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**Entrepreneurship: The Phenomenological Study of the Lived Experiences of
Intrapreneurs 'Now Turned' Entrepreneurs in South Africa**

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DECLARATION

I declare that this thesis “Entrepreneurship: The Phenomenological Study of the Lived Experiences of the Intrapreneurs ‘now turned’ Entrepreneurs in South Africa” is my original work submitted for the Doctorate degree in Entrepreneurship at the College of Economics and Management Sciences, Department of Applied Management at the University of South Africa, Pretoria.

The sources of the content utilised have been listed and acknowledged through comprehensive references.



Signature
Akinbinu Bolarinde Mathew

20 August 2021
Date

DEDICATION

This thesis is dedicated to God Almighty, the author and the finisher of my life for his abiding grace and for being my pathfinder in life and to my late mother, Oluwafunke Esther Akinbinu and my daughter, Priscilla Oluwatofunmi Akinbinu for paving the path to access this academic feat.

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This marks another milestone in my academic pursuit in Doctoral studies at the University of South Africa. Glory be to God Almighty for making this happen in His time, for He makes things beautiful in his time (Ecclesiastes 3.11). Next is to pay tribute to my late parents who enlisted me in school and in particular my mother who had to sell her used attire to send me to school. My appreciation goes to my duo supervisors, Prof Collins Ngwakwe and Prof Germinah Evelyn Chiloane-Phetla for their patience and unreserved guidance and motivation from the 'start to finish' of my study. Their prompt responses and advice cannot be forgotten during this painstaking journey. I wish you both a much better life ahead. I hope in the future that I am in a position to nominate this duo of supervisors for an award. I would have, without hesitation, opted for you fellows. Thank you, once again.

To my children, Peter Oluwatimilehin Akinbinu, Priscilla Oluwatofunmi Akinbinu and Precious Oluwatomiwa Akinbinu, thank you for your understanding and motivation and for being there for me during my trials in my life.

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ABSTRACT

This study examined the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa with emphasis on Gauteng province. It investigated the reasons for the selected intrapreneur’s transition into entrepreneurship within the existing firms in South Africa. It also examined how the selected cognitive factors shaped the decision-making and entrepreneurial processes as well as the impacts of their behaviour on their business performance. Using a mixed-methods approach for data collection and analysis, questionnaires and in-depth interviews were administered, and primary data were collected from the selected participants who operate in the finance and business services sector.

The quantitative analysis was in three stages and these include descriptive statistics, Chi-square tests and Principal Component Analysis (PCA). In this study: vision, independence and need for achievement represented entrepreneurship and they were the dependent variables while the independent variables were the selected traits and cognitive factors. The finding in this study via the frequency-based descriptive statistics showed that organisational culture, bureaucracy, educational, career, and business mindset to a great extent influenced transition. The findings, via Chi square tests, also revealed the relevant trait and cognitive factors such as career mindset, knowledge, value, heuristic, and metacognition which are dependent on entrepreneurship with a p value < 0.05 . The qualitative findings via thematic analysis revealed the cognitive factors (knowledge, experience, belief system, value, optimism) that spurred transition into entrepreneurship. These cognitive factors are more critical in each stage of the entrepreneurial process.

This thesis contributed to the field of knowledge by developing a transitional framework that offers the entrepreneurial stakeholders relevant and updated information on the factors responsible for the transition. The framework viewpoints are valuable in teaching, research, and managerial practice. Finally, this study recommends that a three-month government patronage for the best-performing entrepreneurs should be allowed to further motivate others for better performance as well as a specific intervention strategy for entrepreneur’s specific needs.

Keywords

Entrepreneurship, Intrapreneurship, Entrepreneurship cognition, Entrepreneurship behaviour, Phenomenology, Transition, South Africa.

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LIST OF ABBREVIATIONS

SMME's	Small Micro and Medium Enterprises
OE	Opportunity evaluation
EE	Entrepreneurial Entry
OU	Opportunity utilisation
DCM	Decision Maker Characteristics
OECD	Organisation for Economic Co-operation and Development
GEM	Global Entrepreneurship Monitor
TEA	Total Early-Stage Activity
SEDA	Small Enterprise Development Agency
SBA	Small Business Administration (US)
GDP	Gross Domestic Product
SPSS	Statistical Package for the Social Sciences
KMO	Kaiser-Meyer-Olkin

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

This research study examined the traits and cognitive factors that influence the decision-making process of the intrapreneurs towards entrepreneurship in South Africa. While this chapter provides a broad outline of the study, the background and rationale for this study were also presented. In this chapter, the identified research gap, the research questions and objectives, and the significance of this study are articulated. A brief account of the research methodology is presented, which describes the different analysis methods utilised to provide answers to the research questions. Finally, the description of the potential contribution, the ethical considerations and outline of the chapters are presented.

1.2 BACKGROUND OF THE STUDY

Entrepreneurship is universally accepted as a panacea to poverty reduction and job creation (Sutter, Bruton and Chen 2019:1). However, many countries have embraced the link between entrepreneurship and entrepreneur as the attractive partnership that offers the opportunity for job creation, poverty alleviation and ultimately the national economic emancipation. According to the Global Entrepreneurship Monitor (GEM) global report, most economies with higher business start-ups and established business rates employed large numbers of people which translates to economic growth (GEM, 2019:12).

