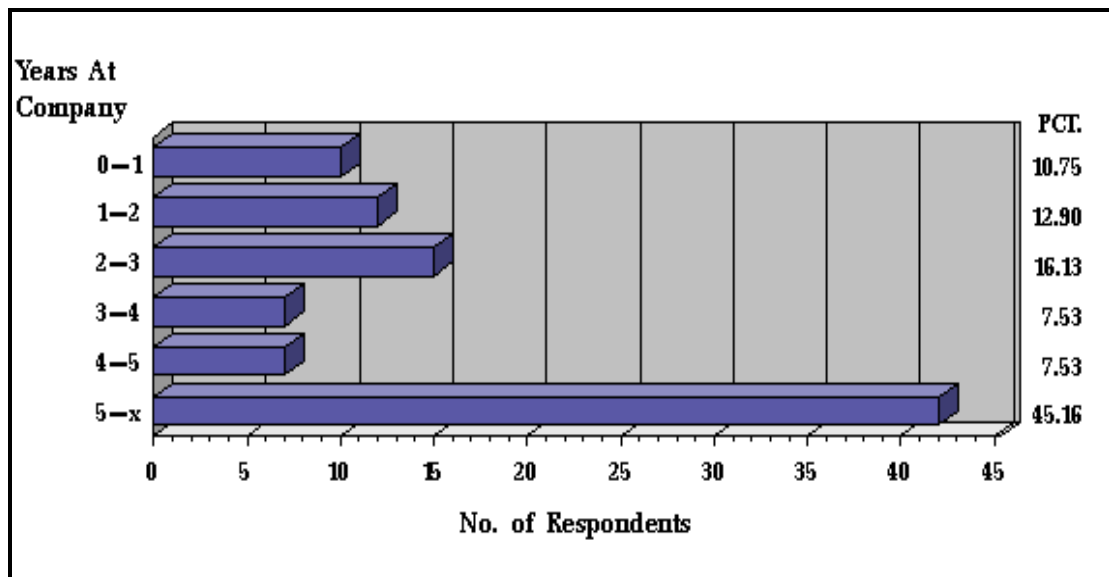
Figure 9 shows that respondents in this study are 59% male and 41% female.

Figure 10: Respondents by Classification Variable: Age



The results in Figure 10 show the age groups of respondents in this study. The majority of the respondents fall within the 30-34 year range (31%).

Figure 11: Respondents by Classification Variable: Years at Company



The results (Figure 11) show the dispersion of respondents in this study according to years at their company, with 45% of respondents being at the same organisation for more than 5 years. It can be concluded from the results that the participants have a good understanding and adequate knowledge of the liquor industry and of their organisations.

Figure 12: Respondents by Classification Variable: Management Level

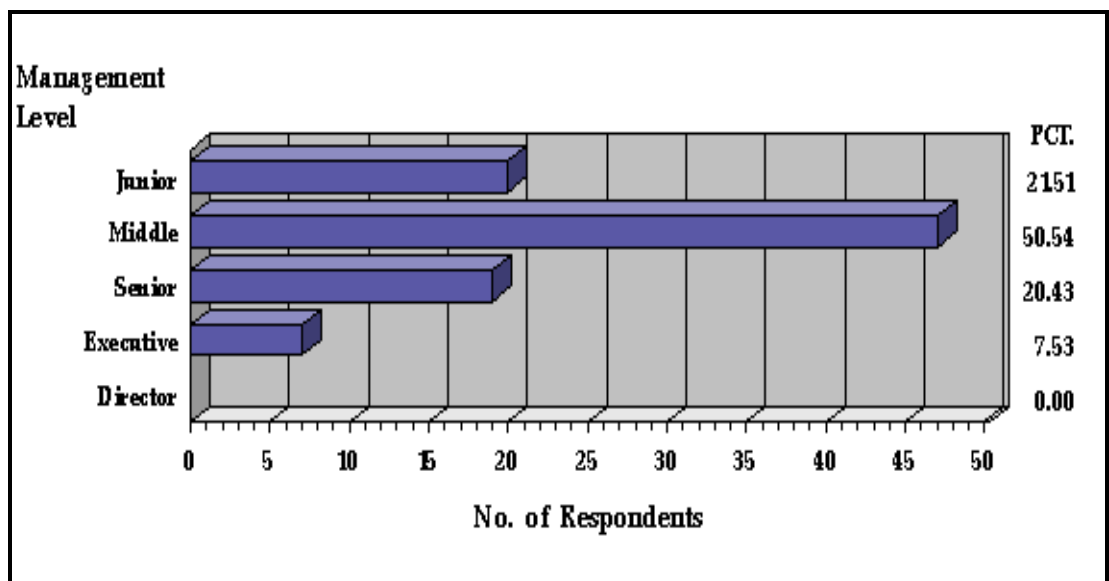
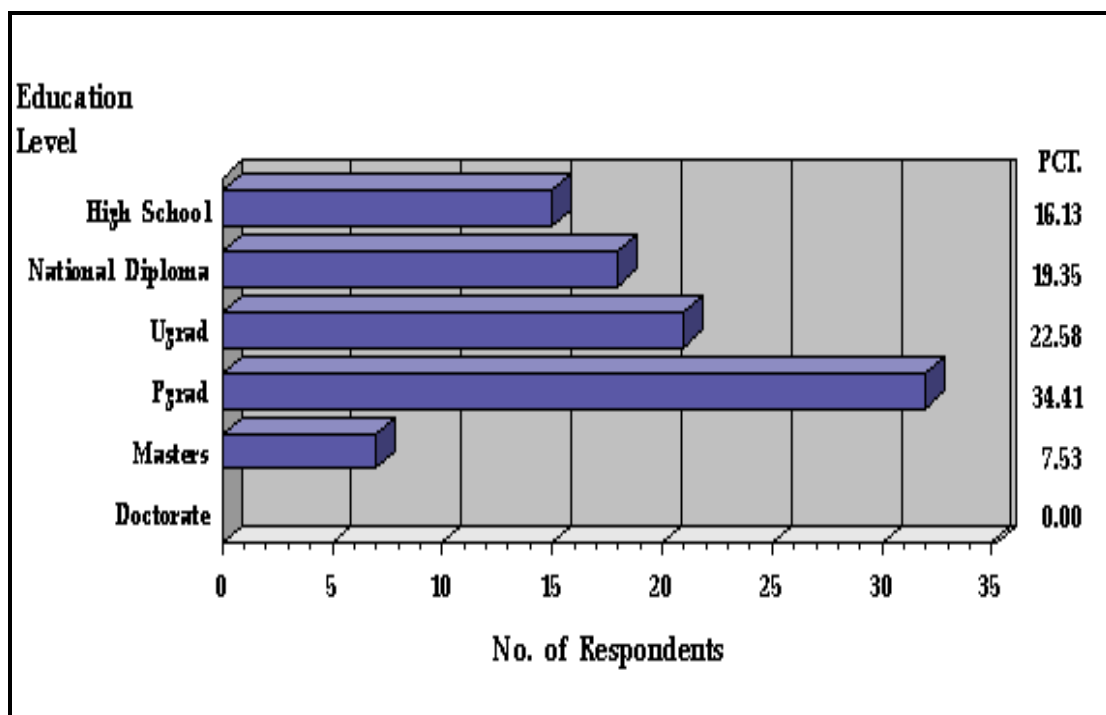


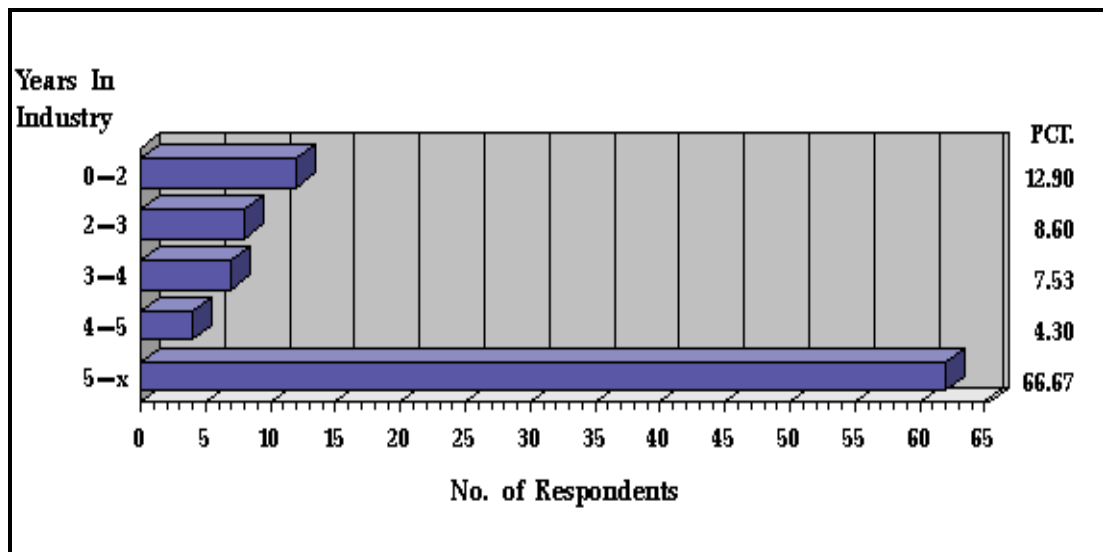
Figure 12 shows the seniority of respondents, with 51% in middle management indicated as the decision makers, and at the level that can institute change and drive an entrepreneurial culture. The next levels after the middle management were by junior and senior management on 21.5% and 20.43% respectively. The focus of this study is “middle management” and therefore represents the unit of analysis.

Figure 13: Respondents by Classification Variable: Education Level



The education level of the respondents showed the highest percentage as post graduates (34%) in the liquor industry (Figure 13). This figure indicates that 65% of this sample of respondents has a degree.

Figure 14: Respondents by Classification Variable: Years in Liquor Industry



this sample of respondents has a degree.

Figure 14 shows the dispersion of different tenure groups in this study 67% are above 5 years. The opinion of the respondents of this study thus carries good validity.

5.3 THE CEAI INDIVIDUAL RESEARCH STATEMENTS

The central tendency statistics the mean, standard deviation, variance, range, minimum and maximum of each of the five dependent variables identified by the CEAI (Morris and Kuratko, 2002) are reported in Table 4.

Table 4: The Central Tendency Statistics Results for all CEAI Constructs.

	Management support	Work Discretion	Rewards/ Recognition	Time availability	Organisational boundaries
N	93	92	91	91	92
Mean	2.91	3.29	3.39	2.87	3.45
Std. Deviation	0.755	0.890	0.935	0.476	0.806
Variance	0.570	0.791	0.873	0.227	0.650
Range	4	4	4	2	4
Minimum	1	1	1	2	1
Maximum	5	5	5	4	5

Figure 15: Means of the five CEAI Factors.

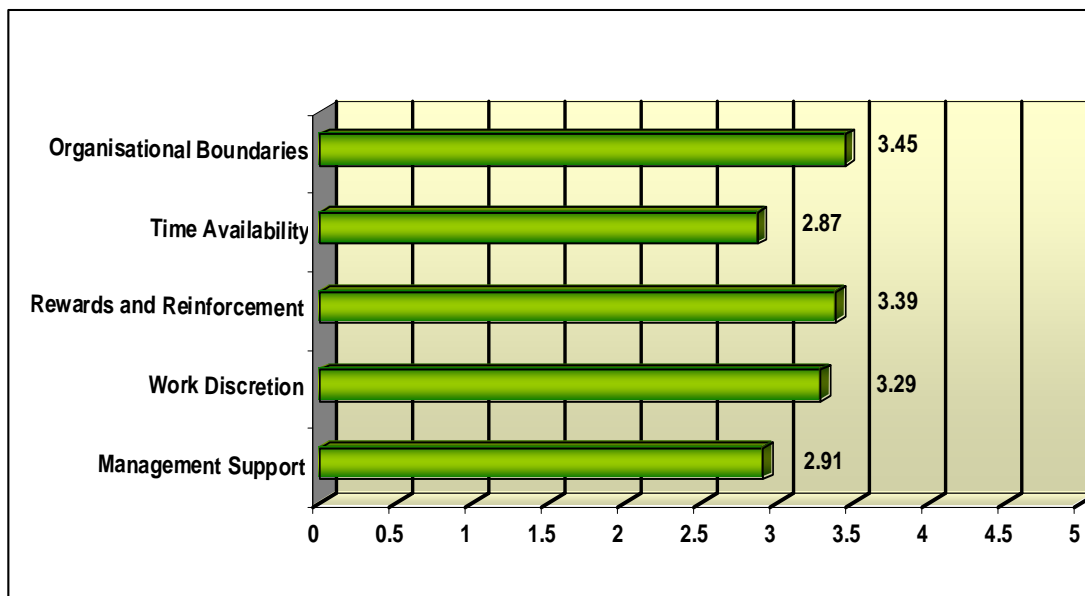


Table 4 and

Figure 15 indicate that none of the CE factors performed significantly above or below the average 3. The measurement scale code interpreted as 1 being strongly disagrees and 5 being strongly agree.

Time availability is one of the constructs where respondents awarded the lowest scores. The mean value for time availability is 2.87 (Table 4).). Time availability refers to the time that management spends on entrepreneurial

activities in the organisation. This construct also shows the lowest standard deviation, indicating the lowest difference in respondent perceptions.

Organisational boundaries have the highest mean value of 3.45 (average of 4) if it is too structured. This construct refers to the written rules and regulations that exist in an organisation and limit creativity in the work environment. This high mean value indicates that the respondents know what is expected of them in their jobs but have to follow standard procedures to action all major tasks.

Rewards and reinforcement has the highest standard deviation, indicating the highest difference in respondent's opinion. Reward and reinforcement relates to the positive upward and downward feedback that management gives about successful employee actions.

Each construct in the CEAI: Management Support, Work Discretion, Rewards and Recognition, Time Availability and Organisational Boundaries, was extrapolated into bar graphs and/or tables that indicate the respondents rating per question.

5.3.1 MANAGEMENT SUPPORT

In Table 5, Table 6 and Table 7 are a collation of all the questions answered in the management support sub-scale. The red highlights the area that indicates the most significant difference (higher than 60%) in opinions from the respondents. Each of the individual responses to questions that have a

higher tendency than 60% to both agree and strongly agree (positive) or disagree and strongly disagree (negative) are depicted in

Figure 16 to Figure 21.

Table 5: Collation of Management Support Sub-scale (Q1-6)

Options	Q1	Q2	Q3	Q4	Q5	Q6
Strongly Disagree	9.7 %	10.8 %	5.4 %	7.5 %	16.1 %	4.3 %
Disagree	22.6 %	24.7 %	12.9 %	19.4 %	40.9 %	24.7 %
Not sure	10.8 %	9.7 %	5.4 %	10.8 %	21.5 %	14.0 %
Agree	48.4 %	44.1 %	51.6 %	52.7 %	15.1 %	52.7 %
Strongly Agree	8.6 %	10.8 %	24.7 %	9.7 %	6.5 %	4.3 %

Table 6: Collation of Management Support Sub-scale (Q7-12)

Options	Q7	Q8	Q9	Q10	Q11	Q12
Strongly Disagree	15.1 %	21.5 %	15.1 %	19.4 %	19.4 %	20.4 %
Disagree	36.6 %	49.5 %	30.1 %	32.3 %	38.7 %	40.9 %
Not sure	17.2 %	16.1 %	22.6 %	16.1 %	14.0 %	15.1 %
Agree	28.0 %	9.7 %	28.0 %	25.8 %	24.7 %	21.5 %
Strongly Agree	3.2 %	3.2 %	4.3 %	6.5 %	3.2 %	2.2 %

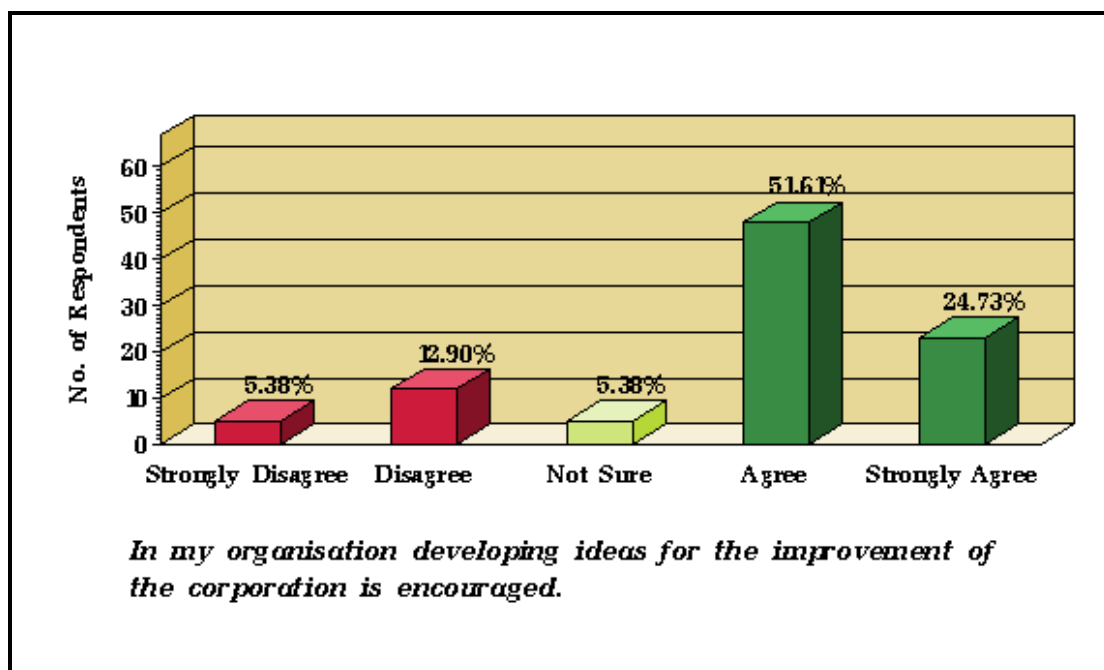
Table 7: Collation of Management Support Sub-scale (Q13-19)

Options	Q13	Q14	Q15	Q16	Q17	Q18	Q19
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Strongly Disagree	5.4 %	11.8 %	9.7 %	11.8 %	29.0 %	6.5 %	2.2 %
Disagree	30.1 %	31.2 %	26.9 %	38.7 %	38.7 %	29.0 %	22.6 %
Not sure	12.9 %	18.3 %	30.1 %	17.2 %	19.4 %	22.6 %	7.5 %
Agree	39.8 %	37.6 %	30.1 %	30.1 %	10.8 %	31.2 %	48.4 %
Strongly Agree	11.8 %	1.1 %	3.2 %	2.2 %	2.2 %	10.8 %	19.4 %

The individual research questions in the management support sub-section of the CEAI (Appendices 9.1) are expressed as percentages of participants that expressed from strongly disagree to strongly agree in the following graphs.

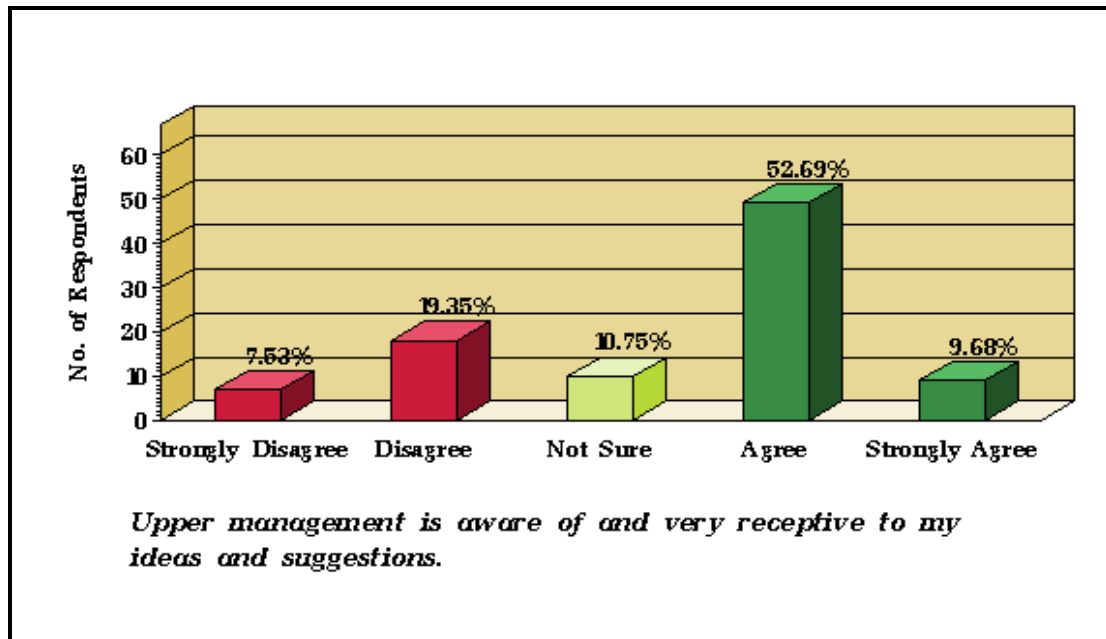
Figure 16: Develop Ideas to Improve the Organisation (Q3).



In

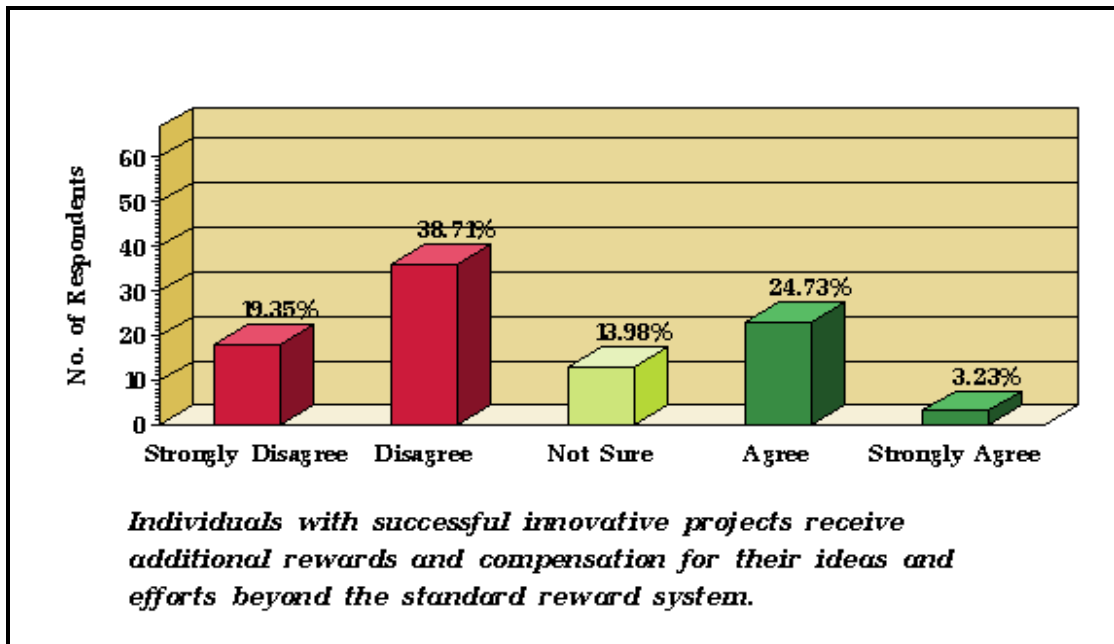
Figure 16 the combined majority (76%) of respondents agreed that the development of ideas is encouraged in the respective organisations.

Figure 17: Upper Management is receptive to ideas (Q4).



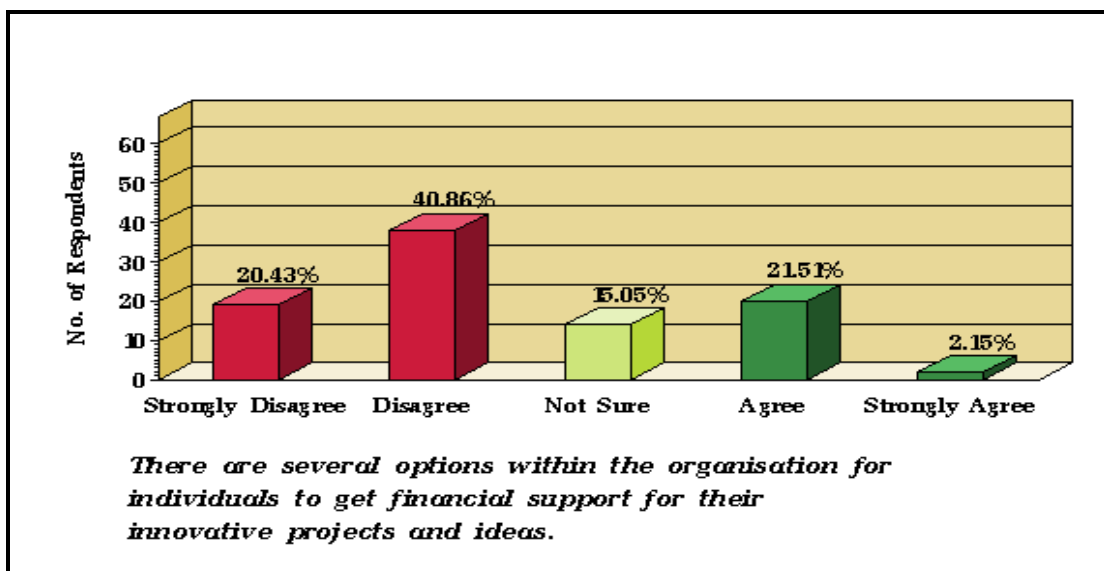
In Figure 17, 62.4% collectively agree and strongly agree that the upper management in the organisation is approachable to ideas and suggestions.

Figure 18: Additional Rewards for successful innovations (Q11).



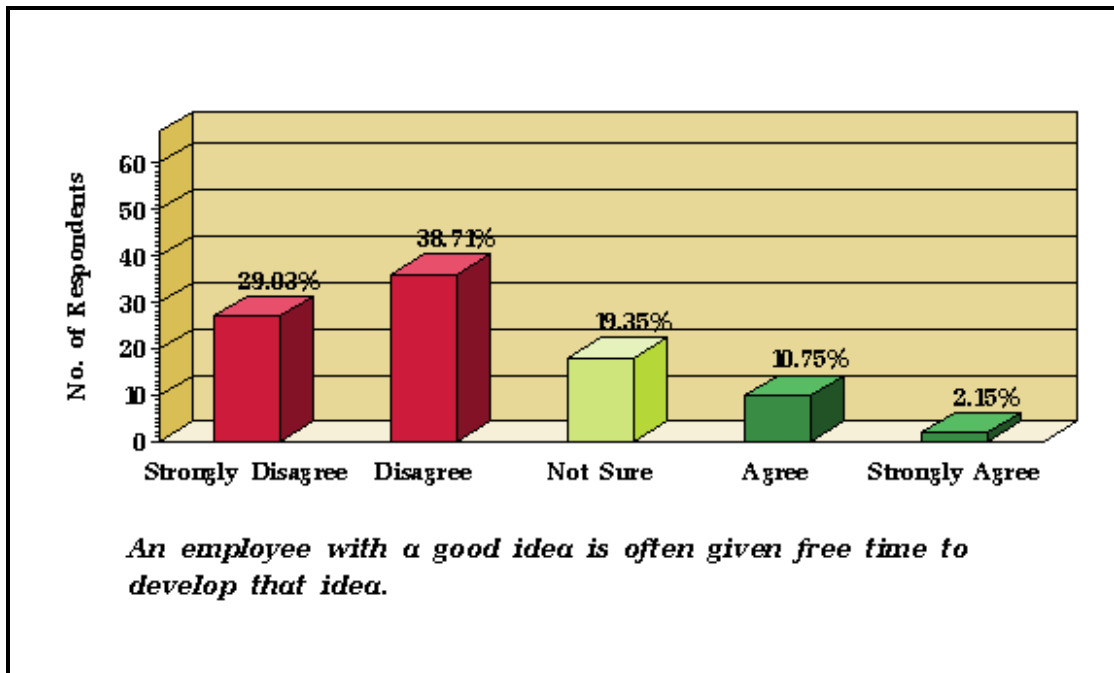
In Figure 18, 39% of respondents revealed that individuals that have successful innovative projects do not receive any additional rewards or other compensations beyond the standard reward system.

