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**A Study of Antecedents of Corporate Entrepreneurship and Employee Engagement:
A Conceptual framework.**

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A Study of Antecedents of Corporate Entrepreneurship and Employee Engagement: A Conceptual framework.

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ABSTRACT

This paper aims to investigate the phenomenon of corporate entrepreneurship as a tool to engage the younger work force (which includes Millennials and Generation Z). This study has adopted an unlike approach away from temporal causal path and studies the antecedents of corporate entrepreneurship and employee engagement and identifies antecedents which are common to both. Through this approach, a conceptual framework of the use of corporate entrepreneurship to engage the younger work force is obtained which comprised, antecedents, processes and consequences is established through literature review. The findings suggest that the world is facing an employee engagement crisis with no increase in the engagement levels in last one decade, and at the same time the younger work force does not want traditional jobs and want to be entrepreneurs. Moreover it also highlights that there is an overlap in the antecedents of corporate entrepreneurship and employee engagement, which supports us to conceptually propose corporate entrepreneurship as a tool to engage the younger work force as a theoretical construct, providing a foundation for future research. Literature of “corporate entrepreneurship” shows that till date the subject has been investigated using three main perspectives such as organization factors, environmental factors and strategic factors, and has missed to look corporate entrepreneurship through the perspective of a tool to engage the younger work force.

Keywords: Corporate entrepreneurship, Employee engagement, Younger work force, Millennials, Generation Z.

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INTRODUCTION

The factors affecting firms' capacity to engage in corporate entrepreneurship and outcome for a firm which engages in corporate entrepreneurship behaviour have been given great importance from management researchers. This issue has been studied by different streams of research. Starting from the contributions of Kanter (1985); the extant research has addressed the outcomes of corporate entrepreneurship as improved company's growth and profitability. Other works have focused on the improved performance as an outcome of corporate entrepreneurship Kuratko Montagno and Hornsby (1990) which suggest through empirical evidence that corporate entrepreneurship makes organisations more proactive and increases their will for taking risk through creation of either newer services, product or processes. The next set of work has focused on corporate entrepreneurship leading to a substantial difference to competing ability of the firm (Zahra, Kuratko and Jennings, 1999). The next recent work of Wolcott and Lippitz (2007) have focused on new revenue as an outcome of corporate entrepreneurship, and have quoted Ellen Kullman, the group vice president for Du Pont's safety and protection businesses, claiming that by 2005, the company had a Billion dollars of new revenues, only because the company initiated and had been with corporate entrepreneurship program.

Many more studies have used different perspectives to quote the outcome of corporate entrepreneurship. Corporate entrepreneurship as a practice has been started in established organizations with the focus to increase profits (Zahra, 1991), strategic renewal (Guth and Ginsberg, 1990) and encourage innovations (Baden-Fuller, 1995)

However, when it comes to employee engagement for the younger work force as an outcome of corporate entrepreneurship; and is employee engagement being the main motive for organizations to have corporate entrepreneurship, little is known.

Wolcott and Lippitz (2007) has explained corporate entrepreneurship as a process through which different teams inside an existing organization not only to conceive the ideas of new business, but also encourage, start and manage the new business which is different from the existing business of the parent organization, but leverages the resources of the parents organization. This article advance on the concept of corporate entrepreneurship and make companies to realize that corporate entrepreneurship could be also led to engage the younger work force employees. The younger work force includes Millennials, born in or after 1980-1990's (Wiedmer, 2015) and Generation Z, born in the mid-1990s through the late 2010s (Turner, 2015).

This article follows a different approach away from temporal causal path and studies the antecedents of corporate entrepreneurship and employee engagement and identifies antecedents which are

common to both. Through this approach, a conceptual framework of the use of corporate entrepreneurship to engage the younger work force is obtained which comprised, antecedents, processes; and consequences is established through literature review.

This study contributes to the body of literature of corporate entrepreneurship with insights that there is an overlap in the antecedents of corporate entrepreneurship and employee engagement, which supports to conceptually propose corporate entrepreneurship as a tool to engage the younger work force.

