



**THE IMPACT OF CORPORATE ENTREPRENEURSHIP AND HUMAN RESOURCES
MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE: THE MEDIATING
ROLE OF EMPLOYEE ENGAGEMENT**

by

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DECLARATION

I, Charles Vinyu, hereby declare that this thesis for the Doctor of Philosophy in Business Management (PhDB) submitted in the Department of Business Management, at the University of Venda, has not been submitted previously for any degree at this or another university. It is original in design and execution, and all reference materials therein have been duly acknowledged.

Student:



Date: 22/08/23

C. VINYU

DEDICATION

This work is dedicated to my beautiful daughter, Natalie, and beloved son, Jayden. Thank you for inspiring me to become a better version of myself. Daddy loves you dearly.

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I praise the Lord and Saviour, Jesus Christ, for granting me the energy, discipline, and strength to accomplish my goal. I could only complete this thesis because of His mercies. I want to convey my genuine gratitude and profound thanks to numerous individuals who made this PhD journey endurable:

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ABSTRACT

Corporate entrepreneurship positively impacts organisational growth and profitability by offering a competitive edge over innovation-driven technology advancements and a tumultuous global marketplace. As developing countries become more involved in international competition, the significance of human resources as a source of high organisational performance has become apparent. Combining corporate entrepreneurship activities and human resource management practices is vital for enhancing organisational performance. There has been increasing research on corporate entrepreneurship, however, research is scarce on the influence of corporate entrepreneurship, human resources management, and employee engagement on the organisational performance of telecommunication organisations, particularly, in Zimbabwe. This study's purpose was to investigate the impact of corporate entrepreneurship and human resources management practices on organisational performance through the mediating role of employee engagement. This research followed a positivist research paradigm. Four hundred (400) employees in the telecommunication industry were selected using a stratified sampling method and an online questionnaire was utilised to gather data. Descriptive and inferential statistical techniques were employed to analyse data using Statistical Packages for Social Science (SPSS) version 27.0. The hypotheses were tested using multi-regression analysis.

The results indicated a significant relationship between corporate entrepreneurship and human resources management practices on organisational performance. In addition, the results showed that corporate entrepreneurship and human resources management practices, positively impacted employee engagement. Employee engagement emerged to have a positive impact on organisational performance. Employee engagement mediates the relationships between corporate entrepreneurship and organisational performance. Additionally, employee engagement mediates the relationships between human resources management practices and organisational performance.

This research broadens the knowledge base in corporate entrepreneurship, human resources management practices, employee engagement, and telecommunication's organisational performance. Policymakers and human resources practitioners, thus, may use this study as a reference point for adopting corporate entrepreneurship policies and human resources management practices strategies aimed at enhancing organisational performance in this unpredictable business environment. Lastly, a conceptual model was developed to link corporate

entrepreneurship, human resources management practices, employee engagement, and organisational performance in the telecommunication sector of Zimbabwe.

Keywords: Corporate Entrepreneurship; Employee Engagement; Human Resources Management Practices; Organisational Performance; Telecommunication sector; Zimbabwe.

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LIST OF ABBREVIATIONS AND ACRONYMS

AGFI	Augmented goodness of fit index
AI	Artificial Intelligence
AMOS	Analysis of Movement Structures
AVE	Average Value Extracted
AVE	Average Variance Extracted
CE	Corporate Entrepreneurship
CFA	Confirmatory Factor Analysis
CFI	Composite fit index
CM	Compensation Management
CR	Composite reliability
CT	Contingency Theory
CU	Capacity Utilisation
EE	Employee Engagement
ES	Employee Satisfaction
GDP	Gross Domestic Product
GFI	Goodness of fit index
HRM	Human Resources Management
IAP	Internet Access Providers
ICT	Information Communication Technology
IFI	Incremental fit index
IoT	Internet of Things
MK	Market Share
NFI	Normed fit index
OP	Organisational politics
OP	Organisational Performance
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
PQ	Product Quality
RBV	Resource-Based View
RMSEA	Random measure of standard error approximation
ROA	Return on Assets
ROE	Return on Equity
ROIC	Return on Invested Capital
RS	Recruitment and Selection
RQ	Research Question
SET	Social exchange theory
SPSS	Statistical Packages for Social Sciences
TD	Training and Development

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

The chapter begins by presenting the study's introduction and background. In the process, the research gap was explained, the research problem was formulated, the study's goal and objectives were given, the research hypotheses outlined, and the study's significance was discussed. The last section provides definitions of key terms used in the current research, and the study's delimitations are outlined. The chapter closes with an outline of the whole study.

1.2 BACKGROUND OF THE STUDY

The modern corporate environment is characterised by turbulent and uncertain conditions that are continually changing, resulting in difficulties in strategic and operational planning (Kwilinski, Dalevska, Kravchenko, Hroznyi & Kovalenko, 2019). Numerous businesses have discovered themselves functioning in globalised environments characterised by extensive and intense competition, preconceptions, and various stakeholders' demands. This has forced organisations to pay special attention to their internal processes, such as Corporate Entrepreneurship and Human Resources (HR), for survival and to maintain constant high achievement of organisational performance (Albuhisi & Abdallah, 2018). In pursuit of enhanced performance, many organisations have continually invested in creativity, innovation, and entrepreneurship to adapt, survive, and surpass their agile, flexible, entrepreneurial, and opportunist competitors (Salamzadeh, Farjadian, Amirabadi & Modarresi, 2014; Salamzadeh & Kirby, 2017).

A spark of interest in this combined area of Human Resources Management (HRM) and entrepreneurship has been a recent phenomenon, with few comprehensive and rigorous theoretical models of this relationship (Asoba & Patricia, 2021). Understandably, searching for ideal human resource management practices is becoming increasingly essential as competition in a once-protected local market becomes global, hence, many organisations are attempting to create an effective human resource management system. An effective human resource management system encompasses activities, functions, and procedures to recruit, develop, and retain an organisation's human resources to achieve high performance (Kaur, 2021). As entrepreneurial businesses grow, human resource practices become more formal, complex,

systematic, and methodical. The devolution of authority to the employees has been identified as assisting in achieving effective and efficient results (Natrajan, Sanjeev & Singh, 2019). Therefore, the human resources management process acts as a booster to perform quality entrepreneurial activities in an organisation (Narula & Chaudhary, 2018).

Employee engagement is explained by Abou-Moghli and Al-Abdallah (2019) as the art and science of connecting people in authentic and recognised ways to strategy, performance, energy, and happiness to leverage, sustain, and transform work into results. Engagement has also been found to mediate several predictors of notable general outcomes (Saks, 2019). However, limited studies have investigated the potential of engagement as a mediator (Bakytgul, Ahmed & Kim, 2019). The conceptual research by Ahmed, Shah, Qureshi, Shah & Khuwaja (2018) has emphasised a need to understand the role and mediating potential of engagement to the further employee and organisational results. There is a significant gap in this field, and no study was found underlining the mediation of employee engagement in human resources management practices (HRMP), corporate entrepreneurship (CE), and organisational performance (OP) relationships. Based on the assertions of Bakytgul et al. (2019), it can be asserted that the engagement of employees within an organisation will assist in enhancing the influence of corporate entrepreneurial activities towards boosting organisational performance.

The availability of flexible human resource management practices also influences employee engagement and organisational success as these methods improve employees' strategic involvement, creativity, and innovation (Easa & Orr, 2020). As a result, human resource management methods attempt to include training and development, financial and non-financial recognition, fringe benefits, and the supervisor-subordinate relationship (Anwar & Abdullahi, 2021). Human resource management metrics elaborate the interconnected relationship between employee attitudes and employee performance objectives, such as profitability, quality, and customer service (Jani & Balyan, 2016). The researcher argues that engaging employees can potentially aid the business in enriching the impact of socially responsible activities that energise organisational performance.

Against this backdrop from literature, conventional management systems have proved inadequate and ineffective in outperforming competitors and achieving high organisational performance (Albuhisi & Abdallah, 2018). Present-day businesses are repeatedly confronted with new globalisation norms that necessitate innovation, boldness, risk-taking, and entrepreneurial leadership to preserve competitive advantage and achieve high performance (Kuratko, 2017).

Corporate entrepreneurship, thus, should be viewed as one of the tactics for improving organisational performance, growth, and development (Antoncic & Antoncic, 2011). Kwilinski et al., (2019) also postulated that entrepreneurial activities in either large or small organisations are critical in enhancing their performance.

It can be argued that the Zimbabwean telecommunications industry is at the heart of the development of all other economic sectors. Even though agricultural enterprises have traditionally driven the Zimbabwean economy, it would not be entirely inaccurate to insinuate that telecommunications provide the "nervous system" that integrates all financial industries, such as transportation, retailing, chemicals, banking, electronics, mining, education and training, agriculture, healthcare, marketing and advertising, construction, agriculture, and many others (Baxton, 2011). The telecommunication industry helps other industries link, focus, and help the nation's economy grow. Entrepreneurship is universally perceived as a driving force behind economic growth because entrepreneurs establish new businesses and bring competition by introducing novel services and products (He, Lu & Qian 2019).

The two decades of economic stagnation in Zimbabwe is well documented, and this has not escaped the telecommunications sector. The hyperinflation period affected telecommunications operators' ability to expand their networks because most of the equipment for this expansion was purchased in foreign currency (Karombo, 2020). Foreign currency was and is still a scarce commodity during this era. Similarly, the level of disposable income of the customers is too low, negatively affecting the demand for Information Communication Technology (ICT) products. The situation for ICT companies is also worsened by the PTORAZ, which only reviews the prices quarterly, while the inflation rate changes daily (PTORAZ, 2021). As a result, the profits of these organisations are on a downfall pattern.

COVID-19 was a blessing in disguise for the global technology sector. As many employees were stuck at home for months, the telecommunication sector must have gained from them working remotely and postings on social media. The telecommunication sector is one of the industries continuing to operate under various lockdown levels (Musona, 2020). The sector is critical in keeping the economy running under various lockdown regulations by providing business connectivity and resilience, facilitating work-from-home arrangements, e-banking and e-commerce, supporting individuals and communities to stay connected and informed, and providing access to essential services during the mandated social isolation. As a result, several telecommunication organisations providing broadband have failed to benefit from the surge in

data traffic. Most customers complain of poor and slow service as the infrastructure has not yet been fully upgraded because of the foreign currency shortage (Karombo, 2020).

The reality of the telecommunication situation is characterised by fierce international competition, rapid changes in environmental factors, and growing uncertainty about the future, resulting in organisations that must have a high degree of creativity and innovation to survive (Lancaster, 2020). A look at developments in Zimbabwe points to corporate entrepreneurship as a workable course for big companies like Netone or Econet in a bid for them to adapt to turbulent environmental changes.

Zimbabwe's telecommunications sector is currently confronted with numerous business challenges, including - increased rivalry, social environment shifts, technological advances, governmental reforms, skills mismatch, competitive pressures, and multifaceted customer preferences (POTRAZ, 2022). Zimbabwean telecommunications companies are struggling and must abandon traditional business techniques to survive. Due to the tumultuous environment, telecommunication businesses' active internet and data subscriptions, active fixed telephone lines, fixed and mobile voice traffic, market share, and profit margins have decreased (POTRAZ, 2022).

These environmental changes need organisations to be agile, flexible, clever, adaptive, rapid in decision-making, and quick in responding to consumers' changing wants and rivals' activities. However, the Zimbabwean telecommunications sector lacks these survival characteristics (Nyagadza, 2019). To be competitive and achieve excellent performance, Zimbabwean telecommunications companies should engage in corporate entrepreneurship and employ proper human resource management methods (Nestel & Trost, 2016). However, research on organisational performance in the integrated disciplines of corporate entrepreneurship and human resource management methods is still lacking. The question, hence, arises as to what extent organisations have identified and developed human resources management functions to attract, retain, and develop entrepreneurial people.

Prior studies by Agarwal (2014), Hansen, Byrne & Kiersch (2014) and Nazir & Islam (2017) revealed a positive relationship between employee engagement and organisational performance. According to Presbitero (2017) and Tensay & Singh (2020), employee engagement is especially crucial in the service organisations, such as the telecommunication industry, since the degree of concentration is dependent mainly on job-related variables, such as human resource

management practices. Sharma and Kumra (2020) stated that the relationship between HRM practices and employee engagement is still unclear. Thus, further studies in human resources management are needed.

Finally, organisations that want exceptional performance must integrate a human resource management system with productive entrepreneurship knowledge and skills by creating an atmosphere conducive to these activities. These organisations must foster an entrepreneurial mindset in all workers and encourage their efforts as individuals or teams (Anwar & Abdullahi, 2021). However, a high level of creativity is required to make inspiration a daily driving force and promote continuous innovation. This can only be achieved through intrinsic motivation (Gelard, 2015). In this unpredictable context, where the ability and enthusiasm of employees are required to contribute to innovation and uncertain results, human resource management becomes a key factor (Obasan, 2014). It is, therefore, essential and theoretically interesting to investigate the impact of corporate entrepreneurship and human resources management practices on organisational performance through mediating the role of employee engagement in the telecommunication sector.

1.3 RESEARCH GAP

To enhance their performance in today's increasingly competitive environment, private and public organisations must embrace the concept of corporate entrepreneurship and fully execute strategic human resource management practices (Chebbi, Yahiaui, Sellamin, Papasolomou, 2020). A few studies have examined corporate entrepreneurship, human resource management, and organisational performance in major corporations and small and medium-sized enterprises (SMEs) (Ahmed, 2016; Moustaghfir et al., 2020). An examination of the literature, however, reveals many research gaps. Most of the previous research on human resource management and corporate entrepreneurship was conducted in developed and mature market economies, for instance - America (Burger & Blazkova, 2020), Canada (Song, 2021), Asia (Ahmed et al., 2020), China (Gu & Qian, 2019), Malaysia (Ahmed, Shah, Qureshi, Shah & Khuwaja, 2018), and several Western European countries.

These developed economic countries have high level of industrialisation; developed infrastructure; technological advancements; and they are highly service sector dominated. These economics have a well trained workforce as they invest heavily in education and skills development resulting in their research findings inapplicable in the Zimbabwean context.

Furthermore, no such research has been conducted within the Zimbabwean context; this has restricted the existing results' applicability to other nations. Where data is acquired from multiple countries, however, it may help generalise the findings and help to comprehend variations in cultural, economic, technical, and social situations. This study was conducted in Zimbabwe's telecommunications industry in order to compare the results from other nations.

According to Chivasa (2014) and Masvaure and Mahararaji (2014), there appears to be a scarcity of research studies in the Zimbabwean setting that offer adequate information on the connection between corporate entrepreneurship, human resource management, employee engagement, and organisational performance. This thesis, therefore, aims to uncover the theoretical shortcomings of the literature in the Zimbabwean context and to supplement them with actual findings. Hence, this study is unique.

1.3.1 Research Problem

Around the world, service organisations, such as the telecommunications industry, face problems with technical innovation and long-term competitive advantage (Mahmod, Iqbal, & Sahu, 2014; Smart & Oruch, 2013). Zimbabwe's telecommunications industry is no exception. To thrive in this competitive climate, telecommunications companies must fully embrace the government's recommended strategic human resource management methods combined with entrepreneurship ideas. In addition, these organisations have not taken advantage of the benefits of employee engagement. As a result, some employees moonlight during business hours, and lack innovation and creativity, causing increased brain drain, low profitability, stunted growth, shrinking markets, and low job security (Al-dalahmen et al., 2018). This study focused on the influence of internal procedures that increase high company performance (CE activities and HRMP) and the mediating function of employee engagement on these variables.

Zimbabwe's telecommunications industry has experienced tremendous growth and development during the previous decade. Therefore, customer service quality and quantity have significantly improved (POTRAZ, 2020). The liberalisation of Zimbabwe's telecommunications market increased the number of telecommunications companies and subscribers, resulting in growing rivalry among telecommunications carriers as they adopt tactics to ensure that they have a lucrative and sustainable market share (POTRAZ, 2018). The extent to which a particular telecommunication operator implements the corporate entrepreneurship concept and other human resource management techniques results in increased organisational performance. The

impact of corporate entrepreneurship and human resource management practices in the telecommunications industry must be investigated, as this could lead to improved performance in terms of customer satisfaction, market share, product quality, revenue, and employee satisfaction.

Within this context, this research seeks to address a vacuum in the literature on the association between corporate entrepreneurship and human resource management, particularly in non-European or Asian contexts (Nyathi & Kwkwaletswe, 2022). Employee engagement levels in the telecommunications sector and the link between corporate entrepreneurship and human resource management have not been well examined. There is insufficient evidence of any connection between corporate entrepreneurship and human resource management leading to organisational performance in the Zimbabwean telecommunications sector. Previous authors have not shown that employee engagement is a mediating variable for organisational performance in the telecommunication sector (Islam & Tariq, 2018). In addition, since most of the studies, Burger & Blazkova (2020), Song (2021), Ahmed et al. (2020), Gu & Qian (2019), and Ahmed, Shah, Qureshi, Shah & Khuwaja (2018) have focused on the European and Asian experiences, little is known about the impact of corporate entrepreneurship and human resource management practices on overall performance in developing countries. This study, thus, intends to complement the current literature by assessing the influence of corporate entrepreneurship and human resource management practices on organisational performance and the mediating function of employee engagement in developing economies like Zimbabwe.

1.4 AIM OF THE STUDY

The study aimed to examine the impact of corporate entrepreneurship and human resources management practices on organisational performance in the telecommunication sector of Zimbabwe. This study further explored the mediation role of employee engagement relationship between corporate entrepreneurship, human resources management practices, and organisational performance.

1.5 RESEARCH OBJECTIVES

The main objectives of this study are:

- 1) To determine the impact of corporate entrepreneurship and human resources management practices on organisational performance.

- 2) To determine the impact of corporate entrepreneurship and human resources management practices on employee engagement.
- 3) To determine the impact of employee engagement on organisational performance.
- 4) To investigate the mediating impact of employee engagement on the relationship between corporate entrepreneurship and organisational performance, as well as human resources management and organisational performance.

1.5.1 Secondary objectives

The following are the secondary objectives of this research:

- I. To investigate the impact of innovativeness on organisational performance
- II. To investigate the impact of proactiveness on organisational performance
- III. To examine the effect of risk-taking on organisational performance
- IV. To explore the influence of recruitment and selection on organisational performance
- V. To explore the effect of training and development on organisational performance
- VI. To examine the impact of compensation management on organisational performance

1.6 RESEARCH QUESTIONS

The research seeks to address the following research questions:

1. Do corporate entrepreneurship and human resources management practices positively impact organisational performance?
2. Do corporate entrepreneurship and human resources management practices positively impact employee engagement?
3. Does employee engagement have a positive impact on organisational performance?
4. Does employee engagement positively mediate the relationship between corporate entrepreneurship and organisational performance, as well as human resources management practices and organisational performance?

1.7 RESEARCH HYPOTHESES

The following hypotheses were investigated:

- H1a Innovativeness is statistically significant to organisational performance in the telecommunication industry.
- H1b Pro-activeness is statistically significant to organisational performance in the telecommunication industry.
- H1c Risk-taking is statistically significant to organisational performance in the telecommunication industry.
- H2a Recruitment and selection is statistically significant to organisational performance in the telecommunication industry.
- H2b Training and development is statistically significant to the telecommunication industry's organisational performance.
- H2c Compensation management is statistically significant to organisational performance in the telecommunication industry.
- H3: A significant positive relationship exists between corporate entrepreneurship and employee engagement in the telecommunication industry.
- H4: Human resources management practices positively affect employee engagement in the telecommunication industry.
- H5: Employee engagement is statistically significant to organisational performance in the telecommunication industry.
- H6: Employee engagement in the telecommunications sector positively mediates the relationship between corporate entrepreneurship and organisational performance.
- H7: Employee engagement in telecommunications positively mediates the relationship between human resource management practices and organisational performance.

1.8. SIGNIFICANCE OF THE STUDY

The significance of a study is judged based on new findings, new ways, methods, and meanings that emerge in the final analysis. Hence, this research is essential in several ways, as explained below:

1.8.1. The telecommunication Industry

Mobile network organisations will benefit from this research as only a few formal studies have been carried out in this industry's combined field of corporate entrepreneurship and human resources management. The results might be used to set standards for benchmarking for service institutions and serve as a yardstick for organisations keen on incorporating entrepreneurial thinking into their structure.

1.8.2. Management

The results can also assist managers in defining employees' roles in innovation and creativity. In addition, the research will contribute to managers' understanding of corporate entrepreneurship in structuring entrepreneurial groups or teams. The findings would assist decision-makers in undertaking change efforts to create an entrepreneurial work environment, thereby increasing organisational performance.

1.8.3. Human Resources Department

The research results can also be helpful to HR departments as they will be informed about the qualities and characteristics of desirable individuals to be recruited, nurtured, and retained in an organisation. In addition, the results may also highlight the compensation management strategies that an organisation can adopt to enhance innovation and creativity through strategies like invention bonuses. When employees are adequately rewarded, they perform well, thus increasing productivity in the organisation.

1.8.4. Employees

The research can also assist employees in grasping their new roles, responsibilities, and abilities required to meet and match the modified corporate entrepreneurship environment. When subordinates have the required skills, knowledge and abilities demanded by a job, they tend to perform very efficiently and effectively, thereby improving performance.

1.8.5. Academic contribution

This research will contribute to the literature on corporate entrepreneurship and human resource management and provide possible areas for future scholars interested in investigating this subject further.

1.8.6. Policymakers

The findings of this research may be used by the Government of Zimbabwe, business owners, and HR professionals to draft new policies and revise existing ones to effectively implement corporate entrepreneurship concepts and human resource management practices to achieve high performance.

1.9. DEFINITIONS OF TERMS

Definitions of the study's main constructs are undertaken in the following sections:

Corporate Entrepreneurship: This is the attempt to foster innovation from inside an organisation by identifying prospects, and new possibilities, aligning resources, exploiting, and commercialising them (McFadzean, O'Loughlin, & Shaw, 2005). It also refers to entrepreneurial efforts that take place within an established organisation. It encompasses forming new businesses and other creative actions, such as developing new goods, services, technology, and administrative processes (Antoncic & Hisrich, 2003). In this study, 'corporate entrepreneurship' is described as the process of creating new businesses, products, services, or processes inside an existing business to create value and earn additional income through entrepreneurial activities.

Human Resources Management: This is a collection of different but interconnected activities, functions, and procedures aimed at recruiting, developing, and retaining (or disposing of) a company's human resources (Tocher & Rutherford, 2009). Human resource management is defined in this research as a strategic and cohesive approach to the effective and efficient management of people in an organisation to help it achieves a competitive edge.

Employee Engagement involves a positive attitude toward the organisation and its worth (AbuKhalifer & Som, 2013). According to Lockwood (2007), employee engagement is the degree to which staff members devote themselves to their workplace as a direct consequence of their dedication. Employee engagement is a psychological and physical indication that employees know their position in the organisation and are committed to stewardship, as evidenced by high productivity levels at work (Tensay & Singh, 2020); this will be the explanation adopted in this research.

Organisational Performance refers to the organisation's profitability (Albrecht, Stice & Stice, 2011). The phrase may also describe the outcomes of an organisation's efforts to fulfil its goals

(Wei, Liu & Herndon, 2011). Organisational performance is defined in this research as the aggregate of positive achievements realised by an organisation or departmental unit during a specific period.

1.10. DELIMITATION OF THE STUDY

The scope was limited to the three mobile registered organisations in the telecommunication sector by the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ) and individuals employed within those organisations.

1.11. OUTLINE OF THE THESIS

This thesis is arranged as follows:

Chapter One: Introduction and Background to the study

A general review of the study was provided, including the study's background, research problem, research gap, research aims, and contribution. Finally, this chapter discussed some of the study's observed delimitations.

Chapter Two: Research Context

The chapter presented the literature on the telecommunication sector in Zimbabwe. The chapter focused on critical telecommunications concepts, including their importance, challenges, achievements and future in Zimbabwe.

Chapter Three: Literature Review

The current literature concerning corporate entrepreneurship theory and practice, human resource management, and employee engagement was examined. While the debate also includes corporate entrepreneurship and human resource management practices, the focus was on the relationship between corporate entrepreneurship, human resource management practices, employee engagement, and organisational performance in an African context.

Chapter Four: Methodology

In alignment with the conceptual framework selected, this chapter describes the appropriate research approach to answer the research question, objectives, and hypotheses. This was justified by examining different research designs and procedures and justifying the chosen method. This chapter also addressed ethical concerns and means of ensuring the study's reliability and validity.

Chapter Five: Analysis and Results

The acquired data were analysed in this chapter. The study was quantitative, hence, statistical analyses comprise most of this chapter's information.

Chapter Six: Conclusions and Recommendations

This is the thesis's final chapter. The research is completed with a comprehensive assessment of the influence of corporate entrepreneurship and human resource management techniques on organisational performance through mediating the role of employee engagement in Zimbabwe's telecoms sector. These findings are presented in academic and practical contexts.

1.12. CHAPTER SUMMARY

This chapter gives an overview of the background of the present study. Consequently, the research problem, aim of the research, and objectives are described, followed by a justification for the conduction of the study. In addition, the significance of the study demonstrates the contribution of this study to contextual, theoretical, and practical areas. Details of the structure of the whole thesis end the chapter. The next chapter will provide an overview of the context of Zimbabwe as the site/area of the research.

CHAPTER TWO

RESEARCH CONTEXT

2.1 INTRODUCTION

The intention of this thesis was described in Chapter one, and the current chapter (Chapter two) describes the research context. The background of the Zimbabwean telecommunications industry and an overview of the Zimbabwean telecommunications sector will be discussed. In other words, this chapter illustrates the study context, arranged under the following headings: Zimbabwe as the study area, the concept of telecommunication, an overview of Zimbabwe's telecommunication industry, the purpose of the industry in the Zimbabwean economy, and difficulties encountered by these firms.

2.2 ZIMBABWE AS THE STUDY AREA

Zimbabwe is a landlocked country in Africa's southern region, bordered towards the east by Mozambique, to the south by South Africa, to the west by Botswana, and the north by Zambia (UN Zimbabwe, 2021). The country consists of ten provinces and 62 districts, with Harare being the capital and the other major cities being Bulawayo, Gweru, Kadoma, Kwekwe, Masvingo, and Mutare (UN Zimbabwe, 2021). According to a report by the World Bank in 2022, Zimbabwe had an estimated population of around 14,5 million, with 52 percent female and 48 percent male, as illustrated in Figure 2.1. Zimbabwe, once known as "the jewel of Africa" for its economic progress, has been in financial depression for the previous two decades due to external shocks and internal uncertainty. The gross domestic product (GDP) was USD26.22 billion in 2020 when it was estimated to have contracted by 8.1 percent – the most significant contraction in Africa -due to climate and economic shocks. Year-on-year inflation as of December 2021 was estimated at 838 percent, the second highest in the world, leading to significant erosion of disposable income (World bank, 2022). Since 2018, Zimbabwean inflation has been increasing due to - monetisation of the fiscal deficits of the past, poor harvest, depreciation of the local currency, price distortions, and reductions in the subsidies on fuel and electricity.

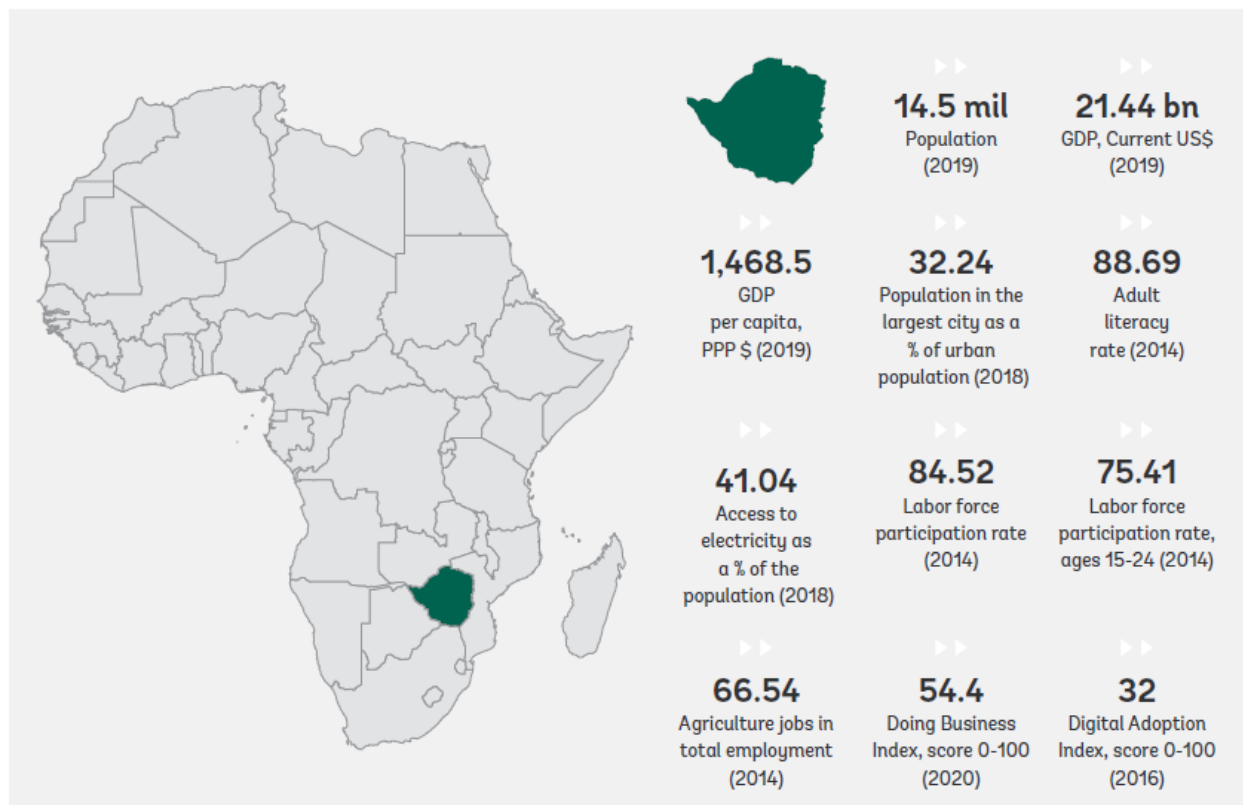


Figure 2.1: Location and statistics of Zimbabwe

Source: World Bank World Development Indicators (WDI) 2020

2.3 THE CONCEPT OF TELECOMMUNICATION

Chakraborty and Nandi (2019) define telecommunication as transmitting signals over a distance to enable communication, and it impacts a community's fundamental, ideological, and economic areas. Telecommunication (ICT) occupies an increasingly significant place in society and the economy. Communication is the science or practice of transmitting information via electronic media, thus, it can also be defined as a liaison through spoken language, signals, or writing. The working definition of telecommunication for this research is, therefore, any interaction/exchange that occurs over a distance via a telefax, telegraph, fixed telephone, mobile or cellular telephone, cable, or broadcasting. It is broadly recognised as a vital source of business expansion and development, possibly influencing other areas such as employment generation, infrastructure, health services, and skills training. A certain level of telecommunications and information technology infrastructure is an integral part of other businesses and an essential requirement for international investment.

2.4 AN OVERVIEW OF ZIMBABWE'S TELECOMMUNICATION SECTOR

Zimbabwe's telecommunications sector is monitored by the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ, 2017). The Postal and Telecommunications Act of 2000 (Chapter 12:05) created the POTRAZ, and the Authority is overseen by the Ministry of Information and Communication Technology and Courier Services (POTRAZ, 2021). POTRAZ is in charge of issuing licenses in the postal and telecommunications industries and regulating all telecommunications companies' pricing and the services they provide to their clients. Therefore, all telecommunications organisations must obtain a permit from POTRAZ before operating in the telecommunications industry. Even if they want to offer other services, they must follow the services regulations outlined in their operating license (POTRAZ, 2017).

Zimbabwe's telecommunications industry has grown significantly, despite the country's economic challenges in recent years (POTRAZ, 2020). The industry has seen a slew of new entrants with voice and data capabilities (The ZimMarketers, 2017). Revenue in the sector has decreased due to increased market rivalry, changing company and consumer expectations, the impact of digital transformation, and its failure to adjust quickly enough. The telecommunication sector in Zimbabwe falls under six main categories as shown in Table 2.1 (1) Fixed Telephone Service, which provides fixed voice and fixed internet services, (2) Mobile Cellular Services, which provide mobile voice and internet services, (3) Internet Access Providers (Class A), which provide international data and internet services including VoIP, (4) Internet Access Providers (Class B), which provide primary data and internet services, (5) Postal and (6) Courier Services, which provide postal services and domestic and international courier services, respectively. POTRAZ (2021) states that mobile cellular service operators dominate the Zimbabwean telecommunication industry. Hence, this study will concentrate on mobile cellular services providers like Econet, Netone, and Telecel. Arguably, mobile cellular services command the Zimbabwean telecommunication industry. For this study, the researcher will focus only on three mobile network operators in Zimbabwe's telecommunication sector: Econet Wireless Zimbabwe, Netone Cellular, and Telecel Zimbabwe

Table 2.1: The structure of Zimbabwe's telecommunications industry

Market	Service Description	Licensed Operators
Fixed Telephone Service	Fixed Voice and Fixed Internet Services	1. TelOne
Mobile Cellular Services	Mobile Voice and Internet Services	1. Econet 2. NetOne 3. Telecel
Internet Access Providers (Class A)	Data and Internet Services	1. Africom 2. TelOne 3. Aquila 4. Dandemutande 5. Liquid 6. Pecus 7. Powertel 8. Telecontract 9. Dark Fibre Africa Zimbabwe 10. Transmedia
Internet Access Provider (Class B)	Data and Internet Services	1. CommIT 2. NetOne
Postal Services	Postal Services	1. ZIMPOST
Courier Services	Domestic and International Courier Services	1. DHL 2. FEDEX 3. Courier Connect 4. Unifreight/Swift 5. Overnight Express 6. United Parcel Services 7. Skynet

Source: POTRAZ, 2022

2.4.1 Mobile cellular services

There are three mobile cellular service providers in Zimbabwe, that is one privately owned (Econet Wireless Private Limited) and two government-owned (Netone and Telecel enterprises) (Table 2.2). Econet Wireless Zimbabwe is owned by Econet Global Limited (with 42.62%), Stanbic Nominees (Private) Limited (with 25.83%), and other shareholders (with 31.55%), while the government holds 100% shareholding in Netone (Makuvise, 2014). Concerning Telecel, the

government has a 60% shareholding, and a consortium of investors owns the remaining 40% stake. Holding a 60% stake in Telecel by the government is strategically crucial in consolidating its control over the telecommunications sector, especially since Econet had a domineering market influence. Netone and Telecel fall under the Ministry of Information Technology and Courier Services, and the line ministry's board of directors is appointed.

