University of Haripur Journal of Management (UOHJM)
Published by University of Haripur. April 2016
UOHJM available at www.uoh.edu.pk/uohjm Volume 1. Issue 1

Impact of Human Resource Management Antecedents on Corporate Entrepreneurship

SHAHBAZ AHMAD
Department of Management Sciences, University of Haripur
Email: samashwani33@gmail.com
Tel: +92-300-523-3096

M. ATIQ RAFIQUE KHATTAK
Lecturer, Department of Management Sciences, University of Haripur
Email: atiqkhattak@hotmail.com
Tel: +92-333-910-3669

ATIF ATIQUE SIDDIQUI
Lecturer, Department of Management Sciences, University of Haripur
Email: atifatique.s@gmail.com
Tel: 0333-570-6004

Abstract

The objective of this study is to learn about the Human Resource Management Antecedents and their influence on Corporate Entrepreneurship (CE). HRM is one of the most crucial departments of all firms as it brings creativity and novelty, in products and services in order to have a competitive edge over rest concerned firms in the market. By properly managing HR an organization can bring this uniqueness. When resources are invested to bring improvement in organizational performance in terms of development in existing products and processes or expansion in product-lines or introducing new idea into practice for economic gain, the process is called corporate entrepreneurship. HRM antecedents play a vital role in fostering the CE. Here, in this study three HRM antecedents; top management support, peer support and performance appraisals are discussed and their impact on corporate entrepreneurship is checked out. Results show that there is significant positive relationship between the prescribed human resource management antecedents and corporate entrepreneurship.

Keywords: *Corporate Entrepreneurship, Top Management Support, Peer Support, Performance Appraisal.*

Introduction

Businesses now-a-days have to make rapid and frequent changes in their strategies in order to survive in tough competitors in the market. Therefore, the think-tanks of organizations must have a keen observation of their strategies, policies, plans and procedures to find and avail each of the single opportunity exists around. Thus at the each single phase of the organization life cycle, firms need to bring novelty in their products and processes, and enhancement in personnel skills to make profitability and sustainable growth. For this purpose actions that drive Corporate Entrepreneurship (CE), provide those organizations with a base of creating and developing those qualities (Zehra et. al., 2009; Ozdimrici & Behram, 2014). Therefore,

firms are making a continuous incremental investment in corporate Entrepreneurship to achieve organizational objectives of profit making and dominating in the market as leading firms.

CE is "a process that generates value through compounding together a bunch of resources in order to overwork and pursue opportunities" (Banumathi & Kumar, 2015). In other words, corporate entrepreneurship is the process of allocating a bunch of resources (Human/intellectual, financial and other physical resources) to identify and avail opportunities that are helpful in bringing novelty (in production and process), improvement (quality and services) and adding value to the organization in terms of profitability and increased market share. Chigamba (2014) stated that, "CE is the chain of integral business activities in the direction of creating a new entry inside or around the existing business."

Human resource management practices (HRM practices) are becoming increasingly vital as rival firms are becoming global day by day (Kaya, 2007). Armstrong (2000) stated Human Resource management (HRM) as "the act of acquiring, motivating and developing human resources." Human resources have a valuable contribution in driving corporate entrepreneurship (Soleimani & Shahnazari, 2013). Organizations must inspect HR practices to increase its capability of innovation and show more competitiveness (Olughor, 2014). Therefore in order to foster CE, human resource management practices have a vital role.

"CE always takes place by having a very clearer stand of administration regarding power decentralization, contribution while making decision, joint cooperation, averting bureaucracy, promoting risk taking and creativity (Luchsinger & Bagby, 1987)." High performance human resource practices systems are effectual to the degree that these have positive impact on employees and urge them to participate to vital organizational outcomes (Mustafa et. al., 2013). Previous literature thus depicts that all human resources management practices plays vital persona in fostering CE. But here in this study three various HRM antecedents are discussed in literature and their impact on CE is judged. These HRM antecedents are; Top Management Support (TMS), Peer Support (PS) and Performance Appraisal (PA). These antecedents of HRM are briefly introduced as following:

Top Management Support is much important for the retention of competent employees in the organization, who make contribution in fostering CE. Thus top management support comes under the umbrella of HR practices, as it is helpful in the conservation of human resources in the organization. "Top management support is the degree to which an individual comprehends that upper level management supports, facilitates and boosts entrepreneurial activities of line staff in an organization (Kuratko et al., 2014)." The top management support in the execution of corporate entrepreneurship is the best thing to optimize the outputs of corporate entrepreneurship (Nafie et. al., 2014). Thus top management must support their subordinates in order to develop CE culture in the organization and sustain it.

CE is not merely restricted to just top individuals in a company but it is comprised of innovativeness of the whole employees of the firm (Keat, 2012) therefore, each individual can take his organization towards CE. Each of the employees makes contribution towards CE in multiple aspects. Peer Support is also one of those aspects. Peer Support (PS) is a system of giving and taking support founded on most important doctrines of respect, esteem, shared responsibility, and common harmony of what is supportive. The relationships of peers with each other are considered for their reciprocity; both the parties share experiences, give and receive support for developing a mutual and synergistic understanding that is beneficial (Mead et al, 2001). Thus colleagues in an organization support each other in multiple situations in order to get rid of certain problems or in supporting and nourishing a new idea, which in turn leads to CE.