The rest article is structured as follows. In the second sections, we discuss the engagement levels and the younger work force. In the third and fourth section, we have discussed the changing work environment of the younger work force and corporate entrepreneurship for the younger work force. In the fifth section research methodology is characterized. In the sixth section we discuss antecedents of employee engagement and corporate entrepreneurship. Then we present the conceptual framework and the overlap in the antecedents of employee engagement and corporate entrepreneurship. In the final section we conclude by conceptually proposing, corporate entrepreneurship as a tool to engage the younger work force, managerial implications and providing a foundation for future empirical research.

ENGAGEMENT LEVELS AND YOUNGER WORK FORCE

In the human resource development field, employee engagement is among the recent and a widely known concept (Rana, Ardichvili and Tkachenko 2014). Kahn (1990) explained engagement as “utilizing of firms employees’ selves to their work roles; engaged employees while performing their work, not only employ and express them physically, but also cognitively and emotionally.” Harter, Schmidt and Hayes (2002) further explained the concept of employee engagement as employee’s interest, satisfaction and enthusiasm towards work. Employee engagement is reflected through the commitment and participation demonstrated by an employee towards the firm and its values; (Robinson, 2006) leading to an improvement in the work performance which benefits the organization. Thus the organization must continue to be focused on engagement and develop it. Millennials and Generation Z have started to enter the global workforce (Bhalla, Dyrchs and Strack, 2017), and on joining the workforce, the younger workforce have experienced a difficult environment, where in fields such as education, medicine, business management and law which were assured for growth in one’s career, at present are less lucrative and safe (Yamada, 2010). Moreover the workplace has become more difficult as every employee is managed based on the performance, leading to stress among the workforce to be a part of the high-ranking position (Bloomberg, 2017). This has led to an employee engagement crisis in the world, with no increase in the employee engagement levels in last decade and this will have serious consequence on economy (Mann and Harter, 2016). As per the Gallup study on employee engagement, the employee engagement rate is just 13% worldwide, and only 32 percent of employees in the U.S. are engaged. Such low level of employee engagement in U.S. is costing the businesses in the country a loss of productivity worth \$300 billion every year (Bates, 2004). In India the employee engagement figure is as low as 9 percent (Malhotra, 2015). The employee engagement crisis have impacted the global economy, for instance the low levels of Australia’s employee engagement are leading to loses of approximately \$31 billion per annum (Hooper, 2006). With 95% of the work force working under the risk of obsolescence, due to their nature of jobs being over 100 years old (Mantthan, 2017), researchers have long been discussing the changing work needs of younger work force employees. At the same time, the younger work force seeks jobs where, they could get timely feedback, flexible work life options and they could be their own bosses, and jobs which invest in their carriers (Malhotra, 2015). On the other hand, the disengagement from work is associated with poor job resources such as low job control, less or no feedback, social support, and involvement in providing resolution (Demerouti, Bakker, Nachreiner and Schaufeli, 2001).

CHANGING WORK ENVIRONMENT AND THE YOUNGER WORKFORCE

The younger work force employees especially the ones who have entered the workforce after the 1990 recession, come with a new mindset wherein they give importance to personal fulfillment at work (Murlis & Schubert, 2001). Instead of old-fashioned financial incentives, Millennials value work which offers them transparency, autonomy and allow them to fulfill their passion and purpose, and offers flexibility, trust and opportunity to collaborate at workplace (Bond, 2016). This is similar to Kahn (1990) definition of engagement, employees when performing their role express themselves cognitively. The younger workforce with good education, are considering an employment which offers opportunities such as learning new things, working with newer and different methods, and offering opportunities which allows to take calculated risks (Sarah, 2007). The current generation of employees is witnessing changes, not only on the social front, but also on the economic front in recent decades which has led to a change from secured jobs, to no secured jobs (Lyons, Schweitzer and Ng, 2015). Economic uncertainty and open discussion about low loyalty towards employers, has changed the preferences of the younger workforce and now they are skeptical about the employment (Diane, 2015), thus the younger work force does not follow the idea of one job, one career (Gibson, 2015). The research done on teenagers by University of Northeastern disclosed that about 42 percent of them would prefer to take up entrepreneurship as a career (Diane, 2015). Younger work force have confidence in using their skills and expertise, to solve problems and thus they like to take up freelancing options which offers them flexible working hours as they do not want to be like employees working for eight hours a days in office (Renfro, 2015). The inner self of younger generation consist of an innovator and an entrepreneur, as an outcome more than 72% of current high schools students want to start a business, and 76% have aspirations to transform individual hobbies into careers (Giselle, 2015). Younger generation have grown up in an ever changing environment and by choosing to work in similar environment makes them to behave like entrepreneurs by thinking about newer ideas which will help them to tap new opportunity. Organizations which wish to have entrepreneurial culture should engage, incentivize and inspire the younger work force. Organizations need to think and develop the organization settings which will permit the younger employees to present their ideas in the boardroom (Grafton, 2011). Organization now would understand the words of Moss-Kanter³ who said, the organisations of future would have employees, acting as both manager and entrepreneur (Jansen and Wees, 1994).