Most Zimbabweans connect to the internet via mobile phones (Mare, 2018). With regard to the mobile market share, Econet enjoys 51.7%, Netone has 35.3%, and Telecel has 13% (POTRAZ, 2021). Presently, internet access providers (IAPs) can offer voice and data through the Voice over Internet Protocol, thereby infringing on the services previously provided by the voice operators. As a result, companies like Africom, Telone, Powertel, and Liquid Telecom have emerged as significant threats to the three mobile service providers (Makuvise, 2014).

Table 2.2: Mobile service providers, ownership, and market share.

Company	Shareholders and their percentages	Market Share %
Econet	Econet Global Limited, 42.62% Stanbic Nominees (Private) Limited, 25.83% Other shareholders, 31.55%	51.7
Netone	Government, 100%	21.4
Telecel	Government, 60% A consortium of local and international investors, 40%	13

Source: POTRAZ (2021)

2.5 SWOT ANALYSIS OF THE ZIMBABWEAN TELECOMMUNICATION INDUSTRY

The telecommunication sector's Strengths, Weaknesses, Opportunities, and Threats are illustrated in Table 2.3.

Table 2.3: SWOT Analysis

	Strengths	Weaknesses	Opportunities	Threats
Financial	<ul style="list-style-type: none"> • Financial stability 	<ul style="list-style-type: none"> • High Tax regime in the sector 	<p>Improving the sector viability and competitiveness</p> <ul style="list-style-type: none"> • Growing data demand • Migration to a converged platform and harness fees from new licence categories.(SI 12 of 2021) 	<ul style="list-style-type: none"> • Foreign currency shortages • Economic decline • Declining Revenue • High country risk perception- impeding investment in the sector, • Growth of OTTs • Loss of value in resources
Stakeholders, Markets & Services	<ul style="list-style-type: none"> • Clear Mandate as pronounced by the P& T Act. • Good stakeholder relationships 	<ul style="list-style-type: none"> • Poor communication with stakeholders (obsolete website) 	<ul style="list-style-type: none"> • Growth of SME sector • Youthful population & unserved areas • Consumers awareness • Leverage on synergies with other stakeholders • Educated Youth Dividend • Demand for ICT 	<ul style="list-style-type: none"> • Fast changing innovations making it difficult to regulate the market.
Tech & Processes	<ul style="list-style-type: none"> • Documented policies • Participation in global communication forums. (exposure to global standards and best practice [ITU, UPU, CRASA, etc.] 	<ul style="list-style-type: none"> • Inadequate monitoring equipment for both postal & telecommunications equipment • Lack of inter-operability and conformance- testing tools. 	<ul style="list-style-type: none"> • Growth of OTTs • Automation of systems • R & D • Technological innovations in the sector • Research and development • Convergence of technologies • Move from physical to virtual environment 	<ul style="list-style-type: none"> • Abuse of social media • OTTs brings in national security threat. • Technological obsolescence (adoption to new technologies)
Regulatory & Corporate Governance	<ul style="list-style-type: none"> • Ability to influence policy. • Affiliation to regional and international bodies • Solid/ good leadership 	<ul style="list-style-type: none"> • Failure to quickly adapt to changing technologies. 	<ul style="list-style-type: none"> • Being Proactive in influencing policy • Automation of systems • Monitoring & Evaluation 	<ul style="list-style-type: none"> • Balancing Regulation and Innovation • Cybercrime • Change in policy and regulation • Overlap of statutes and institutions in the same sector
HR- Learning & Growth	<ul style="list-style-type: none"> • Qualified and experienced personnel 	<ul style="list-style-type: none"> • Limited human resources in critical departments • Limited tools of trade 	<ul style="list-style-type: none"> • Training and Dev • Exposure to international bodies promotes capacity building 	<ul style="list-style-type: none"> • Brain drain due to economic decline

Source: POTRAZ (2022)

2.6 SIGNIFICANCE OF THE ZIMBABWE TELECOMMUNICATION INDUSTRY

Zimbabwean telecommunications operators have the technology to communicate via the internet, phone, airwaves, cables, wires, or wireless. They have built the infrastructure to transmit voice, text, video, and audio worldwide. The next segment explains some of the significant roles of the telecommunication industry in Zimbabwe.

Work: Telecommunication has enabled businesses to communicate effectively and efficiently with customers and deliver high customer service standards. It has also enhanced work flexibility, where employees can work from wherever they are, remote or local. During the COVID-19 pandemic, most businesses adopted the work flexibility concept, and this has proved to be some of the companies' best modes of operation, as one does not wait to get to the office to get work done (Khan, 2021).

Education: Khan (2021) points out that telecommunication players have provided access to high-quality education from anywhere in the world through e-learning platforms. From primary school to universities, educational institutions have adapted to distance-learning programs or online courses that provide students with the flexibility and freedom to accommodate studies and other obligations. Social media has also become an important platform where students and teachers connect, share information as quickly as possible, and reach vast numbers at once.

Healthcare: Telecommunication has enabled the development of technology in the healthcare sector, known as e-healthcare. This has enabled frequent contact between patients and healthcare providers, more timely and accurate medical monitoring, and improved patient data management (Ahmadi, Katzis, Shakir, Arvaneh & Gatherer, 2020). Telecommunication has also enabled remote collaboration between global specialists, virtual testing of new treatments, and remote operations.

Family: Telecommunication operators also enable people to stay in touch with their loved ones who may not have been so accessible. The increasing accessibility of telecommunication has ensured that people remain connected through multiple communication strategies and social media platforms (Khan, 2021). It has also contributed to family reunions, where family members have lost contact with the rest of the family due to relocation or migration.

Travel: The development of technology in telecommunication has left us witnessing the increasing use of sensors on roads to monitor traffic flows, speed and air quality (smart

motorways) and WiFi on trains or planes to help us work and relax or keep in touch while travelling. Oredgebe and Zhang (2020) assert that telecommunication will play a vital part in travelling and that our cars will soon be automated and guided by satellite navigation.

Savvy buildings/cities: Telecommunication players assist in planning and developing smart cities. They are invited to sit in council meetings to assist officials in understanding 5G technology (how it will serve communities) and the requirements for countries' goals to become a reality (Khan, 2021).

Security: Telecommunication is vital for safety as it is one of the most critical infrastructures for protection (Ahmadi et al. (2020). From natural disaster management initiatives to military needs, a broad spectrum of institutions depends on the telecommunication sector to provide safety. Communication systems are currently used to enable security agencies to counter threats and safeguard people from harm, even in the privacy of their homes.

2.7 CHALLENGES IN THE TELECOMMUNICATIONS INDUSTRY IN ZIMBABWE

Like any other sector in the business environment, the telecommunication industry has challenges causing it to operate ineffectively and inefficiently. The following are some of the challenges faced by telecommunication players:

2.7.1 Power shortages

The main challenge currently confronting Zimbabwe's telecommunications industry is the electricity shortage due to intermittent power outages (POTRAZ, 2022). Therefore, an estimated seventy percent of base stations are powered by diesel. This situation has resulted in tariff increases due to the high expense of running and maintaining diesel-based base stations.

2.7.2 Government laws and regulations

Another challenge the Zimbabwean telecommunications industry faces are unresponsive government laws and regulations (Zimbabwe Economic Report, 2018). For instance, all telecommunications operators in Zimbabwe should pay an operating license to POTRAZ annually. These operational license charges set by POTRAZ are excessive, making it difficult for telecommunications operators to operate competitively and make a profit. As a result,

telecommunications companies devote most of their financial resources to licensing fees rather than expanding infrastructure to improve services (POTRAZ, 2019).

2.7.3 The liquidity crunch and the cash crisis

The country's current liquidity and cash crisis has led to a decline in consumer spending in the economy. The Average Revenue Per User per month (ARPU) for mobile networks has gone down, reducing the profit margins for all telecommunications operators and compelling them to adjust their spending patterns and operations, such as in research and development initiatives (The ZimMarketers, 2019).

2.7.4 Foreign currency shortages

Currently, there are no local suppliers of telecommunications equipment. Telecommunications infrastructure is costly to install and impedes the industry's likely growth (POTRAZ, 2021). All spare parts are imported and supplied by foreign companies such as ZTE, Ericson, and Huawei, and this process requires foreign currency, which is in short supply (The ZimMarketers, 2019).

2.7.5 Delayed remittances have affected infrastructure roll-out

Generally, spare parts for telecommunications equipment are not on the priority list for most international remittances (Zimbabwe Economic Report, 2021). This has negatively impacted equipment servicing, malfunctioning equipment replacement, network upgrades, and network re-dimensioning; hence, most operators have failed to provide quality services (POTRAZ, 2021).

2.7.6 High cost of telecommunications equipment

The Long Run Incremental Cost Studies that were carried out in 2013 and 2014 indicated that Zimbabwean telecommunication companies are being charged higher prices and interest rates for infrastructure by international vendors, such as Ericson, ZTE, and Huawei, as compared to the fees charged to other telecommunication operators, globally (POTRAZ, 2021). This is attributed to Zimbabwe being labelled as a 'high-risk credit destination', which has led to a decline in profitability for the operators (The ZimMarketers, 2019).

2.7.7 The credit crunch

In Zimbabwe, investment capital is tough to acquire internally, and whether sourced internally or offshore, the interest rates are exorbitant. A Weighted Average Cost of Capital study in 2013 indicated that some local operators accessed capital at interest rates over 25% and at shorter repayment periods (POTRAZ, 2021). This unavailability of working capital negatively impacts network roll-out, expansion into new markets, and the creation of new services, which could provide additional revenue streams for Zimbabwean telecommunication operators.

2.7.8 Competition from over-the-top services

There has been a reduction in voice traffic and rising internet and data traffic since 2017. This is primarily attributed to the substitution effect of over-the-top services. Mobile data revenues have been rising. However, they have not been sufficient to offset the sharp decline in voice and SMS revenues, making up 70% of the telecommunication industry's revenues (POTRAZ, 2021).

2.7.9 High cost of international internet connectivity

The cost of international internet connectivity is very high in Zimbabwe because it is landlocked with no landing port for submarine cable connectivity. Some operators access global internet connectivity at prices as high as \$247/Mbps from international internet connectivity providers (POTRAZ, 2021). This plays a significant role in coming up with the cost of providing customer data and internet services. Therefore, the internet charges in Zimbabwe are generally higher because of the cost of international internet bandwidth.

2.7.10 High taxation of the sector

In Zimbabwe, telecommunication is, arguably, one of the most heavily-taxed sectors; the re-introduction of a 25 % customs duty on mobile handsets can testify to this. Thus, mobile phone costs have increased compared to other countries, resulting in a low smartphone penetration rate of around 26% (POTRAZ, 2021). Furthermore, the introduction of a 5% excise levy on airtime and, recently 5% health levy has increased the cost of services.

2.7.11 Infrastructure duplication

The Long Run Incremental Cost Study also revealed that the duplication of infrastructure was a significant costdriver in providing telecommunication services in Zimbabwe (POTRAZ, 2021). The duplication of infrastructure implies that investment costs are duplicated, whereas these could be shared, thereby reducing the cost-of-service provision to operators.

2.8 TELECOMMUNICATION INDUSTRY SUCCESS IN ZIMBABWE

Mandizha (2015) states that Zimbabweans have adopted the digital system, with more citizens using mobile smartphones and the internet. The following are among the successes of the telecommunication industry in Zimbabwe.

2.8.1 Satisfied basic needs

Telecommunication has become the cornerstone for businesses, governments, communities, and families to interact and acquire information through the digital ecosystem. Searching the internet, making phone calls, emailing, and text messaging have become increasingly prevalent in people's personal and professional lives. For example, introducing social media channels like Facebook, Whatsapp, Instagram, and Twitter has allowed individuals to engage, resulting in substantial social and cultural changes in urban and rural lifestyles. Zimbabwean telecommunications, thus, have connected the country to the rest of Africa and the globe (Madziwa & Sibanda, 2018).

2.8.2 Wider Network Coverage

Adopting new ICT by telecommunications operators has enabled more comprehensive network coverage in the country (POTRAZ, 2017). Previously, un-serviced areas, such as rural areas, are now served by telecommunications services; now, rural people can procure products and services via ships or aircraft and systematise development initiatives. This type of accessibility has allowed the growth and development of entire societies.

2.8.3 Encouraged Education

The telecommunications sector has facilitated the expansion and advancement of e-learning in the educational sector (POTRAZ, 2018). Sutherland (2016) explicates e-learning as an

educational system that allows individuals to learn from any location and at any time by means of electronic media. Some educational institutions partner with telecommunication operators to deliver long-distance or remote education. This facility is cost-effective for students, as they save money that would otherwise be used on housing and travel. These three mobile network operators have introduced digital learning platforms, such as Ruzivo, Fundo, and Dzidzo, which are aligned to the Zimbabwean education curricula and charged at discounted rates (POTRAZ, 2018).

2.8.4 Adoption of digital networking as a business tool

Telecommunications services provide the platform required for data to be exchanged electronically through wireless or wired means. This has allowed companies to conduct business through digital networking, allowing customers to make purchases, inquire, as well as offer reviews (Sutherland, 2016). Internet data usage has supported the adoption of social media as a business tool. The Zimbabwe telecommunication sector continues to experience strong subscriber growth, which translates into sales revenue for the industry as well as the government's tax revenue in the form of Corporate Tax and Value Added Tax emanating from the usage and employment-creation opportunities that come with service provision and expansion (POTRAZ, 2020).

2.8.5 Efficient Communication

For the past decade, the Zimbabwean telecommunication players have been significantly involved in infrastructure development to improve communication efficiency by increasing nationwide network coverage and expansion (POTRAZ, 2018). Now businesses enable mobile communication to streamline workflow and productivity, for subordinates can utilise their devices to access specific applications, reply to emails, work on presentations, and participate in teleconference conversations.

2.8.6 Economic Booster

The inception of the Second Republic has seen the telecommunication industry contributing more than 10% annually towards Zimbabwe's Gross Domestic Product (GDP). One significance of the telecommunication sector to Zimbabwe's economy can be noticed through continuous employment creation (POTRAZ, 2021). The competition among telecommunication operators has resulted in better and improved products and services satisfying new demands and interests. Telecommunications have uplifted the living standards of people living in remote areas, enabling

them to perform business dealings over the phone, receive updates about different goods and services and track goods from suppliers to the final consumers (Mandizha, 2015).

2.9 THE FUTURE OF ZIMBABWE'S TELECOMMUNICATIONS INDUSTRY

Innovative technology, such as 5G, the Internet of Things (IoT), and artificial intelligence (AI), is destined to affect the future of the telecommunications industry (Olafsen, 2021). To stay competitive and ahead of the game, telecommunication operators need to adapt, change, and innovate their services, offerings, and business models by taking full advantage of all that technology offers. The industry's agility and flexibility will enable the operators to enhance corporate entrepreneurship and organisational performance, provide businesses with ways to improve productivity and effectiveness, and create new revenue streams that will enhance profitability and the industry's future as we know it (Olafsen, 2021).

2.10 CHAPTER SUMMARY

The literature examined has provided an overview of the Zimbabwean telecommunications sector. The review shows that the telecommunication sector is significant in various environments, such as business and academia. The literature is replete with studies on the telecommunication sector, but the review focused on the literature relevant to the current research. This chapter also describes the challenges and successes experienced in the Zimbabwean telecommunication sector. Details of the research variables and theoretical framework are provided in the next chapter. The discussions will elaborate on the theories that capture corporate entrepreneurship's intricacies, human resources management practices, employee engagement, organisational performance, and the theoretical framework upon which this study was grounded.

CHAPTER THREE

LITERATURE REVIEW

3.1. INTRODUCTION

The preceding chapter provided an overview of the context of Zimbabwe as the area/site of the research; this included exploring the economic and geographic landscape within which the research topic is positioned. This chapter will focus on the theoretical framework, description of research variables (corporate entrepreneurship, human resource management practices, employee engagement, and organisational performance), and the relationships among them. This chapter also comprehensively discusses the conceptual model, on which all the variables have been connected and discussed in accordance with their relationship. This chapter, therefore, interrogates the literature on these variables, their implications and outcomes in relation to the proposed hypotheses.

3.2. THEORETICAL FRAMEWORK OF THE STUDY

In research, underpinning theories serve as the foundation and support for a proposed argument. Numerous theories in the literature have been proposed to clarify the connection between organisational variables and organisational performance. This study focused on three underlying theories captured by the proposed conceptual framework - Resource-Based View (RBV), Contingency Theory (CT), and Social Exchange Theory (SET).

3.2.1 Resource-based view theory

Innocent (2015) state that the resource-based view (RBV) theory has been popular in studies on organisational performance. The RBV highlights the unique corporate resources and capabilities that differentiate one organisation from others in a similar industry while clarifying how organisations can gain a competitive advantage and improve their performance. According to Barney (1991), each organisation is a collection of unique resources and competencies that may be converted into a competitive advantage, performance, and wealth generation (Pore, 2018).

The theory emphasises that valuable, rare, unique, or non-substitutable organisational-specific capabilities, such as tangible and intangible assets, skills, routines, competencies, and learning mechanisms, are the fundamental factors of organisational performance and long-term competitive advantage (Hayton, Hornsby, & Bloodgood, 2013). The resource-based view (RBV)

hypothesis focuses on the role of human resource management in producing unique resources that are difficult to replicate, scarce, and crucial to achieving better long-term organisational performance. Unlike other physical assets, human resource management is challenging to mimic due to its sophistication and dynamic nature (Sheehan, 2013). The resource-based view of the organisation provides a new viewpoint on human resource management. The subordinates should not be seen as a cost to the business but as an essential resource to whom the organisation should give incentives, training, motivation, and development. This new perspective gives rise to gradual changes in the organisation's human resources practices. An organisation develops and implements new recruitment, selection, training, and performance evaluation measures in this context.

According to the resource-based view theory, adopting strategic human resource management practices that support an entrepreneurial orientation is a mechanism to internally develop these unique assets dedicated to achieving competitive advantage and potentially leading to earning above-average returns. Resource access influences an organisation's ability to take risks, innovate, and be proactive. Thus, the richness of resources in an environment impacts an organisation's entrepreneurial attitude. Focusing on the RBV principles and research objectives, organisational factors - corporate entrepreneurship, human resources management practices, and employee engagement - are viewed as unique and highly-valued factors that help in attaining specified goals, such as superior performance.

With the resource-based view theory, adopting strategic human resource management practices that support an entrepreneurial orientation are unique assets or mechanisms to obtain or internally develop; these are dedicated to achieving competitive advantage, potentially leading to earning above-average returns. Resource access influences an organisation's ability to take risks, innovate, and be proactive. Hence, the richness of resources in an environment impacts the organisation's entrepreneurial attitude.

Based on the resource-based theory, there are important implications for entrepreneurship implementation in an organisation. Entrepreneurial opportunities can be expressed as an entrepreneur's unique insight into the value of specific resources that established organisations may not yet possess. This assumption motivates striving for uniqueness rather than just trying to be the best organisation across the industry. In this study, it is assumed that it is the management's prerogative to develop human resources management practices and apply them successfully to enhance organisational performance. In addition, corporate entrepreneurship,

human resources management practices, and employee engagement are considered an organisation's unique internal resources and strategic attributes that support achieving superior organisational performance.

3.2.2 Contingency Theory

Fred Edward Fiedler proposed the contingency theory in 1964, postulating that internal and external factors determine an organisation's performance. At the heart of the approach is the assumption of equifinality. That is, there are many ways to achieve performance, and the right way depends upon the conditions in the organisation's environment, therefore, a one size fits all strategy is doomed to fail. This theory maintains that there is no best method of managing people. To be effective and efficient, business decisions on planning, organising, leading, and controlling must consider the particular circumstances an organisation faces. The contingency theory explains that specific situational factors can affect the direct relationship between independent and dependent variables in a study of organisational performance. This notion was also supported by Smith (2012) and Waters (2013), that the environmental structures, as well as the conditions of the market, have a significant impact on an organisation's choices and strategies. Consequently, organisations must make informed decisions that involve the adaptation of the elements from the market environment directly or indirectly (Pratono, 2016). Change is inevitable, and organisations must develop strategies aligned with the changing environmental trends to show organisational adaptation (Alexander, 2017).

In addition, Kariuki and Kamau (2016) concur that the contingency theory is based on the principle that no generally corporate entrepreneurial strategies and human resources management practices apply equally to all organisations in all circumstances. Each organisation will have its corporate entrepreneurial strategies and human resources management practices. The theory looks at certain influential factors that will assist management in deciding on an appropriate corporate entrepreneurial strategy and human resources management practices. Entrepreneurship researchers have discovered that the contingency theory supports creating new businesses in existing organisations. Chowdhury (2011) finds that new companies dealing with complex customer expectations should avoid high levels of formalisation in the management strategy compared to those facing more straightforward customer expectations. In this study, the management must incorporate contextual variables in the decision-making process as aligning the internal and external factors will positively affect organisational performance. By adopting a contingency perspective, the focus is on the corporate entrepreneurship point of view in exploring

the relationship between corporate entrepreneurship, human resource management practices, and organisational performance. We argue that positive interactions amongst them would depend on the functionality of each dimension of corporate entrepreneurship or human resource management on organisational performance.

3.2.3 Social Exchange Theory

The social exchange theory (SET) maintains that encouraging actions between an organisation and its personnel generates organisational performance (Aldhuwaihi, 2013). A theoretical explanation for employee engagement was focused upon within the social exchange theory (Saks, 2019). According to the theory, a reciprocal relationship is a sequence of exchanges between two people who are in a condition of reciprocated dependency and feel compelled to interact with each other. Cropanzano and Mitchell (2005) argue that when organisations provide economic and socio-emotional resources to their subordinates, the latter will feel driven and desirous to contribute something back to the organisation. Saks (2019) proposed that employee involvement may be determined by how much they feel obligated to repay to their organisation. Some empirical studies, for example, by Menguc et al. (2013), classified social exchange theory as the most important and descriptive and can explicitly explain the contextual value of the workplace and its behaviour.

Based on the SET, the exchange association between corporate entrepreneurship, human resources management practices, and employee engagement ultimately affects organisational performance. The SET isolates three principles to explain the interactions between employees and employers (Foa & Foa, 2012). These are:

- Rationality is the first principle and is based on the assumption that employees will associate with an organisation that can provide attractive rewards and meet its employees' needs and desires.
- Reciprocity, as the second principle, theorises that the social relationship between employee and employer should be a two-way street.
- Specificity, the third principle, postulates that only the reciprocal type can endure an exchange relationship between the employees and an organisation (Foa & Foa, 2012).

This study, which exploits the social exchange theory, hypothesises that when subordinates think that their organisations are offering adequate financial resources through human resource

management practices to ensure their well-being, they will feel obligated and demonstrate a high level of engagement in return. An employment relationship (human resource management), thus, is viewed as an exchange in which the employer provides certain returns (for example, pay, benefits, and job security) in exchange for employee contributions (for example, effort, commitment, and productivity), and both parties' expectations determine the level of interaction. An engaged employee understands the business context and collaborates with coworkers to improve job performance for the organisation's benefit. Based on this theory, employees often respond to their employers by matching gifts with benefits and dedication.

According to this notion, businesses should invest in and treat their employees as strategic partners and valuable assets, thereby, employees will be happier and more engaged, and the company's performance will improve. This shows that the links between corporate entrepreneurship, human resource management techniques, employee engagement, and organisational success are interconnected and depict resource exchange connections (Foa & Foa, 2012). The exchange of these variables will, most likely, meet the needs of both employees and the organisation. The three SET principles, therefore, support the reciprocal links among corporate entrepreneurship, human resource management practices, employee engagement, and organisational performance.

3.3 DESCRIPTION OF VARIABLES

In the current study, four variables were investigated. Corporate entrepreneurship and human resource management practices are two independent variables; the dependent variable was organisational performance, with the last being the mediating variable, employee engagement. All four variables will be examined in this section using literature.

3.3.1. The Concept of Corporate Entrepreneurship

Corporate entrepreneurship (CE) is a well-defined field of study that has existed for more than five decades (Kuratko, Hornsby & Hayton, 2015; Kuratko & Morris, 2018). However, it is still relatively young and unexploited (Covin & Wales, 2019). Since its inception, it has gone through various phases of defining itself and strengthening its academic standing, which Kuratko and Audretsch (2013) refer to as the '1980s, the 1990s, and 21st-century versions'. Corporate entrepreneurship was described in the 1980s as "embodying entrepreneurial behaviour needing organisational sanctions and resource commitments for generating various sorts of value-creating

innovations" (Kuratko & Audretsch, 2013:325). This era focused on product innovation, proactiveness, and risk-taking, enabling organisations to pursue opportunities and improve performance. Corporate entrepreneurship, as defined in the 1990s, was viewed as the venturing and strategic renewal of existing businesses. The primary goal was to provide organisations with a competitive advantage while delivering improved financial performance (Kuratko & Audretsch 2013). The multidimensionality of corporate entrepreneurship, signifying renewal, innovation, risk-taking, proactiveness, and corporate venturing, was a prominent debate during this time. Recently, in the twenty-first century, the emphasis has shifted to internal and external corporate entrepreneurship and managers' involvement in corporate entrepreneurship (Kuratko & Audretsch 2013), although, with strategic entrepreneurship, focusing on substantial innovation will significantly improve the organisation's competitive advantage (Schroder, Tiberius Bouncken & Kraus, 2020).

Corporate entrepreneurship is defined by Nnamdi, Huang, and Sonny (2018) as a process in which people or groups inside an existing organisation explore entrepreneurial possibilities to innovate regardless of the quantity and already available resources. The term is defined by Abosode, Fayose, and Eze (2018) as emergent behavioural intents or actions that deviate from traditional company practices. Popowska (2020) states that corporate entrepreneurship refers to official and informal initiatives to build new enterprises within an existing firm through product and process developments or further market penetration. These actions might be implemented at the strategic, business unit, or project levels to improve an organisation's competitive position and financial performance. Corporate entrepreneurship also includes the strategic revitalisation of an established business, according to Popowska (2020). Hence, the notion is not limited to a specific organisation's size or stage in a corporation's life cycle. It depends on the operational-level staff's ability to capitalise on entrepreneurial possibilities and top management's judgment of the necessity for entrepreneurship at that point in its evolution.

Brizek (2017) acknowledges corporate entrepreneurship (CE) as the method by which a single person or team in an already established organisation initiates its renewal or innovation. CE produces value by combining diverse resources to develop and chase possibilities (Banumathi & Kumar (2015). Corporate entrepreneurship dedicates many resources to finding and capitalising on options, thus, it entails investing resources to seek and exploit opportunities to contribute to the organisation's innovation, improvement, and value. The concept is a combination of formal and informal activities focused on establishing new business ventures as well as other innovative activities, including the creation of unique goods, services, and administrative techniques within

existing firms, using the most recent resource combinations, the acquisition of skill and capability, and personal initiatives (Belousova, Benoit & Olivier, 2009). Concepts such as - intrapreneurship, intra-corporate entrepreneurship, corporate venturing, internal corporate entrepreneurship, innovative and entrepreneurial-strategy making, firm-level entrepreneurial standing, and entrepreneurial orientation - are commonly used to define corporate entrepreneurship, according to Karacaoglu, Bayrakdaroglu, & San (2013).

Corporate Entrepreneurship is a mechanism used to grow new businesses, goods, services, or processes in running an organisation to improve its performance and find new income-generating prospects through entrepreneurial thinking and practical approaches (Pham, Nguyen, & Huy, 2020). It is also a concept that embraces innovations as key ingredients since - product extensions or re-formulations, process re-engineering or cost-cutting, seeking untapped markets, new applications of existing products or services, and new ventures - are all not part of the traditional marketing and product development efforts of an organisation. Karacaoglu (2013) contends that corporate entrepreneurship is a new management paradigm that promotes strategic agility, adaptability, and continual innovation to turn administrative-oriented personnel into intrapreneurs.

In the past few years, the concentration of literature on corporate entrepreneurship has changed enormously (Kahkha, 2014). Entrepreneurial or innovative functions nurture established businesses, regardless of size or type of production (Otache & Mahmood, 2015), thus, any organisation can promote corporate entrepreneurship. Corporate entrepreneurship is a series of interconnected business activities designed to create an entry into an existing business (Chigamba, 2014). Entrepreneurs implement their innovative ideas in the workplace to foster corporate entrepreneurship (Shah & Bhutta, 2013) and add value to an organisation. According to Ahmed, Shah, Qureshi, Shah, and Khuwaja (2018), corporate entrepreneurship allows an organisation to channel its passion and energy into developing new ways of gaining a competitive advantage for better performance or providing different practical ways of doing existing business. Corporate entrepreneurship is vital since it supports the achievement of improved performance and adds to a country's economy by increasing national productivity. The notion manifests itself when individuals, groups, divisions, or teams' efforts build a new business venture, induce corporate renewal, or ignite innovation inside that organisation, which then leads to the formation of a new market, new goods, or changes in the competitive landscape in the market (Van de Ven, 2017; Vanacker, Zara, & Holmes, 2021).

Corporate entrepreneurship is inextricably linked to a company's development, profitability, and survival. This means that some corporate entrepreneurship activities foster innovation and creativity coupled with a culture of taking measured risks in business operations, to strategically position the firm in existing markets and build new ones. The role of corporate entrepreneurship in harnessing growth and company prosperity has been stressed in recent research (Chen, Wang, Nevo, Benitez-Amado, & Kou, 2015; Kühn et al., 2016; Kuratko & Audretsch, 2013). Hisrich and Soltanifar (2021) state that CE gives tools and a platform for workers to think outside the box and put creativity into action to innovate for beneficial individual and organisational outcomes.

3.3.1.1 Dimensions of corporate entrepreneurship

Corporate entrepreneurship has several dimensions. Zahra and Garvis (2000 and Ireland et al. (2009) incorporate, but do not limit it to - innovation, risk-taking, proactivity, and new product creation in their investigations. Similarly, Sakhadari (2016) and Segun et al. (2018) included new business venturing, autonomy, competitive aggressiveness, self-renewal, and strategy renewal as dimensions of corporate entrepreneurship. In this study, the researcher will concentrate on innovation, proactiveness, and risk-taking as elements of corporate entrepreneurship.

3.3.1.1.1 Innovativeness

The term "innovativeness" refers to a company's inclination to explore and foster new ideas and be unique, therefore, it involves experimentation and creative processes that may lead to brand-new products, services, or technological procedures (KahKha, Kahzeh & ArmeH, 2014). Innovativeness may be viewed as a process that adds value to an organisation, its providers, and its customers. Implementing innovation in a corporate organisation helps to improve performance and bring about economic growth, and social change, hence, corporate entrepreneurship significantly increases innovation's influence on an organisation's growth (Yunis, Tarhini, Kassar, 2018). Innovative organisations can quickly track market trends and adjust, enabling them to seize new possibilities (Clark 2010). The process amends an organisation's depth of knowledge, allowing it to generate new competitive techniques which could be used to accomplish growth in international markets and achieve growth and profitability (Zahra & Garvis, 2000). Nybakk & Jenssen (2012) postulate that creative organisations outperform others. A study by Bartolacci, Castellano, and Cerqueti (2015) demonstrated that innovation substantially impacts organisational performance by manipulating each stage of operation, which may be classified as 'process development' or 'process innovation'.

Process innovation is a new form of information, policies, and procedures manifested in distribution strategies, goods, channels, as well as customers' requirements, preferences, and expectations. It is linked to implementing, for instance, a better delivery method and manufacturing system (Morales, Bolvar-Ramos, Martn-Rojas, 2014). Reducing production costs, expanding production volume, and suppleness are some organisational performance evaluation measures related to process innovation since they focus on production (Hervas-Oliver, Sempere-Ripoll, Boronat-Moll, 2014). Migdadi (2020) state that organisations use process innovation to tackle weaknesses in their internal capabilities and knowledge.

3.3.1.1.2. Proactiveness

Proactiveness is the second dimension of corporate entrepreneurship. When confronted with various uncertainties, an organisation must be proactive in addressing the situation (Coccia & Watts, 2020). The fundamentals of proactiveness are illustrated by senior management's willingness to either accommodate or change conditions, have the ability to foresee future ramifications and be opportunistic. Proactiveness demonstrates an organisation's active pursuit of market prospects and a deep urge to be the first to execute innovation (Brizek, 2017). It is an anticipatory and opportunity-seeking attitude, epitomized by introducing new products and services ahead of the competition and predicting future demands (Ibrahim, 2018). Abosede, Fayose, and Eze (2018) explicate proactiveness as denoting an organisation's commitment to exploring attractive prospects rather than just reacting to rivals' activities. In other words, it is the process of producing and releasing new goods and services on the market and maintaining momentum through research and development (Mensmann & Frese, 2019).

Proactive behaviour entails continually seeking new market opportunities and possibilities (Eze, 2018). Organisations with this characteristic can quickly recognise and capitalise on unusual market moves. The proclivity for success and anticipation drives the initiative, projecting changes in critical events, generating change, and early preparedness for an impending, unknown activity (Rosemond, Edward, Moses, 2012). Proactive organisations are well suited to create new products since they are more likely to move ahead of environmental changes and capture opportunities, thereby, they act innovatively rather than re-acting or following; being creative rather than re-acting is the essence of being proactive. This feature usually presents itself in three ways: pursuing new possibilities, introducing innovation ahead of the competition, and abolishing over-mature or dying businesses.

3.3.1.1.3. Risk-taking

Lastly, risk-taking entails coming up with daring activities, stepping in the direction of the unknown, investing extensively, and devoting substantial resources to initiatives in risky situations (Gomez&Rangus, 2018), thus, it is devoting resources and capital to ventures with little or no certainty of success (Davidsson, 2015). Eze (2018) notes risk-taking as an organisation's willingness to fund new ventures even when the outcome is uncertain; these empower people or teams to operate freely and express their creativity by taking risks in developing new goods and services (Segun et al., 2018). Entrepreneurial organisations learn to tolerate failure and thrive in high-risk environments (Kraus et al., 2011). Cowling and Lee (2017) argue that entrepreneurial companies encourage experimentation when entering new markets with new goods or services because they are willing to operate in ambiguous and uncertain situations. Working under such conditions causes entrepreneurial organisations to grow tolerant of failure and be prone to risk (Kraus et al., 2011).

Risk-taking involves controlled and planned actions to generate rewards rather than taking daring chances that might harm performance (Segun et al. (2018). With a corporate entrepreneurial attitude, companies generally engage in risky behaviour, such as significantly borrowing or dedicating significant resources to unresearched market possibilities with high rewards; this is seen as an indicator or measure of their risk-taking proclivity. Corporate entrepreneurship, however, focuses on moderate and calculated risks rather than extreme, uncontrollable risks, which can better be implemented by focusing on frequent, lower-risk innovations rather than one-time, high-risk ones (Mumaraki, 2019); not taking innovative risks may mean being outperformed by more innovative competitors in the market. Therefore, companies must find the right balance between their innovation activities and related risks.

