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## Resource and Time Availability: An Imperious Stimulus for Entrepreneurial Orientation?

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### Abstract

Long term sustainability of an organization is subject to its ongoing renewal. However, debate about resource and time adequacy to engage into entrepreneurial actions that enable organizational renewal is still continuing. The purpose of this study therefore is to examine the relationship between resource and time availability and also entrepreneurial orientation among employees. Multidimensional view of entrepreneurial orientation (consist of innovativeness, risk-taking and proactiveness) was used in this research. The study was conducted among three cement manufacturing companies in the state of Johor with a population size of about 300 employees. Four hypotheses were formulated to examine the relationship between resource and time availability and entrepreneurial orientation among employees. With a response rate of 70.4 per cent, the hypothesis test indicated that none of the hypothesis were supported. Therefore, it was concluded that there is no relationship between resource and time availability and entrepreneurial orientation.

**Keywords:** Resource and Time Availability, Entrepreneurial Orientation, Innovation, Pro-Activeness, Risk-Taking

### Introduction

Organizations are always missioned to achieve its strategic and financial goals by ensuring optimum utilization of its tangible and intangible resources (Amit and Schoemaker, 1993). It includes entrepreneurial orientation (Runyan et al., 2006) that is heterogeneous which makes an organization to be referred as a group of resources instead of being a business unit alone (Penrose, 1959). Various conceptualization of "resource" has been debated in the literature. Wernerfelt (1984) posit that often resources are attributed towards achieving efficiency and effectiveness, while Miller and Shamsie (1996) claims that it's also involves the ability to generate profit or to avoid losses. However, in order to formulate and implement strategies, an

organization is required to possess resource strength (Porter, 1985) considering that organizational resources and capabilities are the essence of strategy formulation and implementation activities (Grant, 1991). It is evident that existence of resource strength will enable an organization to not only gain sustainable competitive advantage but also to enjoy superior performance (Finney et al., 2005; Gordon et al., 2005; Janney and Dess, 2006; Runyan et al., 2006). However, Peteraf (1993) indicated that resources complemented with superior capabilities will lay basis for achieving and sustaining the competitive advantage. Transforming the resources into superior capabilities eventually leads to better performance in the organization (Chandler and Hanks, 1994; Day, 1994) which is driven by the distinctive competences of these resources (Penrose, 1959). However, resources have become more critical to organizations pursuing entrepreneurial orientation because it requires critical decision making in allocation of slack resources (Pitelis, 2007). Misallocation of resources may result at inefficient of use of resources, hence not enabling an organization to continue its entrepreneurial endeavours. Only slack resources will provide an avenue for the organization to engage into entrepreneurial experimentations (Bourgeois, 1981).

Considering that resource/time availability is essential in activating entrepreneurial orientation climate in the organization, the aim of this research is to examine the propensity of individual employees to behave entrepreneurially at work. It explores the premise that resource/time availability influences entrepreneurial orientation among employees. More importantly, it explores the relationship between resource/time availability and entrepreneurial orientation as well as its dimensions.

## **Literature Review**

### **Resource and Time Availability**

Sathe (1985), Stopford and Baden-Fuller (1994) and Dess and Teng (1997) highlight that availability of time and resources is of critical importance to encourage entrepreneurial activities. According to Kreiser (2011), availability of resources activates experimentation and exploration intentions among employees as a result of their pro-active and risk-taking behaviours. The resource is found to be powerful in entrepreneurial ventures because it involves various areas including behaviours and abilities (Foa and Foa, 1980). Employees perceive that if they are equipped with adequate resources and time, it enables them to engage into entrepreneurial activities. (Hornsby et al. 2002; Kreiser et al. 2002; Mohammad Reza & Amir Hossein, 2013). Institutionalization of entrepreneurial mindset and behaviour among employees requires adequate level of resources which includes money and also time. This has turn to be a constant concern of most researchers in the entrepreneurship literature.

Kerr, Lerner, and Schoar (2011) claim that an entrepreneurial venture most likely to occur when there is a match between opportunity and resources. However, Shepherd and Zacharakis (2001) indicated that the odds of failures are increasing due to lack of access to required resources for an entrepreneurial venture. However, viability of entrepreneurial venture aids the assignment of resources to a given entrepreneurial attempt since transfer and effective use of resources influences the expected results (Huang and Knight, 2017). There is an absolute need to perform a check on availability of resources, especially monetary resources and also the capability of

existing equipment, systems and processes to identify if they are adequately supportive to activate entrepreneurial behaviour among the employees. Organization should also undertake an assessment on existing workload among employees and to ensure that they are given needed time to pursue their entrepreneurial interests. This is in line with the claim by Burgelman and Sayles (1986) that experimentation to develop new ideas can only be encouraged if the organization ensures the availability of slack resources. Therefore, their job structure should be carefully designed in order to provide them required time to have themselves involved into entrepreneurial activities apart from fulfilling their day to day routines in order to achieve short and long term organizational goals (Kuratko, Ireland, Covin & Hornsby, 2005).