Figure 19: Financial Support for innovative projects and ideas (Q12).



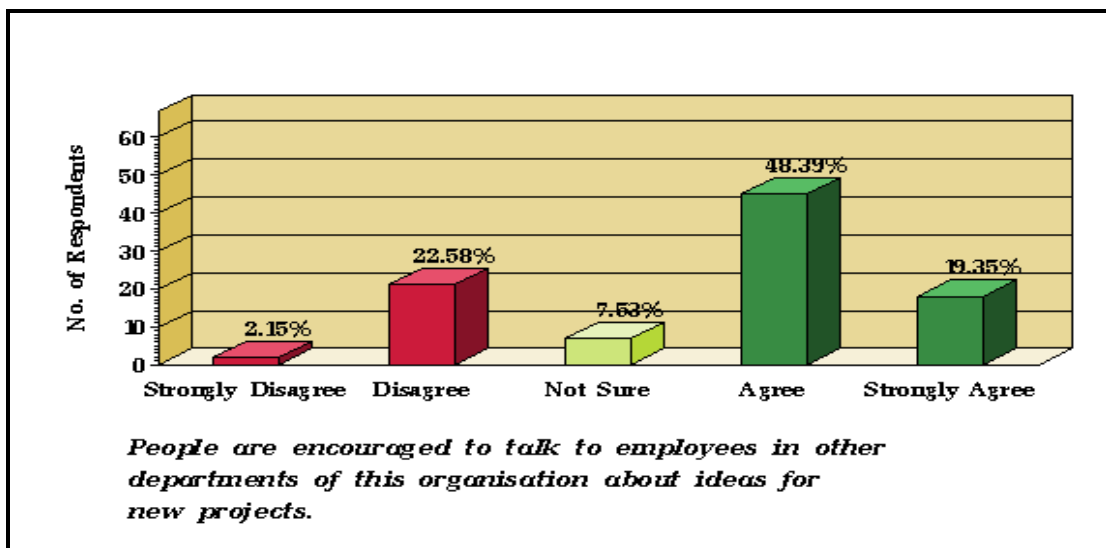
In Figure 19, collectively 61% of the respondents reveal that financial support for innovative projects and ideas is not forthcoming.

Figure 20: Respondents given free time for developing ideas (Q17).



Respondents collectively disagree that a good idea is often given free time to develop, 68% of respondents indicated that time allocation is lacking in the organisation (Figure 20).

Figure 21: Encouragement for cross-departmental idea generation (Q19).



The respondents in Figure 21 agree that employees are encouraged to interact across departments and to initiate new ideas for projects (48%).

5.3.2 WORK DISCRETION

In Table 8 and Table 9 are a collation of all the questions answered in the work discretion sub-scale. Each of the individual responses to questions that have a higher collective tendency than 60% to either be positive (agree and strongly agree) or negative (disagree and strongly disagree) is depicted in Figure 22 to Figure 27. Green indicates a very positive responses and red very negative responses.

Table 8: Collation of Work Discretion Sub-scale (Q1-5)

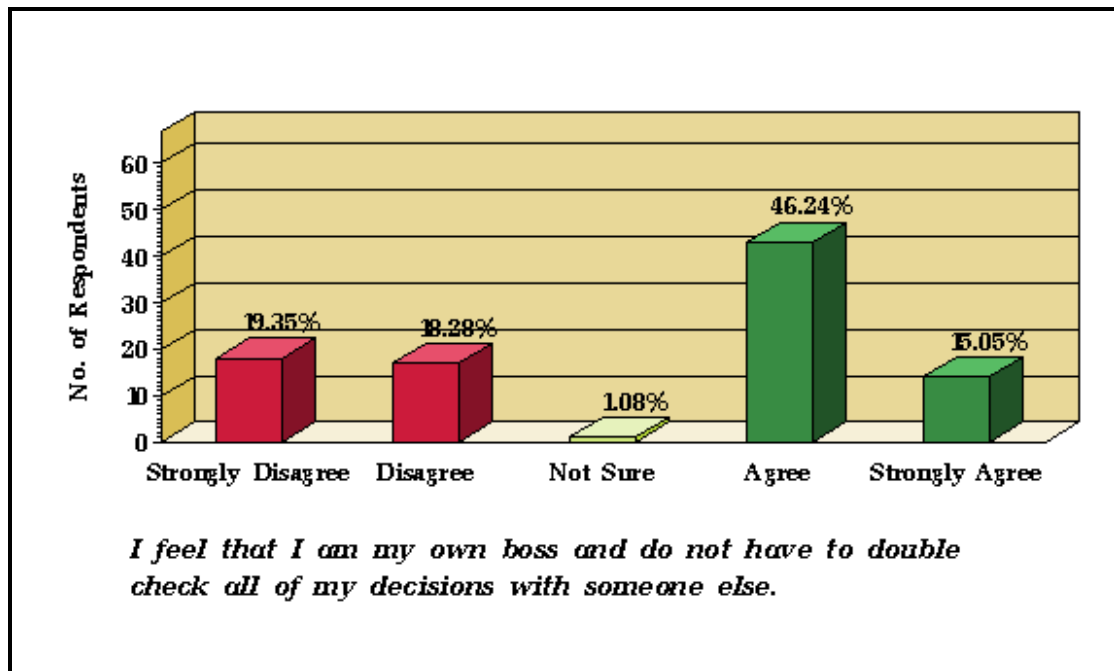
Options	Q1	Q2	Q3	Q4	Q5
Strongly Disagree	19.4 %	11.8 %	7.5 %	6.5 %	5.4 %
Disagree	18.3 %	45.2 %	15.1 %	19.4 %	21.5 %
Not sure	1.1 %	9.7 %	6.5 %	6.5 %	6.5 %
Agree	46.2 %	24.7 %	53.8 %	52.7 %	51.6 %
Strongly Agree	15.1 %	8.6 %	17.2 %	15.1 %	15.1 %

Table 9: Collation of Work Discretion Sub-scale (Q6-10)

Options	Q6	Q7	Q8	Q9	Q10
Strongly Disagree	12.9 %	6.5 %	6.5 %	5.4 %	11.8 %
Disagree	26.9 %	19.4 %	35.5 %	20.4 %	35.5 %
Not sure	5.4 %	7.5 %	5.4 %	3.2 %	4.3 %
Agree	45.2 %	50.5 %	41.9 %	52.7 %	32.3 %
Strongly Agree	9.7 %	16.1 %	10.8 %	18.3 %	16.1 %

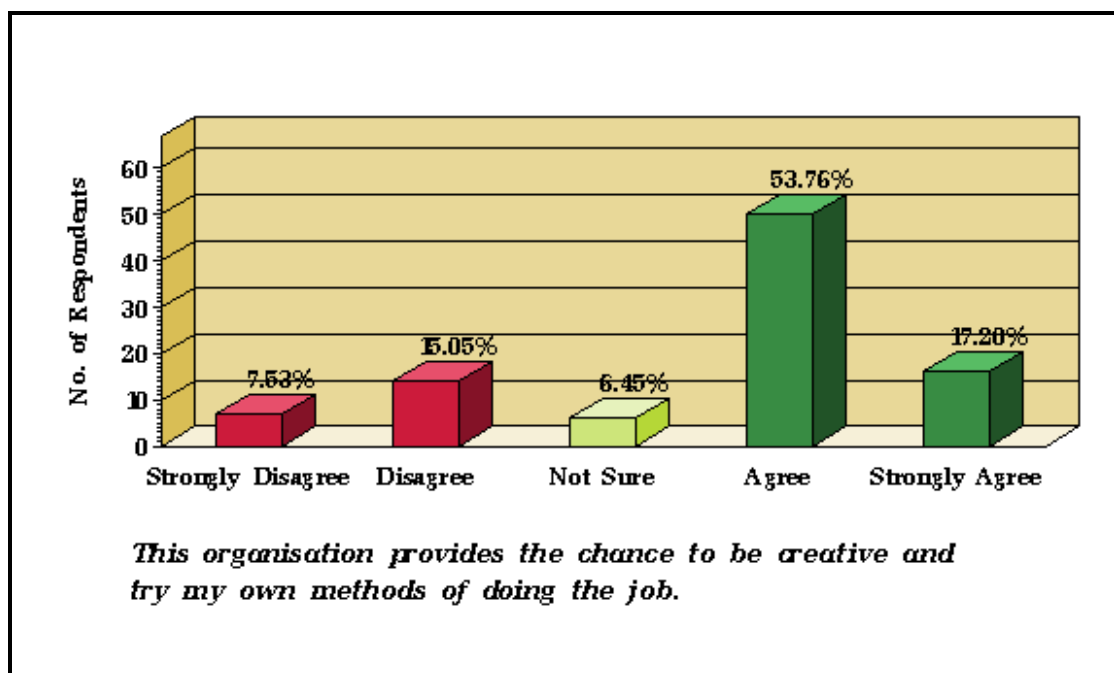
All respondents in Table 8 and Table 9 were very positive about the work discretion in their organisations. The results indicate that there is a leniency towards mistakes that was not and expected outcome. Respondents to question 10 were positive but were very even with regards the same work methods for completing major tasks on a daily basis.

Figure 22: I am my own boss, no double check from someone else (Q1).



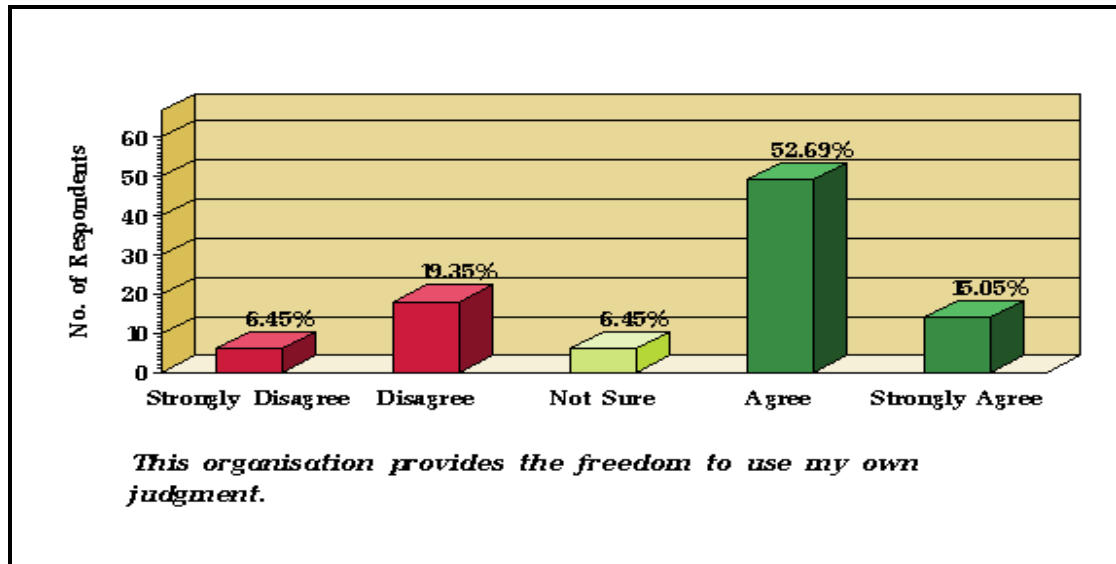
According to Figure 22 the respondents do feel that they are their own boss (61%) and they don't have to justify decisions before they are made to management, this an indication of trust .

Figure 23: Organisation let be creative and try own methods of doing job (Q3).



In Figure 23 almost 71% of the respondents reveal that they are given the opportunity to try their own methods of doing their jobs.

Figure 24: Organisation provides freedom to use own judgement (Q4).



The respondents (68%) indicated that their organisations do provided them with the freedom to make their own judgements (Figure 24).

Figure 25: Organisation provides chance to make use of own abilities (Q5).

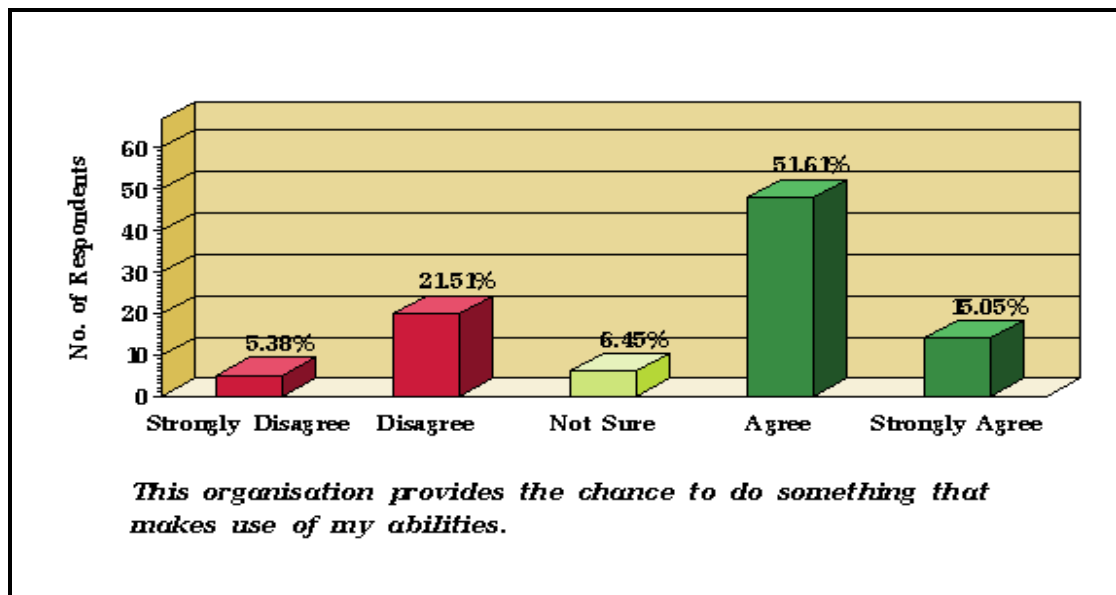
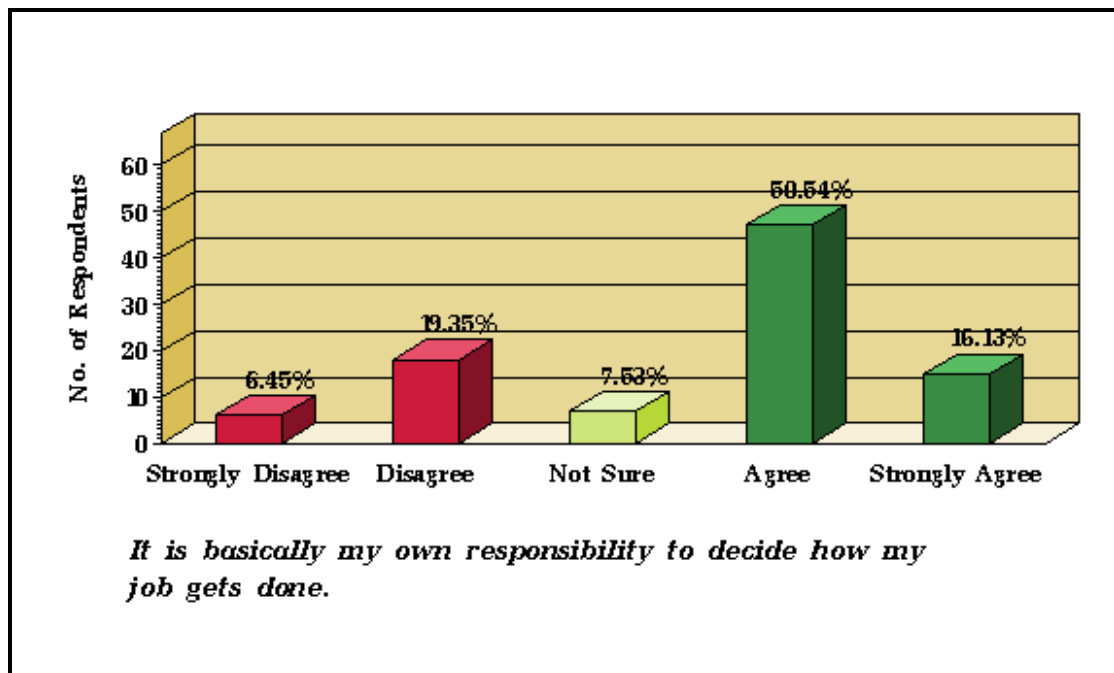


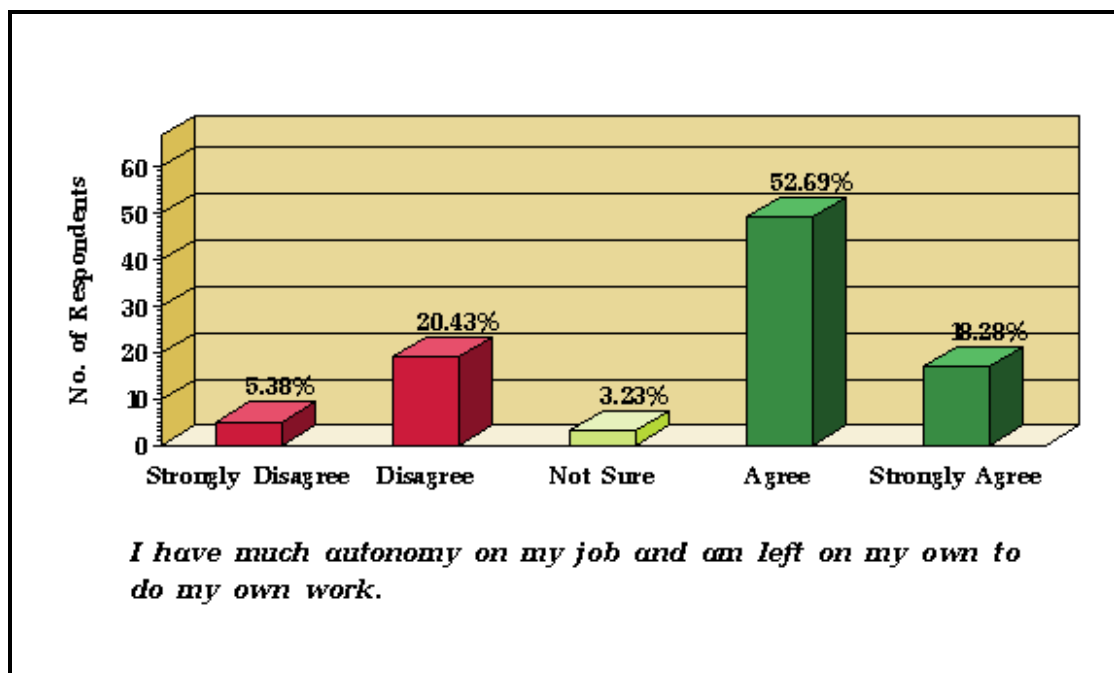
Figure 25 represent 68% of the respondents that believe the organisations provide them with a chance to use their abilities.

Figure 26: Own responsibility how job gets done (Q7).



The respondents (67%) believe that how their job gets done is their own responsibility (Figure 26).

Figure 27: Have autonomy in job and left to do it (Q9).



In Figure 27, 71% of the respondents reveal that they have adequate autonomy in their jobs and that they are left alone to do it.

5.3.3 REWARDS AND RECOGNITION

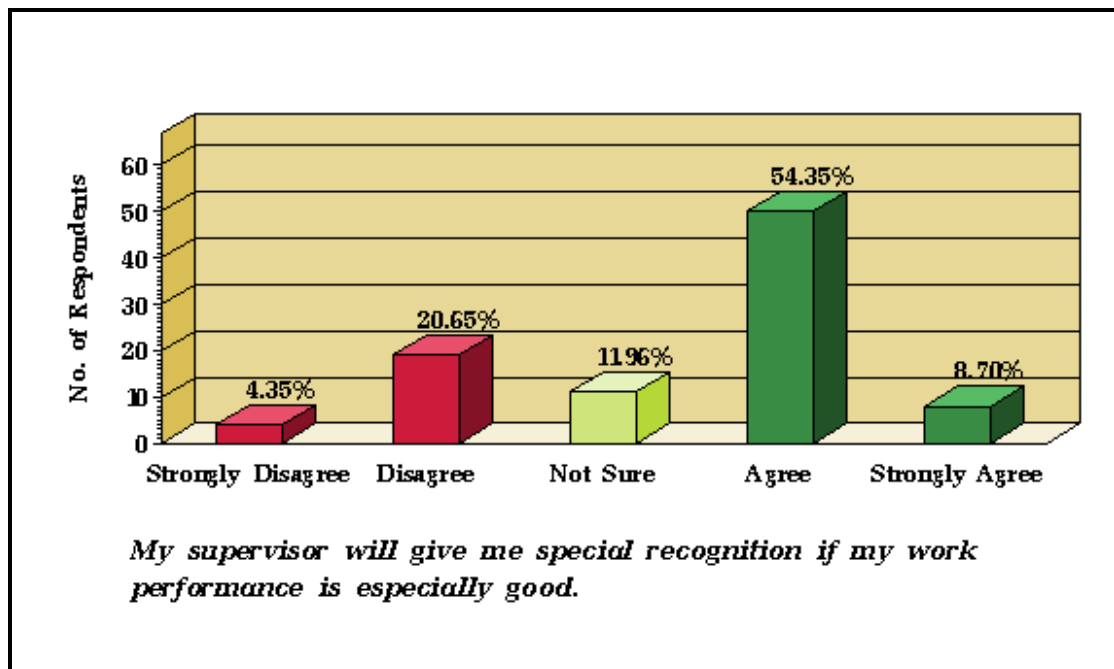
In Table 10 is a collation of all the questions answered in the rewards and recognition sub-scale reported on. Each of the individual responses to questions that have a higher tendency than 60% to either agree or not agree is depicted in

Figure 28 to Figure 30.

Table 10: Collation of Reward and Recognition Sub-scale (Q1-6)

Options	Q1	Q2	Q3	Q4	Q5	Q6
Strongly Disagree	10.9 %	13.0 %	7.6 %	4.3 %	3.3 %	5.4 %
Disagree	29.3 %	31.5 %	20.7 %	20.7 %	12.0 %	8.7%
Not sure	10.9%	7.6 %	19.6 %	12.0 %	23.9 %	3.3%
Agree	39.1 %	38.0 %	37.0 %	54.3 %	46.7 %	50.0%
Strongly Agree	9.8 %	9.8 %	15.2 %	8.7 %	14.1 %	32.6%

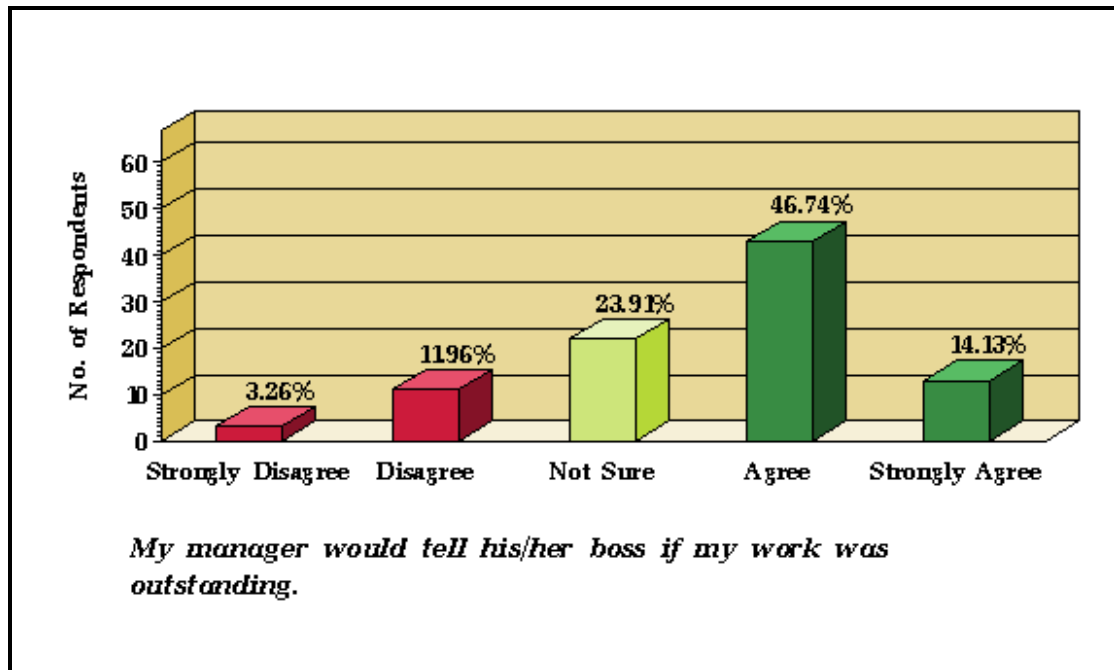
Figure 28: Special recognition is given for especially good performance (Q4).