3.3.2 The concept of Human Resource Management Practices

Human resource management practices area collection of logically-coherent procedures and guidelines established and managed to ensure that the firm's workforce contributes towards attaining its strategic objectives (Tan & Nasrudin, 2011). Nor et al. (2020) explain human resource management methods as a process used by an institution to acquire, cultivate, incentivise, and keep talent to guarantee productivity and efficiency in accomplishing

its objectives. Armstrong (2014) sees the notion as a collection of metrics associated with corporate or job design, knowledge management, recruitment and selection, welfare management, learning and development, job evaluation, performance management, compensation management, succession planning, counselling services and industrial relations management. Tiwari and Saxena (2012) note human resource management practices as actions taken to address a pool of employees and ensure that the former is used to accomplish organisational goals.

There is no one ideal HRM approach that is appropriate for all organisations, thus, best practices vary from one company to the next. As organisations operate in diverse business settings, good HRM practices may not deliver the same benefits for others. Contingency theory, under this notion, maintains that there is no optimum method to do things. Instead, businesses' strategies are determined by the environment in which they work; each organisation, therefore, must design a unique set of HRM practices tailored to its needs.

Relevant HRM practices in a company ensure that workers are pleased, skilled, and devoted to contributing significantly to the firm's success. HRM techniques influence the connection between employees and the organisation, which can be favourable or adverse. The social exchange theory dictates that employees offer their loyalty and commitment to an organisation in exchange for rewards and fringe benefits they receive. These practices help to build viable exchange connections between the organisation and the employee regarding shared trust and duties.

Standard HRM procedures are classified into three groups. The first is the approach to a high-performance work system (HPWS). This HRM approach boosts organisational performance and achieves a high work system (Ma, Long, Zhang, Zhang, & Lam, 2017). The next category covers HRM behaviours like "commitment" and "control." In reality, 'commitment' HRM techniques typically implement a differentiation strategy to attain excellent organisational performance, whereas 'control' HRM approaches are suitable when the organisation is pursuing a cost-cutting strategy (Jyoti, Rani, & Gandotra, 2015). Finally, the 'value matrix method' separates the skill sets of a particular profession based on their originality and worth to the organisation.

In previous studies, the most commonly used human resource management practices were - human resource planning, compensation management, induction, knowledge management, health and safety, performance management, organisational design and development, job evaluation, job analysis, succession and career management, industrial relations, human

resource audit, employee welfare and counselling, recruitment and selection (Aktharsha & Sengottuvel, 2016; Anwar, 2017; Anwar & Shukur, 2015). The researcher concentrated on three HRM practices that appear to have the most significant influence on organisational performance.

3.3.2.1. Recruitment and Selection

Hiring the top applicants who meet the job criteria is what recruitment entails (Villegas, Lloyd, Tritt, & Vengrouskie, 2019); Armstrong (2014) maintains that recruitment is seeking candidates to fill open positions and inspiring them to apply to the organisation. In contrast, the selection comprises a series of phases in which applicants are evaluated to choose the most qualified candidates for open positions. Recruiting is a collection of actions to attract job seekers with the necessary skills to assist the organisation in realising its objectives and aims (Tiwari and Saxena, 2012). Examining job requirements, attracting employees to that occupation, screening and selecting candidates, contracting, and inducting new employees are all part of the recruitment process (Khan & Abdullah, 2019); the HR department is in charge of selecting the best individual or applicant for the role that a company requires (Armstrong, 2014). Following a successful job analysis that yields job descriptions and requirements, organisations must be able to determine if they can fill the vacancy inside or outside (Aktharsha & Sengottuvel, 2016).

3.3.2.2. Training and Development

Employees can transform their previous experience, talent, expertise, and knowledge with the most current and novel skillstraining and development (TD), allowing them to effectively and efficiently carry out their new responsibilities. Employee training and development entails providing employees with guidance, workshops, mentorship, coaching, and other learning opportunities that enhance, educate, and empower them to achieve the highest level of their ability within the constraints imposed by their organisation (Jahn, 2015). This is supported by Armstrong & Taylor (2014), who note TD as a systematic growth of knowledge, skills, and abilities to perform job-related duties in an organisation. Noe, Hollenbeck, Gerhart, and Wright (2016) define training as any program designed and arranged by an institution to empower employees' acquisition of job-related knowledge, skills, competencies, behaviours, or actions. Hameed and Anwar, 2018 cited that training is a continuous improvement in human abilities, skills, and knowledge so as to increase their ability to reach a targeted goal, while Armstrong (2014) opined that development is concerned with growing managers' performance in their current roles and preparing them for greater future responsibilities. As noted above, training is

designed for the non-managerial workforce, and development is intended for the managerial workforce.

A training program's primary goal is to impart to subordinates new skills and abilities detected as essential for accomplishing their duties and achieving strategic objectives. Organisations demonstrate to employees that they value their contributions, growth, and development by providing learning opportunities through training and development. Selecting the appropriate program ensures that staff has the necessary abilities to perform their responsibilities, which are kept up to date through best HR practices. Management relies on the performance of their employees to achieve organisational objectives and goals.

A training program should be prepared appropriately as it is the cornerstone for imparting skills required to do diverse tasks (Othman et al., 2019) and for the encouragement of employees (Anwar, 2017). Each training activity should be crafted after successfully conducting a training needs analysis and identifying the gaps. Finally, the training program should also involve persons with direct managerial responsibility to include human resource management techniques in the process (Anwar, 2016). The successful implementation of organisational goals and objectives will rely on the training program provided to the personnel, hence, organisations should tailor-make their training programs to suit the different levels of human resources required (Prabhu et al., 2019). A training evaluation (Anwar & Qadir, 2017), which should come after the training and development of programmers, is carried out to determine whether the goals have been achieved in line with identified training gaps (Abdullah & Rahman, 2015).

Organisations reap numerous benefits from training, such as updated skills, abilities and knowledge, increased job security, the opening chances of promotion, increased compensation, increased job flexibility, and better equipping managers to lead (Armstrong & Taylor, 2014). Employees become emotionally connected to and invest in a company due to training (Dessler, 2017).

3.3.2.3. Compensation Management

The term 'compensation management' is seen as the total amount of monetary and non-monetary remuneration approved to be offered to a subordinate as a reward for work completed as required within a specific time frame (Bussin & Biriggman, 2019). Compensation is a combination of income, paid leave days, bonuses, paid medical aid, and other fringe benefits, such as free meals, accessible transport, and groceries (Dessler, 2017). Compensation management, by extension,

entails recognising previous performance and manipulating employees' imminent actions in an effort to attract outstanding potential candidates, increase their productivity at work, and motivate and keep those who are a stronger fit for an organisation (Armstrong (2014).

David (2013) highlighted two types of compensation management offered to employees: direct and indirect. Direct compensation typically includes wages, commissions, bonuses, and hourly payments for different posts within the organisation. An effective compensation plan is routinely compared with those of others in the same sector or against published benchmarks, hence, direct compensation aligned with industry-standard provides employees with the assurance of fair compensation; well-structured plans assist an employer in not losing trained staff to a competitor. Indirect compensation focuses mainly on the personal motivations of each person to work, such as free staff development courses, subsidised daycare, the opportunity for promotion or transfer within the organisation, equity-based programs, retirement plans, and paid vacations. Employees who perceive their compensation as fair tend to put more effort than expected into their employment contracts. Thus, an adequate compensation package should be both direct and indirect.

Compensation management has numerous benefits, including achieving employee satisfaction and retention and increasing organisational performance (Osibanjo et al., 2014), helping a company achieve its objectives and become more competitive (Beck-Krala & Scott, 2014). Furthermore, a well-managed system can assist in retaining personnel and potentially reducing organisational turnover (Odunlami, 2014); this means compensation management must be designed to stimulate expected employee behaviour and favourable perceptions of the workplace (Beck-Krala & Scott, 2014); these plans are essential for achieving goals and supporting the organisation's strategy (Klimkiewicz & Beck-Krala, 2015). In an employment relationship, the critical nature of compensation management cannot be overstated. Thus, Chiang and Birth (2017) reiterated its significant implications for the management of entry, stay and exit of an individual's relationship with the workplace.

3.3.3. The concept of Employee Engagement

Employee engagement is critical in today's fast-paced, ever-changing business climate (Rich, Wollard & Shuck, 2011, Alfes, Truss, Soane, Rees, & Gatenby, 2013). Research has shown dramatic interest in employee engagement in recent years due to its strong influence on employee and organisational outcomes (Bailey, Madden, Alfes, & Fletcher, 2017; Rayton & Yalabik, 2014;

Schaufeli, 2017; Tensay & Singh, 2020). Over the last three decades, there has been a proliferation of studies on employee engagement after it was first conceptualised by Kahn (1990). Different researchers, practitioners, and scholars have other points of view about employee engagement. As described by AbuKhalifer and Som (2013), employee engagement is a positive attitude toward the organisation and its value. An engaged employee comprehends the market conditions and cooperates with work colleagues to enhance their work performance for the company's betterment. It is the harnessing of organisational members to their work-related activities, for through active participation, people demonstrate themselves as physically, cognitively, and emotionally connected to the business (Abrahams, 2012).

Chanana (2021) sees employee engagement as the level of dedication and involvement of employees towards their organisation and its values. Employee engagement, as defined by Mishra, Sharma, and Bhaskar (2015), is the extent to which employees are attentive and involved in the performance of their responsibilities. It is seen by Ariani (2013) as the importance of the implementation and interpretation of task behaviours that represent a person's desired self. These are motivated by the desire to work and the level of energy devoted to exclusive performances. The general definition of employee engagement by Eldor and Vigoda-Gadot (2017) states that it is a lively, fulfilling, and work-related emotional state characterised by a strong attachment to the organisation and self-expression. Employee engagement is explained by Menguc, Auh, Fisher, and Haddad (2013) as a positive, rewarding, work-related state of mind marked by energy, dedication, and immersion; it is defined by three key components - vigour, dedication, and absorption.

3.3.3.1. Dimensions of Employee Engagement

As in the previous studies, employee engagement, in this research, is examined within three dimensions - vigour, dedication and absorption.

3.3.3.1.1. Vigour

Vigour refers to the enthusiasm that can be felt from a high level of energy and endurance of the mind while working, or the willingness to give the best in a job and being resolute when facing a difficult situation (Schaufeli, 2017). It is a set of interconnected affective states experienced by employees at work in terms of body intensity, mental energy, and reasoning (Klijn, Tims, Lysova & Khapova, 2021). Vigour is one aspect of employee engagement that necessitates significant

levels of employee energy, emotional fortitude, concentration, productive performance, and perseverance, particularly when confronted with difficulties (Shekari,2015). The Utrecht Work Engagement Scale (UWES) assess vigour, as demonstrated by -employees' high energy levels, high mental resilience at work, willingness to put effort into a position, and persistence even when faced with problems (Schaufeli, 2012). Excellent organisational performance requires employees to know their tasks, obligations, and responsibilities. According to Schaufeli and Bakker (2004), some vigour traits are intense physical and mental resilience at work.

3.3.3.1.2 Dedication

The second component of employee engagement is dedication. Dedication is an employee's emotionally stable and positive attitude toward achieving goals and objectives (Sadovaya & Korchagina,2016). Dedication implies the strength in engaging in a job and having a sense of significance, excitement, encouragement, prestige, and willingness to remove hurdles (Schaufeli, 2017). It also refers to an employee's disciplined behaviour at the workplace, which incorporates compliance with processes and procedures, working hard, being resilient in task completion, and taking the initiative in problem-solving. Using the Utrecht Work Engagement Scale (UWES) assessment methodology, devotion is portrayed as being deeply interested in one's work, feeling significant and meaningful, being passionate, inspirational, proud, and enjoying challenges (Schaufeli, 2012). Individual or groupperformance and motivation in carrying out duties and responsibilities considerably influence the achievement of organisational goals and objectives. Dedicated employees who are aware of their organisation's vision and mission statement are more likely to go above and beyond to achieve their goals and safeguard the organisation's image. Thus, dedicated individuals are required for an organisation to meet its goals (Bamidele & Konya,2019).

3.3.3.1.3 Absorption

Absorption is a component of employee engagement that relates to a person's more ubiquitous and consistent state of mind (Schaufeli, 2012). The author sees absorption as a scenario in which enthusiastic, cheerful, and satisfied workers can deal well with their work demands. For Riyanto, Ariyanto, and Lukertina, 2019, employees' engagement is a condition in which they are emotionally and intellectually committed to the organisation. The Utrecht Work Engagement Scale (UWES) measures absorption, which requires entire focus, feeling delighted and fully involved in work so that time seems to fly by, making it difficult to get away from work (Schaufeli, 2012). A

high level of absorption will result in incredible performance since absorption symbolises an employee's attitude of complete focus and seriousness in work. This encourages individuals to be more thorough in their work, resulting in improved organisational performance. Absorption can help organisations achieve predefined goals and targets since individuals involved in their jobs are often more likely to keep their promises (Rayton & Yalabik, 2014).

3.3.3.2 Types of Engaged Employees

Robertson-Smith and Markwick (2013) postulated that engagement levels vary according to biographies and character. Younger employees may have the zeal when recruited by an organisation but can swiftly become detached. Highly extravert and flexible individuals see participation as simple. Gallup (2006) advise that organisations should be conscious of the three engagement levels of employees - the engaged employee, not engaged/ moderately engaged employees, and the actively disengaged employees:

- Engaged employees- those who work passionately, have a strong bond with their organisation and are viewed as drivers of innovation while assisting the organisation in achieving its goals and objectives. They are much more likely to remain in the organisation, outperform their colleagues by 20%, and act as business champions.
- Not engaged employees-these 'sleepwalk' throughout their workday, and although they do put time into work, there is no passion or energy present in their work.
- Actively disengaged employees are dissatisfied with their jobs and preoccupied with acting out. These employees are seen as undermining what their engaged counterparts may accomplish daily.

3.4 THE CONCEPT OF ORGANISATIONAL PERFORMANCE

Organisational performance is one of management's most critical dependent variables and an indicator of a successful organisation (Ghaith, Mutia, Maysoon, & Abdul Malek, 2018). Kehoe and Wright (2013) state that there are two degrees of performance: individual and organisational/operational. Organisational performance refers to a company's definite output measured against anticipated outcomes (Mumbi & Makori, 2015); similarly, Kahkha, Kahrazeh & Armesh (2014) stated that organisational performance is the organisation's actual output compared to its standard output.

It is the total of a company's or department's accomplishments, showing the manager/entrepreneur's success and serving as a sign of the level of possible achievement (Amin, 2017). Achievements entail an organisation's goal or objective being met within a specific time frame or over a long period (Lee & Huang, 2012). An organisational performance assesses effectiveness and efficiency relative to specified performance indicators (Rogers, 2016). Al-Mamary, Shamsuddin, and Aziati (2014) contend that organisational performance is derived from work processes and activities resulting from people's efforts.

3.4.1 Measures of organisational performance

Financial and non-financial metrics, according to Sandada, Pooe, and Manilall (2014), can be used to assess organisational performance. Financial measurement variables are valuable indicators of an organisation's financial health and well-being; these figures are derived from fiscal summaries. Financial metrics are mostly comprised of financial records, consequently, financial statistics, such as revenue, net income, cash flow, return on capital employed, and return on assets, are included in the metric.

Non-financial measurements, on the other hand, have nothing to do with how well the organisation performs monetarily (Schayek, 2011) rather, it is for companies to fully comprehend the human component, customer aspect, and other elements of work complement profitability measures for company performance. Market share, capacity utilisation, product quality, customer satisfaction, customer retention, employee satisfaction, and employee turnover are examples of non-financial measures (Aracioglu, Zalluhoglu & Candemir, 2013). Van Looy and Shafagatova (2016) argued that performance evaluation continues to be a controversial subject in both academia and practice.

This next section will go through some crucial variables utilised as financial metrics of organisational effectiveness.

3..4.1 Financial Measures

Financial performance metrics require an organisation to report most of its numbers in its financial statements. The fundamental problem with financial measures of corporate performance is that the majority of companies are reluctant to provide such information. Furthermore, several of the data in the financial assessment of an organisation's success are controversial since they are easily exploited (Gomera, 2016)

3.4.1.1 Revenue

Arguably the primary reason for operating a business is to generate revenue. Revenue is the total income generated by selling products and services related to the company's direct operations. Nelson (2015) agreed that revenue is the money earned when a company sells a product or offers a service to its customers. The revenue figure is generally near the top of an organisation's income profit and loss statement (Santos & Brito, 2012). It is the amount of money an organisation receives in a particular period, including sales, discounts, and deductions for returned goods (Gomera (2016). The revenue formula is calculated by multiplying the number of sales by the sales price or average service price, as illustrated by the equations below:

$$\text{Revenue} = \text{Number of Sales} \times \text{Sales Price or Average Price of Service}$$

3.4.1.2 Net income

Alvi and Ikram (2015) explain net income as the total income obtained after subtracting all the expenses incurred during the business's performance, including amortisation, depreciation, salaries, wages, rents, taxes, interest, and other costs. Rich, Jones, Heitger, Mowen & Hansen (2011) similarly note that net income is calculated after deducting costs or expenses from revenue; some of the costs adjusted for operations are depreciation on fixed assets, taxes, and interest (Gibson, 2010). The net income figure is indicated on the organisation's income, profit and loss statement (Damodaran, 2012). The figure is critical because it reflects whether the organisation is profitable during a specific period (Sinha, 2012). The following equation demonstrates how to calculate net income:

$$\text{Net Income} = \text{Total Revenue} - \text{Total Expenses}$$

3.4.1.3 Return on equity (ROE)

Nyirenda and Ngwakwe define return on equity, and Ambe (2013) as a percentage of shareholders' equity as net income returned. These authors maintain that return on equity determines a company's profitability by indicating how much profit it makes with the money invested by shareholders. In addition, Alvi and Ikram (2015) highlighted that return on equity could be used by the investors and owners internally to evaluate the performance of the management or to investigate the return on shareholders' investment and measures the efficiency and

effectiveness of the leadership in an organisation. The following formula is used to determine a return on equity:

Return on equity = Net Income / Shareholders Equity

3.4.1.4 Return on assets

The return on assets (ROA) represents the profitability of an organisation concerning the complete set of resources or assets under its control (Mukwarami, Nyirenda, & Fakoya, 2017). Additionally, Ongore and Kusa (2013) state that return on assets expresses the organisation's ability to generate profit because of the productive use of resources and effective management; it is a ratio that demonstrates an organisation's profitability for its total assets (Ledgerwood, 2014). The ratio indicates management's effectiveness in utilising current and fixed assets to generate revenue for the company (Sinha, 2012). ROA (as an accounting ratio) has been used as a proxy for firm performance in many studies, such as Ahamed, Almsafir & Al-Smadi (2014), Dewi, Sudarma, Djumahir, & Ganis (2014), Ofori, Nyuur, & S-Darko (2014) and Mukwarami, Nyirenda, & Fakoya (2017). Mukwarami, Nyirenda, and Fakoya (2017) justified the use of ROA in many studies as it is not affected by the differential degree of leverage in organisations and is positively correlated to market price. The following formula is used to measure the return on assets (ROA):

Return on assets = Net Income / Total Assets

3.4.1.5 Return on invested capital

Baldwin (2017) stated that return on invested capital (ROIC) is a financial measure of an organisation's or business unit's profitability; if it is greater than the business's cost of capital, reinvestment of earnings increases shareholder value. Bragg (2012) notes return on invested capital as the organisation's efficiency in allocating capital to profit-generating investments. Longenecker et al. (2013) see it as the amount of money brought into the business by the entrepreneur, shareholders, and all other interested parties. The total amount put in a company is calculated by adding the entire debt and lease commitments to the total equity in the company and then correcting for non-operating cash and investments (Baldwin, 2017). ROIC measures how well an organisation's money is utilised to produce significant revenue (Sinha, 2012). The return on capital employed can be calculated in a variety of ways. One method is as follows:

Return on invested capital = [Net Profits – Interests – Taxes] / Capital Employed

3.4.2 Non-Financial Measures

This segment will elaborate on some significant variables in non-financial organisational performance measures. Olutunla and Obamuyi (2008) argued that using non-financial measures in the organisation is the best way to measure performance; these are any parameters that a company can use to evaluate its performance and that are not expressed in money (Cant, 2011). Non-financial metrics are based on the managers' and owners' perceptions or assessments of organisational performance (Gomera, 2016). According to Efendioglu and Karabulut (2010), non-financial metrics are generally factors related to an organisation's operations, effectiveness, and efficiency.

3.4.2.1 Market share (MS)

A company's percentage of total industry sales over a given period is known as 'market share' (Cant, 2011). Zimmermann (2012) backs up this definition, stating that the market share is calculated by dividing an organisation's total sales over a specified time in the same industry. Topolosky (2014) adds that market share tells what percentage an organisation controls and what percentage its competitor controls. According to Cant (2011), one of the primary goals of most businesses is to increase their market share, hence, they have evolved various techniques to boost their market performance. For example, Longenecker et al. (2013) argue that improving product quality, lowering prices, and promoting are some actions businesses engage in to increase their market share. Information on an organisation's market share size is generally available from various independent sources and the organisation itself (Phiri (2020). The formula below calculates the size of a market share.

Market share = [Total Company Sales/ Total Industry sales] X 100

3.4.2.2 Customer satisfaction (CS)

Customer satisfaction, from Topolosky (2014), is a metric that measures how well a company's product or service meets or exceeds its client's expectations in a commercial setting; Sunder also (2011) notes it as the total number of consumers involved in an organisation's products or services ratings which exceed declared contentment targets. Farris et al. (2011) suggest customer happiness may be measured by the number of repurchase intents and the customer's loyalty to the product or service, which is crucial to organisational performance (Kee-Luen et al., 2014). It is an intellectual concept that includes elements such as product quality, safety, price, location

accessibility and durability of product or service (Sunder (2011)). To calculate customer satisfaction, the following formula is used:

Customer Satisfaction = [total number of positive responses / total number of all responses] X 100

3.4.2.3 Employee satisfaction (ES)

Employee satisfaction is whether or not employees of the company are pleased, content, and happy with their jobs (Topolosky, 2014). Employee satisfaction is often referred to as 'work satisfaction' and indicates, according to Sunder (2011), how employees are pleased with their work or the arrangement of their work, such as flexibility or management. Gomera (2016) and Nelson (2015) assert that high levels of employee satisfaction are required when organisations want to achieve high productivity and performance. However, the notion can become a demotivator when the organisation has mediocre workers who are not effective but are satisfied with the work environment (Terblanche et al., 2013). Researchers look at employees' salaries, the quantity of labour they perform, the resources available, teamwork spirit, and the flexibility of employees when carrying out their duties when gathering information about employee satisfaction. Knowing how employees think about their work is crucial for organisations to keep them satisfied and maintain a low staff turnover (Santos and Brito (2012).

3.4.2.4 Product quality (PQ)

Product quality means incorporating products, services, and features that meet consumer needs and give customer satisfaction by improving products and making them free from deficiencies or defects (Akrani, 2013). Every organisation's mandate and wish is to offer a service or product that satisfies the customer base's requirements and is better than its competitors (Marcouse, Watson, & Hammond, 2015). The main aspects of product quality, according to Akrani, 2013 are;

- quality of design – a product must be designed as per the customer's needs and be of high-quality standards,
- quality conformance -product must match its declared specifications,
- reliability -product must not easily breakdown or become non-functional,
- safety -product must be safe to use or handle and not harmful to customers, and finally
- proper storage -product can be packed and stored correctly.

It is underscored that organisations must focus on product quality before, during, and after production. To the consumer, a high-quality product meets their wants, preferences, and desires (Hennig-Thurau & Hansen, 2013). Product quality is significant for businesses and customers (Damodaran, 2012), therefore, poor-quality products from a company will impact the consumer's confidence, the image of the company, and sales (Hansen & Mowen, 2014); it may potentially jeopardise the organisation's viability. Customers are inclined to pay an extra surcharge fee for a product that satisfies their wants and exceeds their expectations. However, when a product fails to meet expectations, customers quickly switch to competing products within the same market (Longenecker et al., 2013). Businesses, thus, must produce high-quality items to preserve their market share and retain clients.

3.4.2.5 Capacity utilisation (CU)

The extent to which a company maximises its production capacity is referred to as 'capacity utilisation' (Weiss, 2010); similarly, it is defined as the proportion of installed output achieved in a given period (Sunder, 2011). The notion assesses how well an organisation utilises its manufacturing capacity. Organisations are concerned about capacity utilisation since it is a metric that offers information about the organisation's productive efficiency (Hansen & Mowen (2014). Manufacturing costs can be lowered while output increases when capacity is fully utilised, thus, organisations should strive to work at 100% capacity to reduce production costs (Bragg, 2012 & Damodaran, 2012). The production system's practical and efficient process is called 'capacity utilisation'; when an organisation is inefficient, it may lose market share and revenue due to failing to meet client demands (Hansen & Mowen, 2014). The percentage of capacity utilisation is calculated as follows:

Capacity utilisation = [Actual level of output / maximum possible output] X 10

3.5 RELATIONSHIPS BETWEEN VARIABLES

This section provides an overview of research that had delved into corporate entrepreneurship, human resource management, employee engagement, and organisational performance. The discussions focus on crucial study findings, discrepancies, inadequacies, and inconsistencies in the literature.

3.5.1 Corporate Entrepreneurship and Organisational Performance

A corporate organisation's principal goal is to increase performance (Otache & Mahmood, 2015). According to these experts, for any organisation to improve its performance, it must consciously engage in certain activities, display specific behaviour, and align itself with the requirements of the external environment in which it operates. Segun, Nnamdi Huang, and Sonny (2018) assert that high levels of performance are associated with high levels of corporate entrepreneurial intensity, and the identification and encouragement of corporate entrepreneurship will enhance organisational performance.

A typically positive and significant association between CE and organisational performance has been demonstrated in the literature (Boone, Lokshin, Guenter & Belderbos, 2019; Frese et al., 2014; Heavey & Simsek, 2013; Hughes & Mustafa, 2017; Jones et al., 2019). Additionally, a plethora of literature indicates that entrepreneurial features, such as innovativeness, proactiveness, and risk-taking, positively affect organisational performance (Odumeru, 2013; Segun et al., 2018). Eze (2018) found that innovation, risk-taking, strategy renewal, and corporate venturing are strongly associated with market share and employee happiness during his research on corporate entrepreneurship and manufacturing organisation performance in Nigeria. Similarly, Abosede, Fayose, and Eze (2018) performed research on corporate entrepreneurship and the worldwide performance of Nigerian banks. According to their research findings, all dimensions of corporate entrepreneurship (innovation, proactiveness, risk-taking, strategic renewal, and corporate venturing) have an individual and both positive and significant impact on banks' worldwide performance. Innovation has had the most significant impact on Nigerian banks' global expansion.

Olowofeso and Ale (2019) investigated the entrepreneurial orientation and performance of the hospitality business in Akure, Nigeria. The research's purpose was to examine the impact of entrepreneurial-oriented factors on hospitality businesses' performance in Akure, Nigeria. The results revealed that innovativeness, proactiveness, and competitive aggressiveness significantly impacted the hotel industry's performance, however, the autonomy dimension had little effect on hotel performance. Aroyeun, Taiwo, Adefulu, and Adesoga (2019) investigated the impact of the entrepreneurial factor on the performance of selected small businesses (SMEs) in Ogun State, Nigeria. The study investigated the influence of entrepreneurial orientation (innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy) on SMEs' performance. The findings revealed that all forms of entrepreneurial orientation (EO) have a beneficial impact on the performance of these SMEs.

Research on corporate entrepreneurship shows that it has a positive and significant link with organisational performance, except for some dimensions where the relationship is ambiguous (George & Marino, 2011; Heavey & Simsek, 2013; Frese et al., 2014). Literature evidence from America, Africa, and Asia, established a link between CE and OP in Southern Africa, however, this is limited, particularly in Zimbabwe. As a result, the following hypotheses were created for this study:

Hypothesis 1: Corporate entrepreneurship is positively related to organisational performance.

H1a Innovativeness is statistically significant to organisational performance in the telecommunication industry.

H1b Pro-activeness is statistically significant to organisational performance in the telecommunication industry.

H1c Risk-taking is statistically significant to organisational performance in the telecommunication industry.

3.5.2 Human Resource Management and Organisational Performance

Many HRM researchers and human resource personnel have emphasised the statistical significance between HRM practices and organisational performance (Alfes et al., 2013; Koser, Rasool & Samma, 2018; Singh & Kassa, 2016). Numerous studies on effective HRM practices and their influence on organisational performance have also been developed and published, confirming the hypothesis that there is a positive relationship between these variables (Amin, Ismail, Rasid & Selemani, 2014; Mostafa et al., 2015; Vermeeren, 2014; Ko & Smith-Walter, 2013;). Armstrong (2014) stated that human resource management plays a strategic role since it significantly impacts organisational performance.

Prior research on HRM practices confirmed a clear and positive association between HRM practices and organisational performance (Abdullah, Alodat, Aburumman, Hoque & Ige, 2019; Mariappanadar, 2020). HRM practices and organisational performance have been shown in the literature to have, generally, a favourable and significant link (Ghaith, Enas, Mutia, & Abdul Malek, 2018; Stor, 2021). Osman et al. (2011) used a questionnaire sent to HR managers and CEOs in several Malaysian industries to investigate the effects of reward management, HR planning, organisation design, health and safety, performance management, recruitment and selection,

learning and development on organisational performance. The conclusion showed that effective HRM practices were responsible for improving organisational performance.

Vermeeren, Kuiper, Bram, and Vogelaar (2014) posit that human resource management dramatically improves productivity and organisational performance. For Chand and Katou (2007), human resource management methods, including recruitment and selection, welfare management, knowledge management, human resource planning, conflict resolution, and compensation management, substantially impact organisational performance. However, Kuo (2011) discovered an insignificant association between human resource management methods and organisational performance, in contrast to initial results. However, three constructs mediate this indirect relationship: organisational learning, innovation, and knowledge management.

Numerous evidence-based studies on individual human resource practices have indicated that recruiting and selection are significant indicators of organisational performance (Almansoori, Othman & Siam, 2021; Selase, 2018). Alsughayir (2014), for example, examined the influence of recruiting and selection on organisational performance in the Saudi Arabian environment. Structural equation modelling (SEM) results revealed that appropriate recruiting and selection benefit organisational performance. Beh and Loo (2013) also conducted a study in an Asian setting, specifically in Malaysian insurance providers, with a sample of 312 respondents. This study's findings revealed a significant positive correlation between recruitment, selection and organisation performance.

Previous research has found that training and development are significantly and positively associated with organisational performance (Ghaith et al., 2018; Obeidat & Al-Nahyan, 2016). For example, Arshad, Azhar, and Khawaja (2014) conducted a study in a Pakistani organisation with 50 respondents, and the results showed that training and development were the best predictors of performance. Similarly, Guan and Frenkel (2019) discovered that training is statistically significant to organisational performance in another study conducted in China on two manufacturing organisations with 348 samples using the process-analysing technique. Triguero-Sánchez, Pena-Vinces, and Sanchez-Apellaniz (2013) used a structural equation modelling software called SMART PLS to conduct research in a European setting, focusing on small and medium-sized businesses with 102 respondents. The results indicated that training and development significantly impact organisational performance.

Existing research has found a link between compensation management and organisational performance. Oluigbo and Anyiam (2014) discovered that compensation management is statistically significant to organisational performance in a study of 92 Nigerian Information Technology (IT) organisations. Khalid et al. (2014) investigated the association between pay management and organisational performance in Pakistan's Asian environment. According to the findings, salary is statistically significant to organisational performance. Similarly, Fisher, Maines, Peffer, and Sprinkle (2005) researched the link between compensation management and organisational performance. The findings indicated that compensation management has a favourable and significant relationship with organisational performance.

In contrast to the results presented above, Rizal, Idrus, and Djumahir (2014) unearthed that reward management is significantly related to motivation and organisational commitment but not to the organisation's performance. Regardless of the extensive research in developed countries, as mentioned earlier, there remains a scarcity of correlation between CM and OP in Southern African countries, notably in the Zimbabwe telecommunications sector. As a result, the following hypotheses were advanced:

Hypothesis 2: Human resources management practices statistically affect organisational performance in the telecommunication industry.

H2a. Recruitment and selection are statistically significant to organisational performance in the telecommunications industry.

H2b. Training and Development are statistically significant to organisational performance in the telecommunication industry.

H2c. Compensation Management is statistically significant to organisational performance in the telecommunication industry.

3.5.3 Corporate Entrepreneurship and Employee Engagement.

Scholars and practitioners have recently grasped the relationship between corporate entrepreneurship and employee engagement, as more attention is experimental since it is treated as one of the primary strategic drivers for performance, productivity, and competitive edge (Ayadurai, 2011), although, research combining these two variables is still generally scarce (Ahmed, Shah, Qureshi, Shah, & Khuwaja, 2018). Ahmed et al. (2018) investigated the impact of corporate entrepreneurship on organisational performance via the lens of employee engagement in five financial institutions in Pakistan. The results discovered a significant and favourable

correlation between corporate entrepreneurship and employee engagement. The study also gave crucial explanations and prospective consequences on how CE possibilities could help subordinates feel engaged and, as a result, loyal and dedicated to the organisation. Engaged employees demonstrate a greater sense of responsibility and a commitment to attain organisational goals. Such subordinates prefer to collaborate with their hands, heads, and hearts, resulting in superior performance to the rest (Hakanen, Ropponen, Schaufeli, & De Witte, 2019). This idea is backed by Kelley (2011), who noted that true corporate entrepreneurship success depends on employee engagement, indicating employees' capacity to cope with a firm's culture. For Bhardwaj et al. (2010), employee participation, which includes employees at all levels involved in the inception and implementation of CE efforts, is critical for CE success. Kenney (2007) agrees, stating unequivocally that employee involvement is vital for an organisation's corporate entrepreneurial success.

Kassa and Raju (2015) investigated the association between corporate entrepreneurship and employee engagement. The findings supported Saks' (2019) claim that SET can offer a solid theoretical basis for comprehension and studying employee engagement. The research also discovered a link between the organisation and its personnel, which might be regarded as a mutually advantageous arrangement in a reciprocal transaction. This study, however, also proposed that more research be done on the interaction between diverse professional environments for generalisability, as there was little data to support the empirical significance of employee engagement and its relationship with corporate entrepreneurship. Similarly, Lockwood (2007) and Ayadurai (2011) complain that there is a considerable discrepancy in the research on the association between corporate entrepreneurship and employee engagement. To bridge the gap, this study suggested a third hypothesis as follows:

Hypothesis 3: There is a positive and significant relationship between corporate entrepreneurship and employee engagement.