Entrepreneurship is an important indicator of economic development and is involved in the emergence and growth of a novel business enterprise (Nieman and Nieuwenhuizen, 2014:9); it occurs in businesses of all sizes and shapes (George, Parida, Lahti and Wincent, 2016:310). Parker (2018:18) for example, viewed entrepreneurship as a multifaceted phenomenon which can be analysed at the level of the individual and the enterprise. It encompasses personal traits and behaviour; involves actions and particular business functions and entails the creation of a new organisation; it catalyses strategies for managing, growing, and harvesting those organisations.

However, Davidsson (2015:675) puts forward that entrepreneur's spot opportunities, start and grow new enterprises. With entrepreneur as the active element in the entrepreneurship process, scholars in the entrepreneurial domain have been engrossed in the investigation of, not only who they are, but what they do and how they do it. Therefore, this study focused on 'what they do' and 'how they do it'. In essence, Parker (2018:7) equates entrepreneurship with opportunity recognition and confirmed new venture creation as a standard practice in the business study approach to entrepreneurship. Gupta, Streb, Gupta and Markin (2015:64) agreed with Parker (2018:18) that the entire new enterprise emerges as a result of entrepreneurial behaviour.

In the context of the South African business setting, just like any other countries, Small Micro and Medium Enterprises (SMMEs) become an irresistible platform to drive the economy, while the entrepreneur and entrepreneurship process is an attractive partnership to enhance the development and the functionality of this sector. The composition of SMMEs in South Africa includes the different categories of business owners with or without entrepreneurial tendencies but not excluding street traders. This study, therefore investigated the category of entrepreneurs with an intrapreneurial background to appraise their ways of thinking in the decision-making process for business start-up, business performance and growth.

In South Africa, entrepreneurship literature is growing incrementally to include various research works on entrepreneurship related topics (Chiloane-Tsoka, 2018:351; Williams and Kedir, 2018:1; Chimucheka, 2014:403; Nhemachena and Murimbika, 2018:115; Malebana, 2014:130; Fatoki, 2014:9; Chiloane-Tsoka and Mmako, 2018:377; and Schachtebeck, 2018:1). These scholars focus on social entrepreneurship rather than the individual entrepreneurial task and behaviour. These research works were grounded more on a quantitative rather than qualitative approach. However, the current study focused on entrepreneurial related behaviour as derived by traits and cognitive factors and was a mixed method wherein the outcome of in-depth interviews was further strengthened by the result of the survey conducted.

From another perspective, the GEM (2018:6) report confirmed South Africa's disturbingly low-level of entrepreneurial activities and low established business rate (2.2 percent). With economic growth of 1.3 percent in 2017, youth unemployment and underemployment exceeded 65 percent, rising as high as 80 percent in some areas. Presently, with the recession and the downgrading of the economy by the three world rating agencies coupled with the effect

of climate change and the COVID-19 pandemic that ravages the economy globally, there could not have been a better time to consistently appraise the lived experiences of the intrapreneur's 'now turned' entrepreneurs, and this study has lived up to that expectation.

In furtherance to previous research discussions, most entrepreneurship-related topics have been addressed from both economic and behavioural points of view. Scholars (Kacperczyk, 2012:487; Anand, Hasan, Sharma and Wang, 2018:343) discussed the various factors, other than cognitive related factors, that stifled employees intrapreneurial ability to express themselves within the confinement of the existing organisation. However, Naumann (2017:161-163) study on personal traits, values, and beliefs system as components, explained the veracity of the entrepreneurial mindset in influencing the decision-making process of entrepreneurs.

In relation to mindset, Kuratko and Audretsch (2013:328) and Kuratko (2017:2) described corporate entrepreneurship as entrepreneurial behaviour within an established medium to large enterprise at the senior, middle and first-level management. Kuratko, Hornsby and Covin (2014:38) however, emphasised that entrepreneurs are visionaries who possess the required entrepreneurial attitude, exhibited in the way they approach their work. This literature strengthened the function of entrepreneurial behaviour in the decision-making process of a visionary entrepreneur in any given entrepreneurial environment. However, despite all of these, little is known about intrapreneurs who transitioned into entrepreneurship in South Africa.

This research study was an off-shoot from the work of Bann (2007:3-11) who investigated the lived experiences of entrepreneurs in the start-up phase of their business to learn more about them and to gain insight into the contributing factors to entrepreneurship. Bann found that 14 out of the 18 selected participants did not have an intrapreneurial background within their existing enterprises, and the study focused fundamentally on the effects of personal traits, values, belief as they transition from start-up to a successful venture. Furthermore, Bann's (2007) researched focused on the United States of America business environment, but this study focused on the South African business environment and investigated the lived experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa.