³Moss-Kanter, R., *The Change Masters*, Unwin, London, 1986.

CORPORATE ENTREPRENEURSHIP FOR THE YOUNGER WORKFORCE

Over the last decade several big organizations which are operational in established and developed markets have developed a long-term orientation based on entrepreneurial initiative. Some organizations engage employees by permitting employees to use a minimum of 10 percent of their time on self-directed projects to improve engagement within the organizations (Sarah, 2007). Similarly, corporate entrepreneurship author Morris (1998) argue that an entrepreneurial work environment is an environment where in the workforce should be permitted a partial part of their work time to do creative, entrepreneurial experiments. With the rise in creativity and innovation being the need for the startups and for the CEOs of Small, medium and large size organization, the organizations are racing to become more entrepreneurial by having programs that motivate employees to focus a small amount of their time on new projects besides their routine jobs, as 3M started this practice in 1948 and many other organizations including Google practice this even today (Altringer, 2013). Entrepreneurship in such companies is not limited to large scale entrepreneurship, which is generally focused on creation of new businesses or development of new products, but on entrepreneurship on a daily basis and aims at doing things in an entrepreneurial way. Driven by technology, the younger work force believes in multitasking and works on projects with creative and innovative approach. Moreover, Millennials prefer to experiment in order to find new styles and answers to work related challenges as they are more concerned about their need for sense of purpose (Wiedmer, 2015). Thus corporate entrepreneurs are organization members who cooperate, innovate, identify and create opportunities for business, by starting actions which will allow to fulfill the current needs which are unsatisfied, or by doing more efficiently what is been done previously. Intrapreneurs are the employees who are active in creating new business opportunities at their workplace (Martirena, 2013) as they make their firms to cater to newly created markets (Vesper, 1984). Similarly, innovation, risk-taking and New Business Venturing (Zahra, 1993, Knight, 1997 and Zahra, 1991) corporate entrepreneurship dimensions are similar to the characteristics of the younger workforce, and provides evidence about younger workforce having characteristics needed to become corporate entrepreneurs (Ghura, 2017).

RESEARCH METHODOLOGY

The prior work in the area of corporate entrepreneurship has develop its opinion by following a temporal causal path. In empirical research, upfront usage of the causal path failed to recognize and give attention to corporate entrepreneurship variable as a tool for employee engagement. Thus, this study adopts a new approach and studies the antecedents of corporate entrepreneurship and employee engagement and identifies antecedents which are common to both. Walker and Avant (2011) has explained antecedents as instances or events that need to happen earlier to concept

occurring. Moreover antecedents can also be attribute that define the same concept and are helpful to theorists in identifying the underlying assumptions about a concept under study. Through this approach, a superior realization of the use of corporate entrepreneurship to engage the younger workforce employees is obtained.

ANTECEDENTS OF EMPLOYEE ENGAGEMENT

Institute for Employment Studies (IES) in the year 2013 recommended two way communication, managing employees in better way, policies for employee growth, conducive environment in the firm, dedication towards the well-being of the employees, commitment by managers throughout organization and transparent HR policies as factors that increase the employee engagement at workplace. These drivers for engagement evidently are similar to the antecedents mentioned in literature, moreover they are crucial if a firm wants engaged employees. Besides these, fairness (Danish, Ahmad & Khan 2004), opportunities to learn and develop (Schaufeli, Bakker & Van, 2009), skill variety, getting feedback, supportiveness and innovation are antecedents to engagement as they have the ability to keep the employees engaged (Remo, 2012). For instance, fairness in rewards is considered as a crucial issue for all employees, as low recognition for hard work put in by the employees is a disaster and is considered as the major reason for employee disengagement in an organization (Malhotra, 2015). Exemployees having good relations with colleagues have better meaning towards work; and other factors such as working style of management, the way jobs are designed and participation of workforce impacts the employee's engagement levels, irrespective of demographic variables (Locke and Taylor, 1991). The literature of employee engagement shows that there are no studies which has highlighted and studied "corporate entrepreneurship as a tool to employee engagement".