3.5.4 Human Resource Management Practices and Employee Engagement

Employee engagement is becoming known as human resource management's "new best friend", particularly in a framework where human resource management practices achieve individual and organisational outcomes (Huang, Ma, & Meng, 2017). Several researchers have recognised HRM practices as crucial for enhancing employee engagement (Akhtar et al., 2016; Karatepe et al., 2016; Presbitero, 2017). The social exchange theory postulates that effective and efficient HRM

practices are regarded as an organisation's commitment to its employees, who are supposed to reciprocate with increasingly high levels of involvement and commitment (Garg, 2015). Thus, HR departments will create conducive environments for employees to engage in by enlarging or enriching their jobs. These departments will also improve employees' skills, knowledge, and abilities, thereby increasing their enthusiasm, promoting performance-based reward systems, and encouraging participatory decision-making, which will inspire them to respond positively with a greater level of employee engagement and commitment (Aybas & Acar, 2017; Huang et al., 2017).

Akhtar and Pangil (2017) researched the correlation between three human resource management practices (career planning, job security, and performance management) and employee engagement. The three HRM strategies were found to be favourably and significantly related to employee engagement, and these associations were modulated by perceived organisational support (POS). The research also discovered a strong connection between HRM practices and employee engagement when POS was high. Boon and Kalshoven (2014) explored the relationship between high-commitment HRM strategies and employee engagement with similar intentions. High-commitment HRM methods foster long-term relationships with employees by incorporating HR strategies such as job stability, internal advancement, continual training, significant benefits, and career growth. The authors concluded that high-commitment HRM provides subordinates with organisational tools that encourage employee engagement. As expected, employee engagement was positively associated with subordinates' opinions of high-commitment HRM practices. Employee engagement served as a go-between for high-commitment HRM and organisational commitment, and these connections were especially effective for employees with limited performance.

Several studies have confirmed that human resources management practices can positively and significantly boost employee engagement (Garg & Sharma, 2015; Karatepe et al., 2016; Nawaz, Hassan, Hassan, Shukat, & Asadullah, 2014; Ugwu, 2017). Similarly, Sundaray (2011) contend that recruitment and selection, training and development, performance management, and other HR practices are essential elements that influence employee engagement. Muduli, Verma, and Datta (2016) revealed in their discussions that HR practices are critical in boosting employee engagement in an organisation, as a result, the following hypothesis was proposed:

Hypothesis 4: There is a positive and significant relationship between human resources management practices and employee engagement.

3.5.5 Employee engagement and Organisational Performance

Macey, Schneider, Barbera, and Young (2011) maintain that employee involvement is crucial to improving organisational performance. Naturally, engaged employees outperform demotivated subordinates by achieving 10 percent higher customer ratings, 22 percent enhanced profitability, and 21 percent enhanced productivity (Sorenson, 2013). Research has found a significant and favourable connection between employee engagement and organisational performance (Alfes et al., 2013; Menguc et al., 2017; Kazimoto, 2016; Saks & Gruman, 2017).

Anita (2014) researched the significant variables of employee engagement, the predictability of the notion and the effect of employee engagement on staff performance. The findings revealed that employees' engagement greatly benefits their performance, which strongly predicts organisational performance (productivity). Berdarker and Pandita (2014) conducted literature research to examine employee engagement and highlight essential drivers of employee engagement by analysing three variables: communication, work-life balance, and leadership. Employees are crucial assets to any organisation, and disengagement develops if they are not autonomous. Organisations and personnel are mutually dependent on fulfilling their aims and objectives. As a result, employee engagement should be viewed as a process integrated into the organisational culture rather than an event. The findings also highlighted that employee engagement should be a constant process of learning, progress, and action. Corporations should actively aim at meeting employees' expectations as employee performance directly affects the organisation's success.

Kazimoto (2016) measured employee engagement as a non-financial factor in organisational performance. The results indicated that employee engagement is statistically significant to organisational performance, which emerges when employees are involved and fully dedicated. The study also demonstrated that organisations initially ignored human-related issues, even though employee satisfaction leads to higher profitability. It was revealed that managers' lack of understanding and their incapacity to recognise employee engagement as a crucial driver of organisational performance is a concern that requires further research. Literature from previous research testified that employees with high levels of engagement tend to decrease staff turnover and absenteeism. These factors demonstrate that employee engagement is linked to organisational performance.

Harter, Schmidt, Agrawal, and Plowman (2013) conducted meta-analytical research to determine the exact connection between employee engagement and performance, the generalisability of this relationship across organisations, and the practical implications for executives and managers. The nine outcomes investigated were - customer loyalty, profitability, productivity, turnover, safety accidents, shrinkage, absenteeism, patient safety events, and quality (defects). The findings were that, employee engagement is statistically significant to the nine performance outcomes investigated. The investigation also demonstrated a high degree of generalizability, implying that the connections were constant across organisations. Recently, organisational scientists have testified that engaged employees improve performance outcomes by demonstrating active commitment and immersion in their tasks (Reijseger, Peeters, Taris, & Schaufeli, 2017). Some researchers discovered in employee engagement literature that employee engagement improves individual outcomes, productivity, organisational performance, and citizenship behaviour (Alfes et al., 2013); organisational effectiveness (Sundaray, 2011), and organisational performance (Harter et al., 2013; Ogbonnaya & Valizade, 2016). These findings suggest a significant positive association between employee engagement and organisational outcomes. This current study will now test the following:

Hypothesis 5: There is a positive and significant relationship between employee engagement and organisational performance.

3.5.6 Mediation of Employee Engagement

Social exchange theory (Blau, 1964) highlights a solid basis for observing the relationship of employee engagement as a mediator between CE and OP, as well as HRMP and OP. Employees perform exceptionally by showing certain dynamic behaviours when certain benefits are provided by the organisation (Saks, 2019). Organisations, thus, must improve their employees' engagement level, as engaged individuals are excited about their job and strive to promote the organisation's interests and reputation (Sun & Bunchapattanasakda, 2019). In addition to the theoretical foundation, there is a wealth of empirical data on the mediation of employee engagement in the CE-Performance and the HRM-Performance, as mentioned next.

Studies on CE-Performance research have examined the relationship between corporate entrepreneurship and organisational performance (Menguc et al., 2017; Van Wingerden et al., 2017; Saks & Gruman, 2017; Umrani et al., 2017). This research found a link between employee engagement and organisational performance that was favourable and significant.

Academics have provided empirical evidence of its mediating role in employee engagement in corporate entrepreneurship and organisational performance (Karatepe, 2013). Umrani et al. (2016) have also revealed its potential mediating role in the relationship. Similarly, Shuck and Reio (2014) empirically demonstrated employee engagement's mediating ability in connecting better employee behaviours with organisational outcomes. For Saks (2019), EE is concerned with aspects that create sensations of control, resourcefulness, administrative support, and acknowledgement. Employees exposed to these healthy CE cultures are more inclined to repay the organisation with their loyalty and commitment, leading to improved organisational performance.

Ahmed et al. (2018) determined the impact of corporate entrepreneurship on organisational performance through employee engagement in five major banks in Pakistan. This study's goals were to determine the effect of corporate entrepreneurship on organisational performance and the impact of employee engagement on corporate entrepreneurship and organisational performance. This study was arguably unique in addressing a research gap involving employee participation in CE and organisational success. Using structural equation modelling to assess statistical relationships, the findings showed a favourable and substantial association between CE and organisational performance. The findings also suggested that employee involvement was mediated in this relationship, supporting the study's hypothesised links. Based on this evidence and theoretical justification, as well as this study's intention, the present research proclaimed the following hypothesis:

Hypothesis 6: Employee engagement can mediate the relationship between CE and organisational performance in the Zimbabwean telecommunication sector.

Several studies in HRM-Performance research have explored the link between human resource management practices and organisational performance (Brito & Oliveria, 2016; Kehoe & Wright, 2013; Riaz, 2015; Vermeeren, 2014). These investigations revealed the need for an intervening variable to strengthen the connection between human resource management and organisational performance. Tensay and Singh (2020) investigated human resource management and public service performance. The study concentrated on the impact of the human resource management system on employee engagement and organisational performance. Similarly, the researchers examined the role of employee engagement as a moderator in the HRM-performance relationship. HRM, Employee Engagement, and Organisational Performance were found to have

a good and significant association, and, in part, employee engagement served as a mediator between HRM and performance.

Saks (2019) validated the significance of employee engagement as an intervening variable in the link between antecedents and effects. Sundaray (2011) concludes that employee involvement can buffer between antecedents and organisational outcomes, and Alfes et al. (2013) support that employee engagement might mediate HRM and organisational performance. The authors discovered that employee engagement partially mediates the association between HRM strategies and behavioural outcomes (OCB). Similarly, Truss et al. (2013) and Ruzic (2015) concluded that employee engagement is a moderating component in the link between HRM and organisational performance.

The importance of mediation in the relationship between HRM and organisational performance in the service sector was established by (Muduli et al., 2016). Salanova et al. (2011) also demonstrate this mediating role in the nursing industry, highlighting that work engagement and self-efficacy fully mediate nurses' extra-role performance and transformational leadership. Similarly, Garg & Sharma (2015) observed the full mediation effect of employee engagement in the correlation between HRM practices and job performance. The authors established that when employees have fully engaged, their performance increases, leading to improved organisational performance. In light of the preceding arguments, the present investigation proposed:

Hypothesis 7: Employee engagement in Zimbabwe's telecommunications sector can moderate the relationship between HRM and organisational success.

3.6 CONCEPTUAL FRAMEWORK FOR THIS RESEARCH

A conceptual model, according to Sumaedi, Bakti, Astrini, Rakhmawati, Widiанти, and Yarmen (2014), represents the cause-effect connection between factors describing an issue. Sekaran and Bougie (2016) write that the conceptual model is the connection between the variables explored in a study. These authors argued that a conceptual model is a schematic representation that helps the reader see the speculated associations between the variables in the model.

As mentioned earlier, the research question developed for this research is:

What is the impact of corporate entrepreneurship and human resource management practices on organisational performance in Zimbabwe's telecommunications sector, as mediated by employee engagement?

A conceptual model in Figure 3.1 was developed to answer this problem with seven (7) hypotheses based on an earlier literature review. These variables were previously examined in the early section of this current chapter. Corporate entrepreneurship (innovativeness, risk-taking, proactiveness) and human resource management practices are the study's independent or predictive variables (recruitment and selection, compensation management, training and development), the dependent variable is organisational performance, and employee engagement is the mediating or intervening variable.

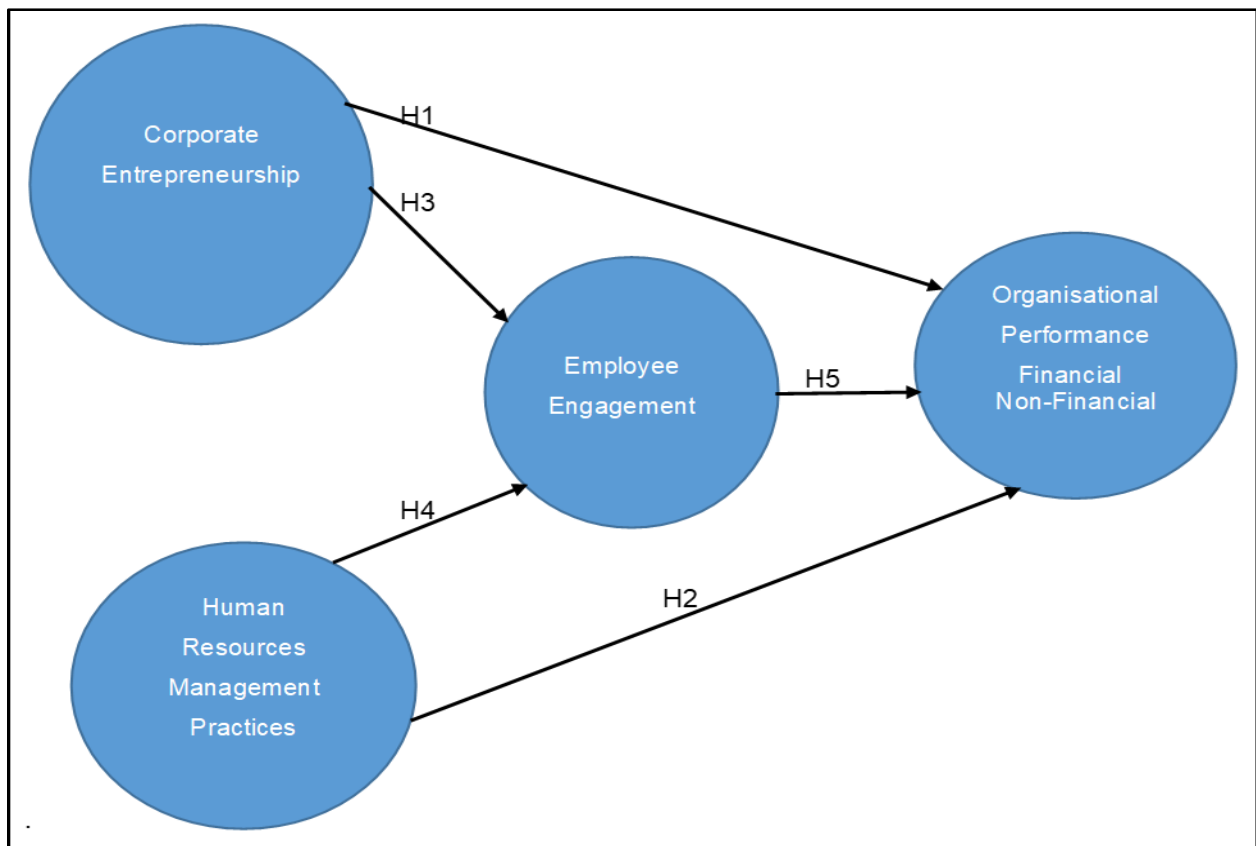


Figure 3.1: Conceptual framework of the research

Source: Researcher (2022)

3.7 GAP IN LITERATURE

Literature on corporate entrepreneurship, human resource management practices, employee engagement, and organisational performance comes from different countries and sectors; only a few studies have been conducted in Zimbabwe's telecommunications sector. As mentioned earlier, much research has been carried out on the relationships between these variables. However, there is a lack of knowledge on employee engagement as a mediator variable between corporate entrepreneurship and organisational performance on the one hand and human resource management practices and organisational performance on the other. As a result, this study is unique.

3.8 CHAPTER SUMMARY

This chapter presented the literature review of four variables: corporate entrepreneurship, human resources management practices, employee engagement, and organisational performance, as well as the theoretical groundings of the study. The theoretical grounding touched on a variety of topics in corporate entrepreneurship, human resources management practices, employee engagement, and organisational performance, focusing on concepts such as Resource-Based View (RBV), Contingency Theory (CT), and Social Exchange Theory (SET). The discussion detailed the relationship between these variables in the context of hypothesis development. All these variables have been compared following their impact on organisational performance in today's business environment. The hypotheses were backed with empirical, appropriate, and relevant literature to augment the understanding. The methodology employed to collect and analyse data for the current research will be presented in the following chapter.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1. INTRODUCTION

The literature linked with this research was examined in the preceding chapter. The methods utilised to obtain primary data to answer research questions and to evaluate the suggested model and hypotheses are described in this chapter. There are also discussions on the research design, sampling technique, data collection method used, data processing and analysis methods, as well as the ethical guidelines observed in this research.

4.2 RESEARCH PARADIGM

A research paradigm is a set of attitudes and assumptions regarding knowledge generation (Saunders, Lewis & Thornhill, 2019). Research paradigms' assertions influence the methodology, study approach, data collection methods, analysis, and interpretation measures used. Collis and Hussey (2013) explain that a research paradigm is a guideline that indicates how research should be conducted based on people's philosophies and beliefs in knowledge and the world, hence, all reliable scientific investigation projects are underpinned by a paradigm framework (Quinlan, Babin, Carr, Griffin, & Zikmund, 2019). Bachman and Schutt (2017), and Creswell and Poth (2017), have identified five major research paradigms: positivist, post-positivist, constructivism (interpretivism), transformational, pragmatism, and realism. The adopted research paradigms will be explained hereafter.

4.2.1 Positivism paradigm

Positivism is the dominant paradigm in conducting a research project of this nature (Sefotho 2015). Modesto and Tichapondwa (2016) explain that positivism is drawn from the natural sciences and distinguished by testing hypotheses produced from existing theories. A positivist researcher begins with an idea derived from past investigation results, makes some hypotheses to be tested, and then collects evidence that supports or refutes the assumptions (Mohan, 2014). The created theoretical models are generalisable and can explain cause-and-effect relationships, allowing predictions to be made. In positivism, the researcher does not use personal beliefs to impact the study's outcomes (Saunders, Lewis & Thornhill, 2019), hence positivism maintains that the social world exists objectively and externally; that knowledge is only meaningful if based on external reality observations, and that universal or general expertise exists.

4.2.2 Constructivism paradigm

Constructivism is also termed interpretivism. The constructivism paradigm demonstrates a broad fundamental distinction between the subjects of scientific research and the humanities (Beyer, 2017). Interpretivism assumes that knowledge and meaning are acts of interpretation. Hence, humans have no objective knowledge, independent thinking, and reasoning. This paradigm describes how academics perceive and debate the world through their actions and relationships with others, which frequently impact or affect their views and activities (Saunders et al., 2019). Interpretive researchers who employ a qualitative research paradigm or interpretivism philosophy mainly utilise small sample sizes and resort to subjective data as part of their research process. Data is obtained using qualitative, non-structured methods not to foretell but rather to explain phenomena (Grochal-Brejidak, 2015).

4.2.3 Transformative paradigm

Dissatisfaction with established research methodologies may have given rise to the transformational paradigm, hence, those who had faced prejudice and oppression, such as feminists, people of colour, indigenous people, and individuals with disabilities, were given a voice through this paradigm (Mertens, 2014). According to the transformational premise, scientific inquiry must be connected with politics and political change in order to tackle the social injustice of underprivileged individuals within our society (Creswell & Creswell, 2018). This research inquiry offers a picture of the issues at hand, the individuals to be examined, and the necessary modifications, such as a feminist perspective.

4.2.4 Critical Realism paradigm

Post-positivism is another word for critical realism. Realism emphasizes authenticity and values that already exist in the environment. As a stance for research and evaluation in the social sciences, philosophical realism replaces positivism, empiricism, and constructivism (Blanton & Kegley, 2016). Realism paradigms are selected because they are prevalent in mixed-methods research and effectively create the poles from which additional paradigms are established or evolved (Modesto & Tichapondwa (2016). Critical realism follows the principles of phenomenism and sees knowledge as dependable and accurate only when it is limited to genuine critique (Bryman & Bell 2011).

The quantitative research approach underpins post-positivism, which holds that knowledge is generated by objectively measuring correlations among variables in a specific study. Critical realism argues that the corporate environment is continually changing, making it hard to ensure that what we see is what we receive. In this scenario, what you see may not correspond to what you will accumulate owing to shifting and incorrect views of what appears to be reality.

4.2.5 Pragmatism paradigm

According to Sekaran and Bougie (2019), research is based on objective, recognised phenomena or subjective significance. As a result, it can deliver valuable knowledge in response to the research questions set for the study. Others argue that researchers should concentrate on the research problem and utilise all methodologies to comprehend it (Mertens, 2014). This paradigm employs inductive and deductive methods to find explanations for a phenomenon under investigation (Creswell & Creswell 2018). Pragmatism is rooted in the idea that theories can be contextual and generalisable by examining their "transferability" to another situation (Shannon-Baker, 2016). Therefore, the pragmatic researcher is similarly able to maintain both subjectivities in their reflections on research and objectivity in data collection and analysis.

The positivist paradigm was utilised in this research since the stance can capture the significance and information of constructs that may be quantified to establish a phenomenon. In general, positivism is related to the establishment of quantifiable results. Antwi and Hamza (2015) note that positivism if employed as a research philosophy, can demonstrate impartiality from epistemological assumptions. This research intends to evaluate the correlations between OP, CE, and HRMP to discover correlational linkages between the variables; given these factors, positivism was deemed applicable.

4.3 RESEARCH APPROACH

Quantitative, qualitative, and mixed techniques are the primary research approaches (Tobi & Kampen, 2018). The quantitative method involves numerical data collection, is a logical link between theory and research, and has an objectivist view of social reality (Bryman & Bell, 2011). Walia (2015), on the other hand, defines qualitative research as any investigation that yields results that are not obtained through statistical processes or other quantification methods. Johnson (2015) contends that qualitative methods commonly produce insight and theory inductively using various non-statistical means. Similarly, mixed methods research entails

gathering and analysing quantitative and qualitative data in an investigation. Its primary assumption is that it benefits from using both quantitative and qualitative approaches, thereby cancelling each approach's challenges.

The complexity of the research problem is to be resolved, and the research paradigm is used to influence the choice of any research approach, according to Creswell (2019). The positivist paradigm aligns with the quantitative research approach (Tuli, 2010); therefore, this approach was employed in this study. The researcher believed that the results must be free from any bias, which is one of the strengths of the quantitative research method. Additionally, the quantitative approach would allow the researcher to test the relationship between CE, HRMP, EE and OP using statistical techniques. In light of the large population under investigation, dispersed across the country, the quantitative research approach was ideal for the study.

4.4 RESEARCH LOGIC

Dlodlo (2017) explicates 'research logic' as the formal processes guiding the reasoning behind choosing a method to follow when conducting research. Applying suitable research logic is imperative since it determines the research design and strategy (Easterby-Smith & Thorpe Jackson, 2008). After selecting an appropriate research paradigm, the researcher must decide how the theory will be examined in the research project. The researcher then follows a deductive approach which entails theory testing, or an inductive approach where theory is developed; this depends on the logic of the research (Creswell & Creswell 2018). Collis and Hussey (2013) and Bhattacharjee (2012) postulated that deductive research refers to testing concepts and patterns from theory using new empirical data while possibly refining, improving, or extending it, therefore, deductive logic requires formulating a theory and specifying hypotheses (Dlodlo, 2017). Inductive reasoning spans from constructing knowledge by making specific observations of reality, thereby developing consistent patterns (Babbie, 2011). Gray (2013) argues that inductive research starts with empirical observations of reality and builds more abstract concepts and propositions by explaining existing thematic relationships among the observed objects.

In the current study, the researcher applied the deductive reasoning approach since its purpose was to use the existing theories and investigate a research gap. The deductive reasoning was applied to this research as it began with a literature review, the theoretical framework, and hypotheses based on the extant research and available theory. Bernard (2017) states that the deductive approach is considered one of the most suitable choices for quantitative results, is

related to positivism and can be attributed to the natural sciences (Saunders et al., 2019). The researcher intended to move from theory to quantitative analysis so as to explain causal relationships among the variables, thus, the deductive reasoning approach was deemed suitable for this research.

4.5 RESEARCH STRATEGY

Bryman (2016) sees the research strategy as the broad details of the approach to conducting social research. Experiments, surveys, case studies, action research, grounded theory, ethnography, and archival research are examples of research strategies (Saunders et al., 2019). The research objectives, accessibility of information, resource availability, research questions, and research paradigm all influence the strategy chosen. The characteristics of various research strategies are discussed in Table 4.1.

In the present investigation, the researcher employed a survey strategy since it complements the principles of the deductive approach. The survey strategy facilitates the collection of quantitative data (Saunders *et al.*, 2019); the large population of the present research study spread across the country makes using a survey strategy appropriate. Furthermore, a survey strategy provided a foundation for collecting data from a large population with minimum research assistance staff and in situations when working with limited financial resources. This method also permits gathering a massive amount of data that can then be analysed by applying descriptive and inferential statistics. The strategy also presented the possibility for data to be standardised and for easy comparison as well as facilitating measuring latent constructs, variables that cannot be directly observed or quantified.

Table 4.1: Characteristics of different research strategies

Name	Features
Survey	A popular and widely used deductive approach to answering research questions, such as - who, what, where, how much, and how many. It makes use of experimental and descriptive techniques, self-questionnaire, and quantitative data, and is large-scale, however, it is time-consuming work and produces limited data scope due to closed-ended questions.
Case study	An evidenced-based investigation of a particular modern occurrence using multiple sources of data; the distinction between the occurrence and its connotation is foggy; appropriate for research questions such as - why, what, and how, no clear research goal, favours the mixed methodological approach - exploratory and explanatory.
Grounded Theory	A typical inductive approach is a process of developing and constructing theories. Focuses on predicting and explaining behaviour assumptions; exploratory research applied; data is collected from scratch; does not have a theoretical foundation as the theory is developed from data analysis. The process also involves the constant use of data to construct and test a theory.
Experiment	Creates a theoretical hypothesis, and participants are chosen as samples. Assignment of samples at random to various experimental conditions allows comparison of the experimental and control groups, and intervention can involve one or more variables; All other variables are under control, and only a few dependent variables are measured.
Archival Research	Associated with resolving organisational problems and incorporating experts in the study. The researcher usually belongs to the organisation, hence, the process is interactive.
Ethnography	A typical inductive approach to elucidate and characterise social events. Researchers must immerse themselves personally as wholly as possible in the social world, and the research process must be flexible and responsive to change.

Source: Saunders et al. (2019)

4.6 RESEARCH DESIGN

A research design shows the guidelines for the research process to be followed by a researcher (Tustin, Joubert & Stack, 2017). The overall strategy outlines how the researcher will get answers to the research questions (Sekaran & Bougie, 2016), therefore, is a blueprint for gathering, measuring, and analyzing data in response to the study's research question. Furthermore, Ernest, Matthew, and Samuel (2015) state it is the overarching method used to combine the many aspects

of the investigation coherently and logically, guaranteeing that the research problem is fully resolved. In other words, a research design is a blueprint for data gathering, measurement, and analysis. There are three research designs: exploratory, causal and descriptive (Booth, 2017).

4.6.1 Exploratory research design

An exploratory research study is a strategy utilised to challenge the boundaries of knowledge on a particular phenomenon (Sakeran & Bougie, 2019). It is used whenever there has been insufficient or no inquiry to find a solution to a situation, thus, it is undertaken for an issue that has not been thoroughly investigated. It frequently occurs prior to researchers acquiring adequate information to make conceptual distinctions or propose an explanatory connection (Ndovela, 2016). An explorative research design, therefore, aims to describe and link relationships among variables and revise theories and models. An exploratory approach is usually concerned with enhancing our understanding of new or little information that is available about a particular phenomenon (Ruane, 2016).

4.6.2 Causal research design

Causal research aims to unravel the relationship between a particular stimulus or factor and another variable (Malhotra, 2010). Ndovela (2016) adds that a causal study determines the scope and kind of cause-and-effect connections, although a causal study can also be conducted to assess the impact of specific changes on existing norms and various processes. Booth (2017) postulated that causal or exploratory research designs demonstrate simultaneous variation, which pertains to the extent to which two or more variables are connected.

4.6.3 Descriptive research design

It is also known as 'statistical research design', as it describes phenomena as they exist. It is utilised to identify and obtain information on a characteristic of a particular issue, like society, groups, or people. Descriptive research designs outline the characteristics of certain groups as well as make specific predictions about relationships between variables (Zikmund, Babin, & Griffin., 2013), thus, this type of research details social events, social structures, and social situations. When conducting descriptive research, numerical data is collected to answer questions such as - who, what, how, and when (Nosek et al., 2018). With this design, closed-ended questions are frequently utilised, hence, participants select their answers from a list of possibilities, limiting the supply of unique solutions to the questions asked.

This study employed descriptive research design as it follows the theoretical underpinnings of the positivism paradigm. This design method establishes a statistical relationship between two or more variables. It makes extensive use of figures that require high levels of accuracy, making it very suitable for this study. The study employed a cross-sectional survey design that gathers information on more than one item or constructs at a specific time, which is then reviewed to discover forms of connection or relationships (Ruzungunde 2014); this is apt for this study as mobile network operators' employees are scattered throughout the country. Additionally, this research design made it possible to collect data cheaply and quickly.

4.7 POPULATION

A research population is the entire set of participants the researcher targets, and from whom information pertinent to the study is gathered and processed (Bell & Bryman, 2022). In real-life scenarios, including all population elements in the net is problematic, resulting in using a sample generated from a list representing the actual population. The research population included all current managers (senior, middle, and lower managers) and staff working in Zimbabwe's mobile network providers in the telecommunications industry. This cohort was chosen for this study because they are personally involved in the entrepreneurial operations of the telecommunications sector. The population size of the mobile network operators was 2 755, according to the POTRAZ report of 2022.

4.8. SAMPLE AND SAMPLING PROCEDURE

Kumar (2012) describes two sampling methods - probability and non-probability. Elements are randomly picked in the probability sampling technique, and all components in the sampling frame have an equal likelihood of being selected for participation. Probability sampling approaches include - stratified random sampling, simple random sampling, systematic sampling, and cluster sampling. In contrast, the chance that any element is included in the sample is unknown in non-probability sampling (Bless et al., 2013). Purposive, quota, snowball, and convenience sampling are among these strategies. This study used two sampling methods: purposive sampling was utilised to select the studied organisations, and stratified random sampling was employed to choose respondents.

4.8.1.1 Purposive sampling

Patton (2014) maintains that purposive sampling is a strategy that enables a researcher to utilize scenarios that include the necessary data for the study's goals. This involves identifying and selecting individuals or organisations that are exceptionally knowledgeable about a phenomenon of interest (Creswell, 2017). In purposive sampling, a researcher can handpick subjects since they are information-rich and have the required characteristics to represent the population. Purposive sampling was utilised since it was probable that just a percentage of all telecommunication operators would possess most of the features of successful corporate entrepreneurship and human resources management techniques. The proportion that fitted this description among the mobile network organisations was selected, as they had the desired information sought in the study.

4.8.1.2 Stratified random sampling

After conducting purposive sampling, the researcher applied stratified random sampling to select the respondents to represent the three selected mobile network operators. Stratified random sampling divides the population into homogenous segments called 'strata', from which items are randomly chosen (Sekaran & Bougie, 2016). The strata were created based on the population's traits or qualities, and a random sample was drawn from each stratum (Etikan, Musa & Alkassim, 2016). According to job classification, the population was classified into three strata: top management, middle management, and low-level staff. The process involved the use of an email address database gathered from the Human Resources Department of each mobile network provider. From each stratum, the researcher took a basic random sample. The stratified random sampling method retained significant population features thereby, produced a highly-representative population sample (Babbie, 2012).

4.8.2 Sampling Frame

Saunders et al. (2019) note a sampling frame as a list of participants who accurately define the population from which a sample is obtained. This study's sample frame was chosen from top management, middle management, and low-level personnel. Since the sample comprised respondents of both genders, various origins, occupations, and ages, the results were generalisable.

4.8.3 Sample Size

A proper sample must reflect the entire population and be large enough to ensure the trustworthiness of the results (Ary (2018), similarly, Kumar (2014) and Gupta (2011) state that sample size is the number of individuals involved in research. A sample is only considered representative if its features match the population. In general, bigger samples yield more accurate and statistically solid conclusions, whereas smaller samples yield less definite and uncertain results (Sikhwari, 2015).

Sample size formula

$$\text{sample size} = \frac{Z^2 * (p) * (1 - p)}{c^2}$$

Where:

Z = Z value (e.g .95 for 95% confidence level)

p = percentage picking a choice expressed as a decimal (e.g., 0.5 used for sample size needed)

c = confidence interval, expressed as a decimal (e.g., .04 = ±4)

Table 4.2: Sample size calculator

Confidence level	95%
Confidence interval	5%
Population	2755
Sample size required	338

An online Raosoft sample size calculator was employed to establish an appropriate sample size to reflect the total population of 2755 workers in mobile network providers. It estimated the sample based on a 95% confidence interval, a 5% margin of error, and an assumed 50% response rate. The computations resulted in a minimum suggested sample of 338 respondents. However, four hundred questionnaires were provided to senior, executive, junior, and low-level staff to improve response. Table 4.3 shows the sample size of responders from each mobile network provider (PROTAZ, 2022)

Table 4.3: Sample size

Company Name	Total Employees	Sample Size
Econet	1 583	228
Netone	709	104
Telcel	463	68
Total	2755	400

Source: POTRAZ (2022)

4.9 DATA COLLECTION

Data was gathered through online questionnaires distributed via email. The researcher chose to post the questions on Google Forms before sending them through email as an embedded link to the respondents who had previously been selected using the random sample approach. The researcher chose a questionnaire over other data collection techniques because of strict compliance to the underlying epistemological principles of the positivist paradigm, which enables scientists to keep themselves apart and impartial from their research, thereby not imposing personal prejudices or influences on the study's findings (Tuli, 2010).

The researcher used the online distribution of questionnaires method to administer and gather data, hence, avoiding contact with possible respondents in accordance with the COVID-19 constraints and regulations. Using questionnaires also ensured that the information gathered was consistent and meaningful (Saunders et al., 2019). Furthermore, given the study's vast population size, it was thought feasible to employ online surveys to reach a more scattered, substantial portion of the population (Zikmund, Babin, Carr & Griffin, 2013).

4.9.1 Measuring Instruments

The questionnaire comprised four scales with a total of 64 items; four measurement scales of variables were adapted and modified from previous literature. This is in line with the point of Saunders and Lewis (2012) that a questionnaire might include questions adopted from other research studies. However, some questions from other research studies were modified and adapted to fit the current research study). All the required characteristics were evaluated using a five-point Likert Scale, with one representing *strongly disagree* and five representing *strongly agree*.

Biographical data

This segment included questions designed to elicit information from respondents about certain demographic information - gender, age, educational credentials, and organisational job experience.

Corporate Entrepreneurship

Covin and Slevin devised a ten-item scale to assess corporate entrepreneurship (1989). This scale had three elements representing each aspect of corporate entrepreneurship - innovativeness, proactiveness, and risk. "*Relative to our competitors, our company is willing to apply new ideas*" was a sample of an item. In research done by Kaya (2006), this scale had an alpha coefficient of 0.70.

Human resources management practices

The 22 items on the human resources management practices scale were taken from a study by Vermeeren (2014). The measurement was altered to accommodate the current study's context. "*There is a specific training program concerning my job.*" was a sample of an item. In research done by Assefa and Singh (2020)., this scale had an alpha value of 0.92.

Employee Engagement

A 17-item Utrecht Work Engagement Scale was used by Schaufeli & Bakker (2003) to measure employee engagement. This instrument was subdivided into three parts. The first part assessed an individual's perception regarding their vigour in the organisation. The second part examined employees' absorption with work in the organisation, and the third part measured their overall dedication. "*At my work, I feel bursting with energy*" was a sample of an item. In research done by Assefa and Singh (2020), this scale had an alpha value of 0.96.