In

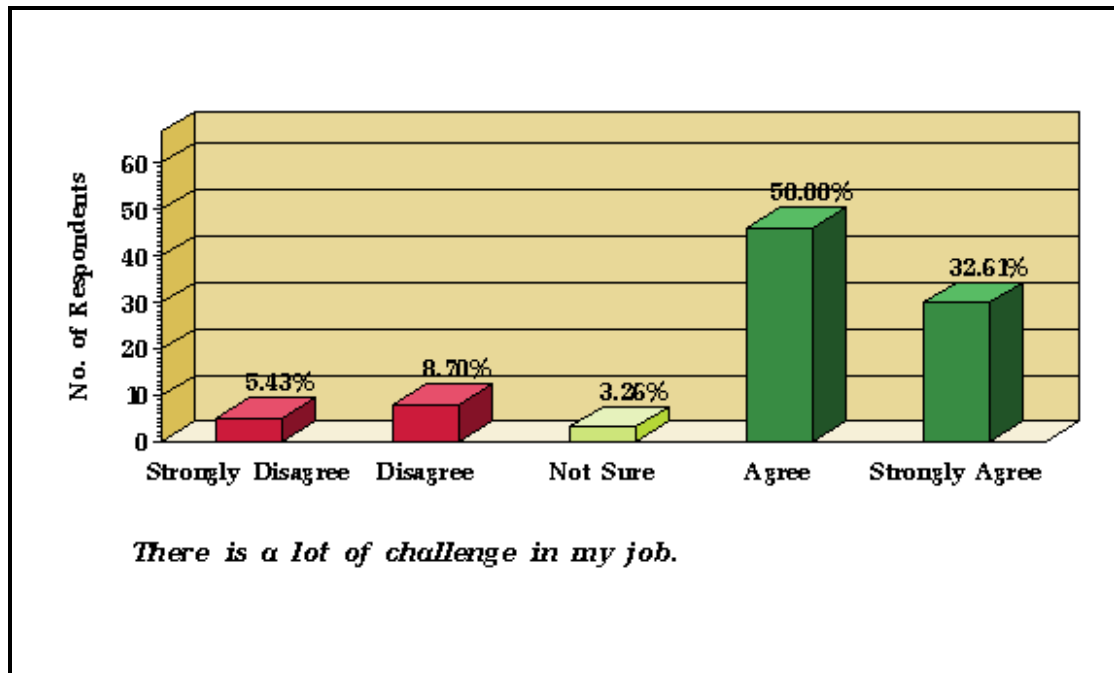
Figure 28 the respondents reveal that they feel that their supervisor or manager does give recognition (63%) where performance justifies it.

Figure 29: Manager will tell his/her boss if my work was outstanding (Q5).



The respondents indicate that they agree that their manager will inform his/her immediate manager if a job was well done (Figure 29).

Figure 30: There is a lot of challenge in my job (Q6).



The respondents (83%) of this study reveal that they believe their jobs are challenging and thus positive to use as reason to be innovative (Figure 30).

5.3.4 TIME AVAILABILITY

In Table 11 a collation of all the questions answered in the time availability sub-scale is reported on. Each of the individual responses to questions that have a higher collective tendency than 60% to either agree or not agree is depicted in Figure 31 to Figure 34. Green indicates a very positive responses and red very negative responses.

Table 11: Collation of Time Availability Sub-scale (Q1-6)

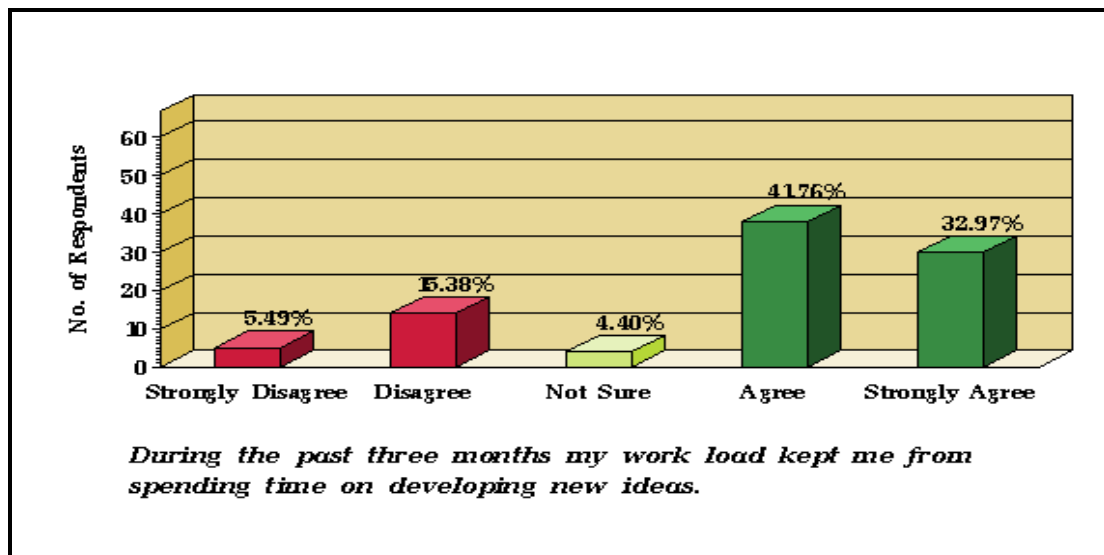
Options	Q1	Q2	Q3	Q4	Q5	Q6
Strongly Disagree	5.5 %	37.4 %	17.6 %	5.5 %	0 %	23.1 %
Disagree	15.4 %	40.7 %	52.7 %	38.5 %	30.8 %	45.1 %
Not sure	4.4 %	6.6 %	7.7 %	8.8 %	3.3 %	9.9 %
Agree	41.8 %	13.2 %	22.0 %	28.6 %	48.4 %	19.8 %
Strongly Agree	33.0 %	2.2 %	0 %	18.7 %	17.6 %	2.2 %

In Table 11 responded were above average negative towards time availability.

The exception of question 4 (

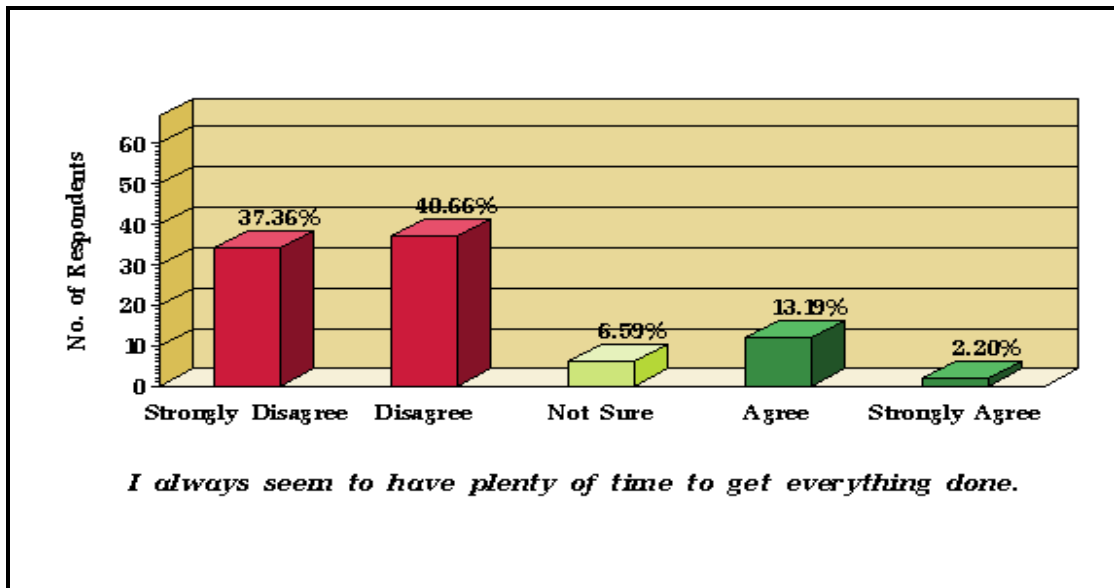
Table 48), respondents were equally divided between work structure have and influence on time to think about wider organisational problems.

Figure 31: Work load keep me from spending time on new ideas (Q1).



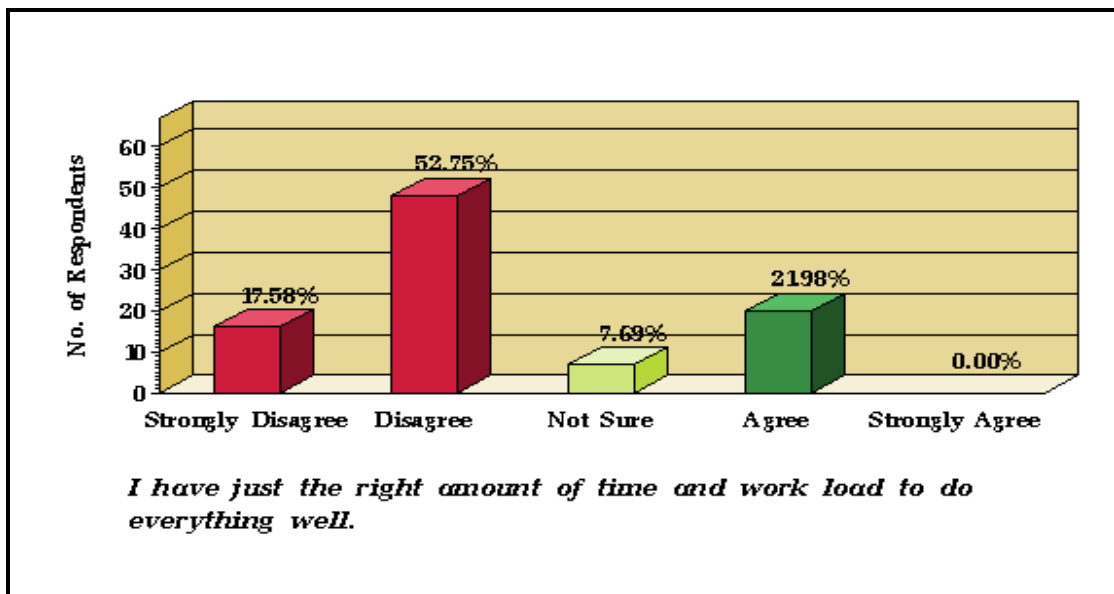
The respondents (74.7%) reveal that during the past three months their work load kept them from spending time on developing new ideas in the organisation (Figure 31). This has a negative impact on the organisation and indicates that being entrepreneurial will not be possible.

Figure 32: Always have plenty of time to get everything done (Q2).



In Figure 32, 78% of the respondents believe that there is not enough time to get all the work done.

Figure 33: Have just the right amount of time and work to do everything well (Q3).



The respondents indicate that 70% of them feel that they don't have just the right amount of time and work load to get everything done well (Figure 33).

Figure 34: Always work with time constraints on job (Q5).

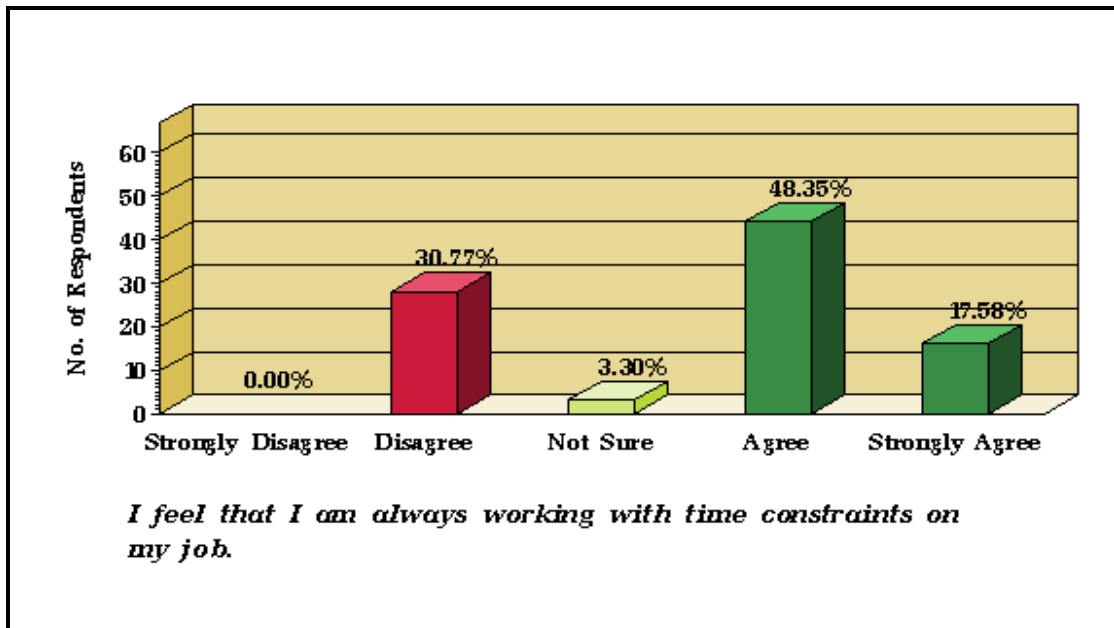
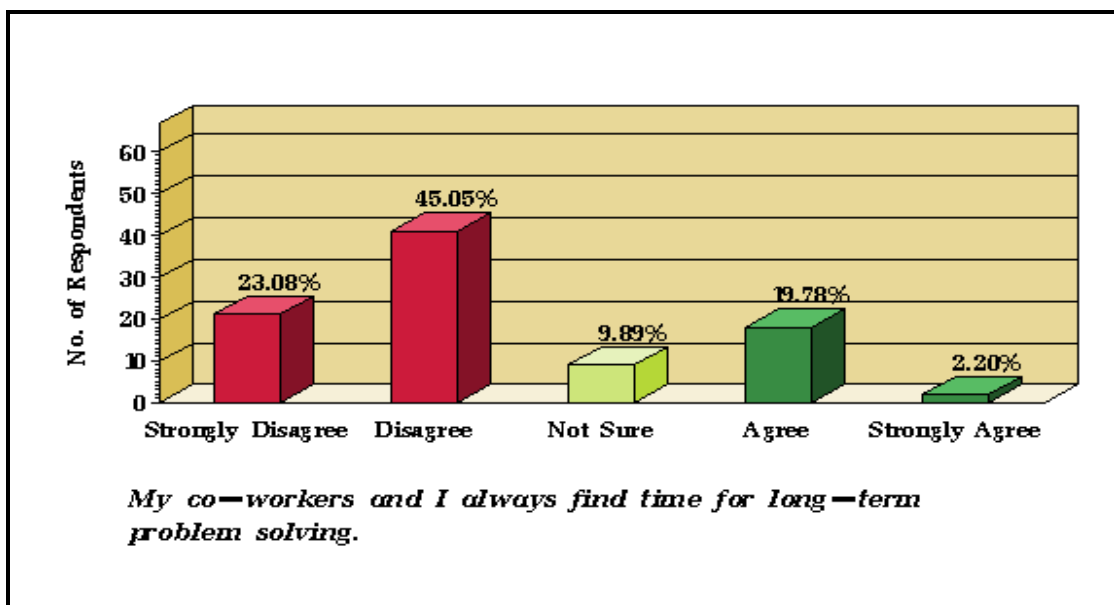


Figure 34 reveals that 66% of the respondents are always working within time constraints in their jobs and thus limiting time spend on being innovative.

Figure 35: Myself and Co-workers have time for long term problems solving (Q6).



In question 6 of the time availability sub-scale the respondents (86%) believe that they don't have enough time for long-term problem solving with their co-workers (

Figure 35).

5.3.5 ORGANISATIONAL BOUNDARIES

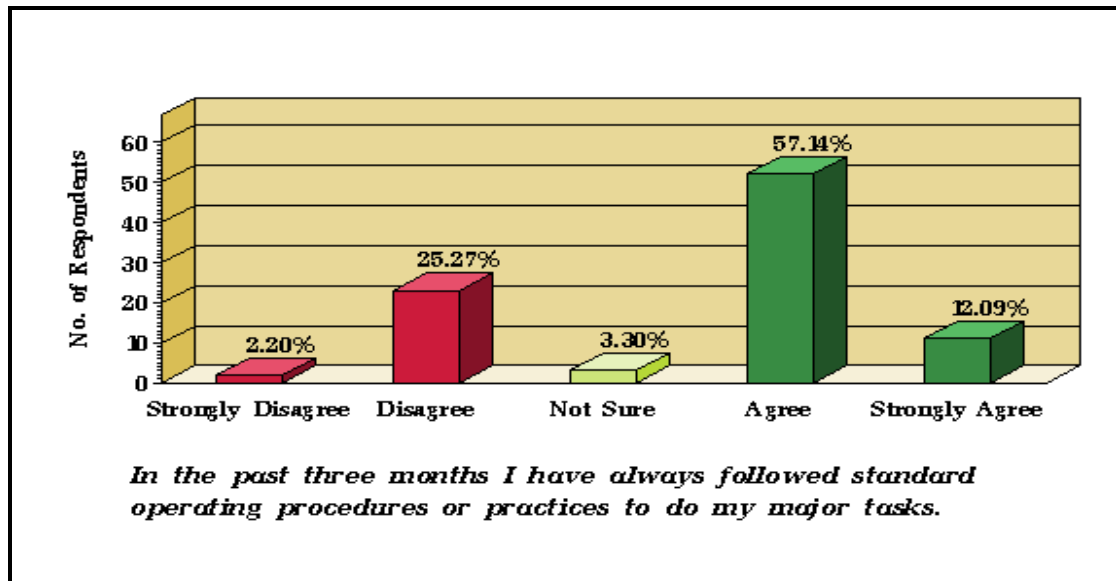
Table 12 is a collation of all the questions answered in the work discretion sub-scale is reported on. Each of the individual responses to questions that have a higher collective tendency than 60% either agree or not agree is depicted in Figure 36 to Figure 39. Green indicates a very positive responses and red indicates very negative responses.

Table 12: Collation of Organisational Boundaries Sub-scale (Q1-7)

Options	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Strongly Disagree	2.2 %	7.7 %	1.1 %	3.3 %	14.3 %	9.9 %	7.7 %
Disagree	25.3 %	19.8 %	15.4 %	24.2 %	25.3 %	25.3 %	16.5 %
Not sure	3.3 %	5.5 %	4.4 %	12.1 %	6.6 %	5.5 %	5.5 %
Agree	57.1 %	56.0 %	54.9 %	47.3 %	38.5 %	48.4 %	57.1 %
Strongly Agree	12.1 %	11.0 %	24.2 %	13.2 %	15.4 %	11.0 %	13.2 %

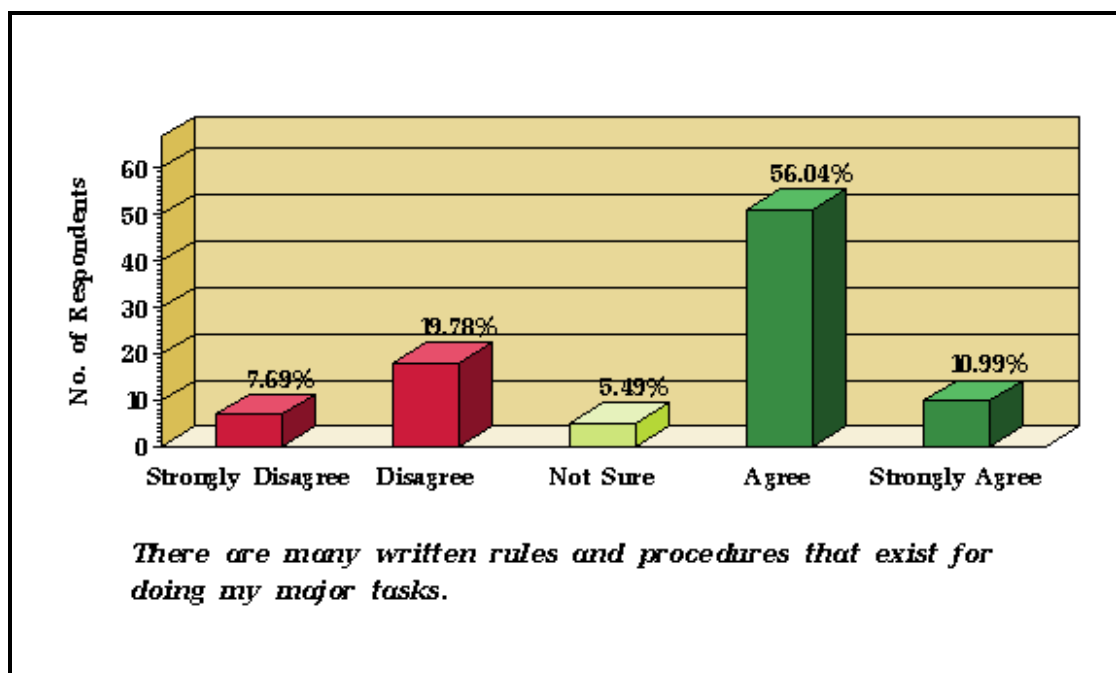
In Table 12 respondents indicate if they are in agreement or not with the statements in each question. The questions that were above average negative or positive towards organisational boundaries is highlighted and explained in the graphs below.

Figure 36: Standard Operating Procedures for major tasks (Q1).



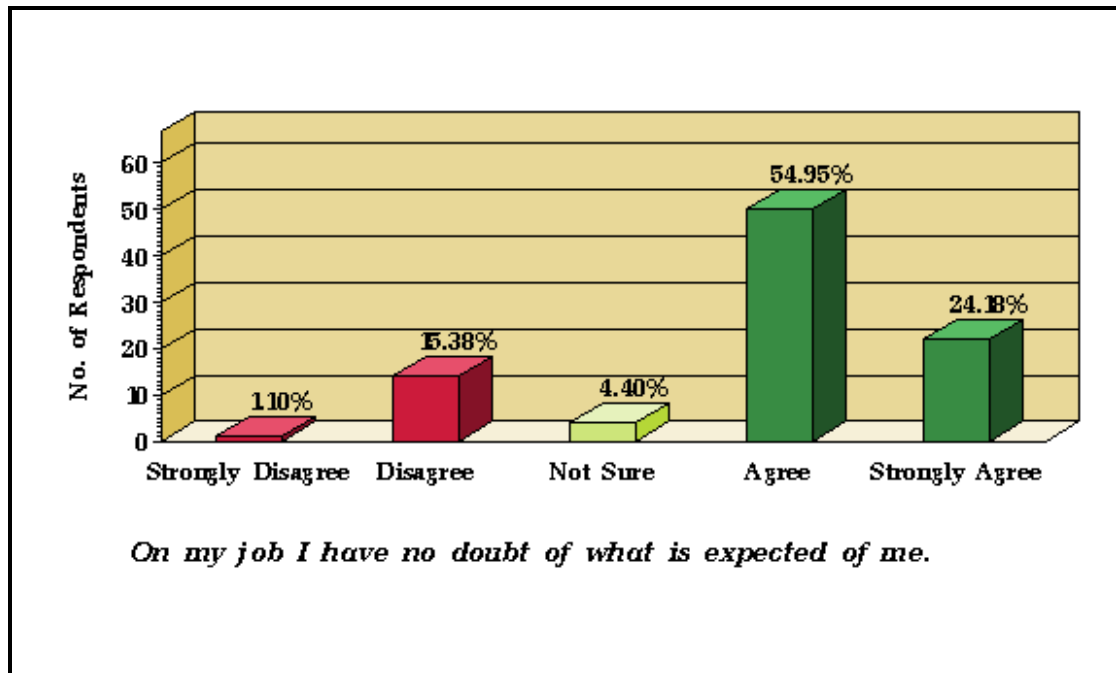
The respondents agreed (69%) with the statement that they have to follow standard operating procedures to do major tasks (Figure 36).

Figure 37: Written rules for major tasks (Q2).



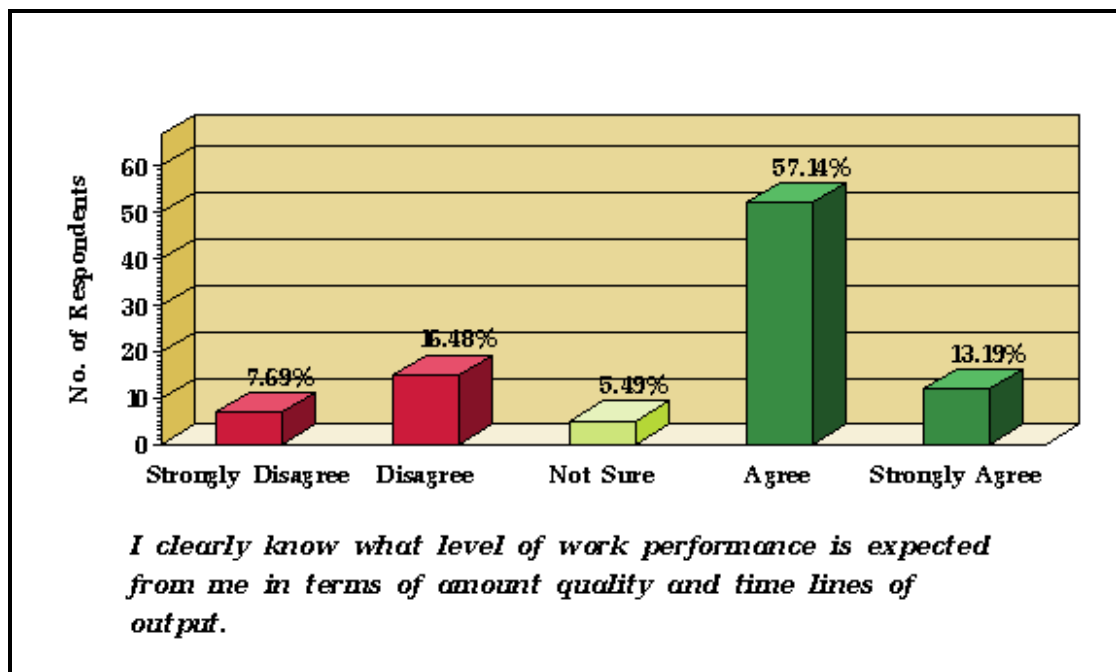
In Figure 37 the respondents revealed that 67% believe that there are many written rules and procedures that exist to do major tasks.

Figure 38: No Doubt what is expected of me (Q3).



The respondents (79%) in Figure 38 indicate that they don't have any doubt of what is expected of them.

Figure 39: Performance clarity in terms of quality and time lines (Q7).



In Figure 39 the respondents (70%) indicate that they clearly know what level of work performance is expected of them in terms of quality and time outputs.

5.4 THE INFERENTIAL STATISTICS

5.4.1 THE CRONBACH ALPHA TEST (RELIABILITY TEST)

In the following two tables the internal consistency and reliability will be proved by the Cronbach Alpha Test.

Table 13: Case Processing Summary: Management Support Sub-scale

Construct	N Valid	N Excluded	Valid N%	Cronbach's Alpha	# items in Construct
Management Support	93	0	100%	0.893	19
Work Discretion	93	0	100%	0.864	10
Rewards and Recognition	92	1	98.9%	0.820	6
Time Availability	91	2	97.8	0.650	6
Organisational Boundaries	91	2	97.8	0.711	7

Table 13 indicate *Management support* and *work discretion* summary of the question validity indicated 100% validity. *Rewards and recognition*, *time availability* and *organisational boundaries* all had a validity of 97.8% and higher. Reliability analysis of the questionnaire on *management support*, *work discretion*, *rewards and recognition* subsection reveals a high internal consistency and reliability. The constructs, *time availability* and *organisational boundaries* have adequate consistency and reliability. Crates (2007) proved the CEAI that was use in this study to be consistent and reliable.

5.4.2 THE T-TEST

Table 14: The T-Test for Gender vs all CEAI Constructs.

Gender vs CEIA Construct		t	df	Sig. (2-tailed) P
Management Support	Equal Variances assumed	2.634	91	0.010
Work Discretion	Equal Variances assumed	3.516	91	0.001
Rewards and Recognition	Equal Variances assumed	1.433	90	0.155
Time Availability	Equal Variances assumed	0.562	89	0.576
Organisational Boundaries	Equal Variances assumed	2.233	89	0.028

The results for the T-test as indicated in Table 14, shows the **p** significant values for *rewards and recognition* and *time availability* to be above 0.05. It indicates that there is statistically **NO significant difference** between the different gender's perceptions of these two variables. The t-test results for *management support*, *work discretion* and *organisational boundaries* values 0.010, 0.001 and 0.028 are below 0.05. It reveals that statistically there is **significant difference** between gender groups (males, females) perceptions towards the above research variables.