Another antecedent of HRM, Performance Appraisal (PA) also known as Performance Evaluation also supports CE to be promoted as per past literature. Performance measurement shows in which area of an individual or organization, modification or betterment is required. "Performance Appraisal is the extent to which an individual accomplishes his tasks that make up the job of an employee. PA shows how better employees are meeting their job objectives (Bagul (2014)." A regular response regarding performance of individuals or teams provides an insight for expectation and real performance further it betters the quality of work and creates new ideas (Khan, et. al., 2014) which helps in carrying an organization towards the

creation of corporate entrepreneurship culture as well as in keeping it sustained too. Thus the more effective performance appraisal process shows the clearer image of the organizational strengths and weaknesses which in turn smoothen the way through which corporate entrepreneurship runs and get more improved.

Researchers in the past have studied the impact of the above mentioned HRM antecedents on CE separately in various studies which shows a positive relationship between all these practices and CE. But no one in the past has collectively studied the impact of these HRM antecedents (TMS, PS and PA) over corporate entrepreneurship. This study, therefore strives to fill this research gap.

Problem Statement

Since last three decades, a little but growing study has egress which analyzes the affiliation between HRM practices and corporate entrepreneurship in an empirical manner. Despite, an important challenge is still there for investigators in making a conclusion from the previous study as CE is not a single dimensional construct (Hayton, 2005). Therefore, the study of HRM antecedent's impact on CE is still a debatable area for researchers, as no researcher in the past collectively studied the impact of those specific HRM antecedents (TMS, PS and PA) on CE. Specially, in Pakistan there is no study done before regarding this topic.

Purpose of the Study

This study carries three multiple purposes which are as following;

I. To find the relationship between human resources management antecedents (Top Management Support, Peer's Support and Performance Appraisal) and corporate entrepreneurship (CE),
II. To analyze the impact of the above mentioned HRM antecedents on CE and;
III. To make distinguish between these specific HRM antecedents based on the importance having for the CE.

Research Questions

This is primarily based on three questions which are;

I. What is the impact of multiple HRM antecedents (Top Management Support, Peer's Support and Performance Appraisal) on the CE?
II. Do (the above mentioned) HRM antecedents significantly matter in promoting CE?
III. How much importance does (the above mentioned) HRM antecedents held in the promotion of the CE?

Literature Review

Corporate Entrepreneurship (CE)

The term Corporate Entrepreneurship (CE) is used to depict entrepreneurial behavior within an already established medium or large organization (Botha and Nyanjom, 2011). During the 18th century the two economists Jean-Baptist and Joseph Schumpters have presented the concept of corporate entrepreneurship which is derived from French language that means "to combine the resources for profit making". CE is a process of generating value through compounding collectively a bunch of multiple resources to overwork and pursue opportunities (Banumathi & Kumar, 2015). Thus CE is the process of allocating a bunch of resources to identify and avail opportunities that are helpful in bringing novelty, improvement and adding value to the organization.
In the past two decades, the concentration of literature in the area of corporate entrepreneurship has changed enormously (Kahkha, 2014). Entrepreneurial or innovative functions nourish already established

companies, without regard to their scale and type of production (Otache & Mahmood, 2015) therefore each organization can promote CE. Corporate entrepreneurship is the chain of integral business activities in the direction of creating a new entry inside or around the existing business (Chigamba, 2014). Entrepreneurs carry out their creative ideas into the firm to develop corporate entrepreneurship (Shah & Bhutta, 2013) and add values to the organization.

The term CE has been discussed since a few decades, the definition of CE is away from making the unanimity of the researchers (Maalej, 2014) because corporate entrepreneurship has been defined by multiple researchers in various ways. Like, "The process of striving to develop a new organization or to bring novelty by an individual or group in an already established company is called CE (Sharma & Chrisman (1999)." According to Sathe (1989), Corporate Entrepreneurship refers to "organizational renewal." It prolongs regeneration by improving process and removing faults in a product or service, environment redefinition, company redefinition and business model innovation (Kuratko & Audretsch 2013), and certain processes such as corporate execution (Brettel, et. al., 2012).

CE is either a combination of formal or informal actions which proceed towards generating new businesses in existing companies by bringing innovation in production and process, and developing position in the market (Zahra, 1991). Such actions might be seen at the corporate, division (business), functional, or project levels, with the amalgamating purpose of making improvement in an organization's competitive state and financial performance (Maalej, 2014). CE also implicates the strategic renewal of an established company. It is an attempt to unify both skills and mentality of successful entrepreneurs and instill these features into the cultures and actions of a big firm (Thornberry 2002). CE is a wide concept that comprises of generation, improvement, and execution of new business ideas or behaviors. In general sense, CE comprises of the activities involved in the improvement of newer business ideas and opportunities within big and already developed firms (Birkensha, 2003). (Ierland, Kuratko & Morris, 2006) presented CE as a process through which individuals in an already formed company find and avail entrepreneurial opportunities to innovate without regard for the level and kind of existing resources.

The nature of corporate entrepreneurship is "heterogeneous" (Phan et. al., 2009). However, with the elevations of studies regarding corporate entrepreneurship during the last decade, a more clear view on CE has emerged (Kuratko & Audretsch, 2013). CE is a pro-founding activity practiced by firms for getting survival in the long run; it leads to superior performance and it might seem as a source of advancing and prolonging a firm's series of short run competitiveness which could be resulted in sustainable competitive edge. The constructs of CE comprises of; Employee Autonomy, Innovativeness or (Creativeness), Pro-activeness, Competitive Aggressiveness, and Risk-taking (Chigamba et. al., 2014).