Often a survey is conducted within the economic sector for statistics purposes (OECD, 2016:8), but the empirical findings using this research method on actual behavioural and

cognitive related factors may not be thorough enough to tackle the burning issues that arise (Kokolakis, 2017:12-13). The desire of the current investigation was to encourage entrepreneurial activity outside an existing enterprise. The exploration of the lived experience of an entrepreneur who transitioned from being an intrapreneur therefore provided an insight that was more thorough and valuable regarding not just the reasons for the transitioning, but also the inherent individual characteristics. This included knowledge, experience, value, emotion, and other entrepreneurial cognitive factors. These factors influenced the entrepreneur's decision-making which in turn affected their behaviour in the entrepreneurship situation. However, in this study, cognitive factors represented the characteristics of an individual or entrepreneur that impacted learning or know-how and performance.

Psychological theory identifies the characteristics of independence, achievement desirability, vision and dreams. These have been increasingly explored in defining an entrepreneur in terms of how they pursue their own business rather than the pursuit of their own economic gains (Metallo, Agrifoglio, Briganti, Mercurio and Ferrara, 2020:1; Aina and Solikin, 2020:291). Therefore, in this study, entrepreneurship constitutes vision, independence, and the need for achievement. Regardless, the recognition of 'knowledge' to embrace the significance of entrepreneurship is needed, and the propensity for entrepreneurs to either remain in an existing business or create their own venture relies on the impact of the entrepreneurial mindset or cognitive factors of the individual. This was investigated along with the developmental stages involved in the entrepreneurial processes which include: opportunity evaluation; entrepreneurial entry and opportunity utilisation or exploitation. The concept of stages helped to unravel the impacts of each cognitive factor in each stage of the entrepreneur's pathway to start and grow their own enterprise.

The study examined this topic by first describing the concepts of intrapreneurship and entrepreneurship in a broader perspective and tried to account for why intrapreneurs transitioned towards entrepreneurship in South Africa. The research identified what stimulated their decision-making processes, as well as how their behaviour or actions impacted on the economic development of the country. There was no confirmed research that two separate individual entrepreneurs had the exactly similar experiences and exposure. This, therefore, indicated that decision making varied with the individual.

In summary, this study proposed that South Africa needs a growing pool of, not just potential entrepreneurs, but existing entrepreneurs who have initiative, with the ability to risk venturing into businesses thereby contributing to the country's economy. This set of entrepreneurs might need a specific policy to address their specific challenges if the government is desirous of greatly improving the economy. Hence, this study was relevant and suitable in promoting entrepreneurship in South Africa.

1.3 PROBLEM STATEMENT

The relevance and the contributions of the entrepreneurs with an intrapreneurial background among the Small, Micro and Medium Enterprises (SMME) business owners are yet to be fully acknowledged in the entrepreneurial domain, despite SMMEs being the driver of the country's economy. In South Africa, SMMEs are the drivers of the country's economy including both business owners (entrepreneurs and non-entrepreneurs) and street vendors (Botha et al., 2020). Government policy has not been effective in tackling the specific needs of the SMMEs (Kalitanyi, 2019:4-5). The current lack of knowledge about the SMME business owners with an intrapreneurial background in particular, and 'why and how' their decisions impacted on their various activities pose a critical obstacle to the development of entrepreneurship in South Africa.

Knowledge about each category of SMME business owners is critical to any specific intervention strategy required by the policymaker. The need exists therefore to consistently appraise entrepreneurs' activity, performance and their business growth including the specific challenges that need the attention of the policymakers. Hence, this study investigated the lived experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa to assist policymakers with the required intervention strategy programme while preventing the death of entrepreneurial business at its infancy stage.

McMullen and Shepherd (2006:133-135) suggested that the process of founding a new business underpins the need for decision and action, despite the uncertainty encountered while advocating that a decision viewed from a different context results in entrepreneurial behaviour. Previous scholars have investigated the various cognitive elements such as knowledge, belief systems, and emotions that influenced an entrepreneur's decision or for different contextual influences (Shepherd, Williams and Patzelt, 2015:4-7). No confirmed literature has however

dealt with the impacts of these cognitive factors on the decision-making process of the entrepreneurs with an intrapreneurial background in South Africa.

Proof exists that intrapreneurship assists business owners in triggering innovation and commitment and building an environment that stimulates innovative activities (Park, Kim, and Krishna, 2014:7). It fosters creative abilities and empowers employees to go beyond routine schedules and promote employees' critical way of thinking and creative thought (Moses, Olokundun, Akinbode and Agboola, 2016:587; Irawanto, 2015:167- 168). Regardless of this affirmative proof, many intrapreneurs could not advance their own aspirations to utilise a new opportunity to build a new operational unit in the existing organisation (Kacperczyk, 2012:484-485; Adewale, 2017:1; Amankwah-Amoah, 2018:3-4). This triggered the question, "what happened to this set of 'disgruntled' intrapreneurs?" This study, therefore, was interested in ascertaining the factors that are linked with efforts of this set of 'intrapreneurs' towards starting their own and independent businesses; hence the investigation of the lived experiences of intrapreneurs 'now turned' entrepreneurs here in South Africa.