5.4.3 THE ANOVA TEST

This test will show the difference in perceptions of different demographic variables paired to the CEAI constructs to derive at a conclusion if there is a significant difference or not between groups. The Anova tests were done for age, duration at current organisation, management level, education and year in the liquor industry. An extensive graphical representation off all these can

be found in the Appendix. Only the variables that have a statistical significant difference are tabled below.

Table 15: The Anova Test: Significant difference in variable vs CEAI Constructs.

		Sum of Squares	df	Mean Square	Sig.
Tenure vs Management Support					0.013
	Between Groups	7.940	5	1.588	
	Within Groups	44.533	87	0.512	
	Total	52.473	92		
Tenure vs Work Discretion					0.026
	Between Groups	9.791	5	1.958	
	Within Groups	63.005	87	0.724	
	Total	72.796	92		
Management Level vs Work Discretion					0.006
	Between Groups	9.416	3	3.139	
	Within Groups	63.380	89	0.712	
	Total	72.796	92		

The Anova test results (Table 15) reveal there is **statistically significant difference** in perceptions of different duration groups of respondents towards the research variables: *management support and work discretion* because these variables **p** significance values are 0.013, 0.026 and these are below 0.05. The different management groups revealed a **statistically significant difference** in perceptions of different management groups of respondents towards the research variable *work discretion* because this variable the **p** significance value is 0.006 and the value is below 0.05.

5.4.4 PEARSON'S CORRELATIONS BETWEEN CEAI CONSTRUCTS

Table 16: Correlation: Management Support vs other CEAI construct

CEAI Construct		Work Discretion	Rewards and Recognition	Time Availability	Organisation Boundaries
Management Support	Pearson Correlation	0.593**	0.669**	0.166	0.207
	Sig. (2-Tailed) p	0.000	0.000	0.116	0.050
	N	93	92	91	91
** Correlation is significant at the 0.01 level (2-tailed)					
* Correlation is significant at the 0.05 level (2-tailed)					

In Table 16, the research variable *management support* with variables *work discretion*, *rewards and recognition*, *organisational boundaries* has **p** values 0.000, 0.000, 0.050 which indicates the variable *management support* have a **statistically significant correlation** to the variables mentioned.

Table 17: Correlation: Work Discretion vs Rewards, Time, Organisational Boundaries

CEAI Construct		Rewards and Recognition	Time Availability	Organisation Boundaries
Work Discretion	Pearson Correlation	0.571	0.163	0.113
	Sig. (2-Tailed)	0.000	0.122	0.288
	N	92	91	91
** Correlation is significant at the 0.01 level (2-tailed)				

The research variables (Table 17) *work discretion* with variable *rewards and recognition* has **p** value 0.000 that indicates there is **statistically significant correlation**.

5.4.5 THE CHI-SQUARE TEST

Table 18: The Chi-Square for Demographic variables.

Demographic Variables	Value	df	Asymp. Sig. (2-sided)
Gender vs Tenure in Organisation	12.254	5	0.031
Gender vs Management Level	14.071	3	0.003
Gender vs Education	1.696	4	0.791
Gender vs Tenure in Industry	11.027	4	0.026
Age vs Tenure in Organisation	44.331	30	0.044
Age vs Management Level	24.594	18	0.137
Age vs Education	26.467	24	0.330
Age vs Tenure in Industry	35.706	24	0.059

In Table 18 the following statistically significant relationships highlighted in bold. There is a **statistically significant relationship** between *gender* and *tenure in current organisation*; *gender* and the different *management levels*; *gender* and *tenure in the industry* and lastly, *age* and *tenure in the organisation*.

5.5 SPEARMAN'S COMPARISON DISPERSION STATISTICS

5.5.1 GENDER CORRELATIONS

Table 19: Management Support: What is your Gender Cross tabulation.

% of Total		What is your gender		
Management support		Male	Female	Total
	Strongly disagree	1.1%	2.2%	3.2%
	Disagree	8.6%	12.9%	21.5%
	Not sure	34.4%	21.5%	55.9%
	Agree	14.0%	4.3%	18.3%
	Strongly agree	1.1%		1.1%
Total		59.1%	40.9%	100.0%

The females are negative toward *management support* whilst males relate positively the CEAI construct (Table 19).

Table 20: Work Discretion: What is your Gender Cross tabulation.

% of Total		What is your gender		Total
Work Discretion		Male	Female	
	Strongly disagree	1.1%	2.2%	3.2%
	Disagree	6.5%	11.8%	18.3%
	Not sure	15.1%	17.2%	32.3%
	Agree	35.5%	8.6%	44.1%
	Strongly agree	1.1%	1.1%	2.2%
Total		59.1%	40.9%	100.0%

The females have 12% disagree with *work discretion* where men had a 36% agree with work discretion (Table 20).

Table 21: Rewards and Recognition: What is your Gender Cross tabulation.

% of Total		What is your gender		Total
Rewards/ Recognition		Male	Female	
	Strongly disagree	2.2%	1.1%	3.3%
	Disagree	7.6%	8.7%	16.3%
	Not sure	18.5%	15.2%	33.7%
	Agree	26.1%	14.1%	40.2%
	Strongly agree	5.4%	1.1%	6.5%
Total		59.8%	40.2%	100.0%

Both male and female agree that the current *rewards and Recognition* is positive with a total of 47% agree and strongly agree (Table 21).

Table 22: Time Availability: What is your Gender Cross tabulation.

% of Total		What is your gender		Total
Time availability		Male	Female	
	Disagree	9.9%	8.8%	18.7%
	Not sure	47.3%	28.6%	75.8%
	Agree	3.3%	2.2%	5.5%
Total		60.4%	39.6%	100.0%

In Table 22 both male and female respondents are not sure if *time availability* is positive or negative but both indicated a more negative than positive perception with 10% and 9% respectively.

Table 23: Organisational Boundaries: What is your Gender Cross tabulation.

% of Total		What is your gender		Total
Organisational Boundaries		Male	Female	Male
	Strongly disagree		2.2%	2.2%
	Disagree	3.3%	5.5%	8.8%
	Not sure	19.8%	15.4%	35.2%
	Agree	35.2%	14.3%	49.5%
	Strongly agree	2.2%	2.2%	4.4%
Total		60.4%	39.6%	100.0%

In Table 23 both male and female respondents are “agree” with the variable *organisational boundaries*.

5.5.2 AGE CORRELATIONS

Table 24: Management Support: What is your age group Cross tabulation.

% of Total	s1.2 : What is your age group							Total
	20-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	Above 50 yrs	
Strongly disagree			1.1%	1.1%	1.1%			3.2%
Disagree		5.4%	7.5%	2.2%	1.1%	2.2%	3.2%	21.5%
Not sure	2.2%	6.5%	17.2%	14.0%	5.4%	4.3%	6.5%	55.9%
Agree		4.3%	7.5%	2.2%	3.2%	1.1%		18.3%
Strongly agree	1.1%							1.1%
Total	3.2%	16.1%	33.3%	19.4%	10.8%	7.5%	9.7%	100.0%

In Table 24, 25-29 year old as well as 45+ disagrees with management support and only 40-44 year olds agree with 3% out of 11%.

Table 25: Work Discretion: What is your age group Cross tabulation.

% of Total	s1.2 : What is your age group							Total
	20-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	Above 50 yrs	
Strongly disagree			1.1%	1.1%	1.1%			3.2%
Disagree	1.1%	8.6%	5.4%	2.2%		1.1%		18.3%
Not sure	1.1%	3.2%	9.7%	5.4%	4.3%	3.2%	5.4%	32.3%
Agree	1.1%	3.2%	17.2%	9.7%	5.4%	3.2%	4.3%	44.1%
Strongly agree		1.1%		1.1%				2.2%
Total	3.2%	16.1%	33.3%	19.4%	10.8%	7.5%	9.7%	100.0%

Table 25 highlights the 25-29 year old group disagree with 8.6% whereby 30-50+ agree with the work discretion sub-scale.

Table 26: Rewards and Recognition: What is your age group Cross tabulation.

% of Total Rewards/ Recognition	s1.2 : What is your age group							Total
	20-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	Above 50 yrs	
Strongly disagree			2.2%		1.1%			3.3%
Disagree		3.3%	3.3%	5.4%			4.3%	16.3%
Not sure		5.4%	13.0%	6.5%	2.2%	4.3%	2.2%	33.7%
Agree	2.2%	5.4%	12.0%	6.5%	7.6%	3.3%	3.3%	40.2%
Strongly agree	1.1%	1.1%	3.3%	1.1%				6.5%
Total	3.3%	15.2%	33.7%	19.6%	10.9%	7.6%	9.8%	100.0%

Table 26 indicates that all age groups have a positive perception towards rewards and Recognition sub-scale.

Table 27: Time Availability: What is your age group Cross tabulation.

% of Total Time availability	s1.2 : What is your age group							Total
	20-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	Above 50 yrs	
Disagree		2.2%	7.7%	2.2%	2.2%	2.2%	2.2%	18.7%
Not sure	2.2%	12.1%	25.3%	15.4%	8.8%	4.4%	7.7%	75.8%
Agree	1.1%	1.1%	1.1%	2.2%				5.5%
Total	3.3%	15.4%	34.1%	19.8%	11.0%	6.6%	9.9%	100.0%

Time availability sub-scale has a negative correlation to ages 25-50+ years with the exception of 35-39 year olds that are divide equally between agree and disagree (Table 27).

Table 28: Organisational Boundaries: What is your age group Cross tabulation.

% of Total Organisational boundaries	What is your age group							Total
	20-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	Above 50 yrs	
Strongly disagree	2.2%							2.2%
Disagree		2.2%	3.3%	1.1%		1.1%	1.1%	8.8%
Not sure		6.6%	9.9%	9.9%	4.4%	1.1%	3.3%	35.2%
Agree	3.3%	5.5%	16.5%	8.8%	6.6%	3.3%	5.5%	49.5%
Strongly agree		1.1%	2.2%			1.1%		4.4%
Total	3.3%	15.4%	34.1%	19.8%	11.0%	6.6%	9.9%	100.0%

In Table 28 the respondents are in agreement with the organisational boundaries in all age groups.

5.5.3 ORGANISATION TENURE CORRELATIONS

Table 29: Management Support: Number of years at Current Organisation Cross tabulation.

% of Total Management support	Number of years at current company						Total
	Below 1 yr	1.1 - 2 yrs	2.1 - 3 yrs	3.1 - 4 yrs	4.1 - 5 yrs	Above 5 yrs	
Strongly disagree			2.2%			1.1%	3.2%
Disagree	1.1%	2.2%	7.5%		2.2%	8.6%	21.5%
Not sure	6.5%	8.6%	5.4%	3.2%	3.2%	29.0%	55.9%
Agree	3.2%	2.2%		4.3%	2.2%	6.5%	18.3%
Strongly agree			1.1%				1.1%
Total	10.8%	12.9%	16.1%	7.5%	7.5%	45.2%	100.0%

In Table 29 respondents who have been employed with the current company for less than one year agree that there is management support and the same for respondents employed for 3-4 years. The opposite is evident from respondents employed for 2-3 years and respondents that have been with the organisation for longer than 5 years.

Table 30: Work Discretion: Number of years at Current Organisation Cross tabulation.

% of Total Work Discretion	Number of years at current company						Total
	Below 1 yr	1.1 - 2 yrs	2.1 - 3 yrs	3.1 - 4 yrs	4.1 - 5 yrs	Above 5 yrs	
Strongly disagree			2.2%			1.1%	3.2%
Disagree	4.3%	2.2%	6.5%			5.4%	18.3%
Not sure	4.3%	3.2%	2.2%	3.2%	3.2%	16.1%	32.3%
Agree	2.2%	6.5%	5.4%	4.3%	4.3%	21.5%	44.1%
Strongly agree		1.1%				1.1%	2.2%
Total	10.8%	12.9%	16.1%	7.5%	7.5%	45.2%	100.0%

Respondents who worked for the organisation for less than one year and 2-3 year indicate that they disagree with work discretion Table 30. Respondents

who worked for the organisation for more than 3 years indicate that they agree with the work discretion.

Table 31: Rewards and Recognition: Number of years at Current Organisation Cross tabulation.

% of Total Rewards/ Recognition	Number of years at current company						Total
	Below 1 yr	1.1 - 2 yrs	2.1 - 3 yrs	3.1 - 4 yrs	4.1 - 5 yrs	Above 5 yrs	
Strongly disagree			2.2%			1.1%	3.3%
Disagree		2.2%	4.3%	1.1%	1.1%	7.6%	16.3%
Not sure	4.3%	4.3%	4.3%	3.3%	2.2%	15.2%	33.7%
Agree	6.5%	4.3%	4.3%	3.3%	3.3%	18.5%	40.2%
Strongly agree		1.1%	1.1%		1.1%	3.3%	6.5%
Total	10.9%	12.0%	16.3%	7.6%	7.6%	45.7%	100.0%

In Table 31 all respondents agreed with rewards and Recognition with total of 47%.

Table 32: Time Availability: Number of years at Current Organisation Cross tabulation.

% of Total Time availability	Number of years at current company						Total
	Below 1 yr	1.1 - 2 yrs	2.1 - 3 yrs	3.1 - 4 yrs	4.1 - 5 yrs	Above 5 yrs	
Disagree	1.1%		1.1%		1.1%	15.4%	18.7%
Not sure	8.8%	12.1%	14.3%	6.6%	6.6%	27.5%	75.8%
Agree	1.1%		1.1%	1.1%		2.2%	5.5%
Total	11.0%	12.1%	16.5%	7.7%	7.7%	45.1%	100.0%

The respondents that disagree with time availability are mostly at the organisation for more than 5 years. The majority of respondents are not sure about the time availability sub-scale (Table 32).

Table 33: Organisational Boundaries: Number of years at Organisation Cross tabulation.

% of Total Organisational boundaries	Number of years at current company						Total
	Below 1 yr	1.1 - 2 yrs	2.1 - 3 yrs	3.1 - 4 yrs	4.1 - 5 yrs	Above 5 yrs	
Strongly disagree			2.2%				2.2%
Disagree		3.3%	1.1%		1.1%	3.3%	8.8%
Not sure	4.4%	3.3%	3.3%	2.2%	2.2%	19.8%	35.2%
Agree	6.6%	5.5%	6.6%	5.5%	4.4%	20.9%	49.5%
Strongly agree			3.3%			1.1%	4.4%
Total	11.0%	12.1%	16.5%	7.7%	7.7%	45.1%	100.0%

In Table 33 all respondents disregarding the number of years as the organisation agree with the organisational boundaries.

5.5.4 MANAGEMENT LEVEL CORRELATIONS

Table 34: Management Support: Management Level Cross tabulation.

% of Total	What is your current management level in your organisation				Total
	Junior	Middle	Senior	Executive	
Strongly disagree	1.1%	2.2%			3.2%
Disagree	5.4%	14.0%	2.2%		21.5%
Not sure	11.8%	26.9%	12.9%	4.3%	55.9%
Agree	3.2%	6.5%	5.4%	3.2%	18.3%
Strongly agree		1.1%			1.1%
Total	21.5%	50.5%	20.4%	7.5%	100.0%

This Table 34 indicate that junior and middle management disagree with the management support sub-scale but that the senior and executive management agree with this sub-scale.

Table 35: Work Discretion: Management Level Cross tabulation.

% of Total	What is your current management level in your organisation				Total
	Junior	Middle	Senior	Executive	
Strongly disagree	1.1%	2.2%			3.2%
Disagree	7.5%	9.7%		1.1%	18.3%
Not sure	7.5%	17.2%	5.4%	2.2%	32.3%
Agree	4.3%	21.5%	14.0%	4.3%	44.1%
Strongly agree	1.1%		1.1%		2.2%
Total	21.5%	50.5%	20.4%	7.5%	100.0%

In Table 35 only the junior management level disagree with the sub-scale work discretion and the middle, senior and executive all agree with the work discretion in the organisation.

Table 36: Rewards and Recognition: Management Level Cross tabulation.

% of Total	What is your current management level in your organisation				Total
	Junior	Middle	Senior	Executive	
Strongly disagree	1.1%	2.2%			3.3%
Disagree	5.4%	8.7%	2.2%		16.3%
Not sure	7.6%	14.1%	8.7%	3.3%	33.7%
Agree	5.4%	22.8%	8.7%	3.3%	40.2%
Strongly agree	1.1%	3.3%	1.1%	1.1%	6.5%
Total	20.7%	51.1%	20.7%	7.6%	100.0%

In Table 36 the middle management level is neutral in their perception of rewards and Recognition where the middle, senior and executive management is positive toward this sub-scale.

Table 37: Time Availability: Management Level Cross tabulation.

Time availability	What is your current management level in your organisation				Total
	Junior	Middle	Senior	Executive	
Disagree	3.3%	6.6%	7.7%	1.1%	18.7%
Not sure	15.4%	44.0%	12.1%	4.4%	75.8%
Agree	1.1%	1.1%	1.1%	2.2%	5.5%
Total	19.8%	51.6%	20.9%	7.7%	100.0%

The executive management level of this study indicates that they are very neutral toward time availability whereby the rest of management believe that they don't agree with time availability In Table 36 the middle management level is neutral in their perception of rewards and Recognition where the middle, senior and executive management is positive toward this sub-scale.

Table 37.

Table 38: Organisational Boundaries: Management Level Cross tabulation.

% of Total	What is your current management level in your organisation				Total
	Junior	Middle	Senior	Executive	
Organisational boundaries					

Strongly disagree		2.2%			2.2%
Disagree	1.1%	3.3%	3.3%	1.1%	8.8%
Not sure	9.9%	17.6%	6.6%	1.1%	35.2%
Agree	6.6%	26.4%	11.0%	5.5%	49.5%
Strongly agree	2.2%	2.2%			4.4%
Total	19.8%	51.6%	20.9%	7.7%	100.0%

All management levels agree on the sub-scale of organisational boundaries (Table 38).

5.5.5 QUALIFICATION CORRELATIONS

Table 39: Management Support: Education Cross tabulation.

Management support	What is your highest qualification obtained					Total
	Matric	Diploma	Under graduate	Post graduate	Masters	
Strongly disagree	1.1%			2.2%		3.2%
Disagree	5.4%	4.3%	5.4%	6.5%		21.5%
Not sure	9.7%	9.7%	11.8%	20.4%	4.3%	55.9%
Agree		5.4%	4.3%	5.4%	3.2%	18.3%
Strongly agree			1.1%			1.1%
Total	16.1%	19.4%	22.6%	34.4%	7.5%	100.0%

In Table 39 the respondents with the diploma agreed with the management support sub-scale. The Post Grad respondents disagreed with this sub-scale.

Table 40: Work Discretion: Education Cross tabulation.

Work Discretion	What is your highest qualification obtained					Total
	Matric	Diploma	Under graduate	Post graduate	Masters	
Strongly disagree	1.1%			2.2%		3.2%
Disagree	6.5%	4.3%	3.2%	4.3%		18.3%
Not sure	4.3%	5.4%	6.5%	11.8%	4.3%	32.3%
Agree	4.3%	8.6%	12.9%	15.1%	3.2%	44.1%
Strongly agree		1.1%		1.1%		2.2%
Total	16.1%	19.4%	22.6%	34.4%	7.5%	100.0%

The respondents with matric education disagree strongly with the work discretion sub-scale (Table 40) where the rest of the respondents agree with work discretion in the organisations.

Table 41: Reward and Recognition: Education Cross tabulation.

Rewards/ Recognition	What is your highest qualification obtained					Total
	Matric	Diploma	Under graduate	Post graduate	Masters	Matric
Strongly disagree		1.1%		2.2%		3.3%
Disagree	4.3%	3.3%	2.2%	5.4%	1.1%	16.3%
Not sure	7.6%	3.3%	6.5%	13.0%	3.3%	33.7%
Agree	3.3%	10.9%	10.9%	12.0%	3.3%	40.2%
Strongly agree		1.1%	3.3%	2.2%		6.5%
Total	15.2%	19.6%	22.8%	34.8%	7.6%	100.0%

In Table 41 all education levels agree with the rewards and Recognition sub-scale except for the matric level education that disagree with 4.3% above average not sure.

Table 42: Time Availability: Education Cross tabulation.

Time availability	What is your highest qualification obtained					Total
	Matric	Diploma	Under graduate	Post graduate	Masters	Matric
Disagree	1.1%	3.3%	1.1%	11.0%	2.2%	18.7%
Not sure	12.1%	16.5%	22.0%	20.9%	4.4%	75.8%
Agree	1.1%			3.3%	1.1%	5.5%
Total	14.3%	19.8%	23.1%	35.2%	7.7%	100.0%

In Table 42 the time availability for matric level respondents is classified as not sure, whereby the rest of the respondents disagree with the sub-scale.

Table 43: Organisational Boundaries: Education Cross tabulation.

Organisational boundaries	What is your highest qualification obtained					Total
	Matric	Diploma	Under graduate	Post graduate	Masters	Matric
Strongly disagree				2.2%		2.2%
Disagree	3.3%		1.1%	4.4%		8.8%
Not sure	4.4%	8.8%	6.6%	13.2%	2.2%	35.2%

Agree	6.6%	8.8%	15.4%	13.2%	5.5%	49.5%
Strongly agree		2.2%		2.2%		4.4%
Total	14.3%	19.8%	23.1%	35.2%	7.7%	100.0%

Table 43 reveals that the respondents are more than 50% agreeing with the sub-scale organisational boundaries.

5.6 CONCLUSION: CHAPTER 5

In chapter 5, the empirical data was presented and compiled the research results of the variables under investigation. The CEAI was found to be reliable and consistent through the Cronbach Alpha Reliability test on all the constructs. The study includes a male biased gender presentation in the liquor industry with younger than expected age variable. These results are reported in a summarised format and a detailed statistical analysis is compiled in the Appendix that substantiates the variables under investigation. In Chapter 6 the in-depth analysis of the results will be presented by means of relating back to figures, graphs and correlations made in this chapter.

6 CHAPTER: DISCUSSION OF RESULTS

This chapter will show in-depth insight into the findings in terms of the context of the study in the light of the theoretical base as per chapter 2. Inferential statistics was applied to investigate if there is any significant difference or relationships in opinions of participants toward the research variables and consequently will answer the research propositions previously established for this study, in chapter 3. It will be shown that the research objectives both primary and secondary have been met. A detailed statistical analysis and reporting is compiled in the Appendix that substantiates the variables under investigation in each of the sections of this chapter.

This chapter deals with the demographic profile of the respondents and comparing that to the most prominent results with comparison to the CEAI constructs: time availability, rewards and recognition, management support, work discretion and organisational boundaries (Morris and Kuratko, 2002). Descriptive analysis was conducted to determine the cumulative opinions of participants towards the various research variables. This section will commence with the demographic profiles of the respondents and then exemplify upon the rest of the constructs under investigation.

6.1 DEMOGRAPHIC PROFILES

The majority of respondents (59%) in this study were male (Figure 9). This result indicates that the liquor industry is still a male dominated industry. In Figure 10, **Error! Reference source not found.** shows that in general the respondents are between the ages of 25 and 39 (68.8%) with the highest percentage of respondents between the age of the 30 and 34 years. In Figure 41: Age groups vs number of years in the organisation.

it is evident that employees 30-34 years command the highest percentage of employees that have been with the organisation for more than 5 years. This indicates that employees in the liquor industry tend to stay with their organisations, and spells rather low labour turnover. The highest percentage of senior management is located in the age group 30-34 years. This evidence point towards the grooming of younger employees into the senior management positions.

The respondents in this study had the highest response rate in the category for more than 5 years at the same organisation as per Figure 11 (45%). From **Error! Reference source not found.** it can be concluded the time respondents make a change in organisation is between the 3rd and 5th year of employment, or they stay longer than 5 years with the same organisations. The years in the industry correlates with the years at the company whereby 67% (**Error! Reference source not found.**) of the respondents indicated that they are in the liquor industry for more than 5 years (this sample of respondents has a degree).

Figure 14).

The liquor industry is mostly consistent of employees that are able to identify opportunities and combine their resources to achieve the end goal. These traits relate directly to the characteristics of the entrepreneur, according to Kirzner (1976) entrepreneurs are the “discoverers” of opportunities. Nieman (2005) state that entrepreneurs use opportunities and turn them into profit for an organisation. The liquor industry is conducive and thus employees staying not only in their organisations but also in the liquor industry.

The management level of the respondents was 51% (Figure 12) in middle management. In the literature review it was indicated that middle management is the drivers of innovation and entrepreneurial actions and can institute change and drive an entrepreneurial activities (Thompson (2004). The responses from this group are thus very relevant and validate the study.

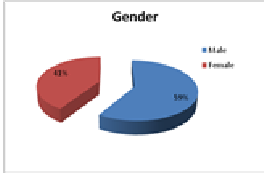
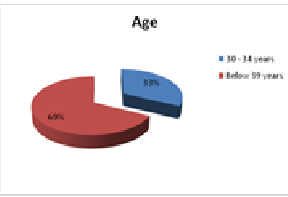
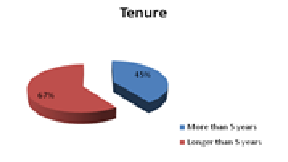
The education level of the respondents showed the highest percentage in post grads in Figure 13. In **Error! Reference source not found.** it is indicated that 65% of the respondent have either under or post graduate or

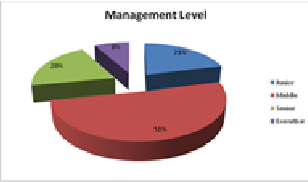
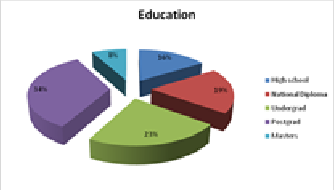
masters degree, which reveals the participants are well educated and have good understanding of South African liquor industry.

It can be concluded that the sample of respondents do form part of the respondents in the liquor industry that can make a difference through middle management and understand the liquor industry due to the time in the liquor industry and in the respective organisations.

In conclusion Table 44 will give the results and comment on the demographic profile of the respondents to this study.

Table 44: Management support results and comments summary

CEAI Results	Comments
 <p>Gender reported 59% male and 41% female participants.</p>	<p>The liquor industry is a male biased industry.</p>
 <p>33% of respondents were in the age bracket of 30-34 years of age and 69% below the age of 39 year.</p>	<p>The industry has a relative young representation that indicates a move towards employing younger employees to ensure the organisation's entrepreneurial culture. Younger employees are groomed into senior management positions.</p>
	

<p>The tenure of respondents at the current organisation is more than 5 years represented by 45% of the respondents with 67% being in the liquor industry for longer than 5 years.</p>	<p>The results indicated that organisations in the liquor industry are looking after their employees in rewards and recognition and thus no need to change organisation. The entrepreneurial characteristics needed to be successful in this industry are also a driver that keeps employees within the liquor industry.</p>
 <p>Middle management has a 51% representation of the sample.</p>	<p>Middle management drives the entrepreneurial activities in organisations and the size of this sample can make an impact on the liquor industry.</p>
 <p>65% of respondents have a degree.</p>	<p>The liquor industry is recruiting educated employees and then training them into the relative positions.</p>

6.2 THE CEAI ENTREPRENEURIAL CONSTRUCTS

Kuratko *et al.* (2005) state: “CE is the process whereby an individual or a group of individuals, in association with an existing organization, create a new organization or instigate renewal or innovation within an organization.”