Employee Autonomy is a state where individuals or group individuals of are provided with liberty in order to have initiatives in searching and overworking recognized opportunities without being impeded by bureaucratic processes (Otache & Mahmood, 2015). It is the extent of freedom to which an employee brings and develops his idea, the degree of risk taking and the degree of which an employee's participation in making decisions along with concerned management.

Innovativeness is the debut of new way of production, processing, or doing some strategic betterment to the current products and processes (Otache & Mahmood, 2015). Innovativeness or creativeness is the capability of either bringing novelty in an existing *product* or *process* or creating a product or introducing a process that does not exist before. *Product innovativeness* is the process of launching a unique product or importantly meliorated with respect to its features or destined uses (Atalay, Anafarta & Sarvan 2013). And *Process innovation* is the execution of a unique or significantly meliorated production or method of delivery (Trott 2010). Innovativeness is the process of launching unique products, processes, or making some strategic developments to current products or processes. The higher the employee's innovative environment will be the positive effects for CE there will be (Farrukh et. al., 2014). Therefore, organizations should critically focus on innovative environment.
Pro-activeness is opportunity-searching, forward-looking perspective involved in acquainting unique products and services in competitive markets and involvement in the prediction of upcoming demand to bring change and form the environment (Banumathi & Kumar, 2015). It is a state where a firm forestalls

opportunities and manages resources for the development of the recognized opportunities before the competitors discover the existence of such opportunities (Otache & Mahmood, 2015).

Competitive Aggressiveness/ Need for Achievement is the desire of a firm to exceed competitors by altering, its competitive strategies policies or proficiencies that are bent in the ways resources are used (Otache & Mahmood, 2015). It is the set of bold decision and implication of newer and improved strategies that are undertaken by a firm to have competitive advantages over its rivals in the market. It carries people, specially, entrepreneurs, who tend to perform in such manners that make them to accomplish the entrepreneurial and leadership role in a successful manner (Fynn, 2005).

Risk-taking refers to cheerful compliance to pull possessive resources or to adopt resources for a venture or a project regardless having certainty of making gain (Otache & Mahmood, 2015). In other words it means to allocate asset/resources to projects where the outcomes are uncertain (Karacaoglu et. al., 2013). Thus, CE is a multi-dimensional construct (Zehir et. al., 2012) and most often these constructs are interdependent on each other.

Beside the above components of CE, Botha and Nyanjom, (2011) proposed another component that drives CE which is called ***'Focused Knowledge.'*** "Knowledge is a mixture of information, experiences and insights that offer a model which may be executed in a thoughtful manner while evaluating new information or assessing specific situations (Zikmund, 2003)." Thus, it can be firmly said that focused knowledge is plays a vital role in fostering CE environment within and outside the organization.

CE is thus, seen as a mixture of 3 core elements: the creator, the creating process and the new value creation (Maes, 2004). The *creating process* (element 1) is the course of actions which are undertaken by the firm to follow entrepreneurial opportunities. It implicates a number of steps, like finding and identifying new business opportunities, searching information and the acquisition and accretion of resources (Shane & Venkataraman, 2000; Ucbasaran et al., 2001).CE intends at *creating new value* for the firm (Element 2). New value may be generated by introducing unique products (innovation), services or processes by taking initiatives and entering into new markets (venturing) and by redefining the business concept (strategic renewal) (Antoncic & Hisrich, 2001; Lumpkin & Dess, 2001; Zahra & Covin, 1995).The creator; (component 3) runs the creating process. Creator is an individual or group that launches a new idea, product or service that adds values to organization market value. Creator is basically invention oriented.

There are two phenomenons that establish the state of CE; corporate venturing and Strategic entrepreneurship (Morris et al., 2008). Corporate venturing is formation of new businesses inside the existing firm. Strategic entrepreneurship is the exhibition of mass-level or highly important innovations that are made inside the company to avail competitive edge (Kuratko, 2009). These innovations may or may not turn into further businesses for the organization. Thus, CE is the process of allocating a bunch of resources to identify and avail opportunities that are helpful in bringing novelty, improvement and adding value to the organization.

Human Resource Management (HRM) Antecedents and CE

Human Resource management (HRM) is defined by Armstrong (2000) as "the acquisition, motivation and development of human resources." *'Acquisition'* is the process attracting and selecting potential recruits for a specific job. '*Motivation'* means to push someone to insert more effort for achieving organizational goal as well as personal satisfaction. *'Development'* refers to prepare employees to perform certain jobs in their future career, to be more concise, employees are provided with development in order to keep retain the potential employees.

HRM practices have been widely studied by researchers in recent past and declared effective in pushing variety of performance indicators in organizations (Keld & Foss, 2003). HR practices may have a valuable impact on reinforcing CE (Soleimani & Shahnazari, 2013). However, only a few researchers of them have judged the impact of HR practices on an organizations overall CE and explicated how human resource practices straightly effect CE (Zhang et al., 2008).

HRM is one of the most fundamental disciplines of making managerial decisions which affect CE (Kuratko et. al., 2005; Schuler, 1986).Thus organizations are highly dependent on HR departments because most of the managerial decisions are passed from here which may result in success or failure. Human resources management practices (HRMPs) as components regulating human and social capital are very much important to promote and ease corporate entrepreneurship (Ozdimrici and Behram, 2014) therefore the high performance HRM practices are helpful in promoting CE. HRMPs are the central elements that contribute to make a firm enable to become proactive, creative and able to take risk (Fong et.al, 2013). Human resource programs linked with recruitment, selection and training programs are designed to guarantee that employees have the features needed for effective development of CE (Morris et. al., 2006). Chandler et al. (2000) stated that HRM has an important impact on creativity and innovation as by creating a supportive culture.