Another issue of consideration was the fact that many scholars have highlighted the various stages involved in the entrepreneurship process and discussed the generalised factors responsible for transition without considering factors influencing each stage. However, little is known about the specific cognitive factors that influenced the decisions of the individual in each stage of his / her transition into entrepreneurship (Shepherd, Williams and Patzelt, 2015:12; Metallo et al., 2020:1-3). These works of literature were examined through the reviewed work on the previous articles as well as the adoption of a psychometric approach. However, this study outlined three specific stages involved in the transition and connected the specific cognitive factors, that impacted on the decisions of the individual entrepreneurs, to each specific stage of their transition through the investigation of the lived experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa.

Past research has identified diverse reasons for new opportunities to be exploited through entrepreneurship as opposed to intrapreneurship. These reasons include agency costs which impact on the contract between the employees and the business owner (Hoenen and Kostova, 2015:108); transferable human capital (Nikolowa, 2014:71); limited asset complementarity in an existing enterprise (Lindholm-Dahlstrand, Andersson and Carlsson, 2019:5); and organisational constraints such as bureaucracy and rigid routines (Kacperczyk, 2012:486).

These were suggested as part of the reasons why intrapreneurs disengage from owning businesses. Nevertheless, to date, there is the absence of an explicit theoretical framework and limited empirical evidence in previous studies of the lived experiences of intrapreneurs ‘now turned’ entrepreneurs in South Africa. This has posed a challenge to the development of entrepreneurship in South Africa. This study, in response, developed theoretical or logical arguments and testable hypotheses about how cognitive factors boosted nascent entrepreneurship instead of nascent intrapreneurship. Furthermore, this prompted the development of a transitional framework that highlighted the traits and cognitive factors responsible for the dynamics of transition from intrapreneurship to entrepreneurship.

In connection with the framework developed, this study makes a practical contribution to the academic debate on transition and cognitive factors thereby adding value and strengthening the tendency of the entrepreneur to become more active for better performance.

1.4 RESEARCH QUESTIONS

The research questions that guided this study are stated as follows:

- (i) What are the reasons that prompted the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs? And what are the challenges faced in taking off as an entrepreneur?
- (ii) What are the values, beliefs, attitudes, cognitions and assumptions of such entrepreneurs? And how do these shape their decision-making ability?
- (iii) How does the entrepreneur’s behaviour impact on the growth of their ventures?
- (iv) What framework can enhance the understanding of the dynamics of the transition from intrapreneurship to entrepreneurship?

1.5 RESEARCH OBJECTIVES

The core objective is to analyse the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa, and this is achieved through the following objectives:

- (i) To investigate the reasons why the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs, and to establish the challenges faced

in taking off as entrepreneurs.

- (ii) To describe the values, beliefs, attitudes, cognitions, and assumptions of the entrepreneurs and how these shapes their decision-making process.
- (iii) To examine how the entrepreneur's behaviour impacts on the growth of their ventures.
- (iv) To develop a framework to understand the dynamics of transition from intrapreneurship to entrepreneurship.

1.6 RESEARCH HYPOTHESES

Previous studies produce hypotheses that are empirically tested (Babbie and Mouton, 2014:124). This study recognise that a good hypothesis changes the problem of the study into a question to allow for testing via research techniques (Neuman, 2011:12). Each trait and cognitive factor are discussed under the relevant entrepreneurship theories: the high need of achievement motivation theory; social cognitive theory or cognitive theory; self-efficacy theory; expectancy-value theory and social network theory. In previous studies all these were discussed under the quantitative research approach. South African studies revealed the traits and cognitive factors which influenced decision of the entrepreneurs on new venture creation. These include social networking (Preisendoerfer, Bitz and Bezuidenhout, 2014:1), expert script/knowledge and self-efficacy (Urban, 2012:203), prior experience (Fatoki, 2014:1) and aspiration, attitude, and perception (Goel and Karri, 2020:91). This excluded metacognition which was does not influence decision of entrepreneurs on new venture creation (Botha and Morallane, 2019:6).

The cognitive theory was used to measure cognition related factors in this study. It is built around the premise that a person's thoughts control his or her actions and personality. Comegys (1976) article spurred research on entrepreneurship cognition on the roles of entrepreneurs' cognitive style. Renewed interest was further generated into the individual's role in the entrepreneurial process (Hisrich et al., 2007:575). This implies there is a positive association between individual thought process and behaviour or actions towards entrepreneurship. Cognitive factors refer to characteristics of an individual that influence performance and learning.

In this study, entrepreneurship is represented as vision, independence and need for achievement all of which are regarded as dependable variables. The hypotheses formulated, however, were based on the relationship between entrepreneurship represented as vision, independence and the need for achievement and each of the traits and cognitive factors indicated in Table 1.1 and 1.2.

Research question 1:

What are the reasons that prompted the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs? And what are the challenges faced in taking off as an entrepreneur?

The following hypothesis in Table 1.1 were developed to respond to research question 1 regarding trait factors that impact the transitioning of the intrapreneurs into entrepreneurship.