#### Entrepreneurial Orientation

Continuous existence and sustainability of an organization can be contributed by entrepreneurial activities (Nwachukwu et al., 2017). This has accelerated and broadened traction in the multidisciplinary scholarly outlet (DeepaBabu & Manalel, 2016). In spite of over three decades of research, entrepreneurial orientation phenomenon has remained important in entrepreneurship as well as strategic management (Covin and Lumpkin, 2011; Covin and Wales, 2012) against the controversies that exist in agreeing on the dimensions that explains entrepreneurial orientation construct (Ejdys, 2016; Lyon, Lumpkin, & Dess, 2000). In view of this, Kusumawardhani (2013) opined that inclusion of entrepreneurial orientation in the research will continue to enhance entrepreneurship body of knowledge.

Development of entrepreneurial orientation involves imaginative extermination (Dai, Maksimov, Gilbert and Fernhaber, 2014) which involves proactive behaviours, ability to be creative and risk-taking propensity (Asad, Sharif and Hafiz, 2016). In view of this, foundation for salient dimensions of entrepreneurial orientation construct was initially offered by Miller (1983) and Kanter (1983) by operationalizing entrepreneurial orientation through three main core components, namely innovativeness, risk taking and proactiveness which are central characteristics of entrepreneurial orientation. However, evolution of entrepreneurial orientation over the time resulted at addition of two more dimensions by Lumpkin and Dess (1996), that are competitive aggressiveness and autonomy. According to Covin and Slevin (1991), these two additional dimensions are synonymous to initial dimensions introduced by Miller (1983), hence they are undistinguishable and this argument was further supported by Basso et al (2009) that these new dimensions have only added to existing complexities about pertinence of the construct and also operationalization of its dimensions and that may experience overlapping effects if considered in a research. In order to address these competing arguments, Linton and Kask (2017) provided some direction to clarify these arguments by indicating that conceptualization of entrepreneurial orientation construct should consider different approaches to assess its suitability to a given research context. First, this construct should be clearly defined whether it is a formative construct or reflective construct, according to Linton (2016). Next, it should be evaluated from an attitudinal or behavioural construct or both (Miller, 2011). As a result, several researchers (e.g. Wales, 2016; Kask and Linton, 2013b; George and Marino, 2011) has concluded that initial dimensions of Miller (1983) remains as prominent dimensions of entrepreneurial orientation construct and therefore, it is useful to consider only these dimensions in understanding entrepreneurial orientation phenomenon.

According to Corner (1991), a resource-based theory has strong association with entrepreneurial orientation based on a claim that resources are essential to compete and succeed in the marketplace. In support of this, several authors (e.g. Van de Ven, Polley, Garud, and Venkataraman, 1999; Vuong et al., 2016) posited that acquisition of diverse set of resources remain essential for the entrepreneurial decisions and its corresponding successes. Only when an opportunity is matched with a resource, an entrepreneurial attempt occurs (Kerr, Lerner, and Schoar, 2011) which may influence growth as a result of efficient use of these resources (Huang and Knight, 2017). However, an absence of availability of these resources may result at more failures (Shepherd and Zacharakis, 2001). It is more crucial that these resources are provided at early stage of entrepreneurial attempts (Vuong and Napier, 2014) considering the complexity of resource acquisition for entrepreneurial endeavours (Huang and Knight, 2015). However, it is important to be cautious as well to ensure that overemphasis on resource does not result at increasing cost with serious lack in realization of entrepreneurial outcomes and eventually lead the organization towards financial stress (Vuong and Napier, 2014).