ANTECEDENTS OF CORPORATE ENTREPRENEURSHIP

Corporate entrepreneurship literature highlights that the antecedents of corporate entrepreneurship has been categorized into different categories of antecedents. For instance Zahra (1986) categorized antecedents of corporate entrepreneurship as culture, firm's structure; and top management support (Hornsby, Kuratko, & Zahra, 2002). Similarly, Antoncic (2007) categorized support and organizational values, free communication between owner and employees, environmental scanning intensity, control mechanisms, organizational management and creation of personal relationships as internal antecedents of corporate entrepreneurship. Antoncic and Hisrich (2001) have identified communication openness, control mechanism, intensity to scan environment, organizational values as internal antecedents of corporate entrepreneurship. Hornsby *et al.* (2002) identified the following factors which defines the success of corporate entrepreneurship culture in an organization: support from management, autonomy, discretion at work, rewards, reinforcement and availability of time.

Zahra *et al.* (1999) mentioned that corporate entrepreneurship antecedents within organization include: control mechanisms, risk taking, environmental scanning intensity, internal alliance, innovation, rewards, availability of resource, communication openness. Giving employees work environment which includes work discretion, time to innovate, training, rewards, trust, management support and loose intra-organizational boundaries are reflected conducive to corporate entrepreneurship (MacMillan, 1986; Merrifield, 1993). Based on the literature review two trends have emerged a) the literature of corporate entrepreneurship shows that the major work of researchers such as (Khandwalla, 1977; Zahra, 1986; Antoncic and Hisrich, 2001 and Antoncic, 2007) to name a few has investigated the topic and the antecedents from three main perspectives such as organization factors, environmental factors and strategic factors, b) some antecedents such as autonomy, control mechanism, communication, resources, rewards, organization support (management support, supervisory support), recognition, organizational values (trust, innovation), are complicated, with overlaps in the literature of employee engagement and corporate entrepreneurship.

THE CONCEPTUAL FRAMEWORK

Substantial work on corporate entrepreneurship and employee engagement as separate fields of study has been conducted in the past. The corporate entrepreneurship literature shows that the past work on the subject has investigated the topic using three main perspectives such as organization factors, environmental factors and strategic factors; this has missed to look at the perspective of individual employee (younger work force) towards corporate entrepreneurship in general and towards corporate entrepreneurship as a tool for employee engagement in specific. It is the work of Ener (2014) which has highlighted the need of investigating the subject of corporate entrepreneurship by studying the factors such as “Enthusiasm”; “Ownership” (Wolcott and Lippitz, 2007) from the perspective of individual employee. At the same time Harter *et al.*; (2002) had defined engagement as, employee’s enthusiasm for work. Moreover, the literature till date has shown that the association between the variables of employee engagement and corporate entrepreneurship is not adequately explored in the literature of employee engagement and corporate entrepreneurship, and requires a significant consideration (Afework & Raju, 2015). On the theoretical front, there is a need for researchers to repeatedly review and reevaluate the dimensions which explain, and design the environment which will allow corporate entrepreneurship to grow (Kuratko *et al.* 1990). Similarly Zahra, Jennings & Kuratko (1999) mentioned that triangulation which allows future exploration of exciting opportunities to endorse, review and enhance corporate entrepreneurship measures is missing in research. For instance growing population of the younger work force; coupled with low levels of employee engagement; and younger work force being suitable to be corporate entrepreneurs are the factors not been used to conduct research in the field of corporate entrepreneurship. Whereas