HRMPs like compensation, performance evaluation, working teams, segregation of tasks and duties, top management support for innovation, employment, job designing and education were regarded in that survey as effective HR practices on CE (Soleimani & Shahnazari, 2013). Therefore, all the HR policies are very much valuable in order to create a supportive culture for CE. HRM as a system of management activities aims to stimulate modification in the employee base toward CE (schmelter et. al., 2010). It is thus informative that an effective HRM policy on recruitment of employees, who are most responsible for creating business value and generating competitive advantage, is essential for the firm's success. HRM antecedents which are discussed in this study ahead are; Top management support, Peer support and Performance appraisal. These HRM antecedents have a significant positive relationship with CE as per past studies.

Top Management Support (TMS)

Top management support is the degree to which an individual comprehends that top level management supports, facilitates and boosts entrepreneurial activities of line staff in an organization (Kuratko et al., 2014) or, the willingness of top level managers to ease and boost up entrepreneurial behavior, admitting the support of creative ideas and provision of assets to the organizational members that are interested in taking initiatives (Kuratko et.al., 2005; Hornsby et al., 1993; Hisrich et al., 2008). TMS in the execution of corporate entrepreneurship is the best thing to optimize the outputs of corporate entrepreneurship (Nafie et. al., 2014). It has an impact on the cultivation of corporate entrepreneurship (Chen, et. al., 2005). This is why an organizational top-level management should support its subordinates in order to form a CE culture.
TMS is an important antecedent of corporate entrepreneurship. Specially, in context of resource availability (Kanter, 1984) have been nominated to positively affect firm's entrepreneurial activities and conducts. Top managers can create a job environment highly contributive to innovation and entrepreneurial behaviors. In such environment, each individual has chance to 'step up to the plate' (Kuratko et. al., 2014) and every employee feels free to bring, develop, and apply his own creative idea which resultantly adds value to the organization. CE can be deemed as "managing HR for better performance, commitment, involvement, social responsibility and added value through the application of intrinsic humanity; motivation, learned skills and tools manipulation" (Drucker, 1992). TMS has a significant positive relationship with firms's innovative results (Kuratko et. al., 2014). Top management with increasing of Organizational support, enhances corporate entrepreneurship (Radmard et. al., 2013). Therefore, more the top management will be sincere in supporting its line staff will bring more creativity and innovative outcomes in organization.

Top Management Support and Corporate Entrepreneurship

Past researches argued that organizational internal components have a positive effect on corporate entrepreneurship (Scheepers et al., 2008; and Ahmad et al., 2012) and TMS is one of the most important organizational internal components. TMS can take the shape of gift-giving to employees who have creative/innovative ideas, provide essential resources, or establishing entrepreneurial activity in the systems and operations of the organizations. Moreover, TMS is the degree to which managers motivate employees to be ensured that innovation is a share of everyone in the organization (Nafie et. al., 2014) therefore, when top management motivates every one of the employees for CE will provide positive outcomes.

Kandelousi, and Abdollahi (2011) stated that top management support may be found in multiple shapes, for example, supporting teams in problematic situations, showing commitment to the job and motivating their subordinates. Furthermore, TMS ensures on-time availability of financial resources, HRs and other physical resources that are needed for the successful implementation of projects. Moreover, it TMS transfer delegation of necessary power and authority to project managers and other team members (Iqbal et. al., 2015).

Peer Support (PS)

Peer Support (PS) is a system of giving and taking support founded on most important doctrines of respect, esteem, shared responsibility, and common harmony of what is supportive. The relationships of peers with each other are considered for their reciprocity; both the parties share experiences, give and receive support for developing a mutual and synergistic understanding that is beneficial (Mead et al, 2001). CE is not merely restricted to just top individuals in a company but it is comprised of innovativeness of the whole employees of the firm (Keat, 2012) therefore, each individual can take his organization towards CE. And everyone in the firm can support his colleagues as per his experience and knowledge that is helpful in achieving organizational objectives.

PS is promoting a well-being model that concentrates on strengths and recovery, the positive aspects of people and their capability to perform effectively and supportively, that puts more emphasis on problems of one's peers (Carter, 2000). Peers have a number of characteristics which can affect an individual's attitudes and decision-making process. While having influence on decision-taking to get enter into corporate entrepreneurship, some of the most critical characteristics individuals carries to the work-spot are originated from their career experiences (Nandra and Sorenson, 2010).

Lerner and Scharfstein (2005) stated that when working with peers who have made innovations, "employees learn from them regarding how to start up a newer business." Peers also exercise effect on entrepreneurial motivation (Nandra and Sorenson, 2010). Caplan (1974) elaborates peer support as comprised of significant individuals who are;

(a). Helpful in solving psychological problems with available resources to cope with emotional problems of their colleagues,
(b). Helpful in sharing their colleague's tasks, and
(c). Helpful in providing their colleagues with financial, physical and other resources to help them to cope with the specific tense situations.

Thus an individual can support his colleague in getting rid of certain problematic situations, which eases the way of attaining certain organizational objectives. Therefore, employees with the passion of *Organization Citizenship Behavior* (performing beyond one's duties in commitment with his organization and sincerity with his colleagues) are key to foster CE in the organization.