6.2.1 MANAGEMENT SUPPORT

This section will aim to accept or reject **proposition 1**: The **support of management** contributes significantly to the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

Montes, *et al.* (2004) point out that innovation can only start in the organisation once management supports a climate of entrepreneurship. According to Thompson (2004) the main reason for the failure of CE in organisations is the lack of support from management and thus difficulty in the development of entrepreneurial activities or a no start from middle management.

It was found that the majority of respondents overall agreed that the organisation is quick to see, use and encourage improved work methods. The majority of respondents also agreed that upper management is aware of and very receptive to ideas and suggestions and they do receive encouragement to take calculated risks and to talk to respondents in other departments about new ideas. This positive view to management support is skewed by the male gender respondent's contribution.

Gender groups have a statistical significant difference in perception at the 95% level of significance. Combined 38% of women disagree that management support is sufficient to sustain an entrepreneurial nature. This can relate to the women being the minority group in the liquor industry and there still exist a culture of corporate male dominance.

There is a statistical significant difference in the duration at the organisation and the management support construct at the 95% level of significance (Table 15). The ages 45+ years and respondents with tenure of above 5 years with the organisation indicate that management support is not adequate. The

conclusion can be made that management believe they do not have to give as much support to employees that have been in the organisation for longer than 5 years and older employees does not need as much supporting as younger newer employees do.

Management support for CE seems to be unevenly distributed between the different management levels. The majority of the middle management that are also the drivers of entrepreneurship and innovation in the organisation indicates that they lack support from management, this is particularly concerning since the same trend occur in the junior management and they need to be groomed for middle management.

Adonisi (2003) declare that the support of management supply an internal as well as external job satisfaction. Kuratko, *et al.* (2005) indicates that the support of management will enhance the nature of CE in an organisation and have to be present especially in middle management. The support that middle management requires is not delivered on and although the male gender is still 60% of the industry, the lack of support perceived from female employees can have a negative impact on the CE nature in an organisation.

Significant evidence exists concerning the support of management in fostering entrepreneurship in the liquor industry in South Africa. This proposition is therefore accepted.

6.3 WORK DISCRETION

This section will aim to accept or reject **proposition 2**: The **discretion with which work is allocated** adds extensively to the entrepreneurial nature of an organisation in the Liquor industry in South Africa..

Hornsby et al. (2002) refers to *work discretion* as the autonomy and liberty to make business decisions with leniency towards failure. Table 25, Table 30, Table 35, Table 40, With regard to the *work discretion* construct the majority (46%) of the respondents agreed they are their own boss and are allowed to be more creative by doing their job with autonomy. Statistically there is a significant difference at the 95% level of significance in the perception between genders as well as between management levels. 34% of female respondents disagree (Table 20) regarding work discretion.

This finding above co-inside with the finding on management support and the same conclusion can be provided for this result. Women are still working their way up the corporate ladder and still need to prove themselves. The findings indicate that 40% junior management combined disagree on the construct work discretion. Junior management is still new to the management environment and senior management is not be willing to give away to much autonomy before junior management has not proved themselves. This leads to frustration in middle management and although not directly impacted 34% of middle management could not make the decision that work discretion is positive.

A statistically significant difference was found between the duration of the respondent at the organisation and work discretion on the 95% level of significance (Table 15). The majority of the age of respondents that have been with the organisation for less than 2 years is younger than 34 years (Figure 41). In the age group 25-29 years female respondents make up the majority of the sample and thus also have an influence on the work discretion variable. Van der Merwe (2008) states that lower management levels have less authority and responsibility and this correlates to middle, senior and executive management having a positive correlation to work discretion and junior management tend to disagree with because of the limited authority and responsibility. Indications are that work discretion is significantly skewed towards male top management, leaving modest or no opportunities to the lower management.

Significant evidence exists concerning work discretion contributing to the improvement of entrepreneurship in the liquor industry in South Africa. This proposition is therefore accepted.

6.4 REWARDS AND RECOGNITION

This section will aim to accept or reject **proposition 3**: The **rewards and recognition** given to respondents give significant meaning to the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

Gantsho (2006) suggests that it is more important to foster and entrepreneurial nature through recognition than it is by giving incentives. This incentive is not necessarily linked to a formal system of management but with personal interaction with employees. The mean score for rewards and Recognition is higher than the average at 3.39. This indicates that the majority of respondents do agree with the role of rewards and Recognition in promoting entrepreneurial activity.

The Anova test indicated that none of the groups in the sample shown significant difference at the 95% level of significance regarding the rewards and recognition. This can be interpreted as an equal distribution of this construct on the independent variables in the demographic section of this chapter. Rewards and Recognition is impartial to any of the independent variables. This finding corresponds with Van Der Merwe (2008) with regards to the healthy role that rewards and Recognition play in fostering CE.

Respondents are of the opinion that rewards are given where it is due and it serves as a motivator for being entrepreneurial. Rewards in form of promotion or increased responsibilities are also indicated as motivation for entrepreneurial actions. The majority of respondents agree that jobs are challenging but that managers do help to remove obstacles in order to encourage and promote entrepreneurial accomplishment and performance.

In Table 41 is indicates that employees with education level matric disagree with the variable rewards and Recognition. This response can be interpreted

as respondents still being very young that relate to the work discretion and management support for this management level.

Significant evidence do exist concerning rewards and Recognition where this variable is seen as performing a very important role in enhancing entrepreneurial actions in the liquor industry in South Africa. This proposition is accepted.

6.5 TIME AVAILABILITY

This section will aim to accept or reject **proposition 4**: The **availability of time** to be innovative has an impact on the entrepreneurial nature of an organisation in the Liquor industry in South Africa.

The literature indicates that time has to be made available to respondents to spend on innovation. Gantsho (2006) explain that time is a pre-requisite of fostering entrepreneurial environment. This factor was rated the lowest with a mean of 2.87. This mean score is not a true reflection of the availability of time due to the fact that all questions in this construct were not aligned towards either agree or disagree to be the positive outcome.

The majority of respondents indicated that their workload keeps them from spending time on innovative ideas and there are always time constraints in the job (Table 22, Table 27, Table 37). The majority of respondent indicate that there is not enough time for long-term problem solving with co-workers.

The Anova test indicated that none of the groups in the sample shown a significant difference at the 95% level of significance regarding availability of time. This can be interpreted as an equal distribution of this construct on the independent variables in the demographic section of this chapter.

The majority of middle management indicates that they are not sure if there is enough time available to pursue CE activities and ideas. Senior management and post graduates indicate that they have enough time available to practice entrepreneurial activities (the majority of post graduates do appear in the senior management level). Post graduates constitute the majority of the 30-39 year old age group and indicate that some experience in the organisation as well as in the company can make them more time efficient.

The female respondents were the most negative and this can be due to the fact that the majority of these respondents fit into the age group 30-39 years where it is very popular to start with families and more time thus needed at home to ensure a good work-life balance.

The majority of respondents on average indicate that they do not have enough time to for innovation and entrepreneurship. In Table 32 it can be noted that there are no strong opinions on the availability of time in the correlation tables, this is due to the fact that the questions in the time availability section of the CEAI is not aligned to be positive with agree or negative with disagree or visa versa.

All the questions in the time availability section of the CEAI was answered negative towards this construct. Understanding this limitation and analysing this variable per question indicates that significant evidence exists that the availability of time have a positive impact on entrepreneurship in the liquor industry in South Africa. This proposition is therefore accepted.

6.6 ORGANISATIONAL BOUNDARIES

This section will aim to accept or reject **proposition 5**: The **limitations** that organisations enforce on respondents contribute notably to the entrepreneurial nature of an organisation in the Liquor industry in South Africa

Organisational boundaries are described as information sharing between internal and external stakeholders, a flexible boundary of sharing information and collaboration between different departments and divisions (Miller, *et al.* 2007; Monte, *et al* 2004). Flexible boundaries are an enabler of CE.

Gender groups have a statistical significant difference in perception of organisational boundaries at the 95% level of significance. Combined 42% of the female gender agrees with organisational boundaries, whereby 62% of male gender agrees with the questions in the organisational boundaries section of the CEAI. This can relate to the female respondents being more administrative orientated than male respondents. The female respondents agree that there are boundaries but does not perceive it to be as inflexible as the male respondents do. It can be argued that male respondents see this

construct as a limitation or boundary where female respondents can perceive it to be structure and guidelines.

Pearson's correlation indicates a statistical significance between organisational boundaries and management support (Table 16). All organisational levels agree that there are limitations to this variable. Middle management has the strongest indication that there are organisational boundaries (

Figure 45). The literature indicates that middle management drives the innovation process and if there are too many limitations it can impact negatively on entrepreneurial activities.

Organisational boundaries correlate to standard operating procedures and written rules. The findings suggest that management is supportive of instituting these boundaries and can thus limit the entrepreneurial spirit of middle management as well as male respondents that has the majority share of the liquor industry according to this study.

There is a strong indication that the respondents do understand what is expected of them in terms of the standards, level of work performance in addition to quality and time frame outputs. This does suggest a healthy nature within the organisation boundaries of the liquor industry in South

Africa. Significant evidence exists that organisational boundaries can have and impactful effect on the entrepreneurial culture of an organisations. This proposition is therefore accepted.

6.7 LIMITATIONS TO THE STUDY

The CEAI was used as a data collection instrument. It was found that the construct time availability has difficulty in measuring and extracting information due to the fact that questions are asked in the negative manner. This manner of questioning can have a negative influence on the results and the conclusions drawn from this construct can not be generalised to other organisation in the liquor industry that did not form part of this study.

The relative small sample size of 93 respondents is the greatest limitation as it lacks depth. It should be indicated that the results of this study must be interpreted with caution.

The exclusion of the smaller organisations in the liquor industry indicate that the results of this study can not be generalised to the liquor population.

6.8 CONCLUSION

The primary objective of this study was presented by reporting on the CEAI's constructs; management support, work discretion, rewards and recognition, availability of time and organisational boundaries. Each of the propositions

that frame each of the constructs was discussed and all five propositions were accepted.

In Chapter 7 the main findings from this study is highlighted and pulled together in a cohesive set of findings. Recommendations to stakeholders are based on the findings in chapters 5 and 6. Suggestions for future research conclude this research study into the nature of corporate entrepreneurship in the South African Liquor industry.

7 CHAPTER: CONCLUSION

This study investigated the nature of Corporate Entrepreneurship (CE) in the Liquor industry in South Africa. The “free trade” climate has a multiplier effect on globalisation and impact on all the organisations in this study. It was found that the liquor industry itself is in a very competitive space, not only competing with global brands but also competing with trends driving innovation and

increasing the need for corporate entrepreneurship to grow and sustain organisations.

Corporate entrepreneurship is broadly defined as a need from an individual within an organisational environment to innovate or create “something” that will drive an increase in business performance. This definition can not succeed without firstly the support of management and secondly support from following four constructs; Reward and recognition, time availability, work discretion and organisational boundaries.

7.1 THE MAIN FINDINGS OF THE STUDY

Management support was found to be the underlining pillar of initiating and driving corporate entrepreneurship in the liquor industry in South Africa. Kuratko, *et al.* (2005) supports this statement and remark that it is the managers, more specifically middle managers, which would introduce and implement the drivers of corporate entrepreneurship.

The drivers of entrepreneurship apply within the principles of innovation coupled with entrepreneurial traits and orientation as defined in the literature review. The time availability driver within the context of the liquor industry was found to be overly negative, with respondents not having time to spend on new ideas due to work load and other job specific constraints. The main contributors to this factor were gender based with females skewing the

results. This lack of time can be improved with more flexible work hours as well as “work from home” days for office bound employees.

Unique measures and process interventions are required for survival and ultimately growth in the liquor industry. This growth will be insured with flexible but stern organisational boundaries. The results of the study revealed that the respondents knew what is expected of them and understood how to achieve it. The negative responses related to rigidity in doing major tasks. Organisations need to give guideline but still leave room in policies and procedures for incremental changes that can increase a corporate entrepreneurial culture.

Rewards and recognition was a healthy picture according to the research results. The respondents felt that they were recognised when achieving goals and had challenging jobs that induce the need for being innovative to solve problems.

7.2 RECOMMENDATION TO THE LIQUOR INDUSTRY

7.2.1 WORK FROM HOME DAYS

The literature indicates that entrepreneurship is not fostered around strict time keeping but is encouraged by flexi time where the employee can allocate time to spend with cross-functional teams or at home. By allowing employees to work from home the organisation creates a trust relationship with the

employees as the message that they are communicating is: “we trust you enough to send you home and know you will do your job”. This recommendation has to coincide with good knowledge of the organisational boundaries as a personal measurement system has to be in place.

7.2.2 RECRUIT AND RETAIN WITH CE

The results from the study indicate that the majority of respondents have been in the liquor industry and in the respective organisations for more than 5 years. It is also these employees that are negative towards work discretion and management support. Management has to keep their employees involved and ensure to give more time and support towards the entrepreneurial process.

Time availability and management support within the organisational boundaries will create opportunities for individuals that want to be creative and discover new inventions or innovations. A process of recruiting employees into an “elite” innovations team, giving them the opportunity (with financial support) to implement the best ideas from this team. This can retain employees that have been with the organisation for longer than 5 years by supplying in their creative needs. This will not only drive innovation in the team but also send a message to the rest of the organisation that being entrepreneurial is rewarding.

7.2.3 TRAIN YOUR INNOVATORS

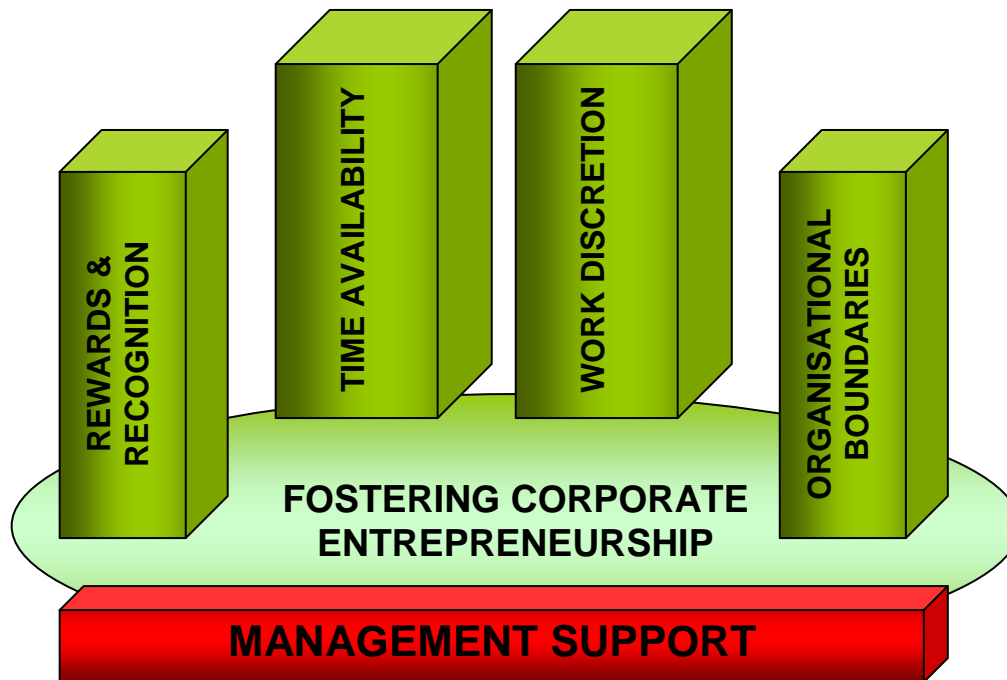
The results of this study can best be used to apply in the liquor industry in the design of training programs for middle managers. These training programs

have to include the 5 drivers of corporate entrepreneurship starting with “how to support my team, my division, my company”.

7.3 CONCLUSION: CHAPTER 7

The most important constructs is modelled below in Figure 40. The model below can be used to determine which of the CEAI construct are the most important and then develop a training module around that – the model can be adjusted as per the results from the CEAI – but need to include all 5 elements for successfully cultivating a positive corporate entrepreneurial culture.

Figure 40: The Drivers of Corporate Entrepreneurship



Source: Own Compilation

7.4 RECOMMENDATION FOR FURTHER RESEARCH

The following three areas might be considered for future research in the subject of Corporate Entrepreneurship. Firstly a study into the liquor industry that includes all the role players that will result in a larger sample and be more representative of the industry. Secondly a comparative study within the liquor industry between two competitor's example SABMiller and Brandhouse and what the best learning's is from each, presented in a case study. Thirdly the results of this study can also be used to ascertain a follow up study that can show the improvement that training programs on CE can have on the liquor industry as a whole.

“Corporate Entrepreneurship serves as an unconditional solution to the liquor industry in South Africa” the author...

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9 APPENDICES

9.1 APPENDIX: CEAI AS PER MORRIS, M.H AND KURATKO, D.F. 2002.

DEMOGRAPHIC INFORMATION

Please answer the following questions:

a. What is your gender? Please tick the relevant block.

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

b. What is your age? Please tick the relevant block

20 - 24 years	<input type="checkbox"/>
25 – 29 years	<input type="checkbox"/>
30 – 34 years	<input type="checkbox"/>
35 – 39 years	<input type="checkbox"/>
40 – 44 years	<input type="checkbox"/>
45 – 49 years	<input type="checkbox"/>
50+ years	<input type="checkbox"/>

c. Number of years at current company? Please tick the relevant block.

Less than 1 year	<input type="checkbox"/>
1 – 2 years	<input type="checkbox"/>
More than 2 years up to 3 years	<input type="checkbox"/>
More than 3 years up to 4 years	<input type="checkbox"/>
More than 4 years up to 5 years	<input type="checkbox"/>

More than 5 years	
-------------------	--

d. Management Level? Please tick the relevant block.

Director	
Executive Management	
Senior Management	
Middle Management	
Junior Management	

e. What is your highest qualification obtained?

High School Completed (Grade 12/ Std 10)	
National Diploma	
Undergraduate Degree	
Postgraduate Degree	
Masters Degree	

f. How long have you been in the liquor industry (in years)? Please tick the relevant block.

0 – 3	
3 - 5	
5 or more	

Please turn the page and complete the following questionnaire:

CEAI: CORPORATE ENTREPRENEURSHIP ASSESSMENT INSTRUMENT

Please read the following items. Using the scale below please indicate how much you agree or disagree with each of the statements by marking the relevant block with an **X**.

If you strongly agree, mark the block with the '5'. If you strongly disagree, mark the block with the '1'.

There are no right or wrong answers to these questions so please be as honest and thoughtful as possible in your responses. All responses will be kept strictly confidential.

Thank you for your cooperation!

SECTION 1:

Management support for corporate entrepreneurship	Strongly disagree	Disagree	NOT SURE	Agree	Strongly agree
1. My organisation is quick to see improved work methods.	1	2	3	4	5
2. My organisation is quick to use improved work methods that are developed by workers.	1	2	3	4	5
3. In my organisation, developing ideas for the improvement of the corporation is encouraged.	1	2	3	4	5
4. Upper management is aware of and very receptive to my ideas and suggestions.	1	2	3	4	5
5. A promotion usually follows from the development of new and innovative ideas.	1	2	3	4	5
6. Those respondents who come up with innovative ideas on their own often receive management encouragement for their activities.	1	2	3	4	5
7. The 'doers' on projects are allowed to make decisions without going through elaborate justification and approval procedures.	1	2	3	4	5
8. Senior management encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.	1	2	3	4	5

9. Many top managers are known for their experience with the innovative process.	1	2	3	4	5
10. Money is often available to get new project ideas off the ground.	1	2	3	4	5
11. Individuals with successful innovative projects receive additional rewards and compensation for their ideas and efforts beyond the standard reward system.	1	2	3	4	5
12. There are several options within the organisation for individuals to get financial support for their innovative projects and ideas.	1	2	3	4	5
13. Respondents are often encouraged to take calculated risks with ideas around here.	1	2	3	4	5
14. Individual risk takers are often recognised for their willingness to champion new projects, whether eventually successful or not.	1	2	3	4	5
15. The term 'risk taker' is considered a positive attribute for respondents in my work area.	1	2	3	4	5
16. This organisation supports many small and experimental projects realising that some will undoubtedly fail.	1	2	3	4	5
17. An employee with a good idea is often given free time to develop that idea.	1	2	3	4	5
18. There is considerable desire among respondents in the organisation for generating new ideas without regard for crossing departmental or functional boundaries.	1	2	3	4	5
19. Respondents are encouraged to talk to respondents in other departments of this organisation about ideas for new projects.	1	2	3	4	5

SECTION 2:

Work discretion	Strongly disagree	Disagree	NOT SURE	Agree	Strongly agree
20.I feel that I am my own boss and do not have to double check all of my decisions with someone else.	1	2	3	4	5
21.Harsh criticism and punishment result from mistakes made on the job.	1	2	3	4	5
22.This organisation provides the chance to be creative and try my own methods of doing the job.	1	2	3	4	5
23.This organisation provides the freedom to use my own judgment.	1	2	3	4	5
24.This organisation provides the chance to do something that makes use of my abilities.	1	2	3	4	5
25.I have the freedom to decide what I do on my job.	1	2	3	4	5
26.It is basically my own responsibility to decide how my job gets done.	1	2	3	4	5
27.I almost always get to decide what I do on my job.	1	2	3	4	5
28.I have much autonomy on my job and am left on my own to do my own work.	1	2	3	4	5
29.I seldom have to follow the same work methods or steps for doing my major tasks from day to day.	1	2	3	4	5



SECTION 3:

Rewards/Recognition	Strongly disagree	Disagree	NOT SURE	Agree	Strongly agree
30. My manager helps me get my own work done by removing obstacles and roadblocks.	1	2	3	4	5
31. The rewards I receive are dependent upon on my work on the job.	1	2	3	4	5
32. My supervisor will increase my job responsibilities if I am performing well in my job.	1	2	3	4	5
33. My supervisor will give me special recognition if my work performance is especially good.	1	2	3	4	5
34. My manager would tell his/her boss if my work was outstanding.	1	2	3	4	5
35. There is a lot of challenge in my job.	1	2	3	4	5

SECTION 4:

Time availability	Strongly disagree	Disagree	NOT SURE	Agree	Strongly agree
36. During the past three months, my work load kept me from spending time on developing new ideas.	1	2	3	4	5
37. I always seem to have plenty of time to get everything done.	1	2	3	4	5
38. I have just the right amount of time and work load to do everything well.	1	2	3	4	5
39. My job is structured so that I have very little time to think about wider organisational problems.	1	2	3	4	5
40. I feel that I am always working with time constraints on my job.	1	2	3	4	5
41. My co-workers and I always find time for long-term problem solving.	1	2	3	4	5



SECTION 5:

Organisational boundaries	Strongly disagree	Disagree	NOT SURE	Agree	Strongly agree
42. In the past three months, I have always followed standard operating procedures or practices to do my major tasks.	1	2	3	4	5
43. There are many written rules and procedures that exist for doing my major tasks.					
44. On my job I have no doubt of what is expected of me.					
45. There is little uncertainty in my job.					
46. During the past year, my immediate supervisor discussed my work performance with me frequently.					
47. My job description clearly specifies the standards of performance on which my job is evaluated.					
48. I clearly know what level of work performance is expected from me in terms of amount, quality, and time lines of output.					

Source: Morris, M.H and Kuratko, D.F. (2002)

9.2 ADDITIONAL STATISTICAL ANALYSIS

9.2.1 DEMOGRAPHIC VARIABLES

Figure 41: Age groups vs number of years in the organisation.

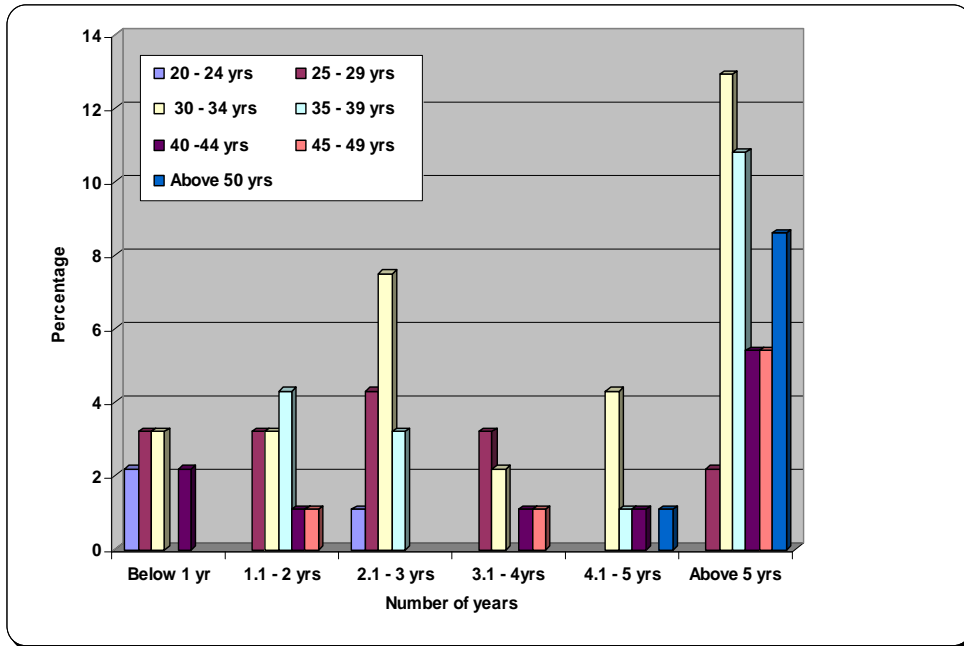


Figure 42: Age groups vs Management Level.

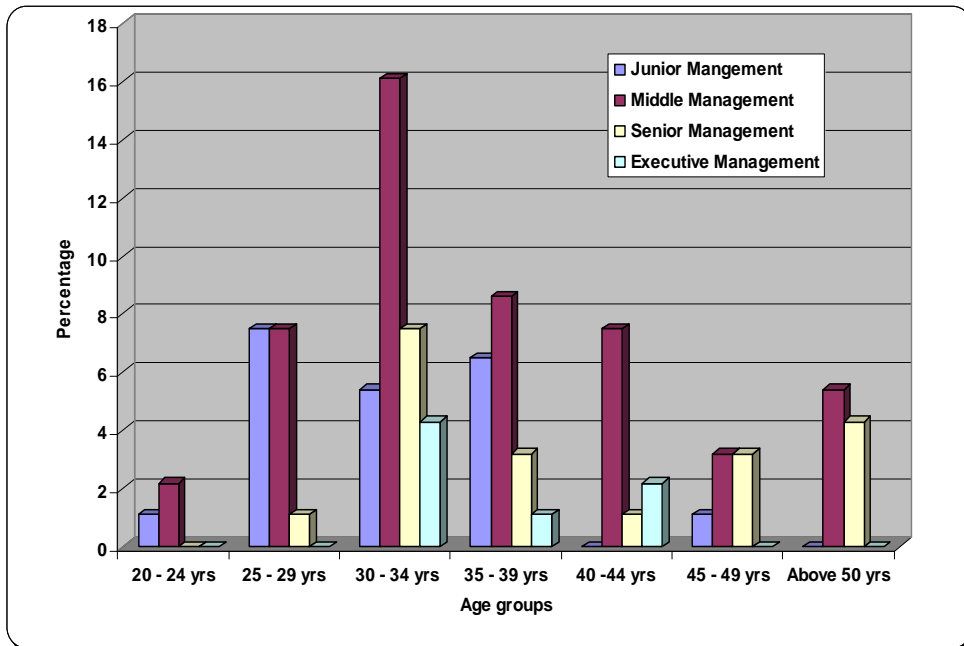


Figure 43: Age groups vs Gender.