findings of the research on grey entrepreneurship has highlighted that the older employees are not wanting to act entrepreneurially (Blanchflower, Oswald and Stutzer, 2001) because of the long duration of their employment, and their consideration of their current jobs to be satisfying; thus they are unlikely to work as corporate entrepreneurs (Hatak, Harms and Fink, 2014). On the other hand at present Millennials represent the largest generational cohort in U.S. and comprise of 71 million in number (Wiedmer, 2015) followed by Generation Z which numbers 23 million and constitutes a rapidly growing population (Schroer, 2008) and includes the current youth of American society (Turner, 2015). Schawbel (2013) estimated that millennials will comprise of 75% of the workforce in the world by 2025 of which 36% would represent the American workforce. Malhotra (2015) mentioned that Millennials will soon represent the biggest chunk of India's workforce (p.120) and the younger generation .i.e. Millennials and Generation Z will comprise of 75 percent of the total work force in the coming decade (Frankel, 2016). The Bureau of Labor Statistics has mentioned that the teen employment percentage since 2000 has witnessed a sharp decline and the reason for the same is the fact that younger work force doesn't want traditional jobs (Johnson, 2015). In addition none of the previous employee engagement studies have covered the antecedent of corporate entrepreneurship as a tool to engage employees in general, and engage younger generation employees in particular. Moreover, a strong understanding of the drivers of engagement is vital for effective and meaningful testing and measurement of employee engagement (Mayo, 2016). Corporate entrepreneurship and employee engagement independently are among the commonly researched areas recently, but joint studies on these two constructs are scarce (Afework *et al.* 2015). Given that minimal research was found with reference to corporate entrepreneurship practice and the influence it has on the engagement of younger workforce there is clearly a knowledge gap in this area. Since the relationship between corporate entrepreneurship as a tool to engage employees has not been studied, thus it becomes imperative to advance the discussions in corporate entrepreneurship by introducing an integrative framework that conceptualizes, corporate entrepreneurship as a tool to engage younger workforce. To this end antecedent of corporate entrepreneurship and employee engagement have been studied and a commonality (relationship) in the corporate entrepreneurship and employee engagement antecedents have been highlighted and the corporate entrepreneurship is been used to propose as a tool to increase the engagement levels of the young workforce. This paper is a conceptual one, thus the theoretical base for developing the conceptual framework is done through extensive literature review, from the fields of employee engagement and corporate entrepreneurship. In what follows, is built on the foundational logic of studying some of the important studies with respect to antecedents of employee engagement and corporate entrepreneurship. Literature review helps us to identify that some antecedents such as Open communication, Organizational support (management support, managerial support, rewards, and recognition), organization values (innovation, trust), autonomy and resources (time availability),

are complicated, with overlaps in the literature of corporate entrepreneurship and employee engagement. Thus the following section provides the common antecedents.