Organisational Performance

Organisational performance was assessed using ten item-scale derived from Zulkiffli & Perera (2011) and Kim (2005); the measurement was altered to accommodate the current study's context. "*Do you believe that your organisation in the last three years has achieved the highest revenue compared to the average competitors?*" was a sample of an item. In Taiwo, Feyisayo, and Olamilekan's (2020) research, this scale had an alpha coefficient of 0.763.

4.9.2 Pretesting the Questionnaire

Following the creation of the online questionnaire, the following stage was to evaluate its effectiveness and efficiency in assessing the desired characteristics. According to Hilton (2017), pretesting ensures that research questions function as envisioned and are clear to people who will answer. Kumar, Talib, and Ramayah (2013) stress that the main goals for pretesting a questionnaire are to make sure that - a) the choice of words is precise; b) the sequential arrangement of questions is appropriate; c) the participants have perfectly articulated all the questions; d) addition or removal of some questions is required, and e) the guidelines are understandable and sufficient.

The researcher sent out thirty pretest questionnaires to the three mobile network organisations to identify and correct any errors and verify that the questions were precise and concise. Respondents were invited to report on or demonstrate any ambiguities they found when perusing the questionnaire. Feedback was obtained, and several questions were eliminated, amended, or revised based on these comments.

4.9.3 Pilot study

Memon, Ting, Ramayah, Chuah, and Cheah (2017) described a pilot study as a critical small-scale version or trial run which ensures that a full-fledged study will be conducted successfully. Calitz (2009) explains it as a scaled-down replica of comprehensive research or a trial in getting ready for more extensive research. The pilot research aimed to determine the viability of carrying out the investigation, the suitability of the questionnaire, as well as the appropriateness of the survey strategy (Delpont & Roestenburg 2011). The questionnaire was administered to forty respondents from the target audience in a pilot study. In assessing the reliability of the measuring instrument, coefficient alpha was first computed for the annotated key scales of the questionnaires. The results attained gave a very good indication of reliability. The Cronbach alpha reliability for Section B was 0.953, 0.941 for Section C, 0.917 for Section D and 0.935 for Section E, respectively, therefore, reflecting reliability values above the accepted benchmark of 0.70, which, according to Pallant (2016), is regarded as acceptable. The results are reported in Table 4.4. The pilot study participants were omitted from the final research to eliminate any response bias.

Table 4.4: Results of the pilot test

Construct	Cronbach's Alpha	No of items
Section B (Corporate Entrepreneurship)	0.953	10
Section C (Human Resources Management Practices)	0.941	20
Section D (Employee Engagement)	0.917	17
Section E (Organisational Performance)	0.935	10

. **Source:** Compiled by the researcher (2022)

4.9.4 Data collection procedure

After the pilot test, the researcher was convinced that the questionnaire was ready for distribution. A cover letter was drafted to inform respondents about the objective of the survey to accompany the questionnaire. The cover letter comprised of the following items: a) stated the reason for the study, b) specified the significance of each respondent's responses in the investigation, c) stated the estimated time required to fill out the questionnaire, d) privacy and security guaranteed for respondents, and e) a statement thanking the respondents for participating in the survey, was enclosed.

The University of Venda's research office gave ethical clearance and authorisation to perform this study before distributing the questionnaires. In administering the study questionnaire, the researcher first sought permission to collect data from the Human Resource Director of each organisation. After that, online questionnaires were sent, and all the data was collected within three months. This technique was very suited to the study since the researcher could follow up on the emailed questionnaire over the phone, ensuring a high level of response (Sekaran & Bougie, 2016).

4.9.4.1 Response rate

Fosnacht, Sarraf, Howe, and Peck (2017) argued that one of the most effective ways for quantitative researchers to acquire unbiased study findings is to attain a high response rate. Table 4.4 displays the response rate for the research.

Table 4.5: Response rate

Narration	Statistics
Questionnaires emailed	400
Questionnaires returned	394
Ineffective responses	9
Valid questionnaires retained	385
Rate of usable responses	96.3%

Source: Compiled by the researcher (2022)

As shown in Table 4.4, 400 questionnaires were emailed, and 394 completed questionnaires were returned after the data-gathering period. Nine of these questionnaires were not usable since they were either incomplete or inaccurate. This resulted in 385 questionnaires being stored for data analysis purposes, providing a response rate of 96.3%.

4.10 DATA PREPARATION

Cooper and Schindler (2011) define data preparation as the initial step in data analysis when respondents fill out questionnaires. Malhotra (2010) sequenced the data preparation stages as - editing, coding, collecting, and cleaning the collected data. The first stage of data preparation is data editing, which consists of verifying the completed questionnaires for omissions, incompleteness, illegibility, and apparent inconsistencies (Zikmund & Babin, 2013). The primary purpose of the editing stage is to enhance the correctness and precision of the information gathered by identifying unclear, incomplete, inconsistent, or ambiguous responses (Malhotra, 2010).

The second stage is data coding, which relates to grouping and giving number codes to distinct replies to a question (McDaniel & Gates, 2005). Zikmund and Babin (2010) opined that the data coding process facilitates computer or hand tabulation. If computer analysis is to be used, the data is input into the computer and validated using their codes. A coding sheet was created in this present study to input the information from the survey into a format that Statistical Packages

for Social Sciences (SPSS) could interpret. A code sheet for this investigation is illustrated in Table 4.5.

Data capturing is the third stage of data preparation; this is a way of keypunching coded information from surveys or coding sheets straight into the computer (Malhotra (2010)). The researcher did data capturing for this study utilising the Microsoft Excel application, inputting data directly from google forms, using a personal computer and then feeding the results into a Microsoft Excel spreadsheet. After that, the data was loaded into SPSS and Analysis of Movement Structures (AMOS) for analysis.

The final stage of data preparation is data cleaning, which Fourie (2015) defines as addressing the numbers that fall beyond a scale code and any missing data. In the current study, data was cleaned utilising wild code inspections to find codes not categorised for a specific dataset, including extreme situations for answers to a variable that falls outside the conventional. For instance, a six instead of a five on the Likert scale might have been inputted erroneously in MS Excel.

Table 4.6: Code sheet

Variable	SPSS variable name	Coding instructions
1. Please indicate your gender	A1	1= Male 2=Female 3= Other (state)
2. Name the organisation you work for	A6	1 =Econet 2=Netone 3=Telcel
Innovation	INNO	1= Strongly disagree
Risk-taking	RISK	
Pro-activeness	PRO	2 = disagree
Training & Development	TD	
Recruitment & Selection	RS	3 = neutral
Compensation Management	CM	
Employee Engagement	EE	4 = agree
Organisational Performance	OP	5 = strongly agree.

Source: Compiled by the Researcher (2022)

4.11. DATA ANALYSIS

Data analysis is a technique of cleaning, manipulating, and organising data to provide valuable knowledge that may be used to draw meaningful results (Bertram & Christiansen, 2015). According to Vosloo (2014), data analysis provides order, structure, and meaning to acquired data. He further described it as complicated and ambivalent, requiring patience but also pioneering and captivating, thus, one could deduce that data analysis requires some sort or form of logic applied to information.

Descriptive statistics describe the appearance or features of sample data (Zikmund, Babin, Carr & Griffin, 2013), hence, descriptive statistics were utilised in the study to examine the data's composition and normality. The Skewness and Kurtosis tests were applied to assess the data's normality. If the Skewness value is under one and the Kurtosis value is under seven, the sample used in this research represents the research population, and the findings can be generalized (Sekaran (2013). Descriptive statistics were employed to analyse the respondents' demographic characteristics. At the same time, the inferential statistical technique - Pearson correlation and regression - were performed to make inferences from the data and generalise the results to the population (Saunders et al., 2019).

4.12 ITEM ANALYSIS

The reliability of the measuring scales was evaluated by item analysis. Pallant (2016) explains that item analysis determines how effectively items on a questionnaire or interview claimed to measure the same constructs provide similar outcomes. This is backed by Gajjar, Sharma, Kumar, and Rana (2014), who stated that the objective is to indicate how each participant's score is better on the same construct for all questions, evaluating the same construct. The Cronbach alpha coefficient is used to evaluate item analysis (Pallant, 2016).

Table 4.7: Pallant's (2016) guidelines for interpreting the reliability coefficient

Reliability Coefficient Values	Interpretation
0.90 and above	Excellent
0.80 – 0.89	Good
0.70 – 0.79	Acceptable
Below 0.70	Unacceptable

Source: Pallant (2016)

Item analysis also helps select the most appropriate items to describe the subject under investigation. The correlation for each calculated item is predicted by the corrected item-total correlation column (McDonald, 1999). Pallant (2016) maintains that items with correlations less than 0.30 should be dropped before advancing to multivariate analysis. Items with correlations less than 0.30 are deemed bad items and should be excluded from the study. The criterion for adjusted item-total correlations was less than 0.30 in the current investigation. However, as stated in Chapter 5, Section 5.6, all corrected-item total correlation item values that were more than = 0.30 were included for further analysis.

4.13 RELIABILITY

Reliability is the extent to which data-gathering techniques or analysis procedures yield comparable outcomes (Saunders, Lewis & Thornhill, 2019; Leedy & Ormrod, 2014). In other words, the emphasis is on whether a study's results can be reproduced (Bryman & Bell, 2014). According to Babin and Zikmund (2016), reliability demonstrates a measuring scale device's internal consistency. Similarly, Rubin and Babbie (2011) note that reliability is focused on ensuring that a specific approach will generate the same outcome each time it is employed for the same item. For Hammond and Wellington (2013), the primary purpose of reliability is to give consistent findings while minimising mistakes and bias. The scale of reliability of the data was investigated using three methods: Cronbach's alpha reliability test, composite reliability (CR) test, and average value extracted (AVE) test; these metrics are addressed below.

4.13.1 Cronbach's Alpha reliability test

Memon, Ting, Ramayah, Chuah, and Cheah (2017) point out that Cronbach alpha is calculated to check the internal consistency reliability of the measures or items. The coefficient alpha is the most commonly used measure of reliability, according to Brunssen (2014), and it is determined by examining the internal consistency of the scale. The coefficient alpha is expressed as a number ranging from zero to one (Tavakol & Dennick, 2011). Pallant (2016) proposed the following guidelines for evaluating Cronbach's alpha coefficient of a scale, and these were used in the current investigation. Table 4.7 shows these criteria.

Table 4.8: Cronbach alpha coefficients guidelines

Cronbach's alpha coefficient	Decision
Less than 0.5	Poor
0.5-0.59	Moderate
0.6-0.69	Acceptable
0.7-0.79	Satisfactory
0.8-0.89	Good
0.9 and above	Excellent

Source: Pallant (2016)

Cronbach alpha testing was applied to assess internal consistency for the data-gathering techniques in this research, with a coefficient value of 0.7 as a benchmark (Pallant, 2016). As shown in Table 5.3, high alpha values suggest high reliability. Scores less than or near zero imply that the instrument's reliability is poor (Malhotra 2010). Cronbach alpha values are described in Chapter five.

4.13.2 Composite Reliability (CR) test

Another internal consistency measure discussed in Section 5.8.3 of Chapter 5 is the composite reliability (CR) coefficient. Mkhathshwa (2015) posited that composite reliability guarantees reliable internal consistency by accounting for every latent factor's contribution to every item and each item's error. Similarly, Malhotra (2010) confirmed that the minimum acceptable CR value should be 0.70 based on Cronbach alpha. The following formula was utilised in determining the CR:

$$CR\eta = (\sum\lambda_{yi})^2 / [(\sum\lambda_{yi})^2 + (\sum\epsilon_i)]$$

Where:

CR η = Composite reliability

($\sum\lambda_{yi}$)² = Square the sum of the factor loadings ($\sum\epsilon_i$) = Sum of error variances.

4.13.3 Average Value Extracted (AVE) test.

The average variance extracted (AVE) is another reliability test discussed in Section 5.8.3 of Chapter 5. Malhotra (2010) defines the average extracted value as the variance in the indicators or observed variables reflected by the hidden variables; a score of 0.50 or higher is reasonable (Hair et al., 2016). The average extracted value is calculated by dividing the sum of the squared factor loadings by the sum of the squared factor loadings. The following formula was employed when determining AVE:

$$V\eta = \frac{\sum \lambda y_i^2}{(\sum \lambda y_i^2 + \sum \epsilon_i)}$$

AVE = summation of the squared of factor loadings / {(summation of the squared of factor loadings) + (summation of error variances)}

4.14 VALIDITY

Cooper and Schindler (2014) define 'validity' as the central measure of the quality of measuring instruments in research, determining how effectively a research instrument can calculate what it was designed to measure. Kapondoro, Iwu, and TwumDarko (2015) concurred, asserting that validity is how well an instrument measures precisely what it is supposed to measure. The validity of data collection instruments refers to how effectively they test the given study objectives and hypotheses (Creswell & Creswell, 2018). Discriminant and convergent validity are two distinct measurement scales employed to assess validity, according to Zinbarg et al. (2018). The current research evaluated the scales' convergent and discriminant validity.

Convergent validity is defined by Sarstedt, Ringle, Smith, Reams, and Hair (2014) as the degree to which a concept explains the variation of the items in its indicators. It is applied to illustrate that the instruments employed for a specific construct are at least marginally associated with one another. In contrast, poor convergent validity may indicate that the model needs to use more constructs (Dean, Fahsing, Gottschalk & Solli-Saether, 2008). Furthermore, according to Campell and Fiske (1959), convergent validity describes how each item in a construct variable correlates to the construct variable to confirm that it is measuring the same variable as other items in that variable. This can be identified using SPSS to generate item-to-total correlations to determine how each item relates to the construct variable and assess the factor loading produced by the CFA model (Pamacheche, 2015).

Discriminant validity helps analyse and assess the interactions between variables (Wu and Chen, 2017). Discrimination is crucial in determining how significantly the constructs differ or are distinct from one another, therefore, they are not measuring the same variable (Lucas et al., 1996; Zait & Berteau, 2011).

4.15. FACTOR ANALYSIS

Factor loading is defined by Field (2009) as the association between a variable and a factor. It is a method that demystifies and groups data collected in questionnaire surveys into clearly delineated clusters or variables. Factors that establish connections between variables and elements must be detected when developing the factor analysis. Field (2009) outlined three primary reasons for carrying out factor analysis: to identify any linkage between selected variables, to create a questionnaire to analyse specific variables and to reduce data associated with variables without compromising the authenticity of the information. The objective of data reduction is served by both confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) - two forms of factor analysis (Hair et al., 2010).

4.15.1 Exploratory Factor Analysis

An exploratory factor analysis (EFA) was performed using SPSS Version 27 to establish whether the scales were unidimensional and to verify if they were measuring precisely what they intended to measure (Mahembe, 2014). The procedure entailed determining the dimensionality of each scale (Kerlinger, 1973). The following principles were considered when performing the exploratory factor analysis in this study:

- Only factors that obtain eigenvalues of 1 or more were taken for further analysis (Pallant, 2016).
- Items with item-total correlations less than 0.30 are poor items, however, all item values were above 0.30 and retained for further analysis (Pallant, 2016; Tabachnick & Fidell, 2013).
- Items loading below 0.30 on any factor were removed from further analysis (Pallant, 2016).
- Only items with a Kaiser-Meyer-Olkin (KMO) index of goodness-of-fit greater than 0.50 were considered acceptable (Yong & Pearce, 2013).

4.15.2 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was implemented to objectively assess and create estimable variables for a set of relationships. Confirmatory factor analysis is a statistical technique that enables researchers to test hypotheses about constructs measured by test questions and offers scientific evidence for interpretation (Marsh, Morin, Parker, & Kaur, 2014). Investigating the variance structure of a set of correlation coefficients is the aim of factor analysis. Confirmatory factor analysis was used to assess the construct validity of the measurement tools (CFA) and was

applied through fitting (CFA) measurement models (Mahembe, 2014). Table 4.8 provides an interpretation of CFA loadings.

Table 4.9: Confirmatory factor analysis loadings

Factor loading analysis	Range	Meanings
Extremely	More than 0.6	The variable very accurately describes the factor
High	More than 0.3	The variable accurately describes the factor
Low	Less than 0.3	The variable should be disregarded

Source: Bradley (2013)

4.15.3 Model Indices

Confirmatory factor analysis in this research study was carried out to determine the standard regression weights. The model fit was evaluated using indicators such as - Chi-square/degrees of freedom, Goodness of Fit Index (GFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Composite Fit Index (CFI), and the Random Measure of Standard Error Approximation (RMSEA). Table 5.5 summarises the model fit indices, each of which serves a different purpose (Tarhini, Hone & Liu 2013).

Table 4.10: Model Indices

Fit Statistic	Accepting Criteria
Chi-square (CMIN/DF)	< 3.0
Normed Fit Index (NFI)	≥0.90
Incremental Fit Index (IFI)	≥0.90
Tucker-Lewis Index (TLI)	≥0.90
Comparative Fit Index (CFI)	≥0.90
Goodness-of-Fit Index (GFI)	≥0.90
Adjusted goodness-of-fit index (AGFI)	≥0.90
Root Mean Square Error of Approximation (RMSEA).	< 0.80

Source: Bagozzi and Yi (2015)

4.16 REGRESSION ANALYSIS

Regression analysis is a statistical method for estimating the correlation between constructs (Chatterjee & Hadi, 2015). This study tested the statistical significance of the various independent and dependent variables using regression analysis. When one variable is solely a function of other independent variables, a simple linear regression demonstrates correlations between the variables (Gunst, 2018). A simple linear regression assesses the relationships between a specific dependent variable and a collection of independent factors to ascertain if there are any positive associations between the constructs of independent variables (Hair et al., (2014). To verify if the relationship is significant, the two regression models' squared multiple correlation coefficients (R^2) were compared (Hox, Moerbeek & Van de Schoot, 2017). The F-statistic was performed to evaluate the implication of adding an extra independent variable to the relationship between the predictor and outcome variables (Tabachnick & Fidell, 2013).

The predictive ability of the predictor variables (PVs) on the outcome variables (OVs) is assessed using multiple regression analysis (Bryman, 2012; Pallant, 2013). The analysis estimates the association between a single dependent variable and two or more independent variables (Field, 2009). Several assumptions underpin multiple regression (Pallant, 2013). Multiple regression analysis was used in this study to predict the relationship between organisational performance and corporate entrepreneurship and the relationship between organisational performance and human resource management practices.

4.17 TESTING FOR MEDIATION

Ramayah and Lee (2011) state that a mediation test is performed to determine whether a mediator variable can substantially become a predictor variable to an outcome variable. According to Gorondutse and Hilman (2016), the mediation test assesses the independent variable's indirect effect on the dependent variable via a mediator variable. Researchers frequently use mediation analysis to determine the impact of a suggested cause on some outcome via a proposed mediator (Preacher & Hayes, 2004). They continued by arguing that the utility of mediation analysis emanates from its capacity to move beyond a purely descriptive understanding of variable relationships to its more functional role.

This study's conceptual model includes two independent variables - corporate entrepreneurship and human resource management practices, a mediator variable (employee engagement) and

one dependent variable (organisational performance). Bao, Bao, and Sheng (2011) followed the recommended procedure of Baron and Kenny (1986), which comprises four major steps. The first step is to assess the statistically significant connection between the study's variables in the absence of the mediator; the second step is to determine how the independent variable and the mediator are related; the third step is to decide whether the mediator has a significant one-of-a-kind impact on the dependent variable while the final step is to compute the entire model and determine whether the previously significant relationship between the independent and dependent variables is zero (full mediation) or reduced (partial mediation) (Bao, Bao & Sheng, 2011).

In this study, two specific indirect effects exist between the four variables, as shown in Table 4.10. More of the results of the mediation effect on employee engagement is shown in chapter 5.

Table 4.11: Mediation theorised variable paths

Hypothesis	Theorised variable paths
H6	Corporate entrepreneurship ->Employee engagement -> Organisational performance
H7	Human resources management practices ->Employee engagement -> Organisational performance

Source: Compiled by the Researcher (2022)

Preacher and Hayes (2008) introduced a new scientific method called "bootstrapping the indirect effect" to criticise the traditional mediation testing approach of Baron and Kenny (1986). Likewise, this current research utilised the SPSS PROCESS macro bootstrapping technique to test mediation for the hypothesis's indirect relationship. Specifically, Hayes' (2013, model 4) mediation perspective was applied using 5000 bootstrap samples (Hayes, 2020). Bootstrapping was defined by Hayes (2009) and Shrout and Bolger (2002) as a nonparametric resampling procedure that is undoubtedly among the most rigorous and robust techniques for evaluating a mediating effect. The bootstrapping approach, in this study, was used to estimate the indirect impact, standard error, and indirect effect intervals at a 95% confidence level.

4.18 ETHICAL CONSIDERATION

Maintaining a high level of ethical standards is vital to the success of any research work (Van Zyl (2014); in support, Creswell (2014) contends that a researcher requires ethics as the moral confirmation to attain accurate data about a research event. Ethical considerations focus on the appropriateness of a researcher's behaviour concerning the rights of the respondents (Zikmund

et al., 2016). Christensen, Johnson, & Turner (2015) advocate that the researcher must conduct quality research and report the findings truthfully, regardless of whether the research findings are consistent with the intended outcome. Thus, the fundamental objective of ethical considerations is ensuring integrity (Given, 2020). The following measures were implemented to maintain high ethical standards:

4.18.1 Institutional approvals

Before conducting the research, the relevant ethics committees should approve the proposal (Maree, 2016). The online questionnaire, therefore, was forwarded to the University of Venda Research Ethics Committee to guarantee that it complies with all of the University's guidelines. Data collection was preceded by requesting and obtaining an ethical clearance certificate from the University's research office. Additionally, each of the selected organisation's human resources departments gave its approval for the research to be conducted. The study, thus, was conducted strictly following the University of Venda's ethics policy.

4.18.2 Informed consent

The researcher did not hold back or give the respondents incorrect information. This entailed advising respondent about all details of the research and ensuring that participation was voluntary (Christensen et al., 2015). The willingness of respondents to engage is critical to the investigation's success (Leedy and Ormrod (2015), therefore, the researcher made sure that respondents fully comprehended the study before allowing them to participate in order to ensure their informed consent. To ensure this, an explanation of the aim of the study and procedures to be followed during the research process was elaborated upon; this served as the articulated guidelines under which the consent was given.

4.18.3 Confidentiality

Confidentiality is the practice of not divulging information collected from a research respondent to anyone other than the research group (Christensen et al., 2015). The researcher made certain that private data that could be used to identify the respondents were restricted and treated discreetly in this research. In order to adhere to the principle of confidentiality, the respondents' gathered information during the data collection process was not available to everyone (Leedy & Ormrod, 2015).

4.18.4 Anonymity

Anonymity refers to keeping the identities of the research participants concealed (Christensen et al., 2015). Denzin and Lincoln (2017) argue that codes of ethics are intended to preserve and protect the identities and locations of respondents. The researcher ensured that the study respondents' identities were kept undisclosed. The researcher was in charge of monitoring that there were no conflicts of interest and that precautions were taken to protect the respondents' identities, therefore, the respondents' identities were not disclosed - by deleting their IP addresses and responses were confidential.

4.18.5 Safety and protection of wellbeing

The safety of all respondents should be paramount in any research, thus, a safe environment for each respondent to participate should be created. To ensure the safety and protection of the wellbeing of the research participants, any possible harm from the questionnaires, such as emotional risks and psychological and physical distress, was minimised (Drew et al., 2020). All respondents' dignity and character were upheld, and they were not subjected to any threatening behaviour by the researcher.

4.18.6 Professionalism and honesty

The researcher ensured that a high level of professional ethics was observed in this research. From the beginning of the investigation until its completion, the researcher was sincere. Even when the study's findings were contrary to or different from what the researcher had anticipated, they were reported honestly. Additionally, studies that the researchers did not undertake were correctly cited, and data results were not manipulated.

4.18.7 Rights

The researcher ensured that the respondent's rights were protected throughout the study, including the right to withdraw from partaking in any research phases if they believed their rights were being violated or for any other reasons, which they did not need to explain to the researcher. Adhering to the principle of voluntary involvement, the respondents were advised that they have the right to refuse to participate, either in full or partial, and no action will be taken against them. Those who refused to participate were protected from any repercussions to uphold beneficence.

4.19 CHAPTER SUMMARY

This chapter elaborated on the research paradigm, approach, design, population, sampling and sampling methods. An online questionnaire was employed to gather quantitative data on the relations between all four research variables, and the data collection procedure and preparation techniques were described. The statistical method used were - items analysis, Pearson correlation analysis, regression analysis, and confirmatory factor analysis using SPSS 27 and Amos 27 were also focused upon. The final sections of the chapter provided details on the measurement instruments of reliability and validity and the ethical concerns adhered to in this study. The study's findings will be discussed in the chapter that follows.

CHAPTER FIVE

DATA ANALYSIS AND INTERPRETATION OF RESULTS

5.1. INTRODUCTION

In Chapter four presented the research's methodological approaches, including the methods used to collect primary data. The collected data was then analysed to help answer the research questions and test the proposed theoretical model and hypotheses. This chapter outlines and discusses the findings of the analysis; the chapter commences by describing the demographic details of the sample, followed by descriptive statistics on central tendency, dispersion, and normality. Additionally, results from confirmatory, exploratory, and reliability factor analyses are presented. Lastly, the multi-regression hypothesis testing findings are shown.

5.2 SAMPLE'S DEMOGRAPHIC INFORMATION

Section A of the questionnaire pertains to the sample's demographic information, which included the participants' - gender, age, marital status, employment status, highest qualifications, the organisation employed, position held, and tenure in the organisation. Each of these characteristics is addressed in detail in the following sections, while Table 5.1 summarises the respondents' overall socio-demographic characteristics.

5.2.1 Gender

Table 5.1 depicts the classification of information related to the respondents' gender. There were 385 total respondents, with 206 (53.5%) males and 179 (46.5%) females. This is a fair indication of the gender balance of employees in the telecommunication industry of Zimbabwe. This is exceptionally so when Zimbabwean society is considered - males show more dominance in matters of organisational decision than their female counterparts.

5.2.2 Age distribution

The respondents' predominant age group was between 31-40 years, making up 195 respondents (50.6%), immediately followed by 31.7 percent (n=122) who were 30 years and under, then 14.8 percent (n=57) who were 41 to 50 years of age. Finally, 2.9 percent (n=11) of the remaining respondents indicated their age as being 51 years or older. Table 5.1 depicts the age distribution of the sample.

Table 5.1: Demographic Profile

Gender	Frequency	Percentage
Male	206	53.5
Female	179	46.5
Total	385	100
Age		
30 years and below	122	31.7
31-40 years	195	50.6
41-50 years	57	14.8
51 years and above	11	2.9
Total	385	100
Marital Status		
Single	74	19.2
Married	219	56.9
Divorced	56	14.5
Widowed	36	9.4
Total	385	100
Employment Status		
Permanent	291	75.6
Contract	74	19.2
Part-time	20	5.2
Total	385	100
Highest Qualifications		
O level certificate	126	32.7
Diploma	108	28.1
Undergraduate Degree	90	23.4
Masters' Degree	57	14.8
Doctorate Degree	4	1
Total	385	100
Name of Organisation		
Econet	206	53.5
Netone	108	28.1
Telcel	71	18.4
Total	385	100
Position Held		
Top management	41	10.6
Middle management	111	28.8
Low-level Employees	233	60.5
Total	385	100
Tenure in the Organisation		
Less than a year	33	8.6
1-5 years	268	69.6
6-10 years	72	18.7
11 years and above	12	3.1
Total	385	100

Source: Compiled by the researcher (2022)

5.2.3 Marital Status

The marital status of the sample participating in the research is depicted graphically in Table 5.1. The largest number of people who responded were married, 219 (56.9%), followed by 74 single (19.2%). Of the remaining respondents, 14.5 percent (n=56) indicated they were divorced, and 9.4 percent (n=36) said they were widowed. Table 5.1 depicts the age distribution of the sample.

5.2.4 Employment Status

Respondents were also asked to show their occupational status in their organisation. Most employees who responded to the questionnaire were permanently employed, and they constituted 291 respondents (75.6%), and those on a contract basis were 74(19.2%); only 20 (5.2%) were employed on a part-time basis. Table 5.1 depicts the sample's employment status.

5.2.5 Highest Qualifications

Table 5.1 also shows the respondents' highest level of qualifications. In terms of the level of qualifications of the respondents, 32.7 percent (n=126) indicated that they were holders of Ordinary-level certificates; 28.1 percent (n=108) had a diploma qualification; only 90 (23.4%) had undergraduate degrees. In addition, 14.8 percent (n=57) had master's degree qualifications, followed by a percent (n=4) who indicated that they have a doctorate.

5.2.6 Organisations in which the respondent works

The questionnaire further asked respondents to indicate which organisation they are employed in - the mobile network operator. Econet Wireless Zimbabwe had the most employees who responded to the questionnaire. They constituted 206 respondents (53.5%), and those who Netone Cellular employs were 108(28.1%), while 71 (18.4%) were employed by Telcel Zimbabwe. Table 5.1 illustrates the names of the organisations where the respondents worked.

5.2.7 Position held by respondents

This question concentrated on the various employees of the organisations and how their position impacts the business's overall day-to-day running. Therefore, the respondents were asked about their roles in their respective organisations using multiple options on the questionnaire. According to the findings, only 10.6% (n=41) were in senior management; in comparison, 28.8% (n=111) of the work as middle managers in their respective organisations. Lastly, most

respondents were low-level employees accounting for 233 respondents (60.5%); the positions held by respondents in their organisations are illustrated in Table 5.1.

5.2.8 Tenure of respondents

Table 5.1 depicts the respondents' length of employment. The findings show that most respondents have work experience exceeding a year. The largest group, 69.6 percent, have been employed between 1-5 years - this group consisted of 268 out of the 385 total respondents. The second largest group, at 18.7 percent ($n=72$), has been employed for six years to ten years. A group of 8.6 percent ($n=33$) had work experience of less than a year. Finally, the results show that 3.1 percent ($n=12$) of the group consisted of highly-experienced individuals who have been in service for more than eleven years. The outcome shows that the respondents were knowledgeable individuals in corporate entrepreneurship and human resources management.

5.3 DESCRIPTIVE STATISTICS

Table 5.2 summarises the essential descriptive statistics on the scales of corporate entrepreneurship (CE), human resources management practices (HRMP), employee engagement (EE), and organisational performance (OP), with mean and standard deviations. Skewness and kurtosis values were also employed to assess the data set's normality. Cronbach's alphas are also shown. The mean scores for corporate entrepreneurship, human resource management practices, employee engagement, and organisational performance were 37.08 (SD = 8.179), 81.70 (SD = 17.138), 60.59 (SD=14.147), and 42.59 (SD = 8.822). This demonstrates that most respondents confirmed the information in the questionnaire that was emailed to them.

The lowest Kurtosis value is for human resources management practices ($KR= 0.883$), and the highest is for organisational performance ($KR= 1.070$). Similarly, the lowest Skewness value is for organisational performance ($SK= -1.522$) and the highest for employee engagement ($SK=-1.317$). We can, thus, infer that the constructs satisfy univariate normality requirements based on their skewness and kurtosis values (Hair et al., 2017).

Table 5.2: Normality Test

	N	Mean	Deviation	Skewness	Kurtosis
CE	385	37.0779	8.17925	-1.385	1.016
Innovativeness	385	20.5429	4.60060	-1.372	1.203
Risk-taking	385	8.2597	2.00522	-1.190	.503
Proactiveness	385	12.4156	2.89823	-1.269	.791
HRMP	385	81.7039	17.13794	-1.384	.883
TD	385	36.5714	8.01241	-1.202	.455
RS	385	20.4857	4.41357	-1.235	.782
Compensation	385	24.6468	5.58457	-1.417	1.285
EE	385	69.5870	14.14668	-1.317	1.035
OP	385	42.5922	8.82246	-1.522	1.070
Valid N (listwise)	385				

Note: CE: Corporate Entrepreneurship, HRMP: Human Resources Management Practices, RS: Recruitment & Selection, TD: Training & Development, EE: Employee Engagement, OP: Organisational Performance

Source: Compiled by the researcher (2022)

5.4 RELIABILITY ANALYSIS

The internal consistency of each scale was ascertained by reliability analysis, which was done in the form of item analysis, as will be addressed below.

5.4.1. Corporate Entrepreneurship

The corporate entrepreneurship scale reported an acceptable Cronbach α of .974. A glance at the item-total correlations in Table 5.3. reveals that all values are acceptable because all of them are greater than the suggested 0.30 cutoff level (Pallant, 2016). Table 5.3, under the Item-total statistics section, illustrate that if we delete a poor item result, the reliability will improve, whereas eliminating useful elements lowers the reliability coefficient of the scale. No poor items were identified in the corporate entrepreneurship scale item analysis, hence all components were retained for the next assessment.

Table 5.3: Reliability statistics for the corporate entrepreneurship scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.974	.974	10

Item-Total Statistics

	SMID	SVID	CITC	SMC	CAID
INNO1	37.11	68.108	.823	.809	.972
INNO2	37.12	67.465	.855	.851	.971
INNO3	37.11	67.455	.883	.825	.970
INNO4	37.11	68.025	.880	.850	.971
INNO5	37.10	67.458	.887	.852	.970
RISK1	37.10	66.271	.908	.844	.970
RISK2	37.08	66.900	.894	.840	.970
PRO1	37.08	66.595	.890	.837	.970
PRO2	37.08	67.616	.873	.820	.971
PRO3	37.08	67.739	.848	.776	.972

Note: INNO: Innovativeness, RISK: Risk-taking, PRO: Proactiveness, SMID: Scale Mean if Item Deleted, SVID: Scale Variance if Item Deleted, CITC: Corrected Item-Total Correlation, SMC: Squared Multiple Correlation, CAID: Cronbach's Alpha if Item Deleted

Source: Compiled by the researcher (2022)

5.4.2. Human Resources Management Practices

In this study, the human resources management practices scale was developed by Vermeeren (2014) and obtained an excellent Cronbach α of 0.981 on the 22 items. Since all component values for the corrected-item total correlation were greater than = 0.30, no questionable components were reported. This scale's twenty items were all retained for further assessment. Table 5.4 summarises the findings.