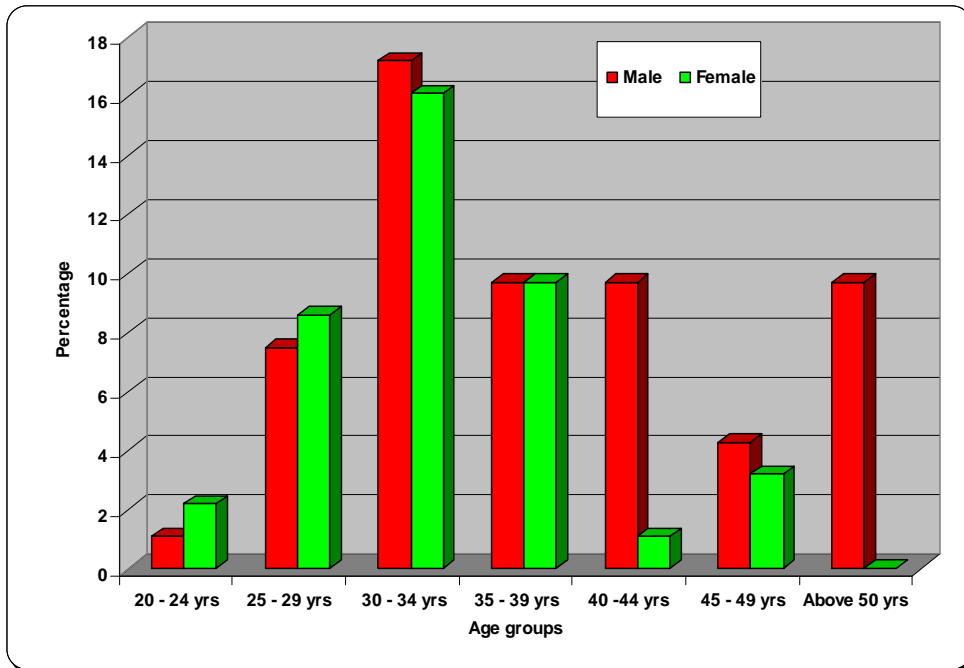


Figure 44: Education vs Management Level.

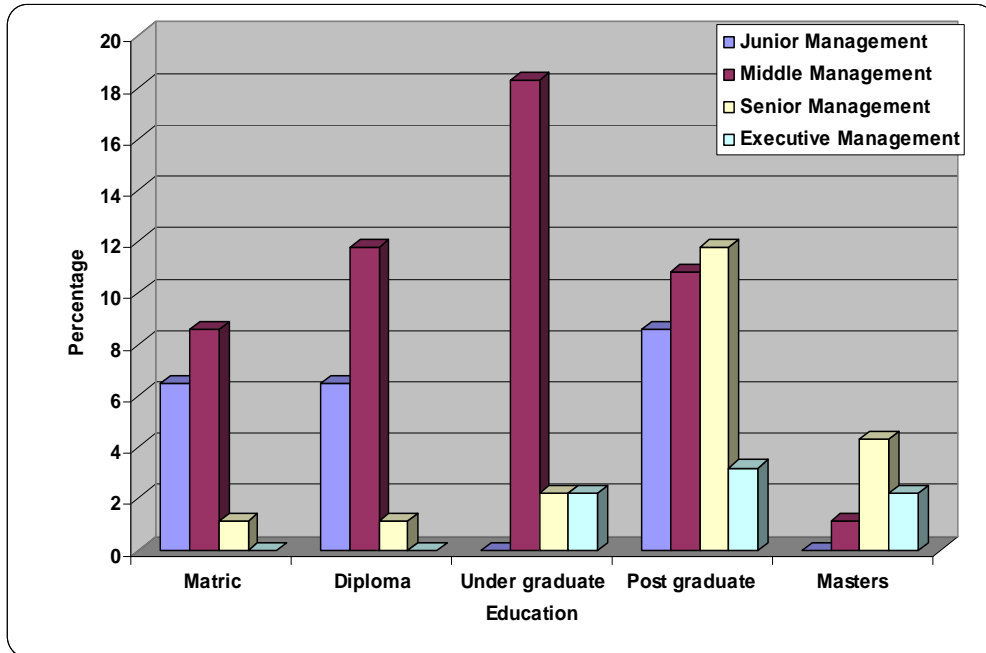


Figure 45: Management Level vs Organisational Boundaries.

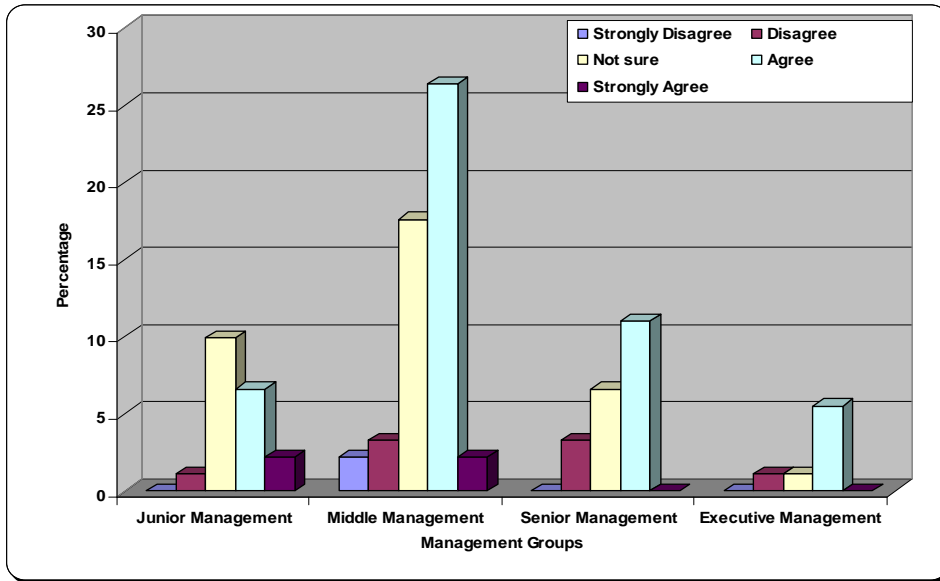


Figure 46: Management Level vs Rewards and Recognition.

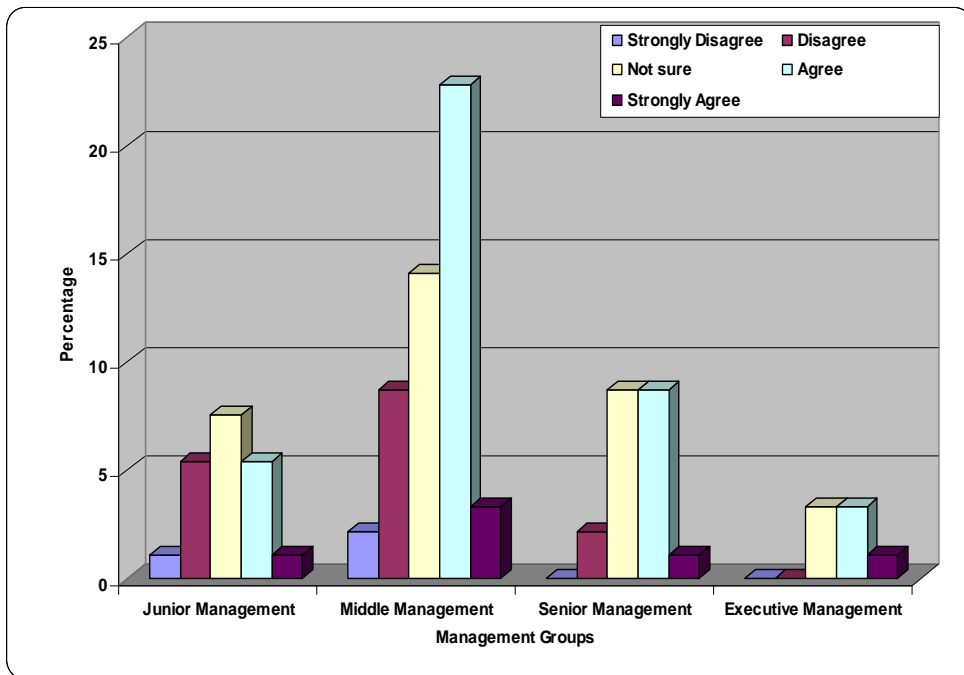


Figure 47: Management Level vs Time Availability.

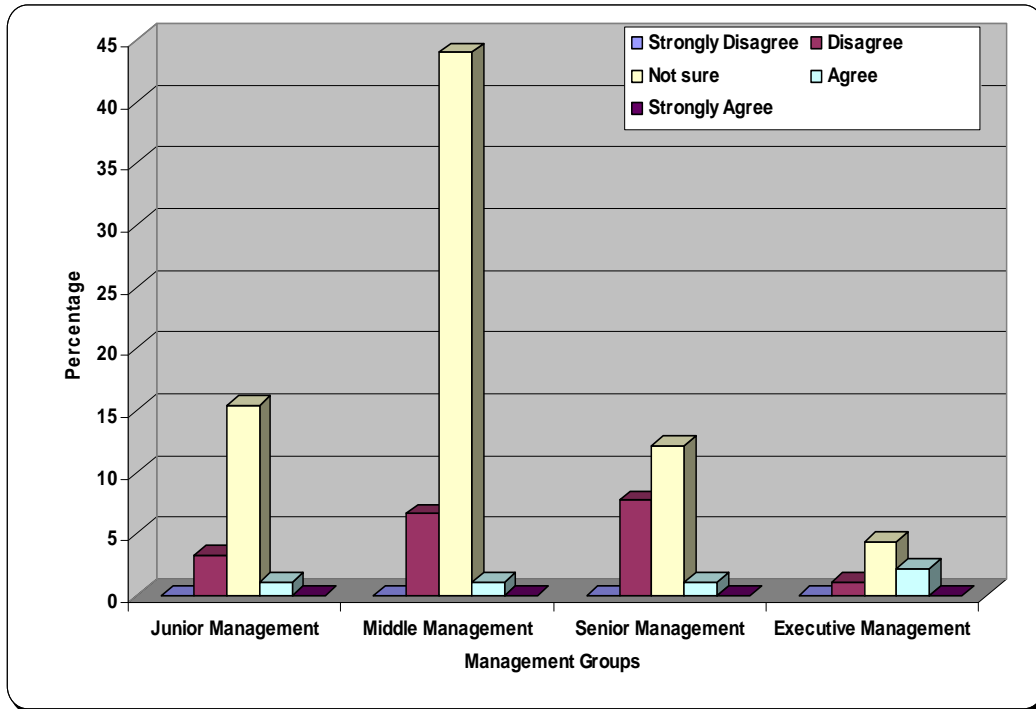


Figure 48: Education Level vs Organisational Boundaries.

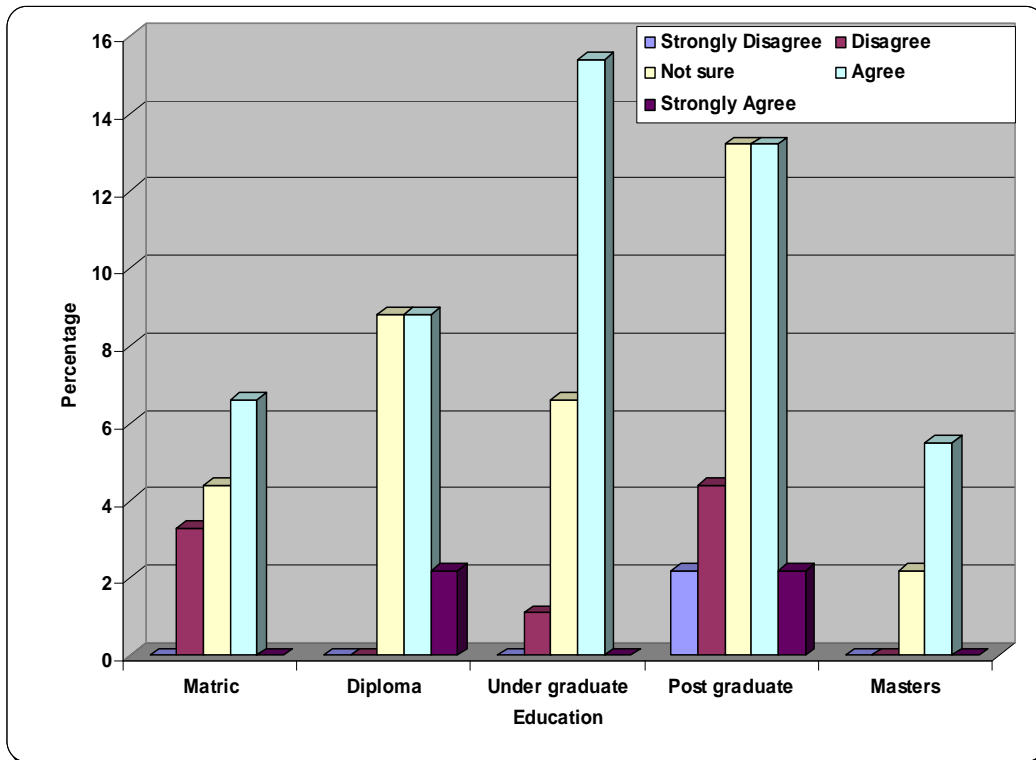


Figure 49: Education Level vs Rewards and Recognition.

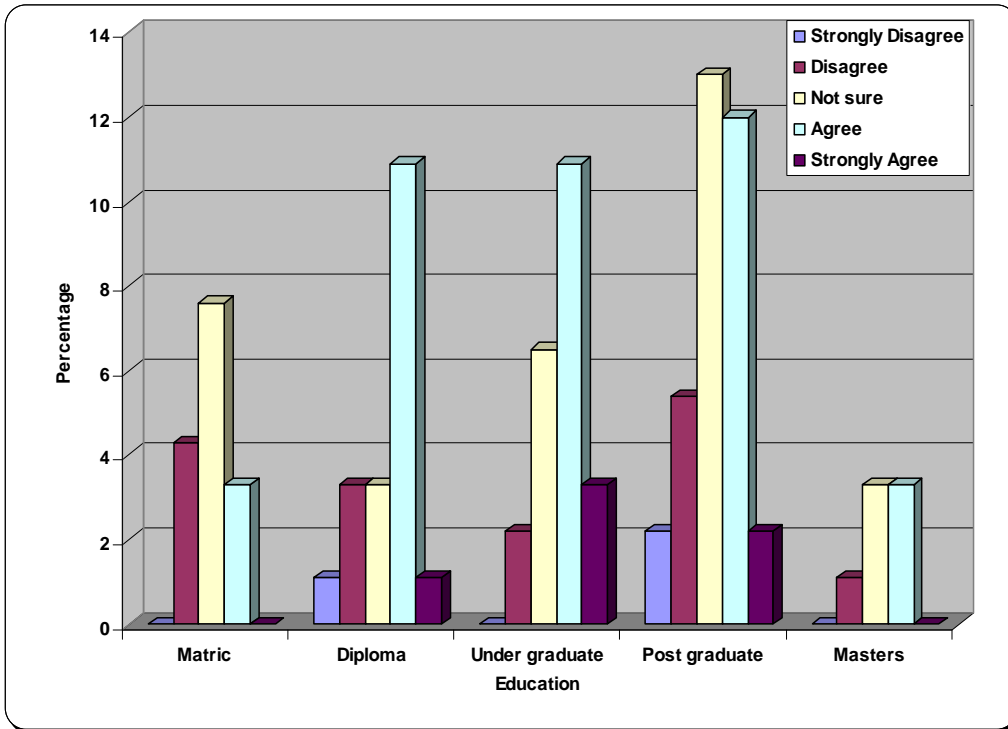
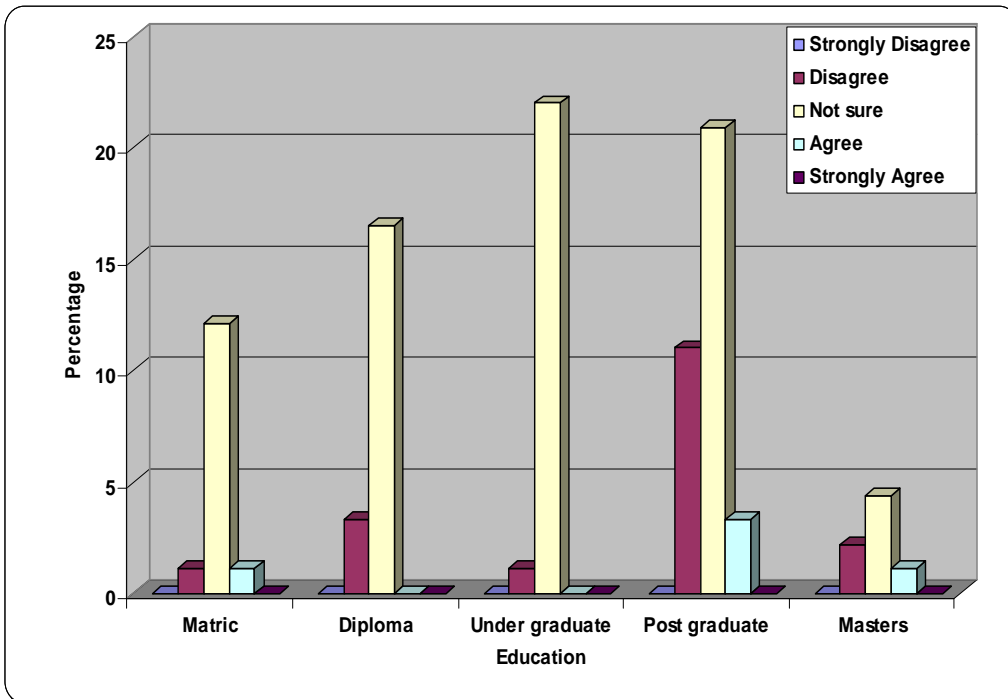


Figure 50: Education Level vs Time Availability.



9.2.2 MANAGEMENT SUPPORT

Figure 51: Organisation Quick to see Improved Work Methods (Q1).

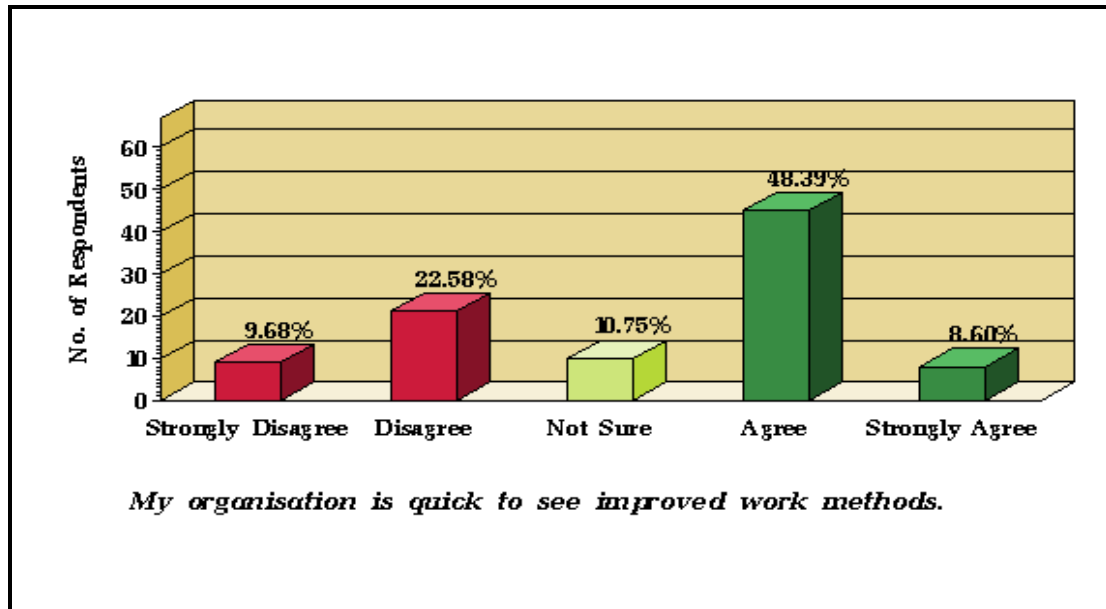


Figure 52: Respondents by rating for Management Support Sub-scale (question 2).

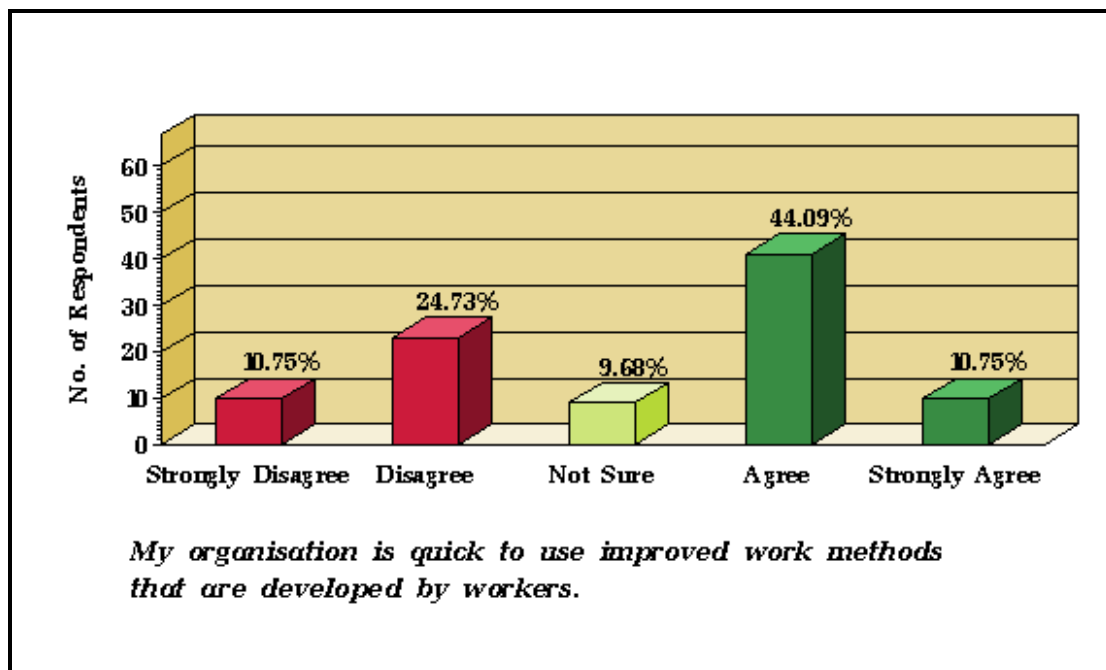


Figure 53: Management Support Sub-scale (question 5).

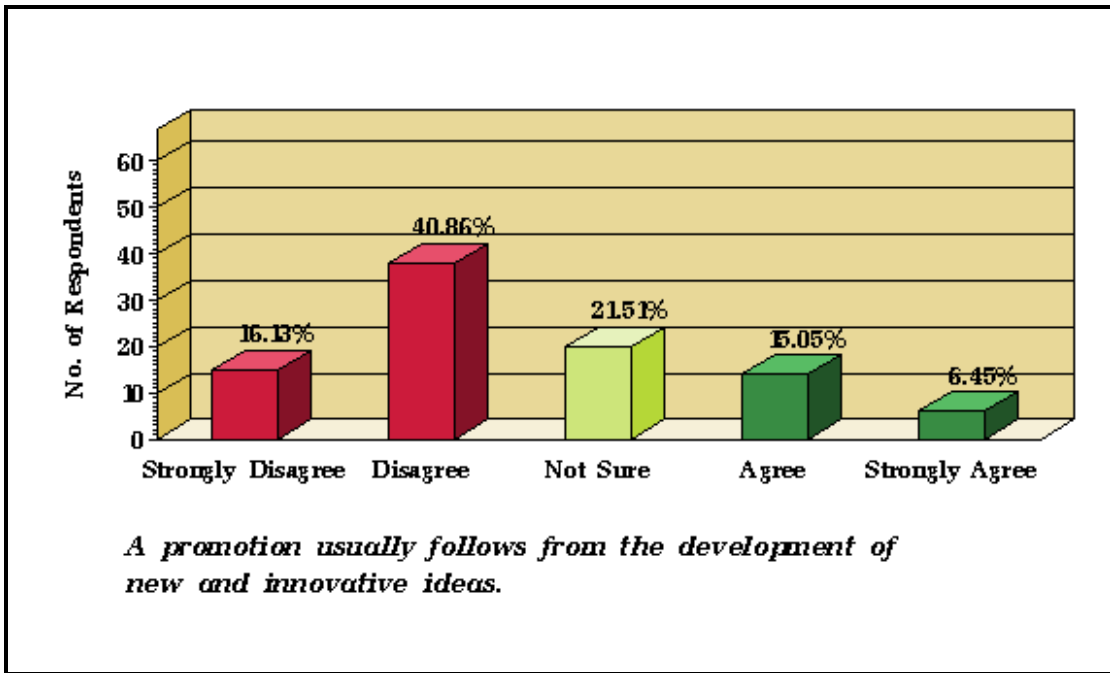


Figure 54: Management Support Sub-scale (question 6).

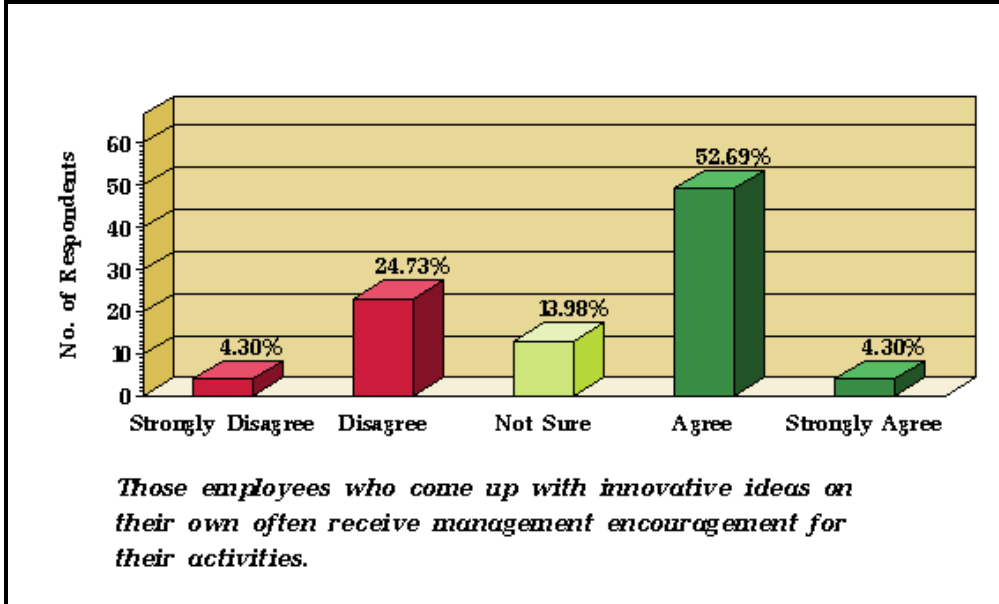


Figure 55: Management Support Sub-scale (question 7).