COMMON ANTECEDENTS OF CORPORATE ENTREPRENEURSHIP AND EMPLOYEE ENGAGEMENT

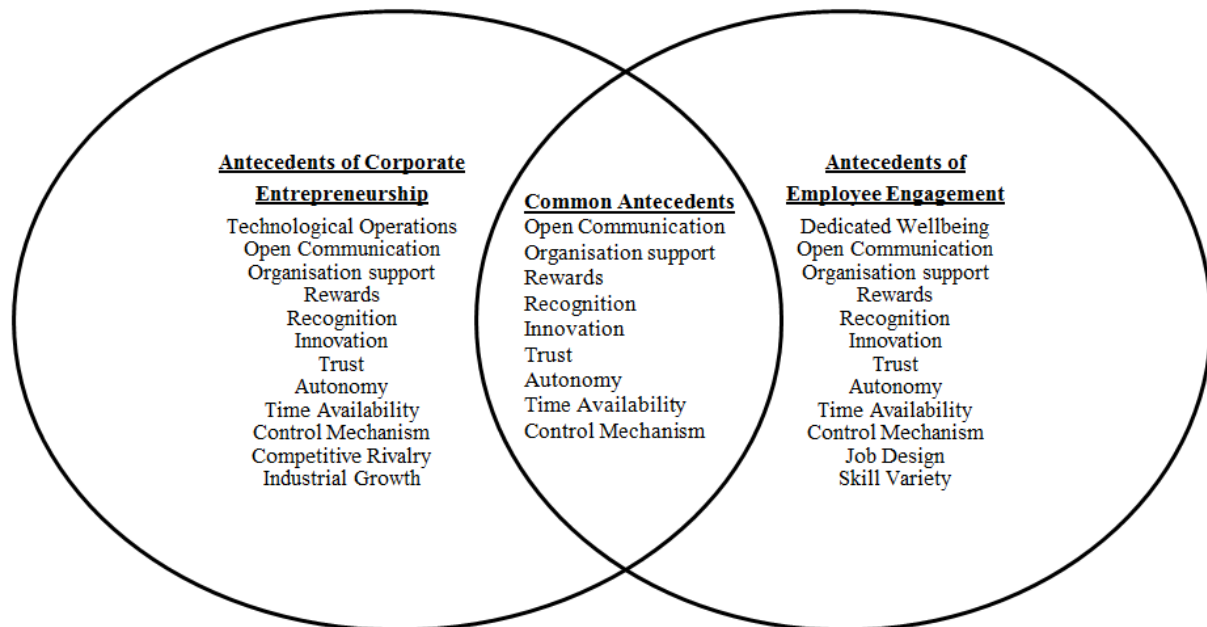


Figure 1 shows that there is commonality factor in the individual factors (antecedents) of employee engagement and in Organisational factors (antecedents) of corporate entrepreneurship. For instance the individual factors leading to employee engagement are Open communication, organization support, Rewards, Recognition, Innovation, Trust, Autonomy, Time availability and Control mechanism. The organizational factors leading to employee engagement namely, are Open communication, organization support, Rewards, Recognition, Innovation, Trust, Autonomy, Time availability and Control mechanism. This study posits that the common antecedent of corporate entrepreneurship and employee engagement leads to a conceptual overlap

Open Communication:

Open communication is defined as a communication climate which encourage employees through supporting, trusting and allowing them to participate in decision making, which assures the integrity of information channels (Buchholz, 2001). Zahra (1991) identified tangible factor such as open communication, influences companies pursuit of corporate entrepreneurship; and through open communication employees exchange information which leads to innovation (Antoncic and Hisrich, 2001). Ángeles and Domingo (2011) mentioned that openness in the communication is crucial in promoting the activities and culture of corporate entrepreneurship. Moreover the amount and the quality of communication are positively linked to corporate entrepreneurship (Antoncic and Hisrich, 2001), thus open communication among top management, managers and employees, helps to

understand the dynamics of entrepreneurial behaviour within firms and is essential for success of corporate entrepreneurship within firms (Antoncic, 2007).

The engagement literature mentioned that, with transition in the generations, the information-sharing attitude of younger generation has become more prevalent and; this transition inevitably affects workplace activities like engagement (Barrett, 2010). Further IES in 2003 suggested open communication as a factor to increase employee engagement level at work place.

This leads us to propose

Proposition 1 (P1): Corporate entrepreneurship program with appropriate use of open communication will lead to higher employee engagement.

Organization Support (Management support):

Organizational support refers management support and commitment (MacMillan, 1986), Management support denotes the degree of employees understanding that management is ready to assist employees to behave entrepreneurial at work; and includes arranging resources employees need to take entrepreneurial actions and support employee's innovative ideas (Davis, 2006). Antoncic and Hisrich (2001) concluded that organizational support has a positive relation when compared with corporate entrepreneurship, as management support captures the reinforcement and the manager's will to enable entrepreneurial activities in the organisation Hornsby, Naffziger, Kuratko, and Montagno (1993) which is essential for corporate entrepreneurship. Similarly the engagement literature concludes that the antecedent, organization support (Bakker and Demerouti, 2008) characterizes supportive management (Shuck and Wollard, 2010), and it increase the employees engagement (Remo, 2012).

This leads us to propose

Proposition 2 (P2): Corporate entrepreneurship program with availability of organization support will have positive impact on use of corporate entrepreneurship which leads to higher employee engagement.

Rewards:

Reward denotes employees understanding that the managers at the top creates and practice systems that reward on the basis of performance, spot important accomplishments, and inspire to continue to do challenging work (Davis, 2006). Reward has been found to be consistent throughout the writing of corporate entrepreneurship and employee engagement. Organizational support in terms of rewards is seen as important an organizational element which has an impact on corporate entrepreneurship (Hornsby and Kuratko, 1990); appropriate use of rewards has a positive impact on corporate entrepreneurship (Zahra *et al.* 1999), as rewards motivate employees to work innovatively, become proactive and take calculate risk, which represents entrepreneurial behaviour (Monsen, Patzelt and

Saxton, 2010). Kuratko, Hornsby, Naffziger and Montagno (1993) concluded that employees proactively take up new projects when the rewards are apparent. One of the ways by which innovative organizations provide rewards is by encouraging employees across the organization to come up with innovative ideas (Hornsby, Kuratko, Shepherd and Bott, 2009).