Table 1. 1: Research question 1 and hypothesis for trait factors

Hypotheses
<p>Hypothesis 1:</p> <p>H₀₁: Vision, independence and need for achievement are not related to Organisational culture, bureaucracy, and conflict.</p> <p>H₁: Vision, independence and need for achievement are related to Organisational culture, bureaucracy, and conflict.</p>
<p>Hypothesis 2:</p> <p>H₀₂: Vision, independence and need for achievement are not related to Educational mindset, career mindset, business entry mindset.</p> <p>H₂: Vision, independence and need for achievement are related to Entrepreneurial mindset, career mindset, and business entry mindset.</p>
<p>Hypothesis 3:</p> <p>H₀₃: Vision, independence and need for achievement are not related to Business idea concept, research concept, and business plan concept.</p> <p>H₃: Vision, independence and need for achievement are related to Business idea concept, research concept, and business plan concept.</p>
<p>Hypothesis 4:</p> <p>H₀₄: Vision, independence and need for achievement are not related to More benefit, more specialised projects, and rejected resignation</p>

H₄: Vision, Independence and need for achievement are related to More benefit, more specialised projects, and rejected resignation.

Hypothesis 5:

H₀₅: Vision, independence and need for achievement are not related to Fair legislation, access to funding, and tender policy.

H₅: Vision, independence and need for achievement are related to Fair legislation, access to funding, and tender policy.

Source: Author's own illustration (2020)

Research question 2:

What are the values, beliefs, attitudes, cognitions and assumptions of such entrepreneurs? How do these shape their decision-making ability?

In a bid to provide answers to research question 2, both quantitative and qualitative approaches were used. In previous studies, using a quantitative method, some scholars focused on a few selected trait factors, while others pay attention to few selected cognitive factors. However, the quantitative results were considered inconsistent and inconclusive. The researcher, however, decided to conduct this study focused on both trait and cognitive factors, and through a qualitative approach but incorporated a quantitative approach. The purpose of this approach was to ascertain how quantitative results could strengthen the outcomes of the qualitative approach. The outcome of this approach confirmed the similarities and the differences that exist between the two approaches.

Furthermore, in this section, to provide answers to research question 2, entrepreneurship is represented as vision, independence and need for achievement and all of these were dependable variables. The independent variables are knowledge, experience, belief system, aspiration and attitude, values, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition.

These factors concerned the entrepreneurial entry stage of the entrepreneurship process, and Table 1.2 presents the hypothesis related to research question 2.

Table 1. 2: Research question 2 and hypothesis for cognitive factors

Hypotheses
<p>Hypothesis 6:</p> <p>H₀₆: Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity evaluation.</p> <p>H₆: Vision, independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity evaluation.</p>
<p>Hypothesis 7:</p> <p>H₀₇: Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in entrepreneurial entry.</p> <p>H₇: Vision, independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in entrepreneurial entry.</p>
<p>Hypothesis 8:</p> <p>H₀₈: Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity utilisation.</p> <p>H₈: Vision, independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity utilisation.</p>
<p>Hypothesis 9:</p> <p>H₀₉: Vision, Independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in decision maker characteristics.</p> <p>H₉: Vision, Independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics,</p>

biasness, over-confidence, optimism, emotion and metacognition in decision maker characteristics.

Source: Author's own illustration (2020)

Research question 3

How does the entrepreneur's behaviour impact on the growth of their ventures?

In addressing research question 3, a qualitative approach was adopted as it related to how entrepreneurs aligned their behaviours to their own decisions, and the socio-economic implications of their own behaviour as shown in section 7.2.3.

Research question 4

What framework can enhance the understanding of the dynamics of transition from intrapreneurship to entrepreneurship?

To respond to research question 4, a framework that depicted the critical factors that spurred participants in transitioning from intrapreneurship to entrepreneurship was developed as shown in Figure 6.14.

1.7 RESEARCH RATIONALE AND JUSTIFICATION

The influence of mindset on the decision-making process towards the recognition of opportunities for new venture creation and transitioning is an essential part of the entrepreneurial phenomenon in the sustenance of businesses. There are limited facts about the cognitive factors that informed the entrepreneur's decision in each stage of the entrepreneurial process. Few scholars have focused on these elements, and most studies were done for statistical empirical evidence with an inconsistent and inconclusive outcome (Boudreaux, Nikolaev and Klein, 2019:2). The mixed methods adopted for this research revealed the similarities and differences in results that existed between these two approaches. It also showed how the quantitative outcomes strengthened the qualitative approach adopted.

Providing information for each stage of the entrepreneurial process better-equipped entrepreneurs to identify the relevant factors which better enhance their decision-making process and entrepreneurial behaviour in the pursuit of their business. This study also provided a transitioned framework from intrapreneurship into entrepreneurship which was necessitated

by the lived experiences of the entrepreneurs in a different stage of their entrepreneurial journey. A comparison of the entrepreneur's business performance and the impact of their entrepreneurial activities on the socio-economic endeavour are also significant (Mathu and Tlare, 2017). This offers a guide to the policymakers, and other contributors, who implement effective programme policies for successful entrepreneurship locally and globally.

This study as well provides relevant and updated information regarding the transition to entrepreneurs, researchers and other entrepreneurial stakeholders. While gaining an insight into the understanding of the entrepreneurs stimulate entrepreneurial thinking across the spectrum of businesses in South Africa, it also promotes successful entrepreneurial enterprises that could create more jobs. Ultimately, this research work contributes to the growing body of knowledge in the field of entrepreneurship.