#### Resource/Time Availability and Employee Entrepreneurial Orientation

Although entrepreneurs are expected to possess ability to grab opportunity in the market, exercise of effective entrepreneurial role and exploitation of opportunities require committed resources. Several scholars (e.g. Wernerfelt, 1984; Barney, 1986) highlighted that availability and access to resources enables an employee to exploit opportunities more aggressively well before time as compared to other rivalries as a result of competitive and pressure driven business environment. In order to encourage continuous experimentation and exercise risk taking behaviours, Damanpour (1991) highlighted that organization should ensure adequate availability of slack resources failure which it will reduce employees' commitment towards assigned tasks and goals (Chandler, et al., 2000). In addition, Hornsby et al. (2002) informed that time availability is also equally important in activating entrepreneurial intention in the organization. The literature has also witnessed consistent studies about time availability in fostering entrepreneurial orientation (e.g., Kuratko, Montagno, and Hornsby, 1990; Kuratko, Hornsby, Naffziger, and Montagno, 1993; Slevin and Covin, 1997; Hornsby, Kuratko, and Montagno, 1999). This claim was further enhanced by Kuratko, et al (2005) pointing out that in order to continuously engage employees in entrepreneurial actions, an element of time become very crucial. As being informed by Ireland et al. (2007), an assessment of employee workload is essential so that they have adequate time to engage themselves with entrepreneurial activities. Implementing strategies which create values to the organization requires such resources (Eisenhardt and Martin, 2000) although tangible resources are seen as important driver of an organization success (Andersen and Kheam, 1998; Fahy, 2002).

According to Schumpeter (1934) as explained by Miller (1983), combination of existing and new resources best explains entrepreneurship. Hence, in an attempt for the employees to be entrepreneurial, adequate resources and time is crucial. Fahy (2002) indicated that not only access to resources but an efficient allocation and reorganization of resources is important in entrepreneurial orientation, failure which it will lead to wastage of such resources and result in an adverse effect or an offset to the organization. For instance, an innovation process requires reorganization of resources by combining existing and also new resources (Grant, 1996; Galunic

and Rodan, 1998; Teece, et al., 1997) and often very sensitive to the resource allocation process (Gilberstson, 2002). An empirical investigation by Covin and Slevin (1991) and Wiklund (1998) indicated that easy access to resources will help an organization to exercise greater entrepreneurial orientation. Ensuring that the employees have sufficient time and required resources will help the organization to create entrepreneurship-conducive work atmosphere. In line with that, resources must be made available to the employees for them to engage into entrepreneurial activities (Das & Teng, 1997; Slevin & Covin, 1997; Kuratko et al, 2014). Availability of slack resources will enhance entrepreneurial behaviours among employees and help them to engage into more entrepreneurial activities. The availability of slack resources usually encourages experimentation and risk-taking behaviours (Kuratko et al, 2014).

Acknowledging that resource/time availability could influence the employee entrepreneurial orientation, the following hypothesis is formulated for the construct:

- H1: There is significant relationship between resource/time availability and entrepreneurial orientation
- H1a: There is significant relationship between resource/time availability and innovativeness.
- H1b: There is significant relationship between resource/time availability and risk-taking.
- H1c: There is significant relationship between resource/time availability and pro-activeness.

Drawing on this discussion and resulting hypotheses, the following conceptual framework as depicted in Figure 1 was proposed for the research. It establishes a significant relationship between resource and time availability and entrepreneurial orientation.

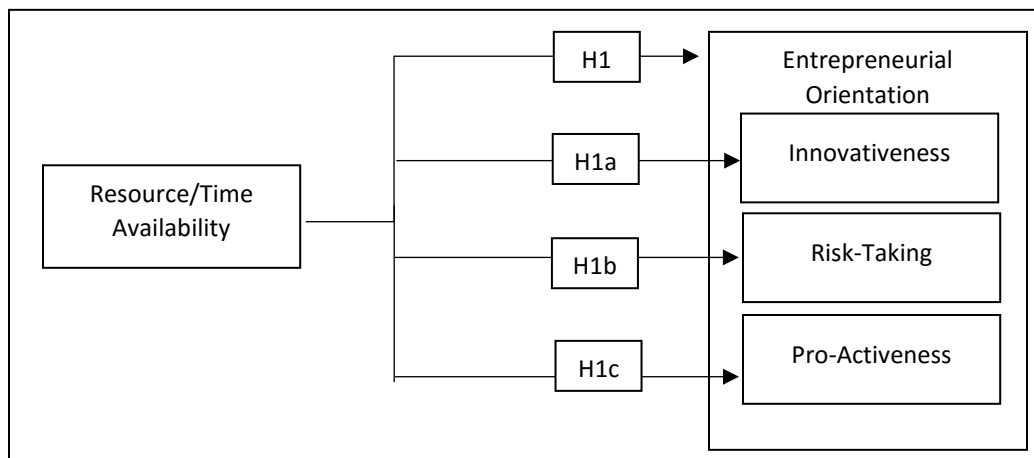


Figure 1: Conceptual Framework

## Research Methodology

### Research Design

In an attempt to improve the predictive understanding of entrepreneurial orientation phenomena, a quantitative, descriptive design was proposed in this research since quantitative survey method found to be more accurate and reliable (Clark, 1998). The ultimate objective of