Table 5.4: Reliability statistics for the human resources management practices scale

	Cronbach's Alpha	Based on
	Standardised Items	N of Items
.981	.981	20

Item-Total Statistics

	SMID	SVID	CITC	SMC	CAID
TD1	77.67	264.957	.797	.723	.980
TD2	77.65	267.046	.794	.789	.980
TD3	77.70	265.414	.815	.805	.980
TD4	77.65	267.092	.813	.784	.980
TD5	77.63	265.879	.836	.780	.980
TD6	77.62	265.517	.833	.811	.980
TD7	77.64	265.344	.850	.820	.980
TD8	77.59	263.805	.868	.821	.979
TD9	77.61	262.682	.865	.845	.979
RS1	77.58	265.052	.844	.814	.980
RS2	77.64	264.966	.866	.837	.979
RS3	77.65	266.108	.840	.792	.980
RS4	77.64	266.620	.825	.775	.980
RS5	77.52	268.380	.810	.770	.980
CM1	77.56	266.538	.847	.811	.980
CM2	77.56	266.055	.848	.841	.980
CM3	77.60	263.699	.874	.868	.979
CM4	77.62	264.440	.845	.830	.980
CM5	77.61	262.738	.867	.842	.979
CM6	77.63	264.494	.844	.810	.980

Note:TD: Training and Development, RS: Recruitment and Selection, CM: Compensation Management, SMID: Scale Mean if Item Deleted, SVID: Scale Variance if Item Deleted, CITC: Corrected Item-Total Correlation, SMC: Squared Multiple Correlation, CAID: Cronbach's Alpha if Item Deleted

Source: Compiled by the researcher (2022)

5.4.3. Employee Engagement

The Utrecht Work Engagement Scale designed by Schaufeli and Bakker (2003) had a Cronbach = 0.977, revealing an excellent co-efficient, as Pallant (2016) prescribed. As shown in Table 5.5, seventeen component values for corrected item-total correlations were higher than = 0.30, and since there were no questionable components, the researcher retained seventeen items for further evaluation.

Table 5.5: Reliability statistics for the employee engagement scale

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardised Items	N of Items
.977	.977	17

Item-Total Statistics					
	SMID	SVID	CITC	SMC	CAID
EE1	65.58	176.797	.744	.782	.977
EE2	65.60	177.694	.752	.838	.976
EE3	65.60	178.412	.778	.795	.976
EE4	65.60	176.610	.843	.817	.975
EE5	65.53	177.088	.866	.826	.975
EE6	65.50	177.407	.860	.825	.975
EE7	65.51	177.834	.850	.818	.975
EE8	65.48	177.922	.852	.818	.975
EE9	65.46	177.802	.855	.826	.975
EE10	65.40	179.043	.843	.796	.975
EE11	65.45	176.800	.861	.814	.975
EE12	65.44	177.715	.862	.825	.975
EE13	65.48	177.115	.858	.825	.975
EE14	65.47	177.364	.860	.824	.975
EE15	65.44	177.554	.850	.836	.975
EE16	65.46	176.983	.841	.823	.975
EE17	65.41	177.940	.836	.795	.975

Note: EE: Employee Engagement, SMID: Scale Mean if Item Deleted, SVID: Scale Variance if Item Deleted, CITC: Corrected Item-Total Correlation, SMC: Squared Multiple Correlation, CAID: Cronbach's Alpha if Item Deleted

Source: Compiled by the researcher (2022)

5.4.4. Organisational Performance

Cronbach's alpha of 0.971 was obtained for the organisational performance scale. Since the ten component values for the corrected-item total correlation were greater than = 0.30, no questionable components were noted. This scale's ten components were all kept for the following assessment. Table 5.6 summarises the findings.

Table 5.6: Reliability statistics for the organisational performance scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	Based on N of Items
.971	.971	10

Item-Total Statistics					
	SMID	SVID	CITC	SMC	CAID
OP1	38.40	63.464	.803	.750	.970
OP2	38.36	63.012	.847	.814	.969
OP3	38.38	62.439	.884	.834	.967
OP4	38.37	62.780	.883	.847	.967
OP5	38.39	62.718	.886	.846	.967
OP6	38.32	62.824	.893	.844	.967
OP7	38.26	63.557	.885	.843	.967
OP8	38.26	64.371	.870	.831	.968
OP9	38.36	62.648	.883	.838	.967
OP10	38.23	64.689	.812	.742	.970

Note: OP: Organisational Performance, SMID: Scale Mean if Item Deleted, SVID: Scale Variance if Item Deleted, CITC: Corrected Item-Total Correlation, SMC: Squared Multiple Correlation, CAID: Cronbach's Alpha if Item Deleted

Source: Compiled by the researcher (2022)

5.5 DIMENSIONALITY ANALYSIS

Exploratory factor analysis (EFA) was used to determine the items' fundamental dimensionality and quantify the number of factors supporting the items (Pallant, 2016). EFA's main objective is to summarize data in a way that enables interconnections and patterns to be simple to understand (Yong & Pearce, 2013). The analysis assists in identifying and removing constructions and ideas that could be poor indicators of the preferred construct and could be eliminated from further research. In this research, EFA was performed to confirm the uni-dimensionality of the subscales utilised for data collection. Factor analysis was also used to identify items with poor loadings and to divide the scale into dimensions if uni-dimensionality was not achieved (Mahembe, 2014).

5.5.1. Dimensional analysis of corporate entrepreneurship dimensions

5.5.1.1. Innovativeness

The innovation subscale obtained an acceptable Kaiser-Meyer-Olkin sample adequacy value of 0.846. The test statistic value for Bartlett's Test of Sphericity was 2259.509 (df = 10; p = 0.00). In addition, only one factor was produced, based on an Eigenvalue larger than 1, and this factor explained a total variance of 84.89% for the innovation. All five components were loaded onto a single factor, with factor loadings greater than 0.30 deemed acceptable (Pallant, 2016).

Table 5.7: Dimensional analysis of innovation

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						.846
Bartlett's Test of Sphericity	Approx. Chi-Square					2259.509
	df					10
	Sig.					.000

Total Variance						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.245	84.890	84.890	4.245	84.890	84.890
2	.388	7.755	92.645			
3	.171	3.419	96.065			
4	.111	2.222	98.287			
5	.086	1.713	100.000			

Factor values	
Component	
1	
INNO1	.901
INNO2	.927
INNO3	.937
INNO4	.926
INNO5	.915

5.5.1.2 Proactiveness

The proactive dimension recorded a Kaiser-Meyer-Olkin measure of sampling adequacy value of 0.772. The test statistic value for Bartlett's Test of Sphericity was 1058.747 ($df = 3$, $p = 0.000$), inferring that factor analysis is permissible. Proactiveness also was responsible for about 89.79% of the total variance. The factor values were higher than 0.30, implying that the items are high quality (See Table 5.8).

Table 5.8: Dimensional analysis of proactiveness

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						.772
Bartlett's Test of Sphericity	Approx. Chi-Square					1058.747
	df				3	
	Sig.				.000	

Total Variance						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.694	89.799	89.799	2.694	89.799	89.799
2	.166	5.527	95.326			
3	.140	4.674	100.000			

Factor values	
Component	
1	
PRO1	.949
PRO2	.951
PRO3	.943

5.5.1.3 Risk-taking

The risk-taking subscale had a Kaiser-Meyer-Olkin sampling adequacy value of 0.5. The test statistic value for Bartlett's Test of Sphericity was 534.157 ($df=1$, $p=0.000$), signifying that factor analysis is permissible. The risk-taking scale had a single dimension, with the dominant factor responsible for 46.86% of the variance. According to Table 5.9, every single factor value was significantly more than 0.30 (Pallant, 2016).

Table 5.9: Dimensional analysis of risk-taking

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	534.157
	df	1
	Sig.	.000

Component	Total Variance			Extraction Sums of Squared Loadings		
	Total	Initial Eigenvalues % of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.867	93.374	93.374	1.867	93.374	93.374
2	.133	6.626	100.000			

Factor values	
	Component
	1
RISK1	.966
RISK2	.966

5.5.2 Dimensionality analysis of the human resources management practices

5.5.2.1. Dimensionality analysis of recruitment and selection

The recruitment and selection subscale had a Kaiser-Meyer-Olkin value of 0.890 for sampling adequacy, and the test statistic value for Bartlett's Test of Sphericity was 1886.187 ($df=10$, $p=0.000$). The results demonstrated that patterns and correlations are compact, which serves as an excellent rationale for the subsequent analysis approach. Table 5.10 indicate that all the factor loadings were above 0.30 (Pallant, 2016).

Table 5.10: Dimensional analysis of recruitment and selection

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
Bartlett's Test of Sphericity	Approx. Chi-Square	1886.187
	df	10
	Sig.	.000

Component	Total Variance					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.130	82.591	82.591	4.130	82.591	82.591
2	.333	6.661	89.252			
3	.238	4.756	94.009			
4	.175	3.507	97.515			
5	.124	2.485	100.000			

Factor values	
	Component
	1
RS1	.901
RS2	.933
RS3	.921
RS4	.916
RS5	.871

5.5.2.2. Dimensionality analysis of training and development

The training and development scale had a Kaiser-Meyer-Olkin value of 0.890 for sampling adequacy, and the test statistic value for Bartlett's Test of Sphericity was 3897.045 ($df = 36$; $p = 0.000$). Based on the Eigenvalues, one factor larger than one was identified, and 77.39% of the variance was explained. All factor loadings were greater than 0.30, and the uni-dimensionality postulation was confirmed. Table 5.11 shows the results:

Table 5.11: Dimensional analysis of training and development

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.933
Bartlett's Test of Sphericity	Approx. Chi-Square	3897.045
	df	36
	Sig.	.000

Component	Total Variance			Extraction Sums of Squared Loadings		
	Total	Initial Eigenvalues % of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.965	77.391	77.391	6.965	77.391	77.391
2	.563	6.259	83.649			
3	.433	4.809	88.459			
4	.249	2.772	91.231			
5	.233	2.593	93.824			
6	.169	1.881	95.705			
7	.145	1.612	97.318			
8	.126	1.402	98.719			
9	.115	1.281	100.000			

Factor values	
	Component
TD1	.838
TD2	.862
TD3	.876
TD4	.886
TD5	.894
TD6	.890
TD7	.896
TD8	.897
TD9	.877

5.5.2.3 Dimensionality analysis of compensation management

The compensation management recorded a Kaiser-Meyer-Olkin value of 0.915 for sampling adequacy. The test statistic value for Bartlett's Test of Sphericity was 2835.660 ($df=15$, $p=0.000$), entailing that further assessment can be applied. The compensation management scale had a

single dimension, with the dominant factor responsible for 85.15% of the variance. According to Table 5.12, every single factor value was significantly above 0.30 (Pallant, 2016).

Table 5.12: Dimensional analysis of compensation management

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						.915
Bartlett's Test of Sphericity		Approx. Chi-Square			2835.660	
		df			15	
		Sig.			.000	

Total Variance						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.109	85.157	85.157	5.109	85.157	85.157
2	.307	5.121	90.278			
3	.223	3.713	93.991			
4	.143	2.382	96.373			
5	.118	1.966	98.339			
6	.100	1.661	100.000			

Factor values	
	Component
	1
CM1	.899
CM2	.927
CM3	.945
CM4	.930
CM5	.928
CM6	.907

5.5.3 Dimensionality analysis of the employee engagement

The employee engagement scale attained a Kaiser-Meyer-Olkin value of 0.96 for sampling adequacy, and the test statistic value for Bartlett's Test of Sphericity was 8506.042 ($df = 136$; $p = 0.000$). Based on the Eigenvalues, one factor larger than one was identified and explained 73.45% of the variance. All factor loadings were greater than 0.30, hence, the uni-dimensionality postulation was confirmed. The results demonstrated that patterns and correlations are compact, which serves as an excellent justification for further assessment. Table 5.13 shows the results.

Table 5.13: Dimensional analysis of employee engagement

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.960
Bartlett's Test of Sphericity	Approx. Chi-Square	8506.042
	df	136
	Sig.	.000

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.487	73.454	73.454	12.487	73.454	73.454
2	1.199	7.050	80.504			
3	.654	3.845	84.349			
4	.402	2.364	86.714			
5	.354	2.080	88.794			
6	.293	1.722	90.516			
7	.231	1.358	91.875			
8	.221	1.299	93.174			
9	.184	1.080	94.254			
10	.159	.936	95.190			
11	.146	.858	96.048			
12	.132	.776	96.824			
13	.125	.736	97.560			
14	.117	.691	98.251			
15	.108	.635	98.886			
16	.106	.623	99.509			
17	.084	.491	100.000			

Factor values	
	Component
	1
EE1	.764
EE2	.769
EE3	.794
EE4	.858
EE5	.882
EE6	.879
EE7	.873
EE8	.874
EE9	.878
EE10	.865
EE11	.883
EE12	.882
EE13	.880
EE14	.880
EE15	.871
EE16	.864
EE17	.859

5.5.4 Dimensionality analysis of the organisation's performance

The organisational performance scale obtained a Kaiser-Meyer-Olkin value of 0.944 for sampling adequacy, and the test statistic value for Bartlett's Test of Sphericity was 4990.406 ($df = 45$; $p = 0.00$). Based on the Eigenvalues, one factor larger than one was identified and explained 79.52% of the variance. The ten-factor values were higher than 0.30, hence, the uni-dimensionality postulation was confirmed. The results demonstrated that patterns and correlations are compact, which serves as an excellent justification for further assessment. These findings are presented in Table 5.14.

Table 5.14: Factor matrix for the organisational performance

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	4990.406
	df	45
	Sig.	.000

Component	Total Variance					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.952	79.523	79.523	7.952	79.523	79.523
2	.609	6.091	85.614			
3	.411	4.114	89.728			
4	.263	2.625	92.353			
5	.172	1.717	94.070			
6	.151	1.511	95.580			
7	.128	1.281	96.862			
8	.117	1.174	98.035			
9	.099	.991	99.027			
10	.097	.973	100.000			

Factor values	
	Component
	1
OP1	.837
OP2	.874
OP3	.906
OP4	.906
OP5	.910
OP6	.916
OP7	.910
OP8	.897
OP9	.908
OP10	.848

5.6 PEARSON CORRELATION ANALYSIS

The correlation analysis is performed to determine the nature of the connections amongst groups of variables or factors. This study's hypotheses attempted to determine the type and extent of the connections among the different variables. The acceptance or rejection of a decision on a hypothesis will emanate from these correlation results. Since most of the research's hypotheses are on some relationships, the correlation outcomes are essential findings of this study. A Pearson's moment correlation is represented by the r , ranging from -1.0 to +1.0; a correlation can be positive or negative. A perfect negative correlation would be -1.0, while +1.0 would be a perfect positive correlation, and 0.0 would signify no correlation. The results of the correlation test carried out are shown in Tables 5.15 and 5.16.

Table 5.15: Pearson correlation analysis result of subscale variables

Variable	INNO	RISK	PRO	TD	RS	CM	OP
Innovativeness	385						
Risk-taking	.878**						
Proactiveness	.846**	.910**					
Training and Development	.837**	.822**	.811**				
Recruitment and Selection	.802**	.801**	.800**	.860**			
Compensation Management	.790**	.787**	.774**	.845**	.859**		
Organisational Performance	.816**	.810**	.803**	.804**	.777**	.793**	
	385	385	385	385	385	385	385

** . Correlation is significant at the 0.01 level (2-tailed) n=385

Note: Inno: Innovativeness, Risk: Risk-taking: Prov: Proactiveness: TD: Training & Development: RS: Recruitment & Selection, CM: Compensation Management, OP: Organisational Performance.

Source: Compiled by the researcher (2022)

The study's first objective was to investigate the impact of corporate entrepreneurship and human resources management practices on organisational performance. Corporate entrepreneurship had a statistically significant association with organisational performance, as illustrated in Table 5.15. The findings reveal that innovativeness ($r = 0.816$, $p < 0.01$) has the strongest significant

association with organisational performance, followed by risk-taking ($r = 0.810$, $p < 0.01$) and then proactive ($r = 0.803$, $p < 0.01$). The findings also indicated that human resources management practices had a significant positive relationship with organisational performance, with training and development ($r = 0.804$, $p < 0.01$) as its strongest significant association with organisational performance, followed by compensation management ($r = 0.793$, $p < 0.01$) and then recruitment and selection by ($r = 0.777$, $p < 0.01$). The correlation analysis revealed that the study's independent and dependent variables are strongly related.

The research's second objective was to determine the impact of corporate entrepreneurship and human resource management practices on employee engagement. As shown in Table 5.16, the correlation analysis indicates a significant positive connection between employee engagement and corporate entrepreneurship ($r = -0.846$, $p < 0.01$), as well as a significant positive relationship between employee engagement and human resource management practices ($r = 0.890$, $p < 0.01$). The outcome of the correlation analysis also revealed that the mediator variable, employee engagement, had significant relationships with the independent variables, corporate entrepreneurship and human resource management practices. Lastly, as illustrated in Table 5.16, employee engagement was significantly related to organisational performance ($r = 0.830$, $p < 0.01$). Thus, employee engagement, the mediator variable, had significant relationships with the dependent variable, organisational performance. Since all coefficients are positively related, an improvement in corporate entrepreneurship, human resource management practices, and employee engagement results in an improvement in the organisational performance of mobile network organisations.

Table 5.16: Pearson correlation analysis result among the variables

Variable	CE	HRMP	EE	OP
Corporate Entrepreneurship	385			
Human Resource Management Practices	.885**			
	385	385		
Employee Engagement	.846**	.890**		
	385	385	385	
Organisational Performance	.844**	.834**	.830**	
	385	385	385	385

Sig. (2-tailed), $n=385$

Note: CE: Corporate Entrepreneurship, HRMP: Human Resource Management Practices, EE: Employee Engagement, OP: Organisational Performance

5.7 MODEL FIT ASSESSMENT

The goodness-of-fit of the measurement model was evaluated using confirmatory factor analysis (CFA). The CFA is a method for verifying the classification of the research questions using each latent variable for statistical testing (Marsh et al., 2014). A number of fit indices were employed to determine the overall model fit. To evaluate the measurement model, the following nine fit indices were used:

- (i) Chained multilateral index number (CMIN/DF),
- (ii) Goodness of Fit Index (GFI),
- (iii) Random Measure of Standard Error Approximation (RMSEA)
- (iv) Augmented Goodness of Fit Index (AGFI),
- (v) Normed Fit Index (NFI),
- (vi) Incremental Fit Index (IFI),
- (vii) Tucker-Lewis Index (TLI),
- (viii) Composite Fit Index (CFI)

Table 5.17a lists the acceptable levels for each of these fit indices, and Table 15,7b model fit assessment results of the study.

Table 5.17a: Fit indices of the measurement model

Fit Indices	Required limits	Interpretations
Chi-square	< 3.0	Values near 1 indicate good model fit, values <3 Indicate satisfactory fit
NFI	≥0.90	Values = or >0.9 indicate a good fit
IFI	≥0.90	Values = or >0.9 indicate a good fit
TLI	≥0.90	Values = or >0.9 indicate a good fit
CFI	≥0.90	Values = or >0.9 indicate a good fit
GFI	≥0.90	Values = or >0.9 indicate a good fit
AGFI	≥0.90	Values = or >0.9 indicate a good fit
RMSEA	< 0.080	Values <0.05 indicate a good model fit, and values between 0.05 and 0.08 indicate an acceptable fit

Source: Bagozzi and Yi (2012)

Table 5.17b: Model fit assessment's findings

Fit Indices	Required limits	Findings
CMIN/DF	< 3.0	2.731
NFI	≥ 0.90	0,981
IFI	≥0.90	0.988
TLI	≥ 0.90	0.983
CFI	≥ 0.90	0.988
RFI	≥0.90	0.973
GFI	≥0.90	0.953
AGFI	≥0.90	0.918
RMSEA	< 0.080	0.067

Source: Compiled by the researcher (2022)

The model fit assessment's findings, which are shown in Table 5.17, are further explained as follows: the degree of freedom chi-square value was 2.731; the highest values were NFI (0.981), IFI (0.988), LTI (0.983), CFI (0.988), RFI (0.973), GFI (0.953), AGFI (0.918), and RMSEA (0.67). The findings show that for NFI, IFI, TLI, CFI, RFI, GFI, and AGFI, all indicator values are equal to or larger than 0.90, while for RMSEA, all indicator values are equal to or less than 0.08, therefore, it may be argued that the data and the model were compatible.

5.7.2. Standardised estimates and squared multiple correlations

Figure 5.1 illustrates the structural model for this investigation following the suggested conceptual model. The confirmatory factor analysis model depicts seven hypothesised links among the independent variables, the mediating variable, and the dependent variable of the research investigation. Standardised estimates are the factor loading values which are greater than 0.6 for each measurement model item (Taghizade, Azimi & Mirzaee, 2020). Figure 5.1 displays the factor loadings' outcome. A given construct's factor loading is positioned close to the arrow going in that direction. The R^2 is the value that appears above each response item. It should be highlighted that any construct item parcel with an R^2 less than 0.4 and a factor loading value less than 0.6 should be eliminated from the measurement model. As indicated in Figure 5.1, all items

in this measurement model were kept for further analysis because their factor values were higher than 0.6.

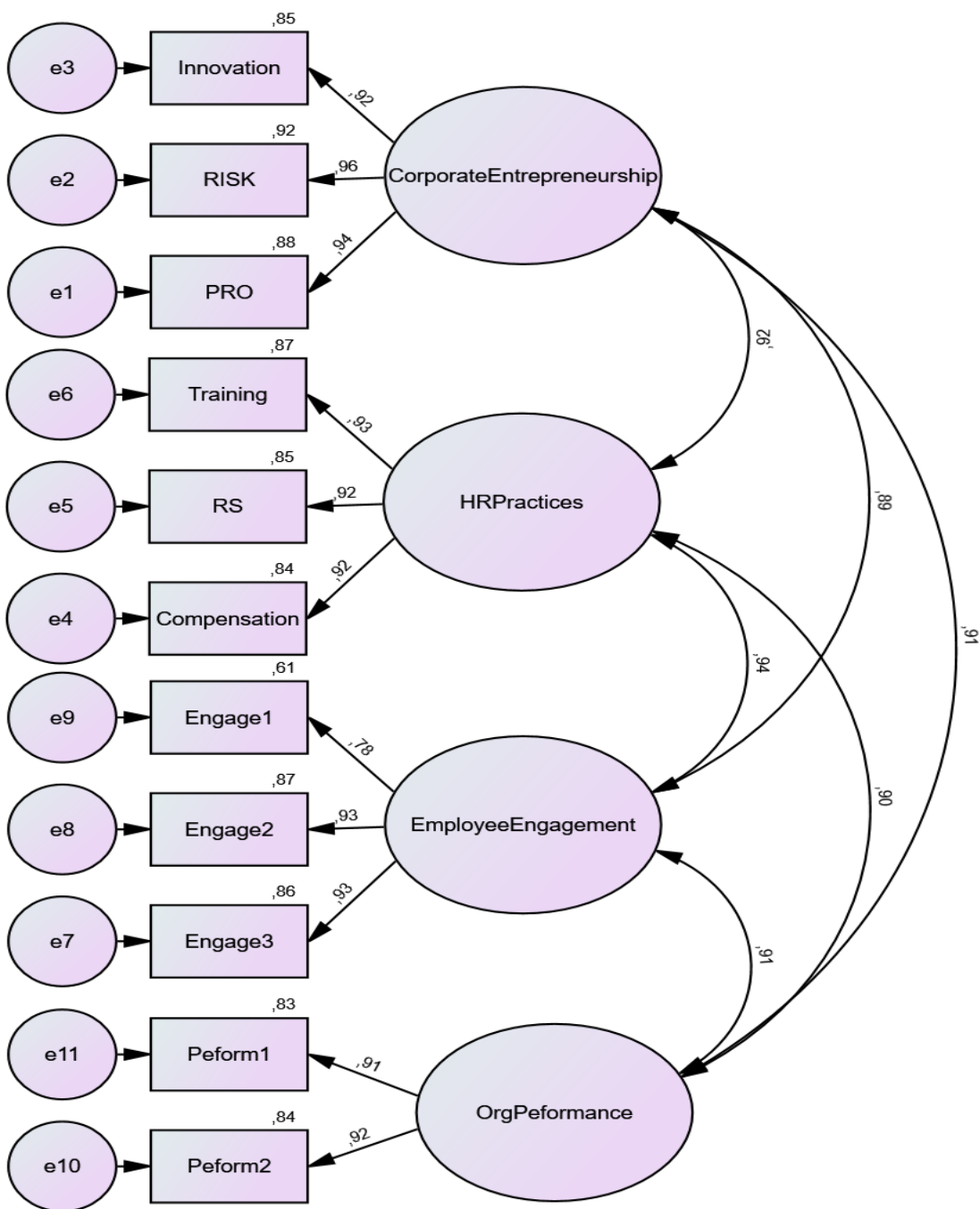


Figure 5.1: Measurement model of the research

Source: Compiled by the researcher (2022)

5.7.3 Reliability and Validity

According to Awang (2015), uni-dimensionality, accuracy, and dependability modelling should be evaluated before assessing the link between variables. To proceed with the analysis and measurement of the results that have been achieved in the research, it is essential to determine the quality of models of size applied for testing the hypothesis. Therefore, these models' validity and reliability were checked using Average Variance Extracted (AVE), Cronbach's alpha (CR) and composite reliability (CR), respectively.

The values of CA and CR were utilised to support the reliability of the study's variables. It is observed through research by Hair et al. (2012) that the value of both CR and CA, are required to be above 0.70 for the variable to be reliable. As depicted in Table 5.18, the values of each construct are above 0.70; hence, their reliability was confirmed. All values for each construct must be at least 0.5 to satisfy the Average Variance Extracted (AVE) (Rose et al., 2017). The reliability values of the study's variables in Table 5.18 and the AVE coefficients for the variables ranged between 0.776 and 0.884. The reliability values of the study's variables exceeded the recommended cutoff point of 0.4 (Hair, 2013).

Table 5.18: Reliability values of study variables

Variable	Cronbach Coefficient alpha test	Composite Reliability	Average Variance Extracted
CE	0.974	0.958	0.884
HRMP	0.981	0.948	0.859
EE	0.977	0.913	0.779
OP	0.971	0.911	0.776

Note: CE: Corporate Entrepreneurship, HRMP: Human Resources Management Practices, EE: Employee Engagement, OP: Organisational Performance

Source: Compiled by the researcher (2022)

Validity tests were conducted to ascertain whether the items or measurement tool measured the intended items. The measurement model's convergent and discriminant validity was evaluated to ensure that it achieved the validity.

5.7.3.1 Convergent Validity

The degree to which the scale's constituent items correlate with other instruments measuring the same variable, in the same direction is referred to as 'convergent validity' (Moutinho & Hutcheson,

2011). This study's correlation analysis used item-to-total correlation and factor loadings to assess convergent validity. Using SPSS, the item-to-total correlation and factor loadings were computed. Factor loadings should be more than 0.5 for item consistency (Fornell & Larcker, 1981). The factor loadings of the four measurement items, which range from 0.7 to 0.95, are shown in Section 5.6, which revealed that all factor values were higher than 0.5. These results indicate that each item is associated with each construct, and all the items are valid. Additionally, Section 5.6 notes that the range of total item values is from 0.744 to 0.908, and these factor loadings show convergence and are more significant than 0.50 (Wellner, 2015).

5.7.3.2 Discriminant Validity

The extent to which the variables differ empirically from each other is called 'discriminant validity'. Hir et al., 2019, defined discriminant validity as the degree to which two related concepts are different conceptually; this is calculated by contrasting the average variance extracted and squared inter-construct correlation (Saunders et al., 2019). Fornell & Larcker's criterion of correlation and crossing-loading of the indicator was used in this research to evaluate the discriminant validity. The analysis's results are summarised in Table 5.19, which includes the composite reliability (CR), average variance extracted (AVE), and correlation coefficients between constructs.

Table 5.19: Reliability results

	CR	AVE	CE	HRMP	EE	OP
CE	0.794	0.660	0.940			
HRMP	0.847	0.739	0.885**	0.926		
EE	0.767	0.627	0.846**	0.890**	0.893	
OP	0.851	0.743	0.844**	0.834**	0.830**	0.88

Note: CE: Corporate Entrepreneurship, HRMP: Human Resources Management Practices, EE: Employee Engagement, OP: Organisational Performance, CR-Composite Reliability, AVE-Average Value Extract

Source: Compiled by the researcher (2022)

As depicted in Table 5.19, the CR for all variables is higher than 0.70, and the AVE values are between 0.627 and 0.743. The average variance extracted (AVE) (in bold) has a square root higher than all the values in its row and column. This measurement model can be recognised as having discriminant validity, which in turn supports the discriminant validity between the

constructs. The discriminant validity was attained as the square root of AVE, which was greater than the squared inter-construct correlation (Arkkelin, 2014).

5.8 REGRESSION ANALYSIS

The research conducted simple linear regression analysis on direct relationship hypotheses H1 to H5 to determine the statistically significant association between corporate entrepreneurship and human resources management practices on organisational performance. The SPSS PROCESS macro bootstrapping technique was utilised to test mediation for hypotheses H6 and H7. Specifically, Hayes' (2013, model 4) mediation perspective was applied using 5000 bootstrap samples (Hayes, 2020).

5.8.1 Hypotheses testing

The results supported the structural model's suitability, and the measurement model's fit indices proved that the suggested conceptual model congregated well. This section displays the results of the proposed preliminary propositions from the study's objectives and hypotheses in Chapter one. These hypotheses were tested to find out how their latent constructs correlate to one another. The simple linear and multiple regression results revealed the followings:

5.8.1.1 Corporate entrepreneurship and organisational performance

Table. 5.20a presents the regression findings of corporate entrepreneurship's impact on the telecommunication industry's organisational performance in Zimbabwe. The results indicate a positive association between corporate entrepreneurship and organisational performance, with a correlation coefficient of $R = 0.844$. Mafini and Meyer (2016) suggested that coefficient determination, also known as the 'R squared' (R^2), is a statistical indicator of how closely the data match the fitted regression model, and the percentage of variance shows this. They further stated that the higher the percentage of variance the regression model explains, the closer it is to a perfect model fit of 100%. In this study, the R squared (R^2) of 0.712 was accounted for, which implies that 71% of the variation in the organisational performance of the telecommunication industry in Zimbabwe is explained by corporate entrepreneurship. In comparison, the rest, 29%, is attributed to other extraneous variables which were not described in the model.

The proposed regression model was statistically significant at $F=948.722$, with a computed probability of 0.000, and it suited the data flawlessly. This shows that corporate entrepreneurship's

regression on the telecommunication industry's organisational performance is statistically significant at $p < 0.001$; a significant beta was observed ($\beta = 0.844$, $t = 30.80$, $p = 0.001$). As determined by the beta value, OP will rise by 0.844 or 84% for every unit increase in the use of CE. The regression results confirm the hypothesis (H1) that corporate entrepreneurship and organisational performance have a significant and positive correlation.

Table 5.20a: Regression Results - Corporate Entrepreneurship and Organisational Performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.844 ^a	0.712	0.712	4.73749			
a Predictors (Constant), Corporate Entrepreneurship (CE)							
ANOVA ^a							
Model		Sum of Squares	Df	Mean Squares	F	Sig	
1	Regression	21292.980	1	21292.980	948.722	0.000 ^b	
	Residual	8595.996	383	22.444			
	Total	29888.977	384				
a Dependent variable: Organisational Performance (OP)							
b Predictors (Constant), Corporate Entrepreneurship							
Coefficients ^a							
Model	Unstandardised Coefficients			Standardised Coefficients			
	B	Std Error	Beta	t	Sig		
1	(Constant)	8.836	1.122		7.874	.000	
	CE	0.910	0.030	0.844	30.801	.000	
a Dependent variable: Organisational Performance							

Source: Compiled by the researcher (2022)

A multiple regression analysis was applied to evaluate the various impacts of the corporate entrepreneurship dimension on organisational performance, and Table 5.20b illustrates the findings.

Corporate entrepreneurship dimensions (innovation, risk-taking, and proactiveness) determine 71.6% of organisational performance as indicated by the coefficient of determination (R^2). Organisational performance was discovered to have a significant positive connection with innovation, risk-taking, and proactiveness and an increase in CE dimensions of one unit each will increase organisational performance by 0.767, 0.926, and 0.831, respectively, as these variables positively affect organisational performance. The prescribed regression model was statistically significant at $F = 320.468$ with a determined probability of 0.000 and fitted the data excellently. Specifically, the positive significant effect connections are: (1) innovation and organisational performance ($\beta = 0.400$, $p = 0.00$), (2) risk-taking and organisational performance ($\beta = 0.210$, p

0.00), and (3) proactiveness and organisational performance ($\beta = 0.273$, $p = 0.00$), which validate H1a, H1b, and H1c. Table 5.20b also revealed that innovation has the most potent ability to contribute to organisational performance, followed by proactiveness and risk-taking.

Table 5.20b: Regression Results -Corporate Entrepreneurship dimensions and Organisational Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.846 ^a	0.716	0.714	4.71861		
a Predictors (Constant, Innovativeness, Risk-taking, Proactiveness)						
ANOVA^a						
Model		Sum of Squares	Df	Mean Squares	F	Sig
1	Regression	21405.913	3	7135.304	320.468	0.000 ^b
	Residual	8483.064	381	22.265		
	Total	29888.977	384			
a Dependent variable: Organisational Performance (OP)						
b Predictors (Constant), Innovativeness, Risk-taking, Proactiveness						
Coefficients^a						
Model		Unstandardised Coefficients		Standardised Coefficients		Sig
		B	Std Error	Beta	t	
1	(Constant)	8.836	1.127		7.862	0.000
	Innovativeness	0.767	0.113	0.400	6.819	0.000
	Risk-taking	0.926	0.333	0.210	2.781	0.006
	Proactiveness	0.831	0.206	0.273	4.027	0.000
a Dependent variable: Organisational Performance						

Source: Compiled by the researcher (2022)

5.8.1.2 Human resources management practices and organisational performance

The multiple regression results in Table 5.21a show the impact of human resource management practices on the organisational performance of Zimbabwe's telecommunication sector. The results indicate a statistically significant relationship between human resources management practices and organisational performance, with a correlation coefficient of $R = 0.834$. Additionally, the value coefficient determination (R^2) of 0.696 suggests that 70% of the variation in the organisational performance of the telecommunication industry in Zimbabwe is explained by human resources management practices. Comparatively, the remaining 30% is attributable to additional variables not explained in the model.

Given that the prescribed regression model had a probability of 0.000 and was statistically significant at $F=878.266$, the data were perfectly fit for the model. This demonstrates the statistical significance of the regression of human resources management practices on the organisational

performance of the telecommunications industry at $p < 0.001$. A significant beta was discovered ($\beta = 0.834$, $t = 29.64$, $p=0.00$); according to the beta value, OP will rise by 0.834 or 83% for every unit increase in the use of HRMP. The hypothesis (H2) that there is a positive and significant correlation between human resource management practices and organisational performance was supported.