1.8 RESEARCH METHODOLOGY

A mixed method approach was adopted in this study for data collection and analysis. This involved the collecting and analysing of both qualitative and quantitative data in response to the study objectives, questions, and hypotheses formulated. The participants involved in this study were entrepreneurs, in South Africa, who had worked in former employment and had disengaged to start and grow their own businesses. The main research approach was a phenomenological study; however, a quantitative approach was included to produce results that could further strengthen the qualitative outcome. The fundamental assumptions of using mixed methods led to a deeper understanding not produced from either the qualitative or quantitative findings alone (Creswell, 2015:40, 43).

A qualitative technique is used to explore and to gain more insight on matters that need further examination, whereas a quantitative approach is preferred when there is sufficient literature available on the subject and when time is of the essence to the researcher (Leedy and Ormrod, 2010:107). Qualitative research utilises a small sample size and engages the participants with probing questions. The current study focused on a phenomenological philosophy with epistemology-based assumptions, and the research paradigm was interpretivism while the theoretical framework centred on interpretative phenomenological analysis as embedded in the work of Willig and Rogers (2017:193-211). This promoted better understanding of the lived experiences of the key phenomena under examination (Žukauskas, Vveinhardt and

Andriukaitienė, 2018:121-123). Though, interpretation is inexhaustible (Cohn, 2005:221); the philosophy that guided the quantitative approach in this study was positivism-based epistemology and the methodology focused mainly on a survey, using questionnaires for gathering data.

1.8.1 Population

According to Salkind (2012:396), the population is the total unit of analysis which this study seeks to examine. This study navigated towards the entrepreneurs with an intrapreneurial background in Gauteng province in South Africa. The focus was on the entrepreneurs in the SMME who operated in the finance and business services sector of the country's economy. The choice of Gauteng was based on the presence of a large number of SMMEs, and the heterogeneous nature of the businesses in different sectors of the economy. Seda (2019Q1) observed that 903,221 SMME business owners existed in Gauteng with 306 231 in the formal sector. The total number of SMMEs in the finance and business services sector is 339 697, with the formal sector comprising 183 155 members. Hence, this study population was based on 183 155 SMMEs owners. However, there is no record of those who transitioned from intrapreneurship to entrepreneurship among the SMME owners.

1.8.2 Sampling.

The method of selecting participants for data collection in the qualitative and quantitative approach was based on purposive sampling. This incorporated specific criterion met by the participants. In this case, the criteria focused on former intrapreneurs turned entrepreneurs who had worked at least 42 months in their former employment situation and who currently owned a business in Gauteng (GEM, 2018:14). Fifteen (15) entrepreneurs with an intrapreneurial background were considered at the initial stage and ten (10) were finally adopted. However, eleven (11) were interviewed, not due to saturation attainment only but also to broaden the type of businesses in the sector. Regarding the survey, 100 questionnaires were distributed, 41 responses were obtained, out of which 31 met the requirements with completed questions. The quantitative outcome was aimed to strengthen the qualitative results.

1.8.3 Data collection

This study used both quantitative and qualitative approaches for the collection of data. These objectives including the research questions were addressed while adopting the empirical data that was collected. In essence, the study tackled the research objectives and questions in line with the quantitative and qualitative approach as indicated below:

- a. Quantitative data were collected from the intrapreneurs 'now turned' entrepreneurs to answer research objectives 1 and 2 (research questions 1 and 2) on what spurred transitioning as well as the cognitive factors that influenced decisions on entrepreneurial entry.
- b. Qualitative data were collected from the intrapreneurs 'now turned' entrepreneurs to answer the research objectives 2 and 3 (research questions 2 and 3) as related to cognitive factors that influenced entrepreneurs' decision to leave former employment to start their own business as well as the impacts of entrepreneur's behaviour on business performance and growth.
- c. Research objective 4 (research question 4) was addressed by developing a framework that depicted the critical factors that influenced the transitioning from intrapreneurship to entrepreneurship.

Regarding the quantitative approach, the questionnaire was developed using a Likert scale with 1 meaning strongly disagree, and 5 meaning strongly agree to deductively examine what spurred the transition of intrapreneurs into entrepreneurship in South Africa. The quantitative statistical data were collected through a survey-based questionnaire, in response to the reasons for transitioning; the difficulties faced in former employment; and the challenges posed by government policy. However, the researcher obtained the permission of the participants in congruence with the ethical requirements of the University of South Africa.

With regard to the qualitative approach, the interviews were administered using semi-structured questions (Taylor, Bogdan, and DeVault, 2015:102). Data about the entrepreneurs with an intrapreneurial background were collected, while the narratives of how the pre-determined cognitive factors influenced the entrepreneurs were obtained through in-depth interviews (semi-structured questions that required detailed responses). This approach, however, best captured the lived experiences of entrepreneurs who started as intrapreneurs in an existing enterprise in South Africa. The entrepreneurs responded to the questions and the

audio recorder was used to obtain the narrations of each participant. My role as the interviewer provided the context in which the selected entrepreneurs were free to describe their experiences.