quantitative research is to quantify the relationship between variables (Khalid, Hillman & Kumar, 2012) as the numbers impress better (Snider, 2010) and the ability to smaller group of people to generalize and make inferences about the population (Lind, Marchal & Wathen, 2008) in line with traditional assumption of determinism which explains that events are determined by one or more causes (Salmon, 2007). Therefore, occupying larger sample size in predicting and explaining a phenomenon calls for a quantitative research (Cooper & Schindler, 2006). This approach also assumes that behavior is highly predictable and explainable (Johnson & Christensen, 2012).

#### Sample and Data Collection

Considering the nature of the operation, three cement manufacturing organization in the state of Johor was selected as the target population for this research. This delimitation was made in order to eliminate influence of extraneous organizations outside the state of Johor with different nature of their operation. The total population was estimated to be around 300 employees. Porter and Whitcomb (2003) and Dillman (2007) agree that online survey widely accepted among respondents and it offers maximum reachability. Therefore, in order to distribute the questionnaires and collect data, a web-based online survey was used utilizing a simple random sampling method. Acknowledging the challenge of data collection and possibility of eliminating responses with missing data, all questions in the survey was made mandatory without which respondents will be notified of the missing question prior to their submission. Overall, 37 questions were populated in the web-based online survey. As suggested by Rea and Parker (2005), a follow up was made to encourage participation of respondents, hence improving the response rate.

#### Measures and Instrumentation

Previously developed test instruments were used in this research. The test instruments were adapted to suit the research context. This is in line with claim by Yin (2003) that future research along same area may adopt procedures and reasoning being documented by past researchers which is expected to improve the reliability of past studies. Resource and time availability construct was adapted from Hornsby, Kuratko, and Montagno (1999). The dependent variable namely entrepreneurial orientation was adapted from Covin and Slevin (1989) and Seibert et al. (2001). This construct was represented by three dimensions, innovativeness, risk-taking and proactiveness. Wolfer (2007) informed that measurement of behaviors can be tested more accurately with a five-point Likert scale. Consistent with this direction, the a five-point Likert scale was used in this research. The scale ranged from “strongly disagree” (indicated by a score of 1) to “strongly agree” (with a score of 5) for the respondents to locate their agreeableness.

#### Findings and Discussion

##### Data Analysis

In the process of collecting data for a period of three months, 181 usable questionnaires were received and there were no questionnaires omitted due to missing data. The research achieved a response rate of 70.4 per cent in two waves. According to Krejcie and Morgan (1970), sample size in the range of 30 to 500 is usually sufficient in most research. Nevertheless, Hair et al. (2010) also indicated that a minimum of 100 samples are required when a research considers five or fewer constructs. Majority of the respondents were male (i.e. 70.7 per cent), confirming the

industry norm that the industry under study is of a male dominant business nature. Half of the respondents were in the age range of 31 years old to 40 years old. However, at least 75% of respondents were serving in these organizations less than 5 years. In line with the nature of cement business, most of the respondents were functioning in the operational areas followed by sales and marketing. They constitute to 43.1 per cent and 23.8 per cent respectively. At least 51.4 per cent of the respondents possess degree with diploma being the second largest.

### Reliability Test

According to Lewis (1999) and Saunders et al. (2007), the term reliability refers to possibility of yielding same results when measurements taken under identical circumstances are repeated. There is some variation in what researchers consider acceptable levels of reliability, ranging from more than 0.60 (Malhotra, 2004), 0.75 or more (Bailey, 1987) while others opt for the ideal of at least 0.85-0.90 (Monette, Sullivan, and DeJong, 2002). Along the same issue of reliability, Devellis (1991) commented that acceptable levels of reliability for ability/aptitude tests and personality tests are 0.80 and 0.70 respectively. A reliability test was conducted and the results are shown in Table 1:

Variable	Cronbach Alpha
Resource and Time Availability	0.717
Innovativeness	0.752
Risk-Taking	0.721
Proactiveness	0.769

*Table 1: Reliability  
Reliability Results of Survey Instrument*

Reliability coefficient or a Cronbach's Alpha score of at least 0.70 must be attained in order to ensure the reliability of test instrument (Hair et al., 2010). Based on the scores shown in Table 1, it was concluded that the test instruments met the requirements.