Performance Appraisal (PA)

Performance measurement shows in which area of an individual or organization, modification or betterment is required. It is very fundamental and essential for evaluating job performance and setting job criterion (Khan, et. al., 2014). PA is the essence of performance management. It is a scientific source of realizing that top managers and their line-staff converge in a regular manner to discourse elapsed and current performance matters and to concur what future is suitable on both sides (Bagul, 2014). He further argued that, PA is a way of assessing the behavior of employees in the job-place, usually comprises of both the quantitative and qualitative dimensions of job performance. PA is the extent to which an individual accomplishes his tasks that make up the job of an employee. It shows how better an employee is meeting the job objectives.

A regular response regarding performance of individuals or teams provides an insight for expectation and real performance further it betters the quality of work and creates new ideas (Khan, et. al., 2014) which carries an organization towards corporate entrepreneurship.

"PA is a formal management system which provides the evaluation of individual's quality of performance in an organization" (Grote, 2002). In PA process the degree of given targets are achieved by employees and timely appropriateness and quality are measured (Mathis & Robert, 2000). That's how performance appraisal identifies the strengths and weaknesses of an individual or team in an organization, and supports in making plans for future to overcome deficiencies and utilize it strengths in an effective way.

PA brings improvement in performance and highly effectiveness too (Bagul, 2014). PA is a process of evaluating the behavior of individuals in workplace, usually including both the quantitative and qualitative dimensions of job performance. Here, performance is the extent of completion of the tasks that fulfils the job of an employee. It shows how better an employee is meeting the job objectives. PA shows the interest and commitment of an individual or group of individuals towards their jobs. Thus a firm is enabled to deal with strengths and weaknesses of its employees properly, which in turn ease the ways of developing and fostering CE. Moreover PA is much helpful in removing obstacles in the promotion of CE in an organization.

Variables in the Study

This study consists of three independent variables which are Top Management Support (TMS), Peer Support (PS) and Performance Appraisal (PA), and a dependent variable which is Corporate Entrepreneurship (CE). These variables are briefly defined as following;

Top Management Support

Top management support is the degree to which an individual comprehends that top level management support, facilitates and boosts entrepreneurial activities of line staff in an organization.

Peer Support

Peer Support is a system of giving and taking support founded on most important doctrines of respect, esteem, shared responsibility, and common harmony of what is supportive. The *relationship between peers is beneficial for their selves as well as for their organization.*

Performance Appraisal

Performance Appraisal is a way of assessing the behavior of employees in the work-place, usually comprises of both the quantitative and qualitative aspects of job performance. PA is the extent to which an individual accomplishes his tasks that make up the job of an employee. It shows how better an employee is meeting the job objectives.

Corporate Entrepreneurship

Corporate Entrepreneurship is the process of allocating a bunch of resources (Human/intellectual, financial and other physical resources) to identify and avail opportunities that are helpful in bringing novelty (in production and process), improvement (quality and services) and adding value to the organization in terms of profitability and increased market share and recognition

Theoretical Framework

The diagram given below shows the research model of this study consisting of dependent or predictor variable *"Corporate Entrepreneurship"* and independent variables Top *Management Support*, *Peer Support* and *Performance Appraisal*;

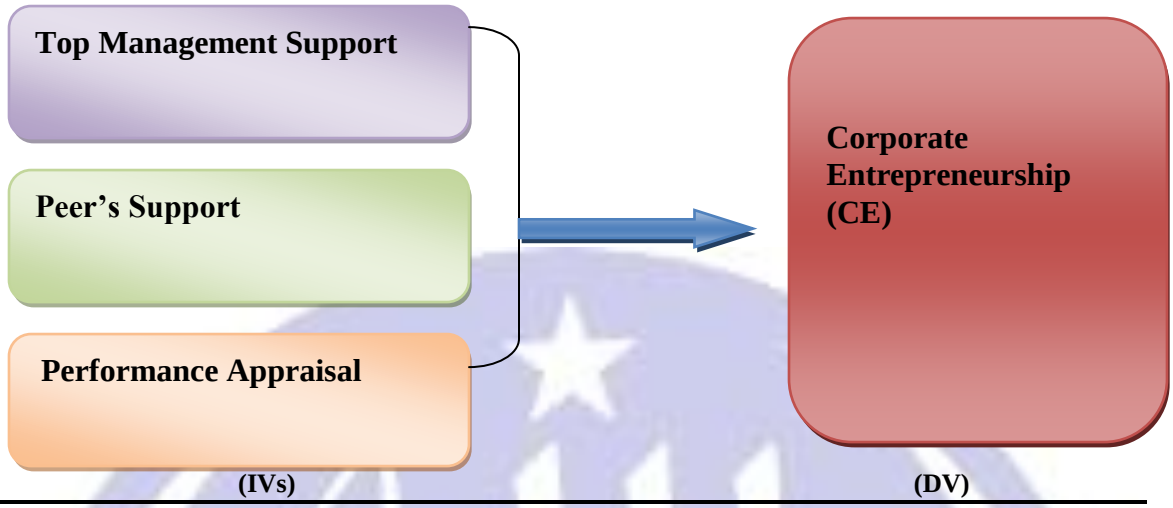

Figure 1: Theoretical Framework of the Study

Hypothesis

This is based on following three hypotheses;

- H1. Top Management Support has a significant positive relationship with corporate entrepreneurship.
- H2. Peer support has a significant positive relationship with corporate entrepreneurship.
- H3. Performance Appraisal has a significant positive relationship with corporate entrepreneurship.