1.8.4 Analysis

Descriptive statistics were utilised to analyse the empirical quantitative data (Salkind, 2012:161). The Statistical Package for the Social Sciences (SPSS) was utilised in the analysis of the data captured from the questionnaires. Initial capturing of data was done using the spreadsheet; thereafter, data were cleaned for possible missing items and were later uploaded into the SPSS software. Reliability test was conducted to verify the internal consistency of the variables and their functionality.

This study adopted the chi-square test to determine the relationships between the variables and to test the proposed hypotheses formulated. Principal Component Analysis (PCA) was used for the measurement of relationships or associations and the assessment for validity by reducing the variables into a smaller cluster of latent variables. This allowed the researcher to assess and explain the variables that spurred transitioning as well as the cognitive factors that shaped decisions of intrapreneurs to become entrepreneurs in a bid to answer research objectives 1 and 2 (research questions 1 and 2).

In the case of the qualitative approach and in response to objectives 2 and 3, the researcher examined the influences of the pre-determined cognitive factors on the entrepreneurs' decisions to leave formal employment and start their own business as well as the impact of entrepreneurial behaviour on business performance and growth. Atlas.ti software was used to capture the data after it was transcribed and loaded. The individual case analysis was done by the researcher, followed by the cross-case analysis. Finally, coded responses or data were aligned with each of the pre-determined themes for further analysis in accordance with Taylor, Bogdan and DeVault (2015:169) on data analysis techniques.

The findings of both survey and in-depth interviews were interpreted based on the structured questionnaires and semi-structured interviews conducted. The analysis of the survey-based data was done by using descriptive statistical procedures such as the Chi square tests and

principal component analysis, while the interpretation of the data determines possible recommendations.

1.8.5 Validity and reliability

While the research used both quantitative and qualitative approaches for data collection, the study achieved the research objectives including the research questions through empirical data that was collected.

1.9 DELINEATION, LIMITATIONS AND ASSUMPTIONS OF THE STUDY

1.9.1 Delineation and limitations

Hofstee (2006:28-29) argues that delineation deals with the scope of a study and also explains the level of analysis and the unit of analysis of this study as shown in sections 1.9.1.1 and 1.9.1.2. While the level of the analysis relates to the finance and business sector of SMMEs in Gauteng province, the unit of analysis pays attention to the entrepreneurs with an intrapreneurial background. The theoretical framework centred on interpretative phenomenological analysis regarding qualitative approach and focused on phenomenology philosophy with the epistemology-based assumption, and interpretivism as the research paradigm. The positivism philosophy with the epistemology-based assumption was anchored on quantitative based survey. Therefore, the conclusions from this research may not be applicable to all businesses, as some were not entrepreneurially inclined nor had the intention to step up their businesses and embrace the entrepreneurial mindset.

1.9.1.1 Level of analysis

Different sectors of the SMME contribute to the economy of South Africa. These include trade and accommodation (41 percent), transport and communication (22 percent), manufacturing and financial and businesses sector. However, the finance and business sector contribute 13 percent to the economy of the country and comprise the business types such as financial consulting, investment consulting, logistics operators, merchandising, and real estates to mention a few. They provide services either directly to other businesses or individual clients in society (Seda, 2019, Q1:17).

1.9.1.2 Unit of analysis

SMME business owners have a different level of knowledge and experience background before venturing into their own businesses. While some owners have generic knowledge and experience before starting off, others have specific knowledge and experience. Likewise, some of the SMMEs business owners were entrepreneurially inclined, others were not. In essence, business owners with different background, personality and years of experiences determine the level of business performance and growth. While previous works of literature have examined both entrepreneurs and non-entrepreneurs in the business cycles from different perspectives, there is yet little knowledge about entrepreneurs with an intrapreneurial background.

1.9.2 Assumptions of the study

The quantitative study assessed the viewpoints of the current entrepreneurs who had intrapreneurial experience. This may have limited the researcher's ability to process causal outcomes between the variables, as there were no records of past entrepreneurs with the exact businesses for comparison. The qualitative research was limited to a few types of business and few locations, consequently, qualitative findings and results may not necessarily be generalisable to other types of businesses and locations that could not be accessed for research.

1.10 CONTRIBUTION OF THE STUDY TO KNOWLEDGE

This study made specific contributions to enhance existing knowledge. First to note is the transitional framework from intrapreneurship into entrepreneurship which was developed, and which outlined the factors that influenced disengagement into entrepreneurship. This was necessitated by the combination of the human lifecycle and the economic concepts of the business lifecycle. While the human lifecycle depicts the stages of man's life when he acquires knowledge, becomes enterprising, dedicated, and retires to become independent, the same stages of life are applicable to all businesses.

Secondly, in the absence of an explicit theoretical framework in previous studies on the 'lived experiences intrapreneur 'now turned' entrepreneur in South Africa', this study makes a theoretical contribution to the academic debate on this transition and its cognitive factors. Stages in the entrepreneurial process ranging from the business idea generation to disengaging

from former employment and business start-up stages are identified and distinguished from the others. Significantly, this study investigated the influence of pre-determined cognitive factors on the decision-making process in each stage of their entrepreneurial journey. This ultimately redefined the existing notions of cognitive factors used in previous entrepreneurship studies.