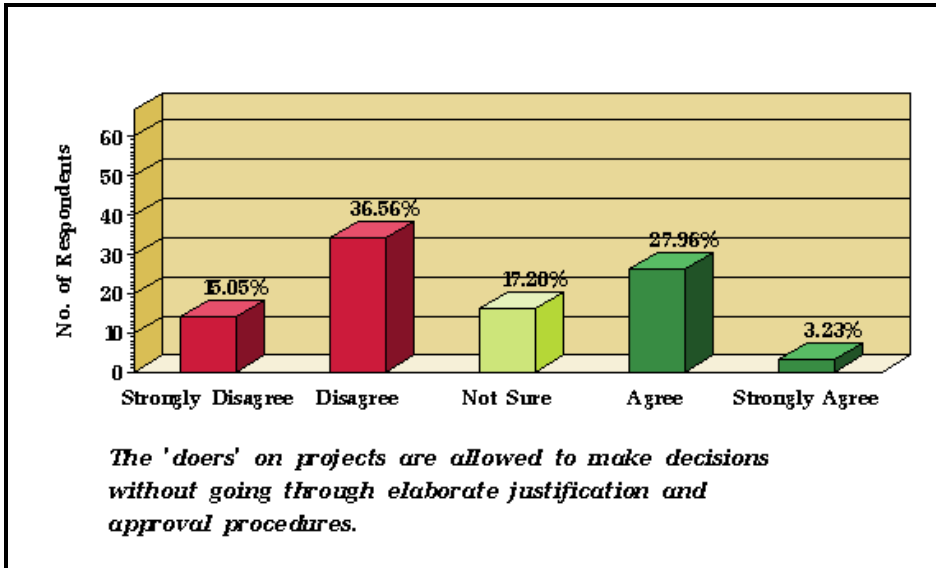


Figure 56: Respondents by rating for Management Support Sub-scale (question 8).

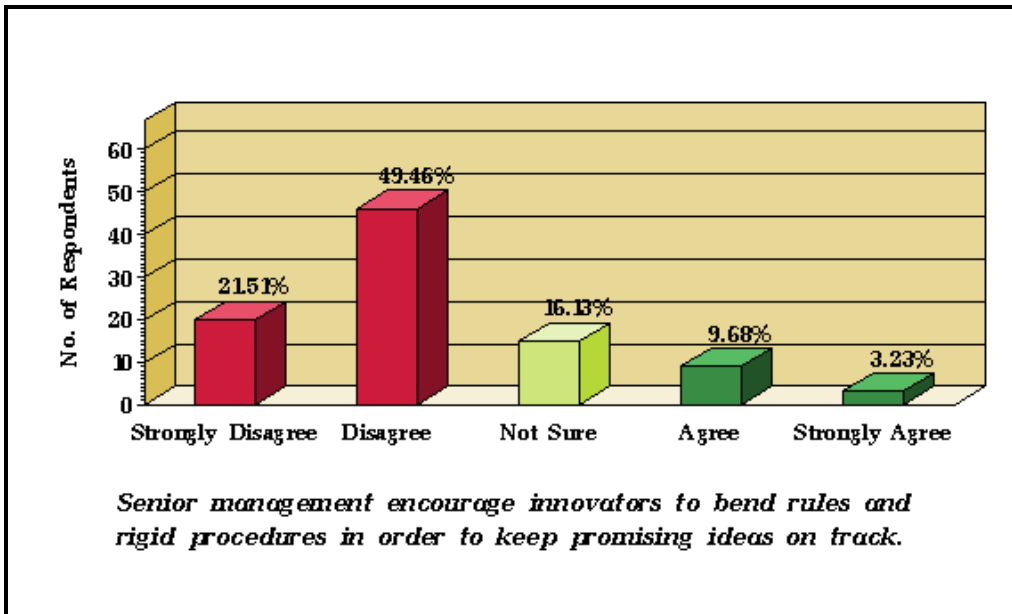


Figure 57: Respondents by rating for Management Support Sub-scale (question 9).

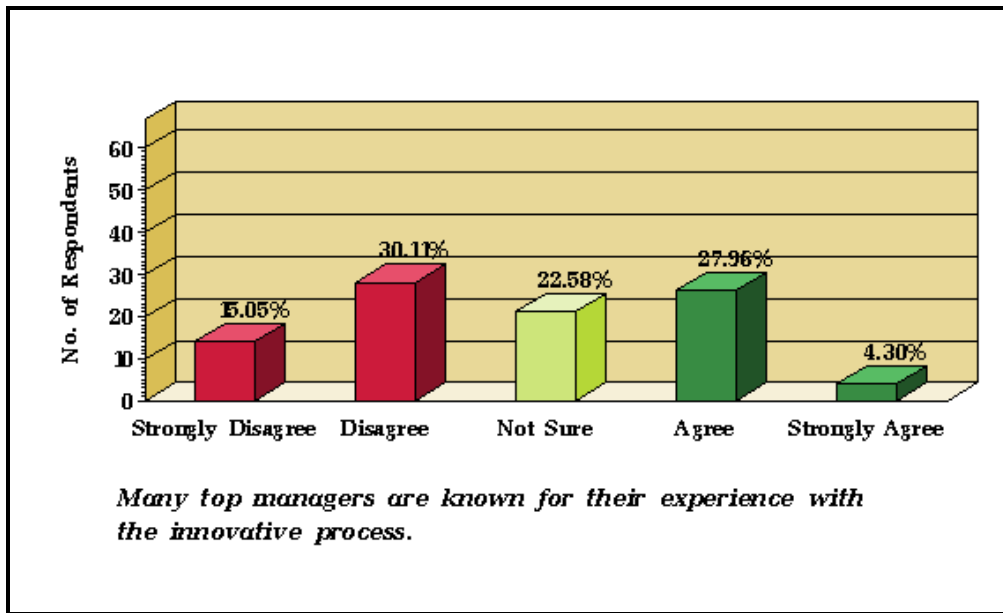


Figure 58: Respondents by rating for Management Support Sub-scale (question 10).

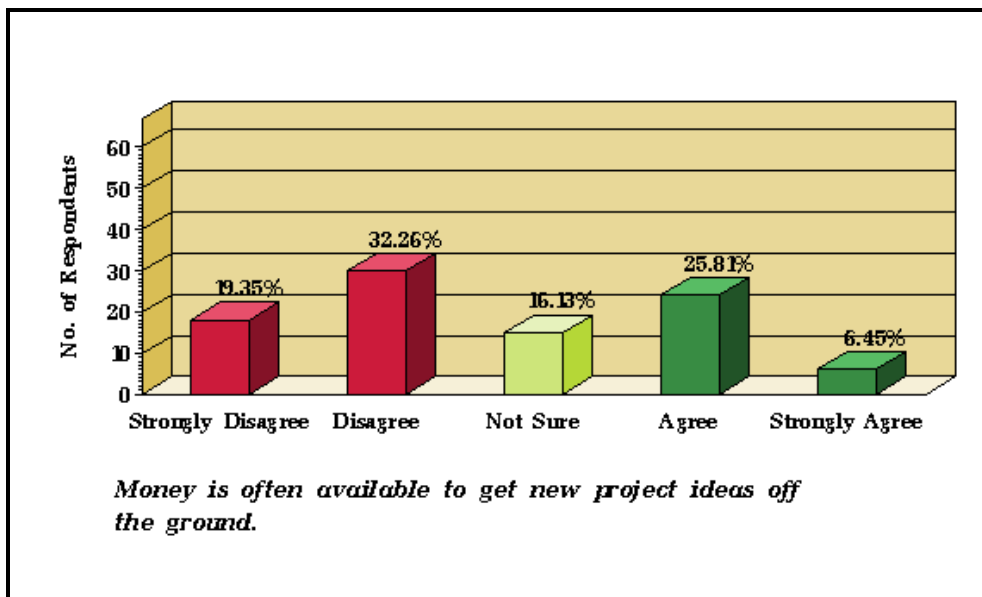


Figure 59: Respondents by rating for Management Support Sub-scale (question 13).

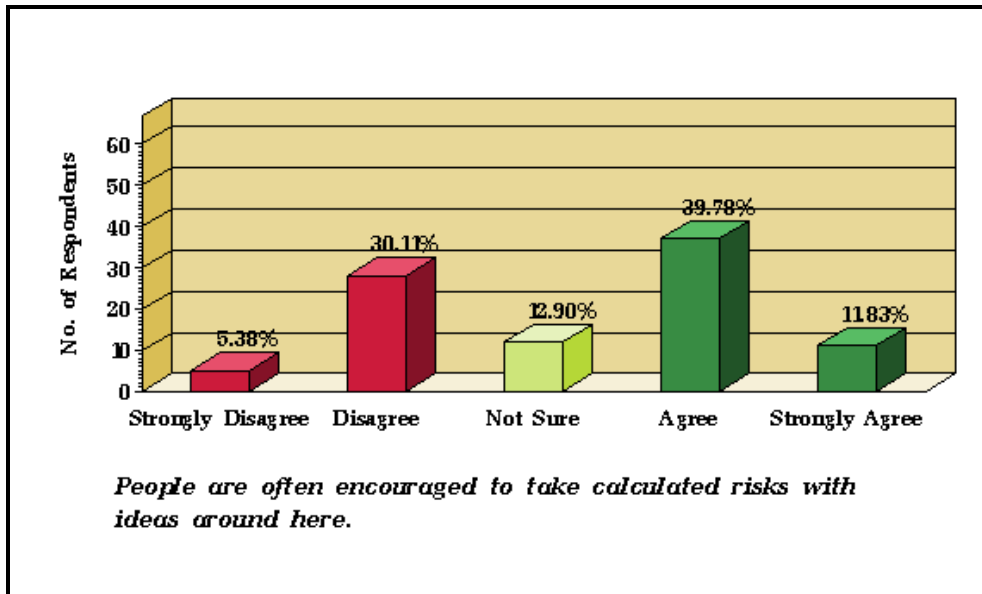


Figure 60: Respondents by rating for Management Support Sub-scale (question 14).

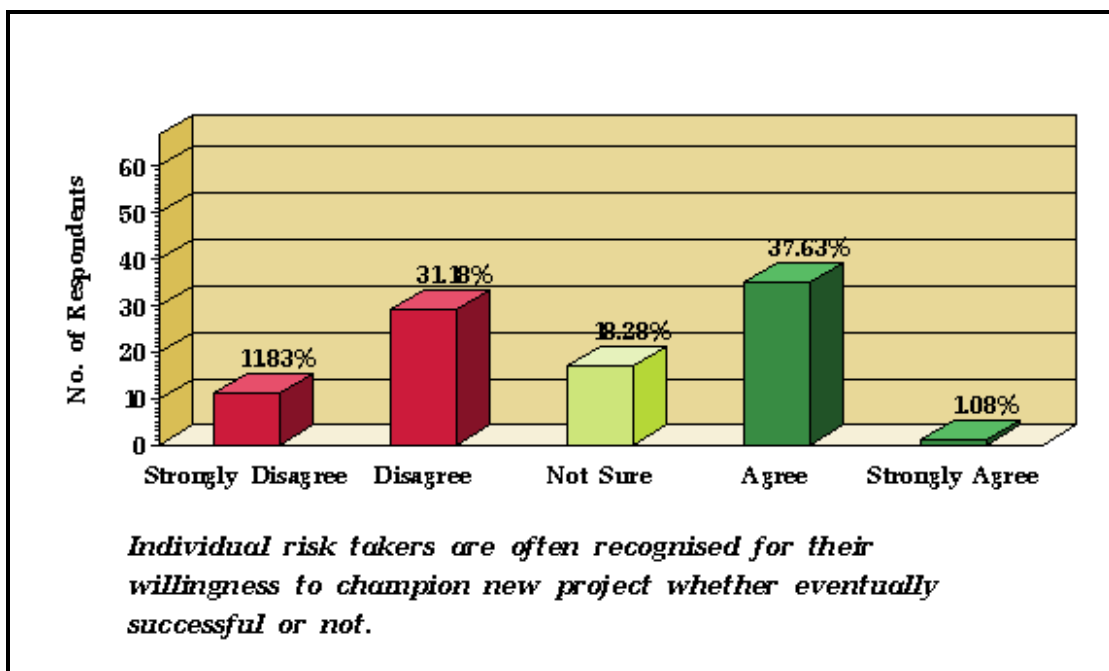


Figure 61: Respondents by rating for Management Support Sub-scale (question 15).

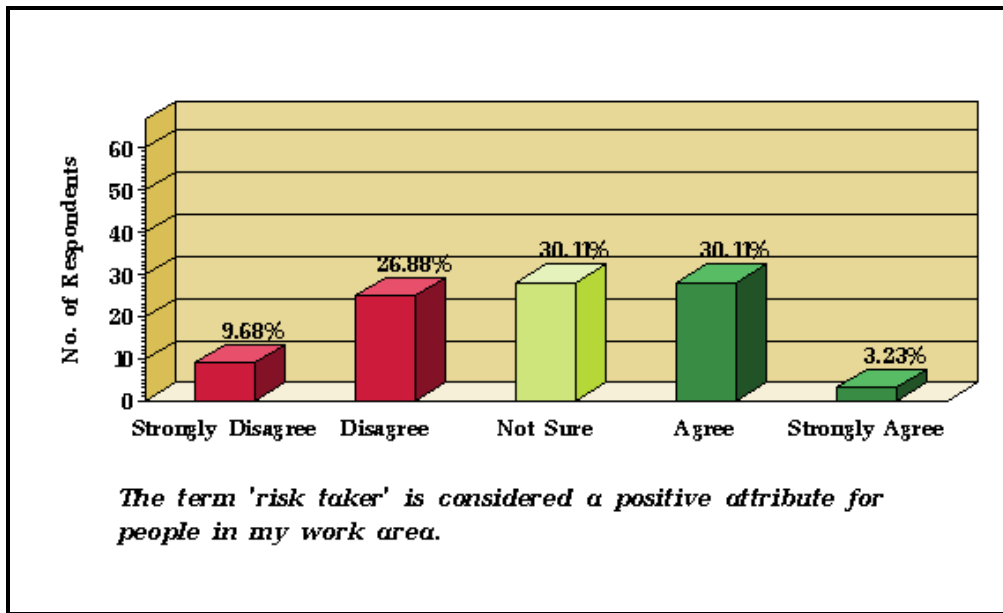


Figure 62: Respondents by rating for Management Support Sub-scale (question 16).

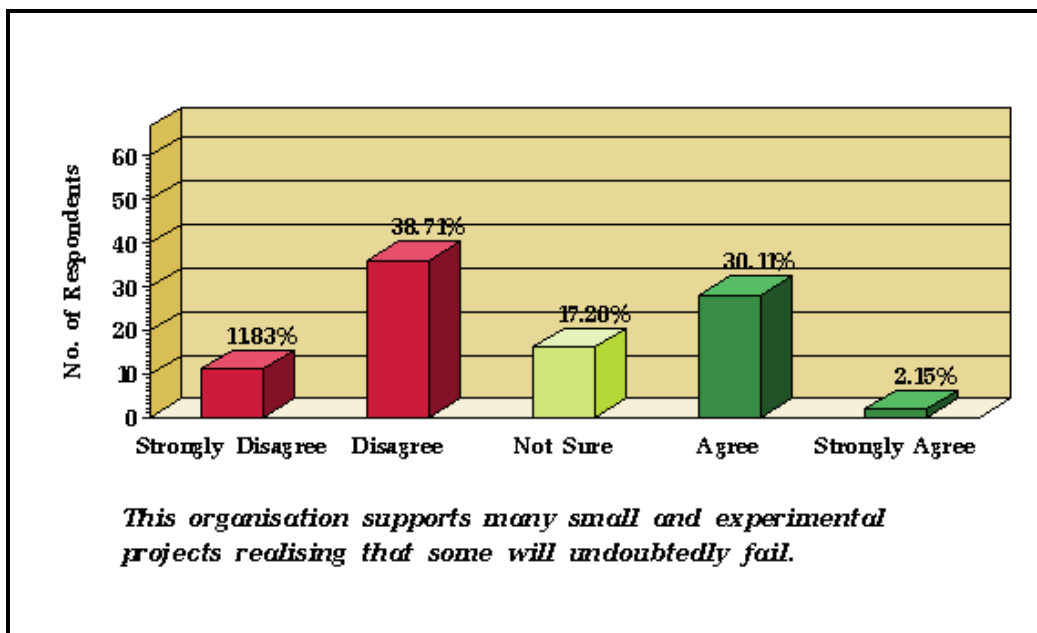
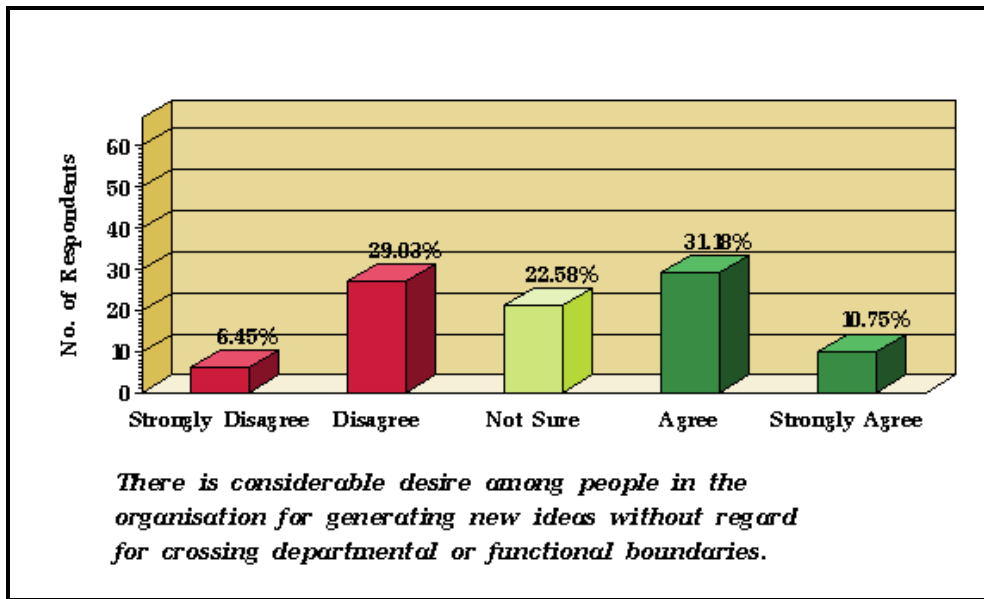


Figure 63: Respondents by rating for Management Support Sub-scale (question 18).



9.2.3 WORK DISCRETION

Figure 64: Respondents by rating for Work Discretion Sub-scale (question 2).

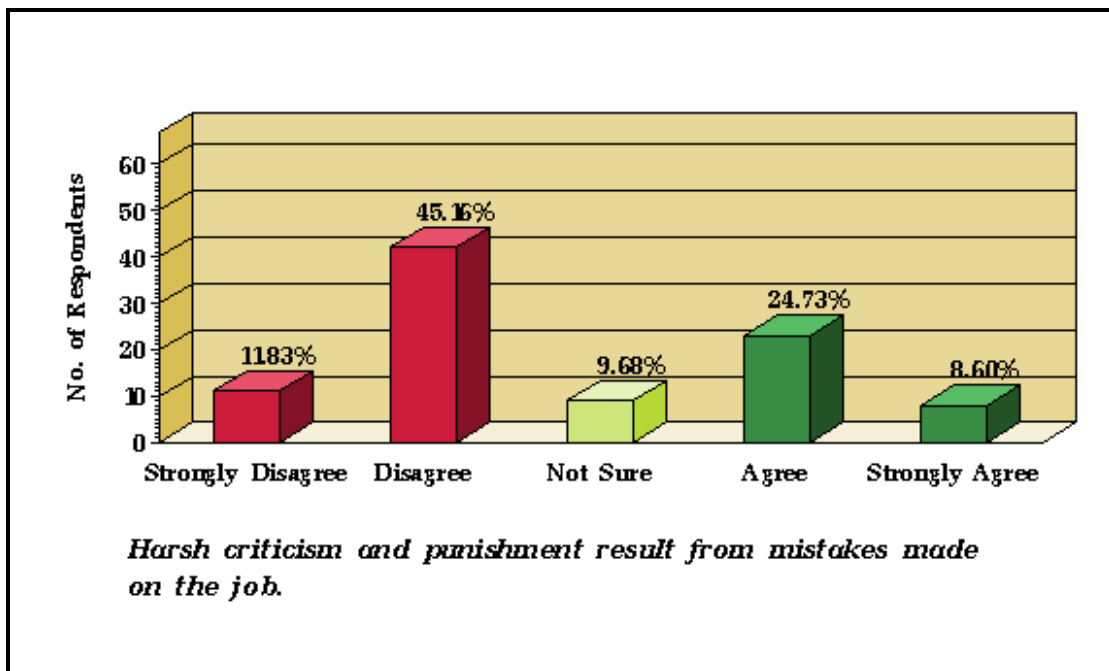


Figure 65: Respondents by rating for Work Discretion Sub-scale (question 6).

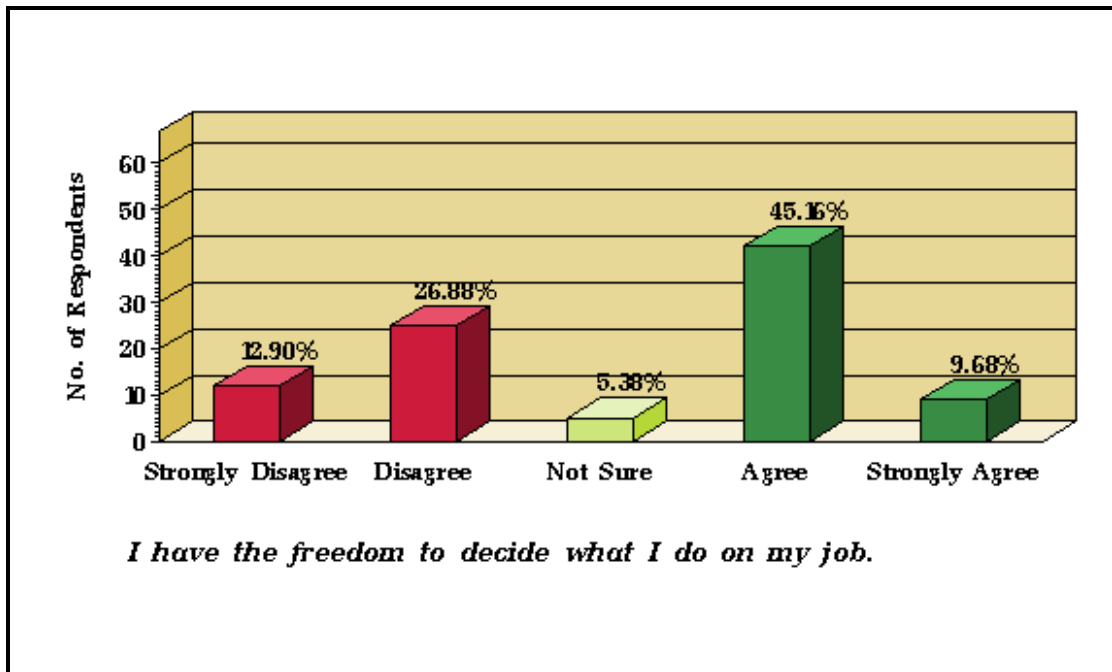


Figure 66: Respondents by rating for Work Discretion Sub-scale (question 8).

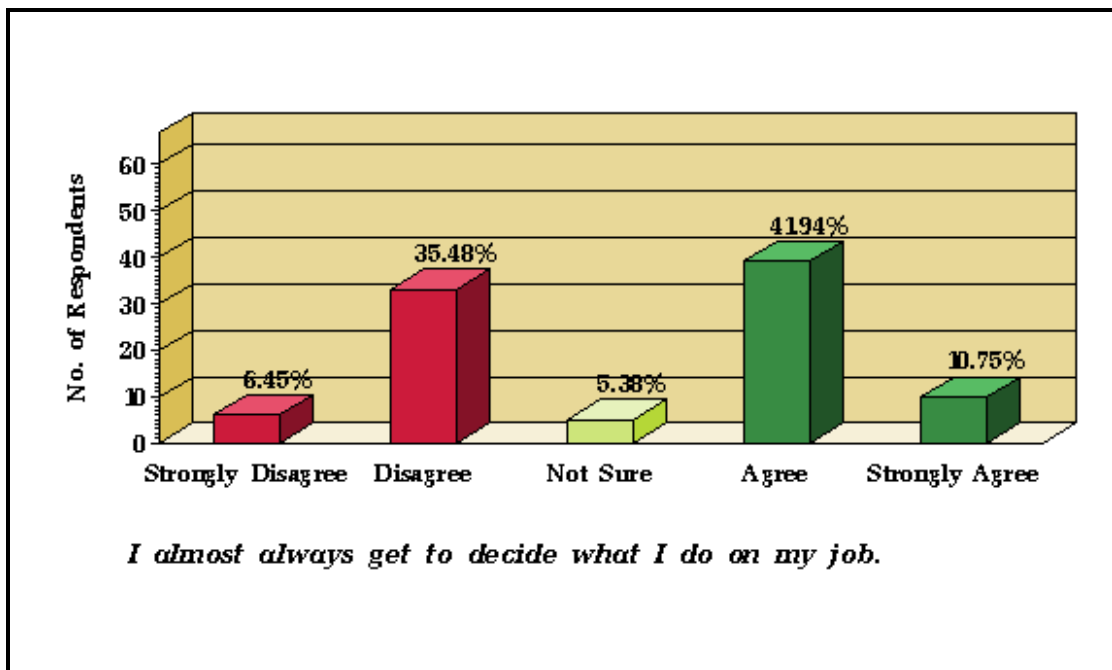
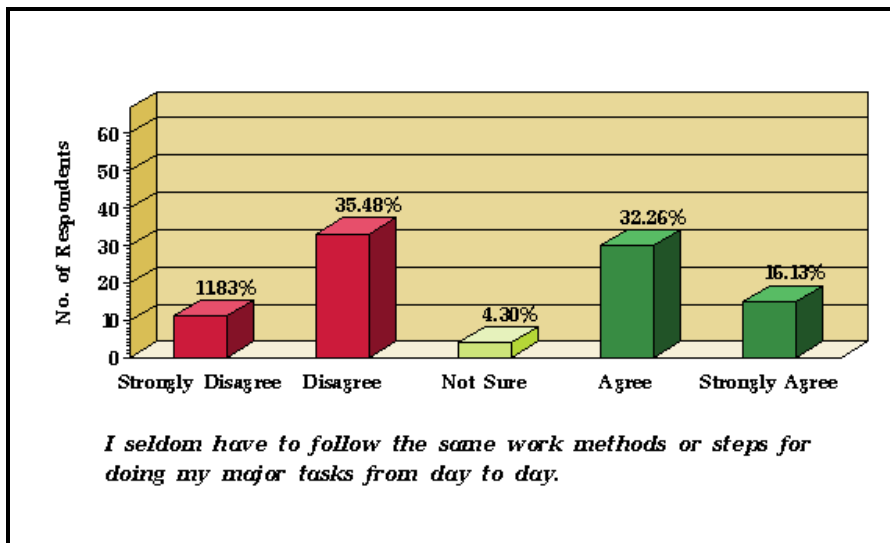


Figure 67: Respondents by rating for Work Discretion Sub-scale (question 10).