Table 5.21a: Regression Results- Human Resource Management Practices and Organisational Performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.834 ^a	0.696	0.696	4.866802			
a Predictors (Constant), Human Resources Management Practices (HRMP)							
ANOVA ^a							
Model		Sum of Squares	Df	Mean Squares	F	Sig	
1	Regression	20812.793	1	20812.793	878.266	0.000 ^b	
	Residual	9076.183	383	23.698			
	Total	29888.977	384				
Coefficients ^a							
Model	Unstandardised Coefficients			Standardised Coefficients			
	B	Std Error	Beta	t		Sig	
1	(Constant)	7.493	1.210		6.193	.000	
	HRMP	0.430	0.014	0.834	29.636	.000	
a Dependent variable: Organisational Performance							

Source: Compiled by the researcher (2022)

Multiple regression analysis was applied to examine the various impacts of human resources management practices on organisational performance; Table 5.21b illustrates the findings.

The coefficient of determination (R^2) of human resources management practices (recruitment and selection, training and development, and compensation management) determines 69.7% of an organisation's performance. These practices also have a significant positive correlation with organisational performance, given that these variables positively correlate with organisational performance, increasing the HRMP constructs of one unit. The prescribed regression model was statistically significant at $F = 292.067$ with an estimated probability of 0.000 which matched the data excellently. Specifically, three positive significant impact relationships support H2a, H2b, and H2c: (1) recruitment and selection and organisational performance ($\beta = 0.167$, $p < 0.00$); (2) training and development and organisational performance ($\beta = 0.382$, $p = 0.00$); and (3) proactiveness compensation management and organisational performance ($\beta = 0.318$, $p < 0.00$). Table 5.21b also

revealed that training and development contribute more towards organisational performance, followed by compensation management, recruitment, and selection.

Table 5.21b: Regression Results-Human Resource Management Practices constructs and Organisational Performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.835 ^a	0.697	0.695	4.87588			
a Predictors (Constant), RS, TD, CM							
ANOVA ^a							
Model		Sum of Squares	Df	Mean Squares	F	Sig	
1	Regression	20830.992	3	6943.664	292.067	0.000 ^b	
	Residual	9057.984	381	23.774			
	Total	29888.977	384				
a Dependent variable: Organisational Performance (OP)							
b Predictors (Constant), RS, TD, CM							
Coefficients ^a							
Model	Unstandardised Coefficients				Standardised Coefficients		
	B	Std Error	Beta	t	Sig		
1	(Constant)	7.595	1.218		6.234	0.000	
	TD	0.431	0.067	0.392	6.471	0.000	
	RS	0.335	0.126	0.167	2.651	0'008	
	CM	0.502	0.095	0.318	5.259	0.000	
a Dependent variable: Organisational Performance							

Source: Compiled by the researcher (2022)

5.8.1.3 Corporate entrepreneurship and employee engagement

The results of the multiple regression analysis showing how corporate entrepreneurship affects employee engagement in Zimbabwe's telecommunications sector are shown in Table. 5.22. The findings show a positive link between business entrepreneurship and employee engagement, with a correlation value of $R = 0.846$. Additionally, with the value coefficient determination of 0.716, corporate entrepreneurship explains 72% of the variation in the organisational performance of the telecommunications business in Zimbabwe. The model, however, could not account for 28% of the variation in corporate performance, signalling that the model could not account for other unrelated factors that affect organisational performance.

Given that the suggested regression model had a calculated probability of 0.000 and was statistically significant at $F=963.996$, the data were wholly matched by the model. This establishes the statistical significance of the regression of corporate entrepreneurship on employee engagement in the telecommunications industry at $p 0.001$. A significant beta was identified ($\beta =$

0.846, $t = 31.05$, $p = 0.001$), and according to the beta value, EE will rise by 0.846 units, or 85%, for every unit increase in the use of CE. The regression analysis results confirmed the hypothesis (H3) that there is a strong and positive correlation between corporate entrepreneurship and employee engagement.

Table 5.22: Regression Results- Corporate Entrepreneurship and Employee Engagement

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.846 ^a	0.716	0.715	7.55330		
a Predictors (Constant), Corporate Entrepreneurship (CE)						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Squares	F	Sig
1	Regression	54998.272	1	54998.272	963.996	0.000 ^b
	Residual	21851.063	383	57.052		
	Total	76849.335	384			
a Dependent variable: Employee Engagement						
b Predictors (Constant), Corporate Entrepreneurship						
Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std Error	Beta	t	Sig
1	(Constant)	15.336	1.789		8.571	.000
	CE	1.463	0.047	0.846	31.048	.000
a Dependent variable: Employee Engagement						

Source: Compiled by the researcher (2022)

5.8.1.4 Human resources management practices and employee engagement

Table 5.23 displays the multiple regression results for human resource management practices' contribution to employee engagement in Zimbabwe's telecommunications industry. The results indicate a statistically significant association between human resources management practices and employee engagement, with a relationship coefficient of $R = 0.890$. Additionally, the value coefficient determination (R^2) of 0.793 suggests that 79% of the variation in employee engagement in the telecommunication industry in Zimbabwe is explained by human resources management practices. In comparison, the rest, 21%, is attributed to other factors not presented in the model.

Given that the prescribed regression model had an assessed probability of 0.000 and was statistically significant at $F=1664.662$, the data were precisely matched by the model. This reveals that the connection between employee engagement and human resources management

practices in telecommunications is statistically significant at $p = 0.001$, and a significant beta was obtained ($\beta = 0.890$, $t = 38.27$, at $p = 0.001$). From the beta value, EE will rise by 0.89, or 89%, for every unit increase in the use of HRMP. The regression analysis results confirmed a positive and significant association between employee engagement and human resources management methods (H4).

Table 5.23: Regression Results- Human Resources Management Practices and Employee Engagement

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.890 ^a	0.793	0.793	6.44924			
a Predictors (Constant), Human Resources Management Practices (HRMP)							
ANOVA ^a							
Model		Sum of Squares	Df	Mean Squares	F	Sig	
1	Regression	60919.314	1	60919.314	1464.662	0.000 ^b	
	Residual	15930.021	383	41.593			
	Total	76849.335	384				
a Dependent variable: Employee Engagement (EE)							
b Predictors (Constant), Human Resources Management Practices							
Coefficients ^a							
Model	Unstandardised Coefficients			Standardised Coefficients			
	B	Std Error	Beta	t	Sig		
1	(Constant)	9.539	1.603	5.951	.000		
	HRMP	7.35	0.019	0.890	38.271	.000	
a Dependent variable: Employee Engagement							

Source: Compiled by the researcher (2022)

5.8.1.5 Employee engagement and organisational performance

Table. 5.24 presents the multiple regression findings of the impact of employee engagement on the organisational performance of the telecommunication industry in Zimbabwe. The findings indicate a positive link between employee engagement and organisational performance, with a correlation coefficient of $R = 0.830$. In addition, the value coefficient determination (R^2) of 0.689 suggests that 69% of the variation in the organisational performance of the telecommunication industry in Zimbabwe is explained by employee engagement. The model, however, could not account for 31% of the variation in organisational performance, suggesting that the model could not account for other extraneous factors that affect organisational performance.

Given that the prescribed regression model had a determined probability of 0.000 and was statistically significant at $F=847.592$, the data were entirely matched by the model. This illustrates that, with a p -value of 0.001, the regression of employee engagement on the organisational

performance of the telecommunications business is statistically significant; a significant beta was reported ($\beta = 0.830$, $t = 29.11$, at $p 0.001$). According to the beta value, OP will rise by 0.830 or 83% for every unit increase in EE use. The hypothesis (H5), which stated that there is a positive relationship between employee engagement and organisational performance, was validated.

Table 5.24: Regression Results -Employee Engagement and Organisational Performance

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.830 ^a	0.689	0.688	7.90247			
a Predictors (Constant), Organisational Performance							
ANOVA ^a							
Model		Sum of Squares	Df	Mean Squares	F	Sig	
1	Regression	52931.335	1	52931.335	847.592	0.000 ^b	
	Residual	23918.000	383	62.449847.592			
	Total	76849.335	384				
a Dependent variable: Employee Engagement							
b Predictors (Constant), Organisational Performance							
Coefficients ^a							
Model		Unstandardised Coefficients			Standardised Coefficients		
		B	Std Error	Beta	t	Sig	
1	(Constant)	12.907	1.988		6.492	.000	
	OP	1.331	0.046	0.830	29.113	.000	
a Dependent variable: Employee Engagement							

Source: Compiled by the researcher (2022)

5.8.1.6 Testing for Mediation Effect among Variables

To examine the effect of employee engagement as a mediator, multi-regression models were performed (Baron and Kenny, 1985). Four phases and the SPSS PROCESS macro bootstrapping approach were used in the regression analysis.

5.8.1.6.1 The impact of corporate entrepreneurship on organisational performance mediated by employee engagement

To assess the role of employee engagement in mediating the relationship between corporate entrepreneurship and organisational performance, regression analysis using SPSS macro-PROCESS was performed, as depicted in Table 5.25. The first phase of the mediation model, the regression of corporate entrepreneurship on organisational performance, ignoring employee

engagement, was significant $\beta = 0.844$, $t = 30.80$, at $p < 0.001$. Phase two, which showed the regression of corporate entrepreneurship on employee engagement, was significant $\beta = 0.846$, $t = 31.05$, at $p < 0.001$. Phase three of the mediation process indicates that the regression of corporate entrepreneurship on employee engagement while controlling organisational performance was significant $\beta = 0.499$, $t = 10.61$, at $p < 0.001$. Phase four revealed that employee engagement remains a significant predictor of organisational performance when corporate entrepreneurship is present, $\beta = 0.408$, $t = 8.66$, at $p < 0.001$.

Table 5.25: Mediation Results of Employee Engagement on Corporate Entrepreneurship and Organisational Performance

Step	Variables	B	t	P values
1	CE predicting OP	0.844	30.80	0.000
2	CE predicting EE	0.846	31.05	0.000
3	CE predicting OP with EE as a constant	0.499	10.61	0.000
4	EE predicting OP with CE as a constant	0.408	8.66	0.000

Note: CE: Corporate Entrepreneurship, OP: Organisational Performance, EE: Employee Engagement

Source: Compiled by the researcher (2022)

To confirm that the mediation is significant, the indirect effect was analysed using the non-parametric bootstrapping as presented in Table 5.26. If the null of 0 fails in non-parametric bootstrapping between the lower and upper bounds of the 95% Confidence Interval (CI), then the indirect population effect is 0. If zero fails outside CI, the indirect impact is inferred to be non-zero. This research's indirect coefficient was statistically significant as it did not include zero, $\beta = 0.372$, bootsec = 0.56, CI (0.235-0.453). In the presence of employee engagement, the direct effects between corporate entrepreneurship and organisational performance significantly result in partial mediation. Therefore, **H6** is supported by employee engagement, partially mediating between corporate entrepreneurship and organisational performance.

Table 5.26: Bootstrapping Results

	Effect	se	t	P	LLCI	ULCI
Total effect of CE on OP	0.910	0.030	30.80	0.000	0.852	0.969
Direct effect of CE on OP	0.539	0.051	10.61	0.000	0.439	0.638
	Effect		Bootse		LLCI	ULCI
Indirect of CE on OP	0.372		0.56		0.235	0.453

Note: CE: Corporate Entrepreneurship, OP: Organisational Performance

Source: Compiled by the researcher (2022)

5.8.1.6.2 The mediation role of employee engagement on human resources management practices and organisational performance

To examine the role of employee engagement in mediating the relationship between human resources management practices and organisational performance, regression analysis using SPSS macro-PROCESS was performed, as depicted in Table 5.27. In the first phase of the mediation model, the regression of human resources management practices on organisational performance, ignoring employee engagement, was significant $\beta = 0.834$, $t = 29.64$, at $p < 0.001$. Phase two shows the regression of human resources management practices on employee engagement was significant $\beta = 0.890$, $t = 38.27$, at $p < 0.001$. Phase three of the mediation process indicates that the regression of human resources management practices on employee engagement while controlling organisational performance was significant $\beta = 0.481$, $t = 7.94$, at $p < 0.001$. Phase four revealed that when human resources management practices are present, employee engagement remains a significant predictor of organisational performance, $\beta = 0.419$, $t = 7.22$, at $p < 0.001$.

Table 5.27: Mediation Results of Employee Engagement on Human Resources Management Practices and Organisational Performance

Step	Variables	B	t	P values
1	HRMP predicting OP	0.834	29.64	0.000
2	HRMP predicting EE	0.890	38.27	0.000
3	HRMP predicting OP with EE as a constant	0.481	7.94	0.000
4	EE predicting OP with HRMP as a constant	0.419	7.22	0.000

Note: HRMP: Human Resources Management Practices, OP: Organisational Performance, EE: Employee Engagement

Source: Compiled by the researcher (2022)

To confirm that the mediation is significant, the indirect effect was analysed using the non-parametric bootstrapping as presented in Table 5.28. If the null of 0 falls in non-parametric bootstrapping between the lower and upper bounds of the 95% Confidence Interval (CI), then the indirect population effect is 0. If zero fails outside CI, the indirect impact is inferred to be non-zero. This research's indirect coefficient was statistically significant, as it did not include zero, $\beta = 0.373$, bootsec = 0.72, CI (0.236-0.515). In the presence of employee engagement, the direct effects between human resources management practices and organisational performance significantly

result in partial mediation. Hypothesis seven, therefore, is supported, which states that employee engagement partially mediates between human resources management practices and organisational performance.

Table 5.28: Bootstrapping Results

	Effect	se	t	P	LLCI	ULCI
Total effect of HRMP on OP	0.430	0.014	29.64	0.000	0.401	0.458
Direct effect of HRMP on OP	0.237	0.030	7.94	0.000	0.179	0.216
	Effect		Bootsec		LLCI	ULCI
Indirect of HRMP on OP	0.373		0.72		0.236	0.515

*Note:*HRMP: Human Resources Management Practices, OP: Organisational Performance,

Source: Compiled by the researcher (2022)

5.9 CHAPTER SUMMARY

The chapter focused on the data analysis for this thesis. Item analysis and factor analysis were used to improve the measuring instruments at the beginning of the chapter. The structural and overall measurement models' goodness-of-fit indices were shown, and both models fit well. Finally, the findings of both the simple and multiple regression analyses were reported. A summary of this study will be provided in the next chapter. The research results addressing the primary literature studied in Chapter Two of this research will next be discussed. After that, conclusions will be reached, and suggestions for enhancements and more research will be provided.

CHAPTER SIX

DISCUSSION OF RESEARCH FINDINGS AND CONCLUSIONS

6.1 INTRODUCTION

The research results from Chapter Five will be examined in this chapter, and literature will be used to support them. The chapter also summarises the key findings of the research, followed by its implications for the study; the contributions of the study are explained afterwards. The research study's shortcomings are then explored, after which suggestions for further research are made.

6.2. DISCUSSIONS

The main aim of this present research was to determine the impact of corporate entrepreneurship and human resources management practices on organisational performance in the telecommunication sector of Zimbabwe. In addition, the study further investigated the role of employee engagement in mediating the relationship between corporate entrepreneurship, human resource management practices, and organisational performance among employees at three mobile network companies - Econet, Netone, and Telcel. The study had five objectives; firstly, to determine the influence of corporate entrepreneurship and human resources management practices on organisational performance. Secondly, to examine the impact of corporate entrepreneurship and human resources management practices on employee engagement. Thirdly, to determine the impact of employee engagement on organisational performance. Fourthly, to investigate the role of employee engagement in mediating the relationship between corporate entrepreneurship, human resource management practices, and organisational performance. The final goal was to provide a conceptual framework for the association between the abovementioned four variables.

6.3 DISCUSSION OF RESULTS

The outcomes of testing the study's hypotheses are covered in the following section, and the results are depicted in Table 6.1.

Table 6.1: Summary of hypotheses tests

	Hypothesis	Results
H1a	Innovativeness is statistically significant to organisational performance in the telecommunication industry	Supported
H1b	Proactiveness is statistically significant to organisational performance in the telecommunication industry	Supported
H1c	Risk-taking is statistically significant to organisational performance in the telecommunication industry	Supported
H2a	Recruitment and Selection are statistically significant to organisational performance in the telecommunication industry	Supported
H2b	Training and Development are statistically significant to organisational performance in the telecommunication industry	Supported
H2c	Compensation Management is statistically significant to organisational performance in the telecommunication industry	Supported
H3:	Corporate Entrepreneurship is positively related to employee engagement in the telecommunication industry	Supported
H4:	There is a significant positive relationship between human resources management practices and employee engagement in the telecommunication industry.	Supported
H5:	Employee Engagement is positively related to organisational performance within the telecommunications sector	Supported
H6:	Employee engagement positively mediates the relationship between corporate entrepreneurship and organisational performance in the telecommunications sector	Supported
H7	Employee engagement positively mediates the correlation between human resources management practices and organisational performance in the telecommunications sector	Supported

Source: Compiled by the researcher (2022)

The findings for each tested hypothesis are addressed in Table 6.1.

6.3.1. Corporate entrepreneurship and organisational performance

Each hypothesis and its results are thoroughly examined in this segment. The seven hypotheses of this study were tested using separate statistical tests. The following constitutes the first hypothesis in this study:

Hypothesis 1: Corporate entrepreneurship is positively related to organisational performance.

H1a Innovativeness is statistically significant to organisational performance in the telecommunication industry.

H1b Proactiveness is statistically significant to organisational performance in the telecommunication industry.

H1c Risk-taking is statistically significant to organisational performance in the telecommunication industry.

As deliberated in Chapters 3 and 4, numerous previous research studies have discovered a connection between corporate entrepreneurship and organisational performance (Abosedo, Fayose & Eze, 2018; Aroyeun, Taiwo, Adefulu & Adesoga, 2019; Boone, Lokshin, Guenter & Belderbos, 2019; Rezaei & Ortt, 2018; Segun, Nnamdi Huang & Sonny, 2018). The majority of this literature promotes the notion that any organisation that wants to increase its performance must deliberately engage in specific behaviours, engage in certain activities, and conform to the rules of the context in which it operates. Segun, Nnamdi Huang, and Sonny (2018) contend that high corporate entrepreneurial intensity levels correlate with high-performance levels, hence, the effectiveness of organisations is enhanced by identifying and developing corporate entrepreneurship.

6.3.2 Innovativeness and organisational performance

Innovativeness and organisational performance were found to be positively correlated. This finding suggested that Zimbabwean telecommunication organisations that included innovation in their strategy and established innovation hubs performed better. In other words, the more original, experimental, and creative the procedures Zimbabwean telecommunication operators promote, the better their organisational performance will be.

The correlation analysis results indicate a significant positive connection ($r = 0.816$, $p 0.01$) between innovativeness and organisational performance. Additionally, the regression analysis demonstrates a significant association between corporate entrepreneurship and organisational performance, with a value of $\beta = 0.400$, $t = 6.819$, and $p 0.001$. This suggests that, while other parameters remain constant, a unitary increase in innovativeness causes an increase in the organisational performance of telecommunication organisations in Zimbabwe of 0.400 units.

Aroyeun, Taiwo, Adefulu, and Adesoga (2019) investigated the effects of corporate entrepreneurship on small businesses and revealed that organisational performance resulted

from improved innovativeness. The current conclusion is consistent with their findings as well those of Bartolacci, Castellano, & Cerqueti (2015), Matchaba-Hove, Farrington & Sharp (2015), Olowofeso & Ale (2019) and Yunis, Tarhini, Kassar, (2018). The findings, however, contradict Hernández-Linares, Kellermanns, López-Fernández, and Sarkar's (2020) in their conclusion that innovation impairs organisational effectiveness.

6.3.3 Proactiveness and organisational performance

Testing the correlation between proactiveness and organisational performance resulted in a significant relationship. This implies that the more proactive the Zimbabwean telecommunications players are in putting strategies or actions into practice, like creating new markets, products, technologies, efficient administrative procedures, and coming up with ways to improve product quality before the competition, the better their organisational performance. Organisations or operators had more noticeable organisational performance when they implemented measures such as expanding into new markets and providing innovative suggestions for sales ahead of their competitors.

With $r = 0.803$, $p < 0.01$, the correlation analysis shows a significant positive association between proactiveness and organisational performance. Additionally, the regression analysis demonstrates a strong connection between proactiveness and organisational performance, with $\beta = 0.273$, $t = 4.027$, and $p < 0.001$. This illustrates that when other parameters are held intact, a unitary increase in proactiveness causes an improvement in the organisational performance of telecommunication companies in Zimbabwe, by 0.273 units.

A literature review on proactiveness and organisational performance acknowledges a positive relationship between them. This conclusion is consistent with earlier research by Aroyeun, Taiwo, Adefulu & Adesoga (2019) and Lechner & Gudmundsson (2014). Abosede, Fayose, and Eze (2018) examined the connection between corporate entrepreneurship and Nigerian banks' international performance in prior research. Their research findings indicated that proactiveness significantly and positively affected banks' global performance. However, the result disagrees with the discovery of George and Elrashid (2020) and Jancenelle et al. (2017), which found that proactivity did not improve organisational performance.

6.3.4 Risk-taking and organisational performance

The statistical analysis revealed that taking risks positively affects organisational performance. This suggests that telecommunications organisations that incorporated risk-taking motivated their workers to take chances. It was noted that organisations that had better corporate performance were those organisations that blamed their managers for making risky and aggressive decisions. As a result, Zimbabwean communications providers would perform better if their management was to take on risk and undertake decisions that had a fair potential of ending in costly failures or big gains.

According to the correlation analysis, risk-taking and organisational performance have a high, positive relationship, which found that $r = 0.810$, $p < 0.01$. Additionally, the regression analysis suggests a significant correlation between taking risks and organisational performance, with $\beta = 0.210$, $t = 2.761$, at $p < 0.05$. It reveals that when some variables are kept constant, a unitary increase in risk-taking can cause an increase in the organisational performance of telecommunication operators in Zimbabwe by 0.210 units.

This study's findings align with the research conducted by Eze (2018) on corporate entrepreneurship and the performance of manufacturing organisations in Nigeria. This research's outcome indicated that taking risks has a significant positive impact on organisational performance. This outcome is consistent with several earlier research by Heavey & Simsek (2013), Lwamba, Bwisa & Sakwa (2014), Kazanjian, Drazin & Glynn (2017), Olowofeso & Ale (2019) and Otache & Mahmood, (2015), although, they contradict claims made by Ruba et al. (2020) and Rezaei & Ortt (2018) that there is no association or a negative relationship.

6.3.5 Human resources management practices and organisational performance

The second hypothesis included in this research consists of the following:

Hypothesis 2: Human resources management practices are significantly and positively related to organisational performance in the telecommunication industry.

H2a. Recruitment and Selection statistically affect organisational performance in the telecommunication industry.

H2b. Training and Development are statistically significant to the telecommunication industry's organisational performance.

H2c. Compensation Management is statistically significant to organisational performance in the telecommunication industry.

Various prior studies have shown the correlation between human resources management practices and organisational performance, as discussed in Chapters 3 and 4 in the works of Amin, Ismail, Rasid & Selemani (2014), Mariappanadar (2020), Vermeeren, Kuiper, Bram, & Vogelaar, (2014). The study's findings supported that effective human resources management practices positively influence an organisation's performance.

6.3.6 Recruitment and Selection and organisational performance

This study also found empirical evidence confirming a positive association between recruitment and selection and organisational performance, thus, telecommunication operators' organisational performance. The correlation analysis indicates a strong positive relationship between recruitment and selection and organisational performance with $r = 0.777$, $p < 0.01$. The regression analysis shows that recruitment and selection are statistically significant to organisational performance with $\beta = 0.167$, $t = 42.651$, at $p < 0.05$. It suggests that, when other parameters remain constant, a unitary increase in recruitment and selection of employees increases the organisational performance of telecommunication organisations in Zimbabwe by 0.167 units.

Current findings further extend those of previous studies by Alsughayir (2014), who noted that recruitment and selection are crucial determinants of organisational performance in the Asian context, specifically in Saudi Arabian organisations. Similarly, Beh and Loo's (2013) study of Malaysian insurance businesses produced findings that indicated recruitment and selection are statistically significant to organisational performance.

6.3.7 Training and Development and organisational performance

Deducing from the results, it was noted that training and development statistically affected organisational performance. The correlation analysis indicates a strong positive connection between innovativeness and organisational performance with $r = 0.804$ $p < 0.01$. Furthermore, the regression analysis shows a significant correlation between recruitment and selection and organisational performance with $\beta = 0.392$, $t = 6.471$, at $p < 0.001$. This means that a unitary rise in training and development increases the organisational performance of telecommunication organisations in Zimbabwe by 0.392 units while keeping all other variables constant.

This study's results align with the empirical data from a study done in a Pakistani company with 50 participants by Arshad, Azhar, and Khawaja (2014). Training and development were found to be the best predictor of performance based on the findings of the regression and correlation analyses. The results obtained in this research are consistent with the literature, where Guan & Frenkel (2019) contend that training and development should not be considered only as a tool for gaining organisational performance and satisfying the needs of customers but also as a tool to help employees to attain new skills, knowledge, and attitude. Additionally, a study conducted in 2013 in Spanish with small businesses, with a total of 102 samples, discovered that training and development are statistically significant to organisational performance.

6.3.8 Compensation management and organisational performance

It was discovered that compensation management is statistically significant to organisational performance, as is evident from the results that have been presented. With $r = 0.793$ and $p < 0.01$ in the correlation analysis, compensation management and organisational performance are strongly correlated. Additionally, the regression analysis demonstrates a strong correlation between compensation management and organisational performance, with $\beta = 0.318$, $t = 5.299$, and $p < 0.001$. This implies that compensation management increases the organisational performance of telecommunication organisations in Zimbabwe by 0.167 units while keeping all other variables constant.

The results of this research are consistent with a survey by Oluigbo & Anyiam (2014), which revealed that compensation management has a statistically significant influence on organisational performance; they used 92 samples from an IT organisation in Nigeria. Similar research was conducted by Khalid et al. (2014) in Pakistan, an Asian country, to examine the association between compensation management and organisational performance. These findings showed that compensation is directly and significantly correlated with organisational performance. The current outcome is also consistent with several earlier research (Klimkiewicz & Beck-Krala, 2015; Olson, Slater, Hult & Olson, 2018; Oluigbo & Anyiam, 2014; Osibanjo et al., 2014).

6.3.9 Corporate entrepreneurship and employee engagement

There has been some research into the association between corporate entrepreneurship and employee engagement, as noted in Chapters three and four (Ahmed, Shah, Qureshi, Shah, & Khuwaja, 2018 and Cherif, 2022;). Their findings supported the notion that corporate

entrepreneurship enhances employee engagement. With $r = 0.846$, $p > 0.01$, the correlation analysis reveals a significant and positive connection between corporate entrepreneurship and employee engagement. Additionally, the regression analysis showed a significant relationship ($\beta = 0.846$, $t = 31.05$, at $p 0.001$) between corporate entrepreneurship and employee engagement. Similarly, according to this research, employee engagement and corporate entrepreneurship have a good association.

Research into the correlation between corporate entrepreneurship and employee engagement was conducted to corroborate the research conclusions by Kassa & Raju (2015). They discovered a positive association between corporate entrepreneurship and employee engagement, however, this research also suggested that further investigation should be carried out on the relationship across different contexts for generalisability, given the paucity of data supporting the practical importance of employee engagement and its correlation to corporate entrepreneurship. In line with the abovementioned results, Ahmed, Shah, Qureshi, Shah, & Khuwaja (2018) postulated that there are gaps in the literature supporting this empirical relationship effect, however, since this study fills this gap and advances our understanding of this relationship, the relationship was worthwhile investigating.

6.3.10 Human resources management practices and employee engagement

There search also discovered empirical evidence supporting a positive relationship between employee engagement and human resources management practices. This outcome substantiates that human resources management practices impact a telecommunication operator's employee engagement. The correlation analysis shows a statistically significant connection between human resources management practices and employee engagement with $r = 0.890$, $p < 0.01$. Additionally, the regression analysis shows a significant relationship ($\beta = 0.890$, $t = 38.27$, at $p 0.001$) between human resources management practices and employee engagement. These findings support the relationship between effective human resources management practices and employee engagement.

The study's findings add to those of earlier research by Aktar and Pangil (2017), who examined the connection between employee engagement and three HRM practices (career advancement, job security, and performance feedback). The study found that the three HRM practices were substantially and positively related to employee engagement and that perceived organisational support mitigated these correlations. Additionally, the outcome of evaluating this hypothesis in this

study is consistent with Boon & Kalshoven's (2014) research that found a positive link between effective human resources management and employee engagement. The results coincide with research by Akhtar, Nawaz, Mahmood, & Shahid (2016), which confirmed that human resources management practices have a statistically significant effect on employee engagement.

6.3.11 Employee engagement and organisational performance

Deducing on the findings presented in Chapter Five, it was found that employee engagement positively impacts organisational performance. The correlation analysis demonstrates a statistically significant connection between organisational performance and human resources management practices, with $r = 0.830$, $p < 0.01$. Additionally, the regression analysis shows a significant relationship ($\beta = 0.830$, $t = 29.11$, at $p < 0.001$) between employee engagement and organisational performance, verifying the relationship between organisational performance and employee engagement. These findings are consistent with results obtained by Anita (2014) to identify key factors that determine employee engagement and the concept's predictability. The result indicated that employee engagement significantly influences employee performance, which is a crucial predictor of organisational performance (productivity).

Additionally, these results are in line with Hartert et al., 2013 who conducted research to determine employee engagement's effect on organisational performance. Based on the results of a statistical analysis, employee engagement was shown to positively impact organisational performance. The results are also in accord with the works of Kazimoto (2016), who also investigated the effect of employee engagement on organisational performance, which revealed that employee engagement has a statistically positive and significant impact on organisational performance. Reijseger, Peeters, Taris, and Schaufeli (2017), prominent corporate scientists, attested that engaged employees improve performance results for any organisation since they demonstrate active engagement and absorption in their tasks.

6.3.12 Corporate entrepreneurship, employee engagement, and organisational performance

The research's sixth hypothesis, or the indirect relationship between corporate entrepreneurship and organisational performance through employee engagement, was created to investigate the mediating effect of employee engagement on the relationship between corporate entrepreneurship and organisational performance. Corporate entrepreneurship and

organisational performance have been linked by previous studies (Ahmed et al., 2018; Bailey et al., 2017; Karatepe, 2013; Umrani et al., 2017).

In this study, the correlation between corporate entrepreneurship and organisational performance was considered to be mediated by employee engagement. This hypothesis's primary aim was to examine corporate entrepreneurship's impact on managers and leaders in implementing employee engagement principles to achieve higher organisational performance. When employees are not engaged, they are not enthusiastic about their work and do not put their maximum effort into benefitting the organisation's interests and reputation.

To evaluate this hypothesis, a number of correlations and regression analyses were applied to establish the connection between corporate entrepreneurship, employee engagement, and organisational performance. These studies' findings corroborated that corporate entrepreneurship, employee engagement, and organisational performance are interconnected. Several linear regression studies were also conducted to examine the influence of employee engagement on the mediation process (Baron & Kenny, 1985). There is also evidence that employee engagement partially mediates the relationship between corporate entrepreneurship and organisational performance, according to regression analysis that used four phases and the SPSS PROCESS.

The findings highlighted the significance of employee engagement as a channel for improving the correlation between corporate entrepreneurship and the organisational performance of telecommunication players. This current research has revealed that corporate entrepreneurship and employee engagement enhance organisational performance. Since there is a vacuum in the literature and empirical data supporting this mediation effect, this study fills it and improves our understanding of this mediating connection. A closely-related study was conducted by Ahmed et al. (2018), which investigated corporate entrepreneurship's impact on organisational performance through the mediation of employee engagement in five big banks in Pakistan. Their results indicated that organisational performance depends on corporate entrepreneurship when employees are engaged in the organisation's day-to-day operations.

6.3.13 Human resources management practices, employee engagement, and organisational performance

To evaluate this hypothesis, a number of correlations and regression analyses were applied to examine the relationship between human resources management practices, employee engagement, and organisational performance. These studies' findings corroborated those human resources management practices, employee engagement, and organisational performance are interconnected. Furthermore, several linear regression studies were conducted to examine the influence of employee engagement on the mediation process (Baron & Kenny, 1985). There is also evidence that employee engagement partially mediates the relationship between human resources management practices and organisational performance, according to regression analysis that used four phases and SPSS PROCESS. Based on the findings, it was discovered that employee engagement is a positive mediator in the correlation between HRM practices and organisational performance.

These findings are in line with Alfes et al. (2013), who examined whether employee engagement mediates the association between HR management practices and organisational performance. These findings demonstrated that employee engagement statistically and significantly affects employee performance, a key determinant of organisational performance. These authors discovered that engagement partially mediates the association between HRM practices and employee behavioural outcomes. Similarly, the connection between HRM and organisational performance is mediated by employee engagement, according to Truss et al. (2013) and Ruzic (2015). Additionally, Garg and Sharma (2015) observed that employee engagement fully mediated the association between HRM practices and job performance. These authors demonstrated that highly-engaged workers perform better, which enhances organisational performance.

6.4 IMPLICATIONS OF THE RESEARCH

The following segment discusses the research's implications based on the results in Chapter Five.

6.4.1 Implications based on hypothesis one

This empirical research indicated that corporate entrepreneurship positively and significantly impacts organisational performance. The findings imply that telecommunication organisations must be encouraged to implement corporate entrepreneurship since it positively affects

organisational performance. Therefore, these organisations must invest heavily in developing corporate entrepreneurship as it remains very connected to an organisation's growth, profitability, and survival. Policy implications are also relevant when considering corporate entrepreneurship and organisational performance. The Zimbabwean government established a department within the Ministry of Women Affairs, Community, Small and Medium Enterprises Development to foster corporate entrepreneurship. This Department serves as the hub for economic empowerment through the growth of SMEs and the provision of management and skill-building programs that foster entrepreneurship.

6.4.2 Implications based on hypothesis two

The findings confirmed that the relationship between human resources management practices and organisational performance is positive. This implies that telecommunication organisations need to implement strategic human resources management fully. In line with this, this study revealed that improvement in organisational performance might be attributed to the efficient application of human resources management practices and that human resources management practices are the best predictors of organisational performance. HRM procedures, therefore, must also ensure that workers are committed, skilled, and satisfied to contribute substantially to the organisation's expansion. Human resources management practices assist in building viable exchange connections between the organisation and the employee regarding shared trust and duties, which is the dictates of the social exchange theory.

6.4.3 Implications based on hypothesis three

This study discovered that corporate entrepreneurship statistically affects employee engagement. The results demonstrate that corporate entrepreneurship is a practical approach to which leadership should be dedicated in order to acquire a competitive edge in a cutthroat market with a dynamically evolving business environment. Engaged employees exhibit a more credible feeling of responsibility and readiness to meet organisational goals. The findings imply that corporate entrepreneurship opportunities help employees feel engaged, loyal, and devoted to the organisation. Consequently, they frequently operate with their hands, minds, and hearts, demonstrating superior performance to other employees.