### Results of the Tests of the Hypotheses

The research tested entrepreneurial orientation and its three dimensions. They are innovativeness, risk-taking and pro-activeness. It was also hypothesized that there is mediating effect of structure between reward and reinforcement and entrepreneurial orientation. Simple multiple regression analysis using SPSS version 22 was conducted and the following results were obtained.

- H1: There is significant relationship between resource/time availability and entrepreneurial orientation

H1 stated that there is significant relationship between resource/time availability and entrepreneurial orientation. Table 2 shows the result of the regression analysis.



Independent Variable	Standardized Beta	t-value	Sig. (p-value)	Adj. R <sup>2</sup>
Resource/Time Availability	0.137	1.844	0.067	0.019

*Table 2: Entrepreneurial Orientation  
Relationship between Resource/Time Availability and Entrepreneurial Orientation*

The t-value is 1.844 at  $p < 0.05$ . The result shows that the H1 is not supported although it implies a weak significant relationship. This indicates that there is no significant relationship between resource/time availability and entrepreneurial orientation. The strength of relationship which was measured by standardized beta value (i.e. 0.137) failed to provide adequate evidence about the predictive ability of resource/time availability towards entrepreneurial orientation. Therefore, it can be inferred that adequate availability of resources and time will not necessarily activate entrepreneurial orientation among employees.

➤ H1a: There is significant relationship between resource/time availability and innovativeness  
H1a stated that there is significant relationship between resource/time availability and innovativeness. Table 3 shows the result of the regression analysis.

Independent Variable	Standardized Beta	t-value	Sig. (p-value)	Adj. R <sup>2</sup>
Resource/Time Availability	-0.012	-0.177	0.859	0.220

*Table 3: Innovativeness  
Relationship between Resource/Time Availability and Innovativeness*

The t-value is -0.177 at  $p < 0.05$ . The result shows that the H1a is not supported. This indicates that there is no significant relationship between resource/time availability and innovativeness. The strength of relationship which was measured by standardized beta value (i.e. -0.012) failed to provide adequate evidence about the predictive ability of resource/time availability towards innovativeness. Therefore, it can be inferred that adequate availability of resources and time will not necessarily activate innovative behaviour among employees.

➤ H1b: There is significant relationship between resource/time availability and risk-taking  
H1b stated that there is significant relationship between resource/time availability and risk-taking. Table 4 shows the result of the regression analysis.

Independent Variable	Standardized Beta	t-value	Sig. (p-value)	Adj. R <sup>2</sup>
Resource/Time Availability	0.013	0.175	0.861	0.091

*Table 4: Risk-Taking  
Relationship between Resource/Time Availability and Risk-Taking*

The t-value is 0.175 at  $p < 0.05$ . The result shows that the H1b is also not supported. Therefore, it can be concluded that there is no significant relationship between resource/time availability and risk taking. The strength of relationship which was measured by standardized beta value (i.e. 0.013) did not provide sufficient statistical support about the predictive value of resource/time

availability towards risk taking. Therefore, it can be inferred that adequate availability of resources and time will not necessarily encourage risk taking intention among employees.

➤ H1c: There is significant relationship between resource/time availability and pro-activeness  
H1c stated that there is significant relationship between resource/time availability and pro-activeness. Table 5 shows the result of the regression analysis.

Independent Variable	Standardized Beta	t-value	Sig. (p-value)	Adj. R <sup>2</sup>
Resource/Time Availability	0.129	1.841	0.067	0.169

*Table 5: Pro-Activeness  
Relationship between Resource/Time Availability and Pro-Activeness*

The t-value is 1.841 at  $p < 0.05$ . The result shows that the H1c was not supported, however, the p-value is closer to 0.05. This indicates that there is potential evidence for relationship between resource/time availability and pro-activeness if a larger sample size is occupied in the study. The strength of relationship which was measured by standardized beta value (i.e. 0.129) have also provided support about the predictive ability of resource/time availability towards pro-activeness. Therefore, it can be inferred that adequate availability of resources and time possibly influence pro-activeness among employees.