Methodology

This study contributes through Basic Research as it focuses on the "Impact of HRM antecedents on CE" conducted for the very first time in the industrial area of Hattar (Haripur) Pakistan. This study is based on totally primary data which is later undergone through a certain process of making analysis for this study. Population of this study is 17 multiple factories dealing in various products, located in the Industrial State Hattar, (Haripur) Pakistan.

A total number of 100 questionnaires were randomly distributed in the above factories among middle and lower level employees. Out of those 83 respondents responded positively in which there were 73 male and 10 female respondents, and rest of the 17 questionnaires was remained non-filled.

Random sampling technique was used for data collection. A questionnaire survey was conducted. Standardized questionnaires were used as used by (Ozdemirci and Behram, 2014) for CE, PS and PA while for TMS questionnaire was used as used by (Kuratko et. al., 2014). Thus there was a combination of two different standardized questionnaires.

The data in this study is undergone and analyzed through SPSS version 20.0, which is normally used for analysis of the researches. Following tools have been utilized for the analysis;

Correlation Analysis

The correlation table shows results for all the variables used in this study. The correlation between Performance Appraisal (PA) and Peer Support (PS) is 0.466 that is positive and significant at the 0.01 level. The correlation between Top Management Support (TMS) and PA is 0.329 that is also positive and significant at 0.15 level. The correlation between PA and CE is 0.64 that is positive and significant and it

shows that there is moderate form of correlation between these variables. The correlation of PS with TMS is also significant and positive that is 0.585.The correlation between the PS and CE is 0.567 that is significant and positive too. The correlation between TMS and CE is 0.669 that is also positive and significant. So all the results shows that each of the variable used in this study is correlated with each other and their correlation is significant either at .01 level or 0.05 level.

		PA	PS	TMS	CE
PA	Pearson Correlation	1	.466**	.329*	.640**
	Sig. (2-tailed)		.000	.015	.000
	N	54	54	54	54
PS	Pearson Correlation	.466**	1	.585**	.567**
	Sig. (2-tailed)	.000		.000	.000
	N	54	54	54	54
TMS	Pearson Correlation	.329*	.585**	1	.669**
	Sig. (2-tailed)	.015	.000		.000
	N	54	54	54	54
CE	Pearson Correlation	.640**	.567**	.669**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	54	54	54	54

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

Regression Analysis

The regression model of this study depicts that there is high correlation between the dependent variable CE and the independent variables TMS, PA, PS used in this study. The correlation is 0.806 that is a strong form of positive correlation. The value of 'R square' shows that the total change in the dependent variable (CE) is 64% explained by the independent variables TMS, PA, PS used in this study.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.649	.628	.2257921

a. Predictors: (Constant), TMS, PA, PS

Variance Analysis

The value of F in the variance table is 97.821 which are nearer to 1. Thus the null hypothesis of this study has been rejected and our study supports the past literature.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.714	3	1.571	97.821	.000[b]
	Residual	2.549	50	.051		
	Total	7.263	53			

a. Dependent Variable: CE
b. Predictors: (Constant), TMS, PA, PS

Coefficients of the Regression Analysis

The coefficients table shows that there is positive and significant relationship of CE and PA the value of coefficient is .316 that shows if there is change of 1 point in PA will cause .316 in the value of CE. The coefficient of PS is .06 that is positive but the results are insignificant. The coefficient of TMS is .466 so there is positive and significant relationship between TMS and CE, the level of the significance is .01.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.141	.192		.736	.465
	PA	.316	.067	.446	4.696	.000
	PS	.060	.081	.082	.743	.461
	TP	.466	.102	.474	4.572	.000

a. Dependent Variable: CE

Conclusion

As the trend of CE in the organizations is getting popular day-by-day, the role of HRM antecedents is becoming more critical. Specially, top management support, peer support and performance appraisal has a vital contribution in the promotion of CE. TMS in order to promote CE contributes as encouraging new ideas. PS makes the survival easy in workplace for fostering CE. PA enables organizations in getting knowledge about organizational and individual's strengths and weaknesses which in turn support CE culture.

All the HRM antecedents observed in this study (Top management support, peer support and performance appraisal) have significant positive relationship with corporate entrepreneurship which supports the previous literature. Therefore, organization must value these HRM antecedents in order to develop, promote and sustain corporate entrepreneurship.

Thus by high performance HRM practices of TMS, PS and PA an organization easily achieves its objectives such as optimizing profitability, increasing market share and getting recognition by dominating in the market as leading firm.

Limitations of the study

Due to lack of time and financial resources our study has observed a very small population. Therefore, it may not be replicable at broad level.

Recommendations

Researchers are recommended to study the impact of these HRM antecedents on CE at wider level in the future. Moreover, rest of the multiple HRM antecedents like staffing, training and development, reward and motivations should also be studied with respect to corporate entrepreneurship.

References:

Ahmad, N.H., Nasurdin, A.M., & Zainal, S.R.M., (2012), 'Nurturing Intrapreneurship to Enhance Job Performance: The Role of Pro-Intrapreneurship Organizational Architecture', *Journal of Innovation Management in Small & Medium Enterprises*, Vol. 2012, Article ID 868880, 9 pages. http://www.ibimapublishing.com/journals/JIMSME/jimsme.html

Antoncic, B. & Hisrich, R.D. (2001). Intrapreneurship: construct refinement and cross-cultural validation. *Journal of Business Venturing*, 16: 495-527.

Atalay, M., Anafarta, N., & Sarvan, F. (2013). The Relationship Between Innovation and Firm Performance: An Empirical Evidence from Turkish Automotive Supplier Industry. Proceedings- Social and Behavioural Sciences 75, 226- 235.