The employee engagement literature has mentioned reward (Laschinger and Finegan, 2005; Saks, 2006) as an antecedent of employee engagement. Further implementing an efficient reward mechanism which recognizes employee performance helps to strengthen employee's engagement (Lee, 2012). Based on above discussion following is proposed:

Proposition 3 (P3): The appropriate use of rewards for corporate entrepreneurship program will have a positive impact on use of corporate entrepreneurship leading to higher employee engagement.

Recognition:

A study by the Hay Group indicates that recognition as a factor for a job well done is much more essential when compared with remuneration in the context of commitment of the workforce (Stum, 1998). One of the ways to encourage entrepreneurial behaviour within the firm is by developing and authenticating perceptions that the conditions within the organizational are favorable for entrepreneurship and risk taking and proactive behaviour of employees are recognized and valued (Ireland, Covin and Kuratko, 2009). Organizational support characteristics such as recognition of entrepreneurial contributions is must to engage employees in entrepreneurial activities on a larger level (Ramachandran, Devarajan and Sougata, 2006).

The engagement literature has mentioned recognition as most important antecedents for employee engagement (Shuck *et al.*, 2010)

This leads us to propose

Proposition 4 (P4): Appropriate use of Recognition in corporate entrepreneurship program has a positive impact on use of corporate entrepreneurship leading to higher employee engagement.

Organizational values (Innovation):

Organizational values are considered as essential antecedent of corporate entrepreneurship and employee engagement. Innovation as an organizational value is positively related to corporate entrepreneurship (Antoncic *et al.*, 2001; Antoncic, 2007) and engagement (Robinson, 2006). Khandwalla (1977) found Innovativeness, in the firm's behavior (Miller, 1983; Lumpkin & Dess, 1996) is positively linked with corporate entrepreneurship. Similarly innovativeness (Hakanen, Bakker and Demerouti, 2005), innovation (Hakanen, Schaufeli and Ahola, 2008) in terms of organizational value and culture, has a positive relationship with employee engagement (Remo, 2012).

This leads us to propose

Proposition 5 (P5): Use of organizational value - Innovation for corporate entrepreneurship will have a positive impact on the use of corporate entrepreneurship leading to more employee engagement.

Organizational values (Trust):

“Trust” as an organizational value represents the extent of mutual faith employees have with other employees and with the top management, in terms of work, supporting, sharing information etc. and can be relied upon what other person says and do (Jafri, 2012). Organizational value of trust is common to corporate entrepreneurship and employee engagement. Corporate entrepreneurship activity involves high levels of uncertainty and in order to manage the same, rapid information processing abilities between different stakeholders such as individuals, external environment and the organization; at different levels is required, this is done to recognize areas of inadequacies and develop new solution for customers. It is in the context of rapid information processing, which requires greater trust levels in entrepreneurial individuals and groups, thus Trust in each other and in the team is positively correlated to corporate entrepreneurship (Ramachandran *et al.* 2006).

Similarly, the employee engagement literature mentions that employees having trust in their immediate bosses are likely to have more pride at work place as they feel that their individual talents add to the mutual growth of the organization and themselves (Lockwood, 2007). According to Saks (2006), trust between an organization and its employees helps to maintain a mutual exchange relationship and keeps employees engaged. Therefore

Proposition 6 (P6): Corporate entrepreneurship program based on organizational value of trust will lead to more employee engagement.

Autonomy:

Autonomy represents how employees are willing to utilize their power without fear, and also help other employees to do the same; moreover the employees have the liberty to act individually within the limits of their job roles (Jafri, 2012). The employees define autonomy as, understanding of their will and degree to be authorized for making work related choices to be more effective and increase the performance at work (Margarietha, 2012). For instance, in firms which have entrepreneurial culture, their workforce is motivated to take choices related to their work and are not penalized for committing any mistake while practicing innovations (Hornsby *et al.* 2002). In order to characterize a firm as entrepreneurial, a certain degree of entrepreneurial orientation and autonomy needs to be exhibited, by the firm’s behavior (Miller, 1983; Lumpkin & Dess, 1996).