9.2.4 REWARDS AND RECOGNITION

Figure 68: Rating for Rewards and Recognition Sub-scale (question 1).

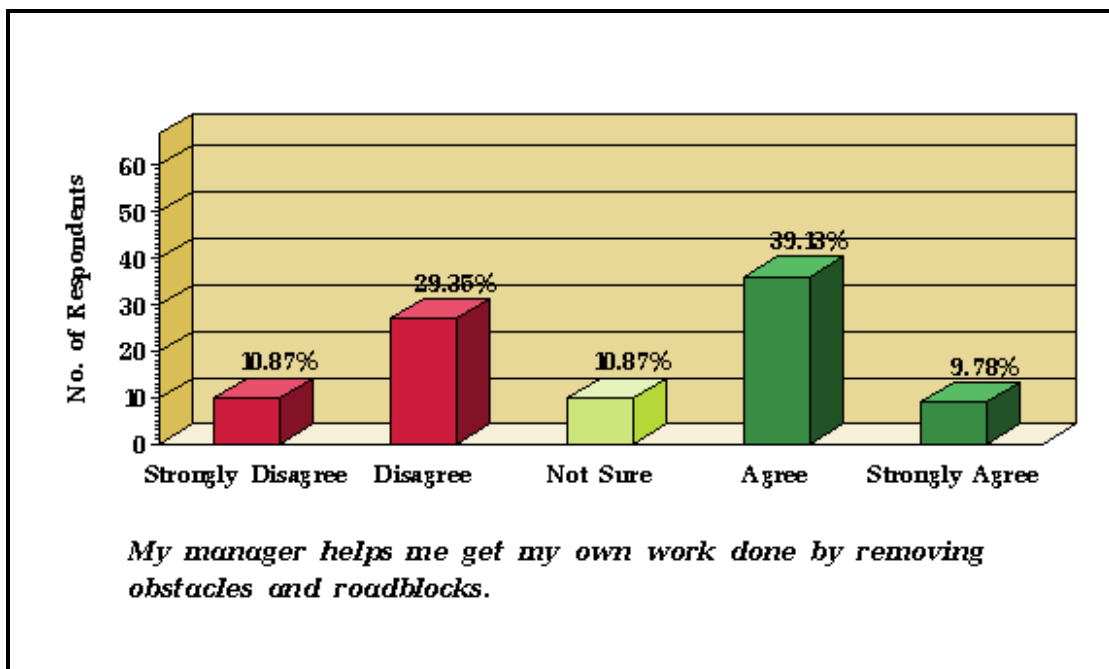


Figure 69: Rating for Rewards and Recognition Sub-scale (question 2).

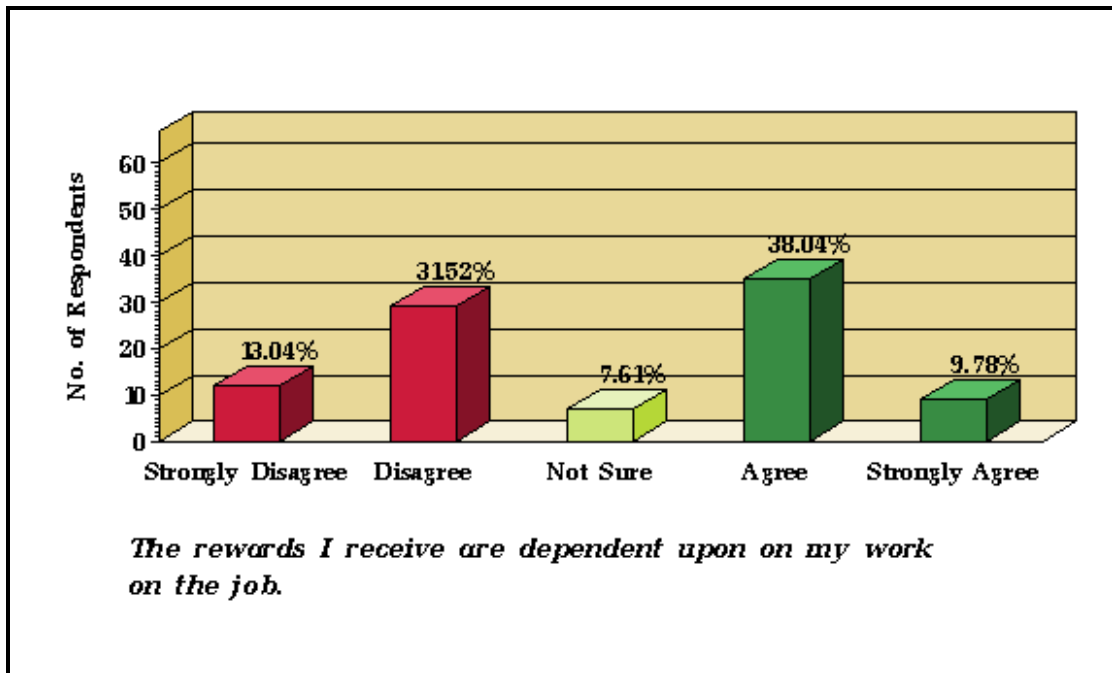
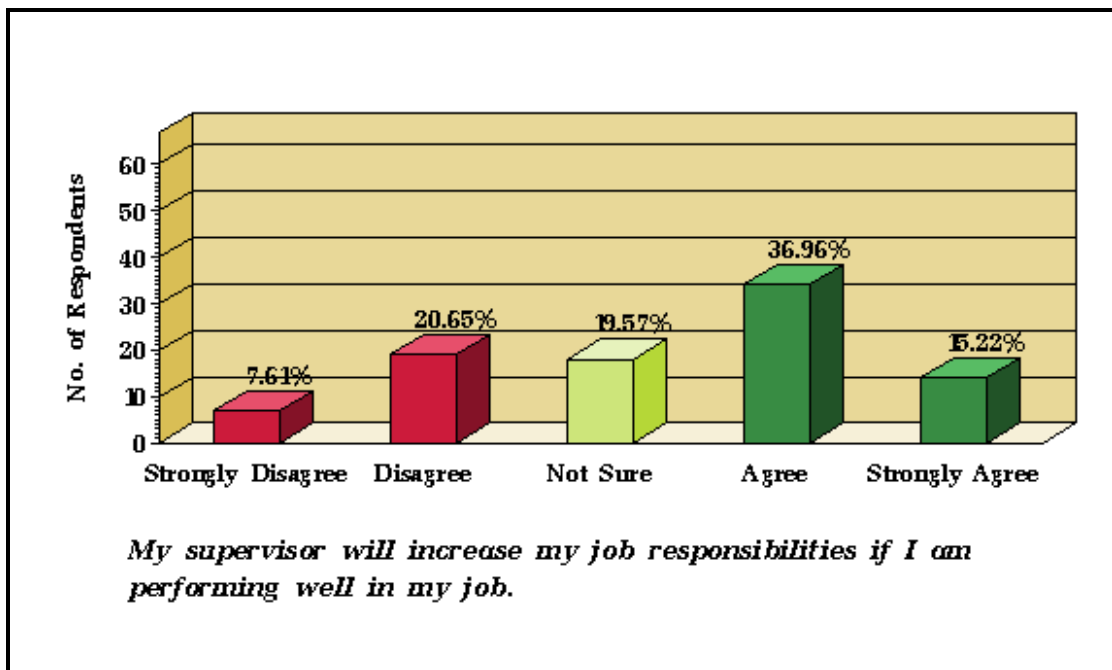


Figure 70: Rating for Rewards and Recognition Sub-scale (question 3).



9.2.5 TIME AVAILABILITY

Table 45: Frequency Distribution Time Availability Sub-scale (question 1)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Strongly Disagree	5	5.38	7	7.53
Disagree	14	15.05	21	22.58
Not Sure	4	4.30	25	26.88
Agree	38	40.86	63	67.74
Strongly Agree	30	32.26	93	100.00

Table 46: Frequency Distribution Time Availability Sub-scale (question 3)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Strongly Disagree	16	17.20	18	19.35
Disagree	48	51.61	66	70.97
Not Sure	7	7.53	73	78.49
Agree	20	21.51	93	100.00

Table 47: Frequency Distribution Time Availability Sub-scale (question 4)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Strongly Disagree	5	5.38	7	7.53
Disagree	35	37.63	42	45.16
Not Sure	8	8.60	50	53.76
Agree	26	27.96	76	81.72
Strongly Agree	17	18.28	93	100.00

Figure 71: Respondents by rating for Time Availability Sub-scale (question 4).

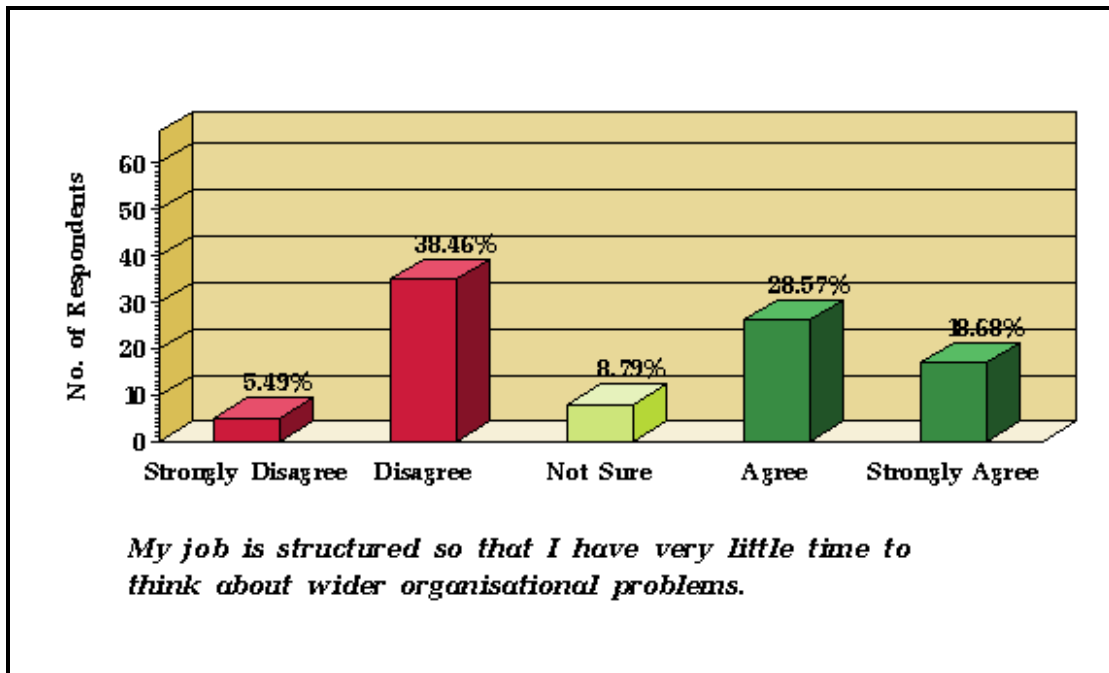


Table 48: Frequency Distribution Time Availability Sub-scale (question 5)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Disagree	28	30.11	30	32.26
Not Sure	3	3.23	33	35.48
Agree	44	47.31	77	82.80
Strongly Agree	16	17.20	93	100.00

Table 49: Frequency Distribution Time Availability Sub-scale (question 1)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Strongly Disagree	21	22.58	23	24.73
Disagree	41	44.09	64	68.82
Not Sure	9	9.68	73	78.49
Agree	18	19.35	91	97.85
Strongly Agree	2	2.15	93	100.00

9.2.6 ORGANISATIONAL BOUNDARIES

Figure 72: Rating for Organizational Boundaries Sub-scale (question 4).

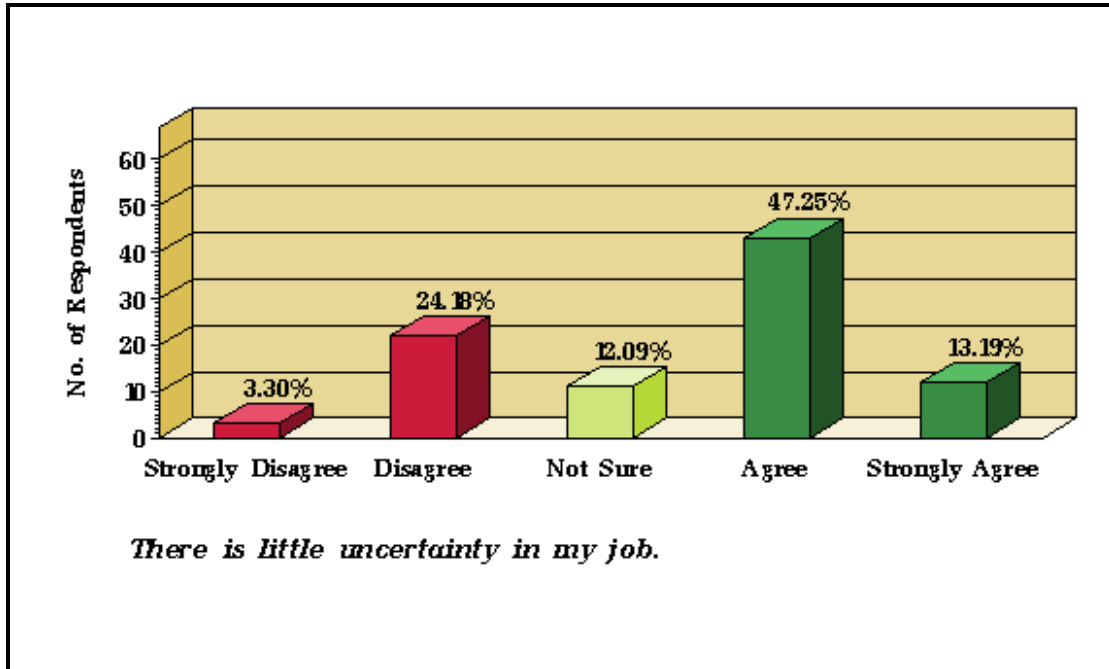


Table 50: Frequency Distribution Organizational Boundaries Sub-scale (question 5)

Value	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Missing	2	2.15	2	2.15
Strongly Disagree	13	13.98	15	16.13
Disagree	23	24.73	38	40.86
Not Sure	6	6.45	44	47.31
Agree	35	37.63	79	84.95
Strongly Agree	14	15.05	93	100.00

Figure 73: Rating for Organizational Boundaries Sub-scale (question 5).

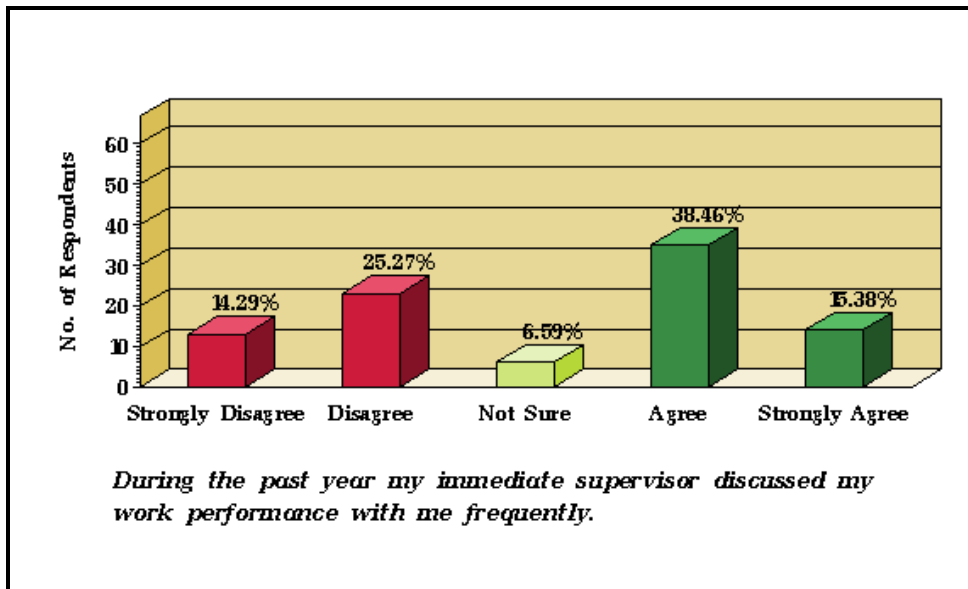
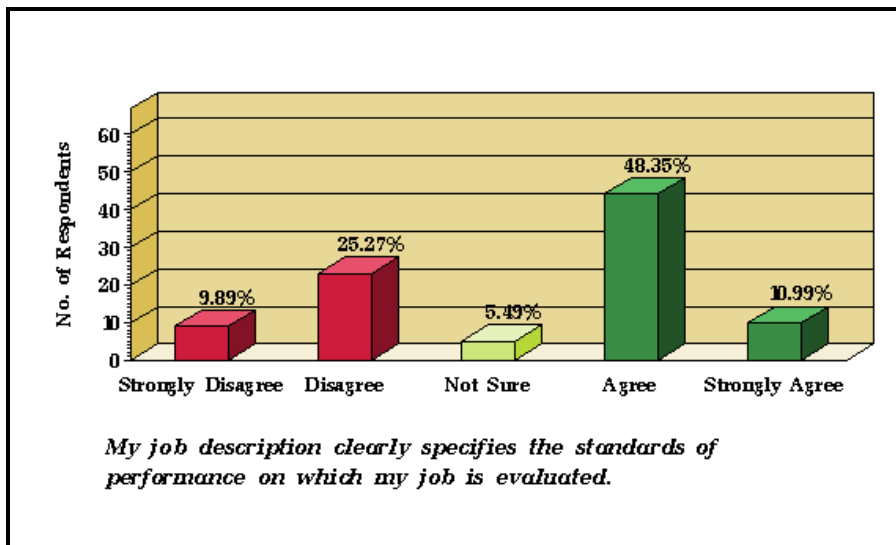


Figure 74: Rating for Organizational Boundaries Sub-scale (question 6).



9.2.7 THE ANOVA TESTS

Table 51: The Anova Test for Age Groups vs all CEAI Constructs.

CEAI Construct		Sum of Squares	df	Mean Square	Sig.
Management Support					0.668
	Between Groups	2.367	6	0.395	
	Within Groups	50.106	86	0.583	
	Total	52.473	92		
Work Discretion					0.551
	Between Groups	3.980	6	0.633	
	Within Groups	68.816	86	0.800	
	Total	72.796	92		
Rewards and Recognition					0.388
	Between Groups	5.577	6	0.930	
	Within Groups	73.901	85	0.869	
	Total	79.478	91		
Time Availability					0.366
	Between Groups	1.495	6	0.249	
	Within Groups	18.923	84	0.225	
	Total	20.418	90		
Organisational Boundaries					0.860
	Between Groups	1.725	6	0.288	
	Within Groups	56.802	84	0.767	
	Total	58.527	90		

The Anova test results (Table 51) reveal there is **no statistically significant difference** in perceptions of different age groups respondents towards all five CEAI research variables because these variables **p** significance values are 0.668, 0.551, 0.388, 0.366, 0.860 and these are above **0.05**

Table 52: The Anova Test for Duration at Current Organisation vs all CEAI Constructs.

CEAI Construct		Sum of Squares	df	Mean Square	Sig.
Management Support					0.013
	Between Groups	7.940	5	1.588	
	Within Groups	44.533	87	0.512	
	Total	52.473	92		
Work Discretion					0.026
	Between Groups	9.791	5	1.958	
	Within Groups	63.005	87	0.724	
	Total	72.796	92		
Rewards and Recognition					0.429
	Between Groups	4.323	5	0.865	
	Within Groups	75.155	86	0.874	
	Total	79.478	91		
Time Availability					0.077
	Between Groups	2.215	5	0.443	
	Within Groups	18.202	85	0.214	
	Total	20.418	90		
Organisational Boundaries					0.810
	Between Groups	1.517	5	0.303	
	Within Groups	57.010	85	0.671	
	Total	58.527	90		

Rewards and Recognition, time availability and organisational boundaries:

The Anova test results (Table 15) reveal there is **no statistically significant difference** in perceptions of different duration groups respondents towards the research variables: *rewards and Recognition, time availability and organisational boundaries* because these variables **p** significance values are 0.429, 0.077, 0.810 and these are above **0.05**. This means different duration group's respondents have almost similar opinions towards these variables and there is no big difference in different duration at an organisation in the respondent's opinions towards these research variables, *rewards and Recognition, time availability and organisational boundaries* (Table 15).

Table 53: The Anova Test for Management Level vs all CEAI Constructs.

CEAI Construct		Sum of Squares	df	Mean Square	Sig.
Management Support					0.084
	Between Groups	3.756	3	1.252	
	Within Groups	48.717	89	0.547	
	Total	52.473	92		
Work Discretion					0.006
	Between Groups	9.416	3	3.139	
	Within Groups	63.380	89	0.712	
	Total	72.796	92		
Rewards and Recognition					0.303
	Between Groups	3.205	3	1,068	
	Within Groups	76.273	88	0.867	
	Total	79.478	91		
Time Availability					0.148
	Between Groups	1.209	3	0.403	
	Within Groups	19.208	87	0.221	
	Total	20.418	90		
Organisational Boundaries					0.938
	Between Groups	0.275	3	0.092	
	Within Groups	58.252	87	0.670	
	Total	58.527	90		

Management support, rewards and Recognition, time availability, organisational boundaries: The Anova test results reveal there is **no statistically significant difference** in perceptions of different management groups of respondents towards the research variables: *management support, rewards and Recognition, time availability, organisational boundaries* because these variables **p** significance values are 0.084 0.303, 0.148, 0.938 and these are above **0.05**. This means different management group's respondents have almost similar opinions towards these variables and there is no big difference in different management respondent's opinions towards these research variables

Table 54: The Anova Test for Education vs all CEAI Constructs.

CEAI Construct		Sum of Squares	df	Mean Square	Sig.
Management Support					0.068
	Between Groups	4.910	4	1.227	
	Within Groups	47.563	88	0.540	
	Total	52.473	92		
Work Discretion					0.175
	Between Groups	5.005	4	1.251	
	Within Groups	67.790	88	0.770	
	Total	72.796	92		
Rewards and Recognition					0.194
	Between Groups	5.302	4	1.325	
	Within Groups	74.177	87	0.853	
	Total	79.478	91		
Time Availability					0.597
	Between Groups	0.639	4	0.160	
	Within Groups	19.778	86	0.230	
	Total	20.418	90		
Organisational Boundaries					0.207
	Between Groups	3.839	4	0.960	
	Within Groups	54.689	86	0.636	
	Total	58.527	90		

The Anova test results (Table 54) reveal there is **no statistically significant difference** in the perceptions of different educated groups of respondents towards all the research variables in the CEAI, because of these variables the **p** significance values are 0.068, 0.175, 0.194, 0.597, 0.207 and are above **0.05**. This means different educated group's respondents have almost similar opinions towards these variables and there is no big difference in different educated respondent's opinions towards these research variables (Table 54).

Table 55: The Anova Test for Years in Liquor Industry vs all CEAI Constructs.

CEAI Construct		Sum of Squares	df	Mean Square	Sig.
Management Support					0.288
	Between Groups	2.865	4	0.716	
	Within Groups	49.608	88	0.564	
	Total	52.473	92		
Work Discretion					0.087
	Between Groups	6.346	4	1.587	
	Within Groups	66.450	88	0.755	
	Total	72.796	92		
Rewards and Recognition					0.293
	Between Groups	4.345	4	1.086	
	Within Groups	75.133	87	0.864	
	Total	79.478	91		
Time Availability					0.588
	Between Groups	0.651	4	0.163	
	Within Groups	19.766	86	0.230	
	Total	20.418	90		
Organisational Boundaries					0.116
	Between Groups	4.775	4	1.194	
	Within Groups	53.752	85	0.625	
	Total	58.527	90		

The Anova test results (Table 55) reveal there is **no statistically significant differences** in the perceptions of different tenure groups of respondents towards all the research variables in the CEAI, because of these variables the **p** significance values are 0.288, 0.087, 0.293, 0.588, 0.116 and are above **0.05**. This means different tenure group's respondents have almost similar opinions towards these variables and there is no big difference in different tenure respondent's opinions towards these research variables (Table 55).

9.2.8 PEARSON'S CORRELATIONS BETWEEN CEAI CONSTRUCTS

Table 56: Correlation: Management Support vs other CEAI construct

CEAI Construct		Work Discretion	Rewards and Recognition	Time Availability	Organisation Boundaries
Management Support	Pearson Correlation	0.593**	0.669**	0.166	0.207
	Sig. (2-Tailed) p	0.000	0.000	0.116	0.050
	N	93	92	91	91
** Correlation is significant at the 0.01 level (2-tailed)					
* Correlation is significant at the 0.05 level (2-tailed)					

The +Ve sign in front of *work discretion*, *rewards and Recognition*, *organisational boundaries* indicates positive correlation. Pearson product correlation coefficient *r* values 0.207 indicate moderate, 0.593, 0.669 indicates strong correlations between them. The research variable *management support* with variable *time availability* has **p** value is **0.116** and this **p value** is above than **0.05** and it indicates that these two variables **does not** have a statistically **significant correlation**.

Table 57: Correlation of Rewards vs Time Availability, Organisational Boundaries

CEAI Construct	Time Availability	Organisation Boundaries
Reward and Recognition	Pearson Correlation	0.067
	Sig. (2-Tailed)	0.529
	N	91
		91

The research variable *rewards and recognition* with variables *time availability* and *organisational boundaries* has **p** values that are 0.529, 0.062 and these **p** values are above than **0.05** and it indicates the variable *rewards and recognition* with other variables *time availability* and *organisational boundaries* **does not** have statistically significant correlation.

Table 58: Correlation of Time Availability vs Organisational Boundaries

CEAI Construct		Organisation Boundaries
Time Availability	Pearson Correlation	0.127
	Sig. (2-Tailed)	0.229
	N	91

The research variable *time availability* with variable *organisational boundaries* has a **p** value of 0.229 and the p value is above **0.05** that indicates the variable *time availability* with other variables organisational *boundaries* does **not have statistically significant correlation.**