Bagul, D. B. (2014). A research paper on "Study of employee's performance appraisal system". Scholarly research journal for humanity science and English language. FEB-MARCH, 2014. Vol. -I, ISUE-II. 287-292.

Banumathi, M., and Samudhararajakumar, C., (2015). Influence of high performance work system, emotional intelligence and entrepreneurial orientation on corporate entrepreneurship. *International Journal of Recent Scientific Research*. Vol. 6, Issue, 9, pp.6105-6110, September, 2015. http://www.recentscientific.com

Birkensha, J., (2003). "The paradox of corporate entrepreneurship," *Strategy and Business*.

Botha, M., and Nyanjom, M. D. O., (2011). Corporate entrepreneurship orientation and the pursuit of innovating opportunities in Botswana. Acta Commercii 2011. Pg 45.

Carter, M.L. (2000). Social support systems as factors of academic persistence for African American, lower-income, first-year college students and high school graduates not attending college. Dissertation Abstracts International, 61(5), 2061.

Chandler, G.N., C. Keller and D.W. Lyon, (2000). Unraveling the determinants and consequences of an innovation supportive culture. Entrepren. Theory Pract., 25(1): 59-76.

Chen, J., Zhu, Z., and Anquan, W., (2005). A system model for corporate entrepreneurship. International Journal of Manpower Vol. 26 No. 6. DOI 10.1108/01437720510625449. www.emeraldinsight.com/researchregister

Chigamba, C., Rungani, E.C., and Mudenda, C., (2014). The Determinants of Corporate Entrepreneurship for Firms in Adventure Tourism Sector in South Africa. *Mediterranean Journal of Social Sciences*, Vol ,5 No 9. Doi:10.5901/mjss.2014.v5n9p713

Farrukh, M., Iqbal, S., Tanzila., and Khan, I., (2014). The Impact of Innovation Climate & Job Satisfaction on Corporate Entrepreneurship. *Journal of Asian Business Strategy*. 4(12)2014: 208-216. http://aessweb.com/journal-detail.php?id=5006

Fong, Y.C., Ng, K.Y., Tan, S.P., and Seow, A., (2013). Does Leadership and HRM Matter on Corporate Entrepreneurship? *Human Resource Management Research* 2013, 3(1): 7-10.

Fynn, CA, 2005. A founder's strategy and entrepreneurial leadership are critical elements in growing and developing a midsized venture. DPhil (Entrepreneurship) thesis, Department of Business Management, University of Pretoria, South Africa.

Grote, D. (2002). The Performance Appraisal, Question And Answer Book A Survival Guide for Managers. AMACOM, USA.

Hayton, J. C. (2005). Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. *Human Resource Management Review*, *15*, 21–41.

Hornsby, J.S., Naffziger, D.W., & Montagno, R.V., Kuratko, D.F., (1993), 'Implementing entrepreneurial thinking in established organizations', *Advanced Management Journal*, 58 (1), 28–33 (Winter).

Jones, M. H. M. a. F. F. (2006). "Human resource management practices and corporate entrepreneurship: an empirical assessment from the USA." The International Journal of Human Resource Management. 873-896.

Kahkha, A.O., Kahrazeh, A., and Amresh, H., (2014). Corporate Entrepreneurship and Firm Performance Important Role of Small and Medium Enterprise. *International Journal of Academic Research in Business and Social Sciences.* June 2014, Vol. 4, No. 6. http://dx.doi.org/10.6007/IJARBSS/v4-i6/916

Kanter, R. M. 1984. *The change masters.* New York: Touchstone / Simon & Schuster.

Karacaoglu, K.., Bayrakdaroğlu, A., and San, F. B., (2013). The Impact of Corporate Entrepreneurship on Firms' Financial Performance: Evidence from Istanbul Stock Exchange Firms. *International Business Research*; Vol. 6, No. 1. Published by Canadian Center of Science and Education. http://dx.doi.org/10.5539/ibr.v6n1p163

Keat, K. E., (2012). Corporate entrepreneurship and employees' work performance: the impact of individual and organizational factors.

Keld Laursen, Nicolai J. Foss, 2003. "New human resource management practices, complementarities and the impact on innovation performance", Oxford University Press, Cambridge Journal of Economics, vol.27, pp.243-263.

Khan, H. M. A., Chandio, J. H., and Farooqi, M. T. K., (2014). Comparison of Performance Appraisal System in Public and Private Schools. Pakistan Journal of Commerce and Social Sciences 2014, Vol. 8 (1), 272-278.

Kuratko, D,F. (2009). The entrepreneurial imperative of the 21st century. Business Horizons, BUSHOR-758. www.elsevier.com/locate/bushor

Kuratko, D. F. & Audretsch, D. B. (2013) Clarifying the domains of corporate entrepreneurship. *International Entrepreneurship Management Journal*, Vol. 9, pp. 323-335. DOI:10.1007/s11365-0130257-4

Kuratko, D. F., Hornsby, J. S. & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons*, Vol. 57, pp. 37-47.

Kuratko, D.F., J.S. Hornsby and J.W. Bishop, (2005). Managers' corporate entrepreneurial actions and job satisfaction. Int. Entrepr. Manag. J., 1(3): 275-291.

Lerner, J and U. Malmendier. (2007). "With a Little Help from My (Random) Friends: Success and Failure in Post-Business School Entrepreneurship" Working Paper.