### Conclusion

Overall, the findings of the study indicated that all hypotheses (i.e. H1, H1a, H1b and H1c) tested for the relationship between resource/time availability and entrepreneurial orientation were not statistically significant, hence were not accepted. The relationship between resource/time availability and innovativeness was negatively associated while the relationship between resource/time availability and risk taking and proactiveness were positively associated. Moreover, majority of the respondents were working in the function of operations and hence, implying lower autonomy, which might not be very welcoming toward personal initiatives undertaken in line with entrepreneurial orientation (Wu, Parker, Wu and Lee, 2017). Ordinarily, there are rooms for operational employees to suggest improvement at work but they might need to seek approval from superiors to implement those ideas (Frese and Fay, 2001). Similar findings were reported by Holt et al. (2007) whereby the findings indicated that there is no significant relationship between resource/time availability and innovativeness. Nevertheless, a weak significant relationship between resource/time availability and entrepreneurial orientation and also resource/time availability and pro-activeness indicates that further research by incorporating other variables might produce statistically significant results.

Research by Alpan et al. (2010) also informed that no empirical evidence was found for significant relationship between resource/time availability and innovativeness. Nevertheless, different set of findings were reported by several past scholars. For instance, Khalil (1996) and Bresnahan (1997) indicated that the likelihood of an employee being creative and/or innovative is subject to resource availability which includes the required equipment while management is required to support employees by ensuring availability of the resources. On the other hand, Gilberstson (2002) argues that resource allocation is very crucial in entrepreneurial behavior

activation. Similarly, De Jong and Hartog (2007) found that allocation of adequate amount of time as well as financial resources as an indication of innovation supportive organization is imperative in order to stimulate and also to activate entrepreneurial behaviors among employees. In addition, Loon Koe (2016) found that resource availability is essential in becoming entrepreneurs. There is no consensus in regards to the issue and more empirical research is required to draw much conclusive findings about the resource and time availability's role to create entrepreneurial orientation among organizational members.

From a theoretical perspective, this study has contributed in continuous theory building. Although entrepreneurial orientation has been an important agenda of organization for decades, attention being channeled only at viewing entrepreneurial orientation as a firm level phenomenon. By systematically investigating the relationship between resource/time availability and entrepreneurial orientation dimensions individually, this research is differentiated from the prior research studies whose literature has focused on the direct link between resource/time availability and entrepreneurial orientation as a unidimensional construct, generally occupying the concept of corporate entrepreneurship or intrapreneurship. This research has taken an individual level perspective coupled with a multidimensional view of the construct to provide more clarity into continuing dimensionality issue (e.g. Covin & Slevin, 1989; Knight, 1997). This is because entrepreneurial orientation may occur in different combinations with each representing a different and independent aspect of the multidimensional concept of entrepreneurial orientation (Lumpkin & Dess, 2001; Covin, Greene & Slevin, 2006; George, 2006).

As far as managerial perspective is concerned, the study offered several important managerial implications as the business environment is becoming more competitive. Competitive behaviors among industry players, financial competitiveness in enhancing profit levels, changing market structure, combined with continuously emerging new requirements may put the industry at a distinct disadvantage if their businesses are not driven by entrepreneurial mindset-oriented employees. Instilling entrepreneurial mindset among organizational workforce is no longer an option, rather has transformed into a necessity for continuity and ensuring sustainable position in the marketplace. The research indicated contradicting findings in spite of common perception that availability of resource and time will encourage entrepreneurial intentions. It is not negligible that resource and time has a big role to play in helping employees to accomplish their entrepreneurial endeavors. However, the findings posit that availability of resource/time does not necessarily activate entrepreneurial attempts among employees. The essence to entrepreneurial orientation is the organizational philosophy. If the organization does not set a tone that portrays an entrepreneurial orientation, availability of resource/time does not behave as a means of employees to engage them into entrepreneurial attempts. Therefore, setting an organizational climate which induces entrepreneurial mindset among employees become prominent even before ensuring availability of resource and time in activating entrepreneurial behavior.

Some important areas shall be considered in improving the findings of this research. Firstly, a triangulation method by triangulating the responses of respondent with secondary (qualitative) sources can be used to test these constructs in the similar context to add generate knowledge to

the existing theoretical findings to generate more conclusive evidences, hence supporting continuous theory building. Secondly, other variables which were not explored in this study can be included to develop a more accurate predictive model in the future research attempts to create more insights into the area of study about entrepreneurial orientation. Finally, a limited sample size may have hindered unlocking of real strength of variable implications. Hence, in order to further generalize the findings, it is also suggested that large sample size is occupied in the future research endeavors.

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