6.4.4 Implications based on hypothesis four

These study's findings supported a positive correlation between employee engagement and human resources management practices. Based on the results, employees may not give their all to their jobs if HRM is not adequately administered; this compromises organisational performance. For employees to feel optimistic about their organisation, frontline managers should commit a substantial amount of time, dedication, and interest to HR administration and establish a robust HRM System at the workplace. This will help create a motivated, satisfied, and devoted workforce committed to delivering the organisation's required service. In line with this, the results imply that the HR department must -i) create a conducive environment for employees to be engaged by either enlarging or enriching their jobs; ii) imparting new skills, knowledge, and abilities; iii) enhancing their motivation; iv) promoting performance-based reward systems, and v) promoting participative decision-making - which in turn will stimulate employees to reciprocate with a greater level of employee engagement and result in accomplishment higher organisational performance.

6.4.5 Implications based on hypothesis five

These findings indicated that employee engagement positively and significantly impacted organisational performance. This suggests that the more the employee is engaged, the more the organisational performance is realised; for an organisation to achieve excellent performance, it requires every employee to know their tasks, duties, and responsibilities. The results showed that employees are an essential asset to any organisation, and if they are not autonomous in their work, then a sense of disengagement sets in. Employee engagement should not be an event but a process integrated into the organisational culture since organisations and workers depend on one another to achieve their goals and objectives. This will help the organisation consistently achieve superior performance.

6.4.6 Implications based on hypothesis six

The findings also discovered that employee engagement positively mediates corporate entrepreneurship and organisational performance, therefore, employee engagement is anticipated to catalyse the link between corporate entrepreneurship and organisational performance. This shows that workers who experience these positive corporate entrepreneurship cultures are more likely to reward the company with loyalty and dedication, improving organisational performance. In line with this outcome, individuals employed in an entrepreneurial

corporate environment exhibit more significant organisational performance and employee engagement levels. From the management perspective, these findings insinuate that human resources managers who want to use their corporate entrepreneurship dimension to improve organisational performance should consider adopting an employee-engagement strategy to enhance the performance of mobile network operators.

6.4.7 Implications based on hypothesis seven

The findings supported the hypothesis that employee engagement significantly and positively mediates the relationship between HRM practices and organisational performance, thus, human resources management practices significantly affect organisational performance through employee engagement. In line with this, this research implies that when employees fully engage in their performance, it improves organisational performance. The implication is that if HRM is solid and HR practices are used correctly, employees will have the required skills and knowledge to carry out their jobs, bemotivated, and manage their work. Employees will be more inclined to complete their tasks as a result. An organisation's performance will increase if its employees are motivated and engaged.

6.5 RECOMMENDATIONS

The complex nature of these results cannot be disregarded, and mobile network providers in the telecommunications industry should use them as opportunities, therefore, with discretion. Considering the findings of this empirical investigation and recent literature, the following recommendations are made:

Firstly, telecommunication organisations must adopt entrepreneurship to improve their financial and non-financial performance. To accomplish the same objective, they should establish an entrepreneurial spirit across their processes and motivate all workers to participate in corporate entrepreneurship. Telecommunications companies could strengthen the following entrepreneurship-related areas to foster such an environment:

- Since innovation was found to impact organisational performance significantly, telecommunication management should regularly experiment with new concepts, inventive ways of carrying out tasks, and novel approaches and increase spending on product/service-development activities.

- Since proactiveness was found to have a statistically significant impact on organisational performance, telecommunication management should lead the way before industry rivals to raise the standard of goods and services so they will be capable of surpassing their rivals, identifying the future needs of their customers, and seeking for different new markets for products.
- Since taking risks has been demonstrated to improve organisational performance significantly, telecommunication management should tolerate employees' failure, offer rewards for successful new ideas, and provide them with the necessary support for implementing new ideas, despite the potential for loss.

Secondly, telecommunication organisations must adopt efficient and effective human resources management practices to improve organisational performance, either financial or non-financial performance. The HR departments should review policies regularly to maintain consistency with the rapidly-shifting business environment. This is achieved through incorporating the following:

- Management should expand the external recruitment sources of employees to promote equality for job seekers and enhance the performance of employees by selecting competent staff. The recruitment strategy should be premised on finding the best candidates with the necessary knowledge, expertise, and abilities at the right time to match the tasks. This will assist in developing future talents within the mobile network organisations and prevent shortages of the competent labour force.
- Human Resource personnel should constantly arrange training for their employees to increase employee skills, loyalty, and competence, making them more willing to work hard for the betterment of the organisation. When preparing the training, the management should involve its employees in formulating and evaluating the training programs. The study also recommends that employers should ensure that training needs analysis is carried out regularly to establish the relevant training needs of the employees.
- Management should implement a fairer compensation management system that provides employees with the benefits they require other than the basic salary, such as health insurance, overtime wages, and other non-cash benefits. The compensation management system should be regularly reviewed and upgraded with the changing times. This system

should be a transparent and reasonable promotion system that distributes salaries in accordance with employees' level of expertise and education.

Thirdly, in support of the resource-based theory, the research recommends that mobile network organisations leverage internal resources, especially when the employees are assisting them in achieving a competitive advantage. Employees are the best sources of new ideas, which should be reflected in the compensation management policies. It can also be noted that it is less expensive to utilise internal resources (employees) to increase organisational performance (profits). The reward given to an employee is significantly less than that they generate for the organisation, thus, utilising internal resources assists the organisation in acquiring the most profit.

Lastly, in conducting this study, the researcher discovered that corporate entrepreneurship and strategic human resources management are the strategies employed by mobile network organisations. In this scenario, the researcher recommends using these strategies in conjunction with other techniques. This is in line with the contingency theory, which says there is no one way to strategise, hence, organisations should strategise based on their situation. This research is just a blueprint for how these businesses should operate, as the situation may change in the future, requiring different techniques. This research also suggests that mobile network companies should religiously review the external environment and adapt to them.

6.6 THE STUDY'S CONTRIBUTIONS

The study's contribution was fourfold: contextual contribution, theoretical contribution, practical contribution, and policy contribution.

6.6.1 Contextual contribution

This research adds to the body of research on corporate entrepreneurship, employee engagement tactics, and human resource management practices in the context of Zimbabwean telecommunication organisations. The contextual contribution can be further detected through the conceptual framework provided in the earlier chapters. This research aims to add value to the literature on Zimbabwean telecommunication organisations in light of corporate entrepreneurship and human resource management practices. As acknowledged earlier, Zimbabwe is classified as a developing country where the relationship between corporate entrepreneurship and human resources management, particularly in the telecommunication sector, has not been thoroughly

studied, according to the literature. Therefore, the data collected from this study only allowed us to test the human resources management, corporate entrepreneurship, employee engagement, and organisational performance relationship in African settings, providing an opportunity to create actionable knowledge that may benefit practitioners and academics alike in different contexts.

6.6.2 Theoretical Contribution

The study's results make a significant theoretical contribution to the knowledge base in corporate entrepreneurship, human resources management practices, employee engagement, and the organisational performance of telecommunication organisations. Firstly, this research attempts to address the gap and add to the emerging knowledge in this area. Secondly, this research provides a better understanding of the integrated relationship between the abovementioned four study variables and empirically validates these relationships. This study adds insightful information to theory on the impact of employee engagement on organisational performance and to practice by educating managers on capitalising on employee engagement's advantages to increase profitability. Truss et al. (2013) stated concisely that employee engagement is an effective option for future research endeavours, owing to evidence that engagement may be related to increased levels of performance and well-being. This stresses the fact that the advantages of employee engagement are enormous.

Furthermore, scholars will use this research as a reference point and try to improve on the areas that the researcher had not covered in future studies within this field of CE, HRMP, EE, and OP of telecommunication organisations. Finally, this research created a model to assess the relationship between CE, HRMP, EE, and OP. The results have confirmed all seven hypothesised associations. The results indicate that CE and HRMP positively and significantly impact OP; also, employee engagement is statistically significant to OP.

6.6.3 Practical Contribution

The study's findings have significant practical implications for management. The contribution shows that corporate entrepreneurship and human resources management are valuable strategies that the management should be committed to gain competitive advantage and improve organisational performance in a competitive industry with rapid globalisation in a dynamic business environment that encourages entrepreneurial activism for sustainable growth. The current research offers significant awareness of mobile network organisations' leadership by

demonstrating a good understanding of the benefits of integrating four critical managerial processes: CE, HRMP, EE and OP. In addition, this research will also assist telecommunication owners and HR managers operating within the telecommunications sector to identify the necessary corporate entrepreneurship dimensions and human resources management practices that will give them a competitive advantage and enhance their organisational performance.

6.6.4 Policy contribution

The results of this study could also significantly influence government policy. Given the developing interest in entrepreneurship policy studies, especially for emerging countries such as Zimbabwe, this study will likely provide a basis for entrepreneurship policy development and vital information that will probably be useful to organisations and policymakers. The study recommends that the government of Zimbabwe allocate adequate funds from its budget to enhance entrepreneurship practices' regulations and implementations in private and public sectors. An entrepreneurship approach could be utilised to assist the country in addressing economic recession. The government should encourage organisations to implement entrepreneurship practices effectively and efficiently for the betterment of the country. For organisations, the management should create and update policies and regulations that will provide an entrepreneurial environment and focus on human resources management practices policies that enhance organisational performance.

6.6.5 The Integrated CE, HRMP, EE and OP Model

The fundamental contribution of this thesis is a comprehensive, unique model for the application and assessment of the integrated mobile corporate entrepreneurship, human resources management, employee engagement, and organisational performance (CEHRM-PERFORMANCE) model depicted in Figure 6.1. The model combines relevant literature with this study's results to contextualise the distinctive qualities of an entrepreneurial environment that would affect the adoption of corporate entrepreneurship and the development of ideal and reliable HR practices that allow the organisation to capitalise on organisational innovation and creativity. In chapters two and three, there is no theoretical framework for understanding the relationship between CE, HRMP, EE and OP; this model, therefore, fills that gap. The proposed conceptual model, which was primarily statistical and was addressed in Chapter Three, made accepting the overall research design easier and provided a direction for the study.

In Chapter Four conducted an empirical study into the CEHRM-PERFORMANCE model, and the findings of this inquiry served as the foundation for the supporting data and model update in

Chapter Five. Correlations and regression analysis were applied to examine the seven hypotheses, and all were confirmed. Overall, the results demonstrated a positive correlation between the independent variables of corporate entrepreneurship and human resources management practices and the dependent variable of organisational performance, as well as between the mediator variable of employee engagement and the mediator variable of employee engagement and the dependent variable of organisational performance. Furthermore, employee engagement partially mediates the corporate entrepreneurship-performance (CE-PERFORMANCE) and the human resources management (HRM-PERFORMANCE) relationship.

In Figure 6.1, the integration of these constructs not only presents several positive relationships between corporate entrepreneurship, human resources management practices, employee engagement, and organisational performance but also highlights the fact that employee engagement acts as a partial mediator to these relationships. This suggests that employee engagement is highly relevant to the association between corporate entrepreneurship-performance and human resources management-performance. It implies that management should infuse employee engagement strategies aligned with the dominant entrepreneurial environment for organisations to achieve higher performance. Similarly, the employees are regarded as an integral part of this model, and represent an essential resource that must be constantly nurtured and satisfied. This model entails that employees should be involved from the strategic planning to the planning of training programs. For this reason, adopting the employee engagement concept increases organisational performance. A highly-engaged employee will work for the betterment of the organisation as they are socially, economically, and emotionally supported by the organisation through employee compensation.

This model entails training and development on HRMP as the most potent contributor to organisational performance. It implies that TD allows employees to shape their work-related attitude and behaviour, learn, and reinforce new skills, knowledge, and abilities essential for organisational performance. The study noted that training profoundly affects corporate entrepreneurship, therefore, the organisation should continuously provide robust and extensive training to their employees. This model also reveals that innovation has the most potent ability to contribute to organisational performance, followed by proactiveness and risk-taking.

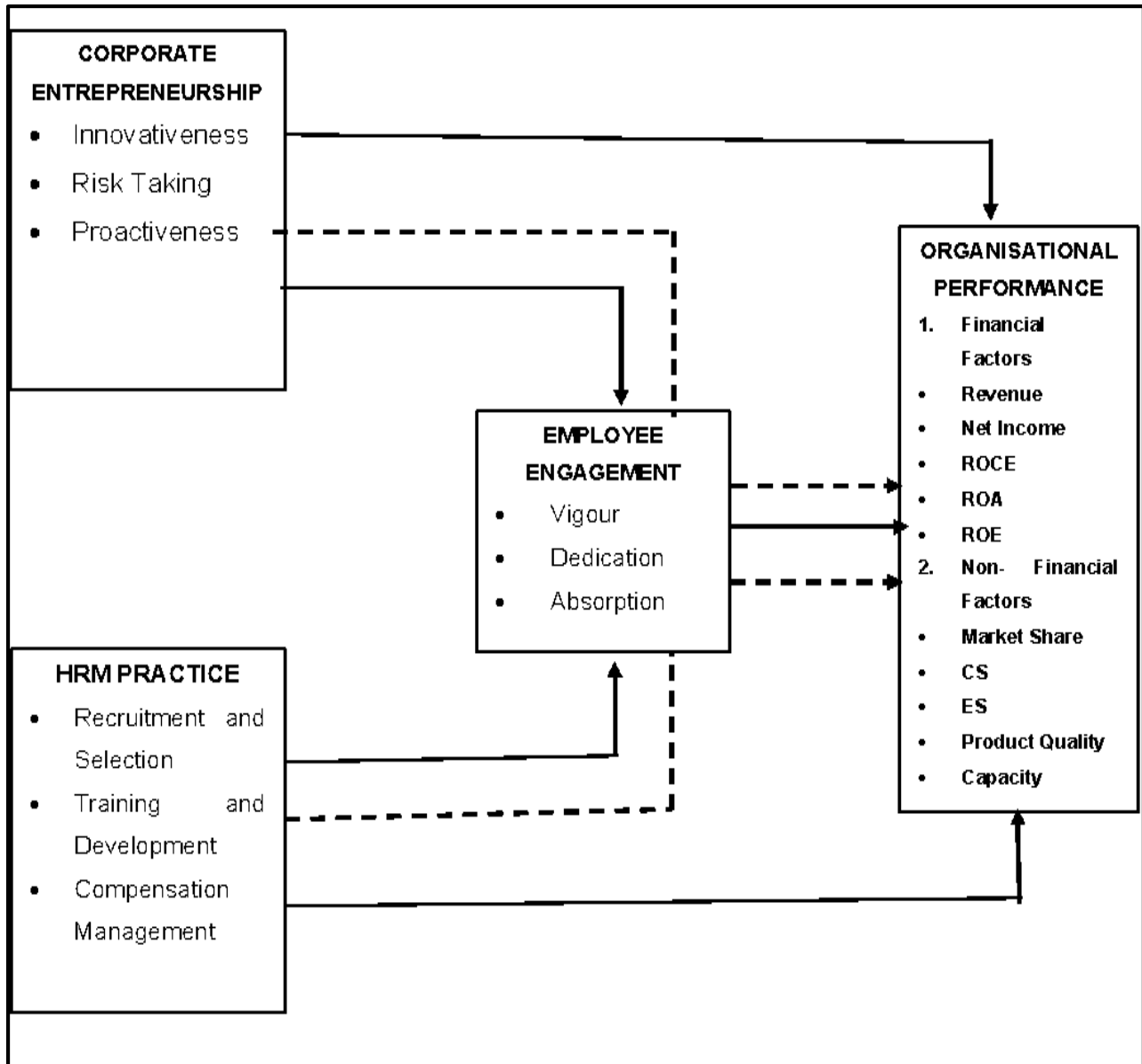


Figure 6.1: Cehrm-Performance Model

Source: Researcher 2022

Key: HRM= Human Resources Management,
 ROE= Return on Equity,
 ROA= Return on Asset,
 ROCE= Return on Capital Employed,
 CS= Customer Satisfaction, ES= Employee Satisfaction

————— = direct relationship
 - - - - - = indirect relationship

6.7 CONCLUSION

Using employee engagement as a mediator between managers and employees at the three mobile network operators in Zimbabwe, this study examined the impacts of corporate entrepreneurship and human resources management practices on organisational performance. The study's findings have made an effort to offer empirical proof of - corporate entrepreneurship's viability, effective human resources management practices that influence an organisation's performance, and the role played by employee engagement in mediating these relationships. By creating a model for a greater understanding of CE, HRMP, and EE in OP among telecommunication organisations in Zimbabwe, the present research has added to the body of knowledge.

6.8 LIMITATIONS AND FURTHER RESEARCH

Even though this research provides critical contributions, it has some limitations that must be addressed. Firstly, this study's outcomes are constrained by its emphasis on Zimbabwe's telecommunications sector. To generalise the findings or determine whether the principles need to be modified, more studies might be conducted in other industries, such as mining, finance, agriculture, manufacturing, and IT. Additionally, more research must be done on the region's various telecommunications industries. Our knowledge of the precise link between corporate entrepreneurship, human resources management, employee engagement, and organisational success is constrained by the cross-sectional sampling approach utilised in this study. More research using a longitudinal study is required to comprehend the nature of these correlations. Employee involvement was regarded as a mediating variable in this study, hence, future studies might also benefit from examining other mediating characteristics, such as organisational culture or commitment. This research focused on three dimensions of both CE and HRMP, motivating future studies to investigate other potential CE and HRMP dimensions. Finally, it should be highlighted that the delimitations described here do not necessarily undermine the contributions of this research but rather create doors for future research.

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APPENDIX A: ETHICAL CLEARANCE CERTIFICATE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Mr C Vinyu

STUDENT NO:
19020840

PROJECT TITLE: Impact of Corporate Entrepreneurship and Human Resources Management Practices on Organisational Performance: The mediating role of Employee Engagement.

ETHICAL CLEARANCE NO: FMCL/22/BMA/16/0610

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof N Chillya	UNIVEN, Business Management	Supervisor
Dr H Ngrande	UNIVEN, Business Management	Co-supervisor
Mr C Vinyu	UNIVEN, Business Management	Investigator – Student

Type: **Doctoral Research**

Risk: **Straightforward research without ethical problems (Category 1)**

Approval Period: **September 2022 – September 2025**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately.
 - New institutional rules, national legislation or international conventions A if necessary

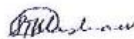
ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: August 2022

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature




APPENDIX B: CONSENT LETTER



CONSENT LETTER

Dear Participant,

I am a PhD student in the Department of Business Management at the University of Venda. I would like to conduct a study designed to assess the impact of corporate entrepreneurship and human resources management practices on organisational performance. The study has the further objective of examining the moderating effects of employee engagement on the relationship between corporate entrepreneurship, human resources management practices and organisational performance. You need not reveal your identity when completing the questionnaire, and therefore all your responses are confidential, and no names will be used. Your participation in the study is voluntary. There is no risk to you for participating. You may decide to stop participating at any time. There is no consequence for non-participation or for terminating your participation. The questionnaire should only take approximately 20 minutes of your time. Your cooperation will be much appreciated.

The primary investigator, Mr. Charles Vinyu, can be contacted during office hours on his mobile phone at 0678388980, or email cvinyu@gmail.com.

Charles Vinyu (Mr.)

yes	no
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Consented to participate in this survey

APPENDIX C: QUESTIONNAIRE

SECTION A: Biographical data

For each of the items below, please indicate the option that applies to you with an X or supply the required detail.

A1 Gender

Male	Female	Other (state)	
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A2 Age in years

30 years and below	31 – 40 years	41- 50 years	51+ years	
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A3 Marital Status

Single	Married	Divorced	Widowed	Other (state)	
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A4 Employment Status

Permanent	Contract	Part time	
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A5 Highest Professional Qualifications

O level Certificate	Diploma	Undergraduate Degree	Master's Degree	Doctorate Degree	Other(state)	
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A6 Name of the organisation you work for

Econet	Netone	Telcel	
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A7 Position held in the organisation

Top management	Middle management	General employees	Other (Please specify)	
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A8 How long have you been working for this organisation?

Less than 1 year	1 - 5 years	6 – 10 years	11 years and above	
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Section B: Corporate Entrepreneurship

Below are statements about corporate entrepreneurship you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale as indicated in the key.

Please tick only one number for each statement

Key :						
1=Strongly disagree						
2 = Disagree						
3 = Neutral						
4 = Agree						
5 = Strongly Agree						
INNOVATION						
INNO 1	Relative to our competitors, our company is willing to apply new ideas.	1	2	3	4	5
INNO 2	Relative to our competitors, our company has higher ability to identify customer needs and wants.	1	2	3	4	5
INNO 3	Relative to our competitors, our company has higher level of innovation.	1	2	3	4	5
INNO 4	Relative to our competitors, our company has higher ability to persevere in making our vision for the business a reality	1	2	3	4	5
INNO 5	Relative to our competitors, our company has a tendency to engage in strategic planning activities	1	2	3	4	5
RISK TAKING						
RISK 1	Relative to our competitors, our company has a higher propensity to take risks.	1	2	3	4	5
RISK 2	Relative to our competitors, our company is not averse to high-risk projects.	1	2	3	4	5
PROACTIVENESS						
PRO 1	Relative to our competitors, our company has higher ability to identify new opportunities.	1	2	3	4	5
PRO 2	Relative to our competitors, our company is effort to early action in each opportunity	1	2	3	4	5
PRO 3	Relative to our competitors, our company is effort to do comprehensive and pretentious strategic actions	1	2	3	4	5

Section C: Human Resources Management Practices

Below are statements about human resources management practices you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale as indicated in the key.

Please tick only one number for each statement

Key :						
1=Strongly disagree						
2 = Disagree						
3 = Neutral						
4 = Agree						
5 = Strongly Agree						
TRAINING AND DEVELOPMENT						
TD 1	I have the opportunity to take part in training, courses, and workshops.	1	2	3	4	5
TD 2	I have the opportunity to climb in position.	1	2	3	4	5
TD 3	My responsibilities are well respected.	1	2	3	4	5
TD 4	I am able to work anywhere else within the organisation.	1	2	3	4	5
TD 5	My development opportunities are tailored to the needs of the organisation.	1	2	3	4	5
TD 6	I am encouraged in my development.	1	2	3	4	5
TD 7	I am supported in my future development plans.	1	2	3	4	5
TD 7	I was offered an introduction program to be able to execute my current job.	1	2	3	4	5
TD 8	There is a specific training program with respect to my job.	1	2	3	4	5
RECRUITMENT AND SELECTION						
RS 1	I experienced a careful selection procedure before I was employed.	1	2	3	4	5
RS 2	During the selection procedure, the organisation carefully verified whether my skills were in line with the job.	1	2	3	4	5
RS 3	During the selection procedure, the organisation carefully verified whether I fit within the department.	1	2	3	4	5
RS 4	During the selection procedure, the organisation carefully verified whether my training was in line with the functional requirements.	1	2	3	4	5
RS 5	The organisation fills vacancies from within the organisation as internal recruitment.	1	2	3	4	5
COMPENSATION MANAGEMENT						
CM 1	My performance plays a role in my rewards.	1	2	3	4	5
CM 2	The organisation gives me a good salary compared to similar organisations.	1	2	3	4	5
CM 3	There are sufficient opportunities for financial growth for me within this organisation.	1	2	3	4	5

CM 4	The organisation offers me attractive fringe benefits (holidays, pension scheme, childcare, flexible working hours, parental leave)	1	2	3	4	5
CM 5	I have influence on the composition of my employment package	1	2	3	4	5
CM 6	The organisation gives me the opportunity to achieve a balance between my work and my private life.	1	2	3	4	5

Section D: Employee Engagement

Below are statements about employee engagement you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5 point scale as indicated on the key.

Please tick only one number for each statement

Key :						
1=Strongly disagree						
2 = Disagree						
3 = Neutral						
4 = Agree						
5 = Strongly Agree						
EE1	At my work, I am full of energy.	1	2	3	4	5
EE2	At my job, I feel strong and vigorous.	1	2	3	4	5
EE3	At my job, I am very resilient, mentally.	1	2	3	4	5
EE4	At my work, I always persevere, even when things do not go well.	1	2	3	4	5
EE5	When I get up in the morning, I feel like going to work.	1	2	3	4	5
EE6	I can continue working for very long periods at a time.	1	2	3	4	5
EE7	I find the work that I do, full of meaning and purpose.	1	2	3	4	5
EE8	I am enthusiastic about my job.	1	2	3	4	5
EE9	My job inspires me.	1	2	3	4	5
EE10	I am proud of the work that I do.	1	2	3	4	5
EE11	To me, my job is challenging.	1	2	3	4	5
EE12	Time flies when I am working.	1	2	3	4	5
EE13	When I am working, I forget everything else around me.	1	2	3	4	5
EE14	I feel happy when I am working intensely.	1	2	3	4	5
EE15	I am immersed in my work	1	2	3	4	5
EE16	I get carried away when I am working.	1	2	3	4	5
EE17	It is difficult to detach myself from my job.	1	2	3	4	5

Section E: Organisational Performance

Below are statements describing the organisational performance of a business. You are expected to indicate your level of agreement with regards to the business's actual current conditions of organisational performance relative to their major industry competitors for the past 3 years. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale as indicated in the key.

Please tick only one number for each statement

Key :						
1=Strongly disagree						
2 = Disagree						
3 = Neutral						
4 = Agree						
5 = Strongly Agree						
OP1	Do you believe that your organisation in the last 3 years has achieved the highest revenue, when compared to the average competitors?	1	2	3	4	5
OP2	Do you believe that your organisation in the last 3 years has achieved the highest net income, when compared to the average competitors?	1	2	3	4	5
OP3	Do you believe that your organisation in the last 3 years has achieved the highest return on equity (ROE), when compared to the average competitors?	1	2	3	4	5
OP4	Do you believe that your organisation in the last 3 years has achieved the highest return on assets (ROA), when compared to the average competitors?	1	2	3	4	5
OP5	Do you believe that your organisation in the last 3 years has achieved the highest return on capital invested (ROIC), when compared to the average competitors?	1	2	3	4	5
OP6	Our market-share growth is the best in the telecommunication industry.	1	2	3	4	5
OP7	We have the most satisfied customer in the telecommunication sector.	1	2	3	4	5
OP8	We have the most satisfied employees in the telecommunication sector.	1	2	3	4	5
OP9	We have the best product-quality development in the industry.	1	2	3	4	5
OP10	Our processing capacity utilisation is the best in the telecommunication sector.	1	2	3	4	5

Thank you for your time and participation!

APPENDIX D: DATA ANALYSIS RESULTS

C:\Users\Desktop\Charles Analysis\SEM\Measurement model.amw

Analysis Summary

Groups

Group number 1 (Group number 1)

Notes for Group (Group number 1)

The model is recursive.

Sample size = 385

Variable Summary (Group number 1)

Your model contains the following variables (Group number 1)

Observed, endogenous variables

PRO

RISK

Innovation

Compensation

RS

Training

Engage3

Engage2

Engage1

Peform2

Peform1

Unobserved, exogenous variables

CorporateEntrepreneurship

e1

e2

e3

HRPractices

e4

e5

e6

EmployeeEngagement

e7

e8

e9

OrgPeformance

e10

e11

Variable counts (Group number 1)

Number of variables in your model: 26

Number of observed variables: 11

Number of unobserved variables: 15

Number of exogenous variables: 15

Number of endogenous variables: 11

Parameter Summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	15	0	0	0	0	15
Labeled	0	0	0	0	0	0
Unlabeled	7	6	15	0	0	28
Total	22	6	15	0	0	43

Models

Default model (Default model)

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 66

Number of distinct parameters to be estimated: 28

Degrees of freedom (66 - 28): 38

Result (Default model)

Minimum was achieved

Chi-square = 103,787

Degrees of freedom = 38

Probability level = ,000

Group number 1 (Group number 1 - Default model)

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
PRO	<---	CorporateEntrepreneurship	1,000				
RISK	<---	CorporateEntrepreneurship	,706	,018	39,456	***	
Innovation	<---	CorporateEntrepreneurship	1,557	,046	33,874	***	
Compensation	<---	HRPractices	1,000				
RS	<---	HRPractices	,795	,025	31,342	***	
Training	<---	HRPractices	1,463	,045	32,646	***	
Engage3	<---	EmployeeEngagement	1,000				
Engage2	<---	EmployeeEngagement	,713	,021	33,473	***	
Engage1	<---	EmployeeEngagement	,409	,019	21,192	***	
Peform2	<---	OrgPeformance	1,000				
Peform1	<---	OrgPeformance	1,057	,037	28,614	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
PRO	<---	CorporateEntrepreneurship	,938
RISK	<---	CorporateEntrepreneurship	,957
Innovation	<---	CorporateEntrepreneurship	,921
Compensation	<---	HRPractices	,916
RS	<---	HRPractices	,922
Training	<---	HRPractices	,934
Engage3	<---	EmployeeEngagement	,929
Engage2	<---	EmployeeEngagement	,934
Engage1	<---	EmployeeEngagement	,780
Peform2	<---	OrgPeformance	,916
Peform1	<---	OrgPeformance	,910

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CorporateEntrepreneurship	<-->	HRPractices	12,795	1,041	12,296	***	

			Estimate	S.E.	C.R.	P	Label
CorporateEntrepreneurship	<-->	EmployeeEngagement	13,693	1,131	12,104	***	
CorporateEntrepreneurship	<-->	OrgPerformance	8,005	,659	12,138	***	
HRPractices	<-->	EmployeeEngagement	27,318	2,215	12,334	***	
HRPractices	<-->	OrgPerformance	15,039	1,255	11,987	***	
EmployeeEngagement	<-->	OrgPerformance	16,767	1,391	12,053	***	

Correlations: (Group number 1 - Default model)

		Estimate
CorporateEntrepreneurship	<--> HRPractices	,922
CorporateEntrepreneurship	<--> EmployeeEngagement	,886
CorporateEntrepreneurship	<--> OrgPerformance	,906
HRPractices	<--> EmployeeEngagement	,939
HRPractices	<--> OrgPerformance	,905
EmployeeEngagement	<--> OrgPerformance	,906

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CorporateEntrepreneurship	7,377	,604	12,213	***	
HRPractices	26,108	2,233	11,693	***	
EmployeeEngagement	32,385	2,713	11,935	***	
OrgPerformance	10,584	,917	11,546	***	
e1	1,001	,098	10,181	***	

	Estimate	S.E.	C.R.	P	Label
e2	,335	,040	8,415	***	
e3	3,222	,289	11,132	***	
e4	4,998	,454	11,013	***	
e5	2,908	,270	10,752	***	
e6	8,143	,808	10,074	***	
e7	5,167	,544	9,499	***	
e8	2,410	,265	9,099	***	
e9	3,484	,271	12,835	***	
e10	2,042	,231	8,839	***	
e11	2,456	,266	9,216	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Peform1	,828
Peform2	,838
Engage1	,608
Engage2	,872
Engage3	,862
Training	,873
RS	,850
Compensation	,839
Innovation	,847
RISK	,917
PRO	,880

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e9 <--> HRPractices	16,511	,812

	M.I.	Par Change
e8 <--> CorporateEntrepreneurship	4,227	,231
e7 <--> OrgPeformance	7,477	,598
e7 <--> e11	5,450	,590
e7 <--> e9	5,165	-,592
e5 <--> e8	4,016	-,363
e4 <--> CorporateEntrepreneurship	4,515	-,316
e4 <--> e9	4,853	,540
e4 <--> e5	4,909	,522
e3 <--> HRPractices	4,057	,412
e3 <--> CorporateEntrepreneurship	17,590	-,489
e3 <--> e6	6,372	,841
e2 <--> CorporateEntrepreneurship	6,586	,104
e2 <--> e9	5,098	-,161
e2 <--> e8	7,411	,187
e1 <--> e3	10,320	-,361
e1 <--> e2	9,578	,121

Variances: (Group number 1 - Default model)

M.I	Par Change
.	

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
Innovation <--- Engage1	5,502	,080
Innovation <--- Training	4,076	,026
RISK <--- Engage1	4,016	-,025

Minimization History (Default model)

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e 10		-,712	9999,00 0	5599,52 7	0	9999,00 0

Iteration	Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
1	e* 11		-1,588	4,128	2099,510	20	,413
2	e* 8		-,731	,350	1635,445	7	,717
3	e 3		-,561	,461	882,750	5	,970
4	e 2		-,263	,356	456,822	5	,927
5	e 0	4747,627		,402	174,017	5	,929
6	e 0	1764,998		,333	121,775	2	,000
7	e 0	1360,861		,138	104,670	1	1,089
8	e 0	1409,339		,025	103,794	1	1,055
9	e 0	1354,750		,002	103,787	1	1,007
10	e 0	1357,681		,000	103,787	1	1,000

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	28	103,787	38	,000	2,731
Saturated model	66	,000	0		
Independence model	11	5528,809	55	,000	100,524

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,351	,953	,918	,549
Saturated model	,000	1,000		
Independence model	15,502	,141	-,030	,118

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	,981	,973	,988	,983	,988
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,691	,678	,683
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

NCP

Model	NCP	LO 90	HI 90
Default model	65,787	39,246	99,986
Saturated model	,000	,000	,000
Independence model	5473,809	5232,969	5720,946

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	,270	,171	,102	,260
Saturated model	,000	,000	,000	,000
Independence model	14,398	14,255	13,628	14,898

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,067	,052	,083	,033
Independence model	,509	,498	,520	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	159,787	161,593	270,478	298,478
Saturated model	132,000	136,258	392,914	458,914

Model	AIC	BCC	BIC	CAIC
Independence model	5550,809	5551,519	5594,295	5605,295

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	,416	,347	,505	,421
Saturated model	,344	,344	,344	,355
Independence model	14,455	13,828	15,099	14,457

HOELTER

Model	HOELTER HOELTER	
	.05	.01
Default model	198	227
Independence model	6	6

Execution time summary

Minimization: ,014

Miscellaneous: ,249

Bootstrap: ,000

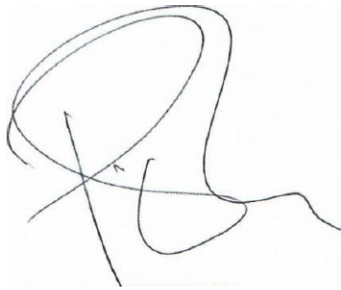
Total: ,263

APPENDIX E: LANGUAGE EDITING LETTER

PROOF OF EDITING

12 February, 2023

This is to certify that I, Dr P Kaburise, have proofread the thesis - **THE IMPACT OF CORPORATE ENTREPRENEURSHIP AND HUMAN RESOURCES MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT** - by Charles Vinyu (student number: 19020840). I have indicated some amendments which the student has undertaken to effect before the final thesis is submitted.



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