The engagement literature argued that autonomy (Salanova, Agut and Peiró, 2005; Schaufeli *et al.*, 2009) means allowing employees to make choices related to their jobs, so that they could have

control over work, and could fulfill the objectives. Autonomy at work increases the engagement levels of employees at work (Lee, 2012). Based on above discussion following is proposed:

Proposition 7 (P7): Corporate entrepreneurship program with autonomy being given to employees will lead to more employee engagement.

Resources: Time Availability

Time availability is the understanding of the employees to which they witness that they are given the amount of time required for innovation and the respective jobs are planned in a manner which allows them to make choices to accomplish organizational goals (Davis, 2006). Availability of time has an influence on the perception of the employees about the feasibility of entrepreneurial behaviour at work place (Pinchot, 1985). Margarietha (2012) mentioned that for innovative ideas to flourish, employees should be given the time to incubate their ideas . Time availability is considered as antecedents to corporate entrepreneurship (Kuratko *et al.* 1990). Time availability, as part of resources is an important antecedent to corporate entrepreneurship (Zahra *et al.* 1999) and employee engagement (Mauno, Kinnunen and Ruokolainen, 2007). Based on existing research following is proposed:

Proposition 8 (P8): Corporate entrepreneurship program with time availability will lead to more employee engagement.

Control Mechanism:

Antoncic and Hisrich (2001) have mentioned control mechanism as an antecedent of corporate entrepreneurship. Having a control mechanism is a factor that influences a firm's search of corporate entrepreneurship (Zahra, 1991). Moreover, control mechanism helps to meet the challenges of entrepreneurial activity as it helps evade negligent behaviour (Zahra *et al.* 1999). Control in the context of processes related to entrepreneurship and not related to initiatives taken by employees is a way to control in entrepreneurial organisations (Ramachandran *et al.* 2006).

Similarly, the engagement literature has identified control mechanism i.e. job control (Laschinger *et al.* 2005; Cho, J., Laschinger, H. S., & Greco *et al.* 2006), to be highly positively correlated with engagement, and facilitate engagement (Mauno, Kinnunen & Ruokolainen, 2007).

This leads us to propose

Proposition 9 (P9): Corporate entrepreneurship program at work place, with control mechanism will lead to employee engagement.

Proposition 10 (P10): "Corporate entrepreneurship is a tool to engage younger workforce".

Building on the above literature review it has been identified that some antecedents such as autonomy, control mechanism, communication, resources, rewards, organizational support (management support, supervisory support), recognition, and organizational values (trust, innovation), are common in the literature of corporate entrepreneurship and engagement. Antoncinc

and Zorn, (2004) mentioned that an environment where in the management encourages and supports the workers' discretion related to their job decisions, develops processes to test employee ideas, and offers rewards, reinforcement, flexible job boundaries, time availability and money for following new ideas is a classic entrepreneurial culture which will increase employee engagement (Kahn, 1992). The cognition of antecedents may be different across the managerial hierarchy but it still influences the intensity of entrepreneurial behaviour in firms (Hornsby *et al*, 2009).

CONCLUSIONS

This study advances the understanding of corporate entrepreneurship being a tool to enhance employee engagement in general and engage younger generation employees in particular. Antecedents of corporate entrepreneurship and employee engagement were explored, but distinctively, it also highlighted the commonality factor between corporate entrepreneurship and employee engagement. Thus the idea of corporate entrepreneurship as a tool for employee engagement is introduced. This study is exploratory in nature, time bound, and has limited data points, it directionally agrees with what was found by earlier scholar in their studies Diane (2015) that entrepreneurship in the current scenario denotes organizations ability to understand the mindset, energy and the drive to achieve things of the younger generation, as they are the most technically knowledgeable people, which helps the organisation to respond well to challenges. This will have managerial implications, as it will help organizations to improve the workforce's level of engagement. In this way, insights on employee engagement and corporate entrepreneurship together is provided, which has been overlooked so far. In an effort this study has develop a conceptual theoretical model, which warrants an empirical investigation as a future scope of the study and the same can be done in countries like U.S. or India, which has a younger demographic population.

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