Lumpkin, G.T. & Dess, G.G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: the moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16: 429-451.

Maalej, R., Amami, I., & Saadaoui, S. (2014). "Linking Corporate Entrepreneurship with Human Resources Management Practices.," *International Journal of Science and Research (IJSR)* ISSN (Online): 2319-7064

Maes, J. (2004). The search for corporate entrepreneurship: a clarification of the concept and its measures. *DTEW Research Report 0429.*

Mathis, & Robert, L. (2000). Human Resource Management. 9.

Mead, S., Hilton, D., & Curtis, L. (2001). Psychiatric Rehabilitation Journal, 25(2), 134-141.

Morris, M. H., Kuratko, D. F. (2002). *Corporate entrepreneurship - entrepreneurial development within organizations*. Fort Worth, Texas: Harcourt, Inc.

Morris, M. H., Kuratko, D. F., & Covin, J. G. (2008). Corporate entrepreneurship & innovation. Mason, OH: Cengage/SouthWestern Publishers.

Nafie, N. A. L., Nimran, U., Musadieq, M. A., and Suyadi, I., (2014). Organizational Internal Factors, Corporate Entrepreneurship, and Organizational Performance. *European Journal of Business and Management.* ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.36.

Nandra, R. and Sorenson, B. J., (2010). Workplace Peers and Entrepreneurship. Harvard Business School. Working Paper 08-051.

Otache, I., and Mahmood, R., (2015). Corporate Entrepreneurship and Business Performance: The Role of External Environment and Organizational Culture: A Proposed Framework. *Mediterranean Journal of Social Sciences, MCSER Publishing, Rome-Italy.* Vol 6 No 4 S3.

Ozdimrici, A., and Behram, N. K., (2014). Linking Human Resources Practices to Corporate Entrepreneurship: The Mediating Role of Perceived Organizational Support. *Business Management and Strategy.* ISSN 2157-6068 2014, Vol. 5, No. 1. http://dx.doi.org/10.5296/bms.v5i1.4976

Phan, P. H., Wright, M., Ucbasaran, D., & Tan, W.-L. (2009). Corporate entrepreneurship: Current research and future directions. *Journal of Business Venturing*, Vol. 24 (3), pp. 197-205.

Ramdard, S.G., Ardakani, M.A., and Rahro, A.H.Z., (2013). Enhancing corporate entrepreneurship through organizational support. *International Journal of Management and Humanity Sciences.* Vol., 2 (S), 1067-1072. http://www.ijmhsjournal.com/ece3335.p1067

Sathe, V., (1989), Fostering entrepreneurship in large diversified firm. *Organizational Dynamics*, 18: 20-32.

Schmelter, R., Muer, R., Borsch, C., and Brettel, M., (2010). Boosting corporate entrepreneurship through HRM practices: evidence from German SMEs. *Human Resource Management, Wiley Inter Science.* Vol. 49, No. 4, Pp. 715– 741. DOI: 10.1002/hrm.20366. www.interscience.wiley.com

Schuler, R.S. and S.E. Jackson, (1987). Linking competitive strategies with human resource practices. Acad. Manag. Exec., 1: 207-220.

Schuler, R.S., (1986). Fostering and facilitating entrepreneurship in organizations: Implications for organization structure and human resource management practices. Hum. Res. Manag., 25(4): 607-630.

Shah, S.Z.A., Bhutta, N.T., (2103). Corporate Entrepreneurship and Agency Cost: A Theoretical Perspective. *Open Journal of Accounting*, 2013, 2, 79-86. http://dx.doi.org/10.4236/ojacct.2013.23010

Shane, S. & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25: 217-226.

Sharma, P., & Chrisman, J.J. (1999). Towards a Reconciliation of the Definitional Issues in the Field of Corporate Entrepreneurship. Entrepreneurship Theory and Practice, 23(3), 11-27.

Soleimani, M., and Shahnazari, A., (2013). Studying Effective Factors on Corporate Entrepreneurship: Representing a Model. Research Journal of Applied Sciences, Engineering and Technology 5(4): 1309-1316, 2013 ISSN: 2040-7459; e-ISSN: 2040-7467.

Trott, P. (2010). Innovation Management and New Product Development. 4th Edition. Harlow, England: Prentice Hall Financial Times.

Ucbasaran, D., Westhead, P. & Wright, M. (2001). The focus of entrepreneurial research: contextual and process issues. *Entrepreneurship: Theory & Practice*, 25(4): 57-80.

Wahyudi, B. (2002). Manajemen Sumber Daya Manusia.

Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of Business Venturing*, 6: 259-286.

Zahra, S.A. & Covin, J.G. (1995). Contextual influences on the corporate entrepreneurship performance relationship: a longitudinal analysis. *Journal of Business Venturing*, 10: 43-58.

Zehir, C., Muceldili, B., and Zehir, S., (2012). The Impact of Corporate Entrepreneurship on Organizational Citizenship Behavior and Organizational Commitment: Evidence from Turkey SMEs. Procedia - *Social and Behavioral Sciences* 58 (2012) 924 – 933. https://www.researchgate.net/publication/257716986

Zhang, Zhe, Difang Wan, & Ming Jia. (2008). "Do high-performance human resource practices help corporate entrepreneurship? The mediating role of organizational citizenship behavior". *Journal of High Technology Management Research*, *19*, 128–138. http://dx.doi.org/10.1016/j.hitech.2008.10.005

Zikmund, WG, 2003. Business research methods. Seventh edition. Thomson South Western, Mason.