Third, the study makes an empirical contribution by examining the peculiarities of the cognitive factors, not just in the decision-making process of the intrapreneur 'now turned' entrepreneur, but the impact on entrepreneur behaviour which later translates into business performance and economic growth. There has been limited empirical work in this area, however and most of the relevant works available focus on survey-based personality traits studies. Fourth, this study revealed that the necessity-based entrepreneur runs a successful business, contrary to previous scholar's submissions that favoured only opportunity-based entrepreneurs succeeded in business.

Fifth, the study is based on a convincing methodology. Quantitative and qualitative data were collected using the concurrent explanatory strategy design. Valid and reliable measures were used. Traits and cognitive factors were used to test the hypotheses. Finally, this study has implications for researchers, entrepreneurs, and policymakers. By failing to acknowledge the peculiarity of the different entrepreneurial ventures and the different stages involved, the empirical studies may produce biased, static, and inconsistent results. In the concluding chapters, the implications for practitioners, policymakers, and researchers are fully explained.

1.11 ETHICAL CONSIDERATIONS AND INFORMED CONSENT

The study aligned with the ethical standard as specified by the University of South Africa's (UNISA's) Research Ethics Review Committee and the researcher adhered strictly to these requirements. Permission was sought from individual entrepreneurs in the field and despite the voluntary participation; no person's rights were violated. The participants were well enlightened about their right to withdraw from participation if they so desire for whatever reasons. The purpose of the research was clearly spelt out to the participants, and they were assured of anonymity, as their personal and business details were kept confidential by the use of codes on the empirical data provided. The interviews for the qualitative part of the study were conducted in person at a convenient location and time as suggested by the

participants. The study used both open and closed-ended questions to better strengthen the qualitative results with the quantitative outcome. An audio recorder was utilised to collect data with the agreement of the participants and was later transcribed for further analysis.

1.12 CHAPTER OUTLINES

This research study comprises of seven chapters as outlined below. The first chapter has presented a synopsis of the research by discussing the context of the study, the problem statement, research objectives and questions, research design and methodology, rationale and the justification and contribution of the study. In reaction to the research objectives and questions with a view to provide the needed answers, this study is structured as follows: In chapter two, entrepreneurship theories as well as the construct of entrepreneurship both from the economic and behavioural perspective are reviewed (as they relate to the entrepreneurs and the associated activities performed within and outside of an existing enterprise). This review is articulated in a manner that explicates how critical it is to understand the various cognitive elements necessary for the decision-making process of the entrepreneur at each stage of their entrepreneurial journey. The review of the literature focuses the on transition from the organisational, entrepreneurial cognition, decision making and entrepreneurial behavioural contexts.

Chapter three discusses the link between entrepreneurial behaviour in relation to business performance and economy. In chapter four, the research design and methods most suitable to offer scientifically acceptable responses to the questions raised in this study are described. The population and sampling population, data sources via surveys and interviews are outlined, while data collection procedure and details of the statistical methods adopted are discussed. The types of variables (dependent and independent), statistical analysis techniques, validity, and reliability issues are also addressed.

Chapter five offers the quantitative research findings. The data analysis of the demographic variables of the intrapreneur 'now turned' entrepreneurs are discussed, together with the descriptive statistics of the factors responsible for transitioning into entrepreneurship including the challenges faced while transitioning. The results of the application of the chi-square test to all variables including that of the cognitive factors as it affects all the stages involved is

discussed. The results of the factor analysis of all the variables are reported, while a summary of the quantitative analyses is presented.

Chapter six detailed the qualitative outcomes regarding the influence of the selected cognitive factors in this study. The background information on the entrepreneurs interviewed as well as the nature of their business enterprises is first described. The outcomes concerning the influence of the cognitive factors on the decision-making process of the intrapreneur 'now turned' entrepreneur is reported and is then compared with the quantitative findings to ascertain if similarities exist or not. In chapter seven, the last chapter, the quantitative and qualitative findings presented in chapters five and six, are summarised and reflected upon on the basis of the research objectives outlined at the start of this study. Also, the implications of the research findings on related theories, entrepreneurial stakeholders and the policymakers are presented, while the limitations of the study are highlighted. Finally, the avenues for future research are described in the last section of the concluding chapter.

1.13 CONCLUSION

This chapter has presented an outline of this study, titled "Entrepreneurship: The phenomenological study of the intrapreneurs 'now turned' entrepreneurs in South Africa", which investigated the influences of traits and cognitive factors on the entrepreneur's decision-making process in transitioning towards entrepreneurship. This chapter has explained the background of this study and identified the research gap. It explicates the problem statement while presenting the research questions and objectives. The research methodology engaged to collect and analyse the empirical data are described. The significance and contribution of the study is presented, and this includes the ethical considerations required and the chapters' layout. Following from this chapter is the first of two literature chapters, explicating the lived experiences of the intrapreneurs 'now turned' entrepreneurs based on the different theories and different contextual influences.

CHAPTER TWO
LITERATURE REVIEW – PART 1
ENTREPRENEURSHIP THEORIES AND TRANSITIONED SITUATIONAL
CONTEXT.

2.1 INTRODUCTION

The first chapter of this study emphasised the direction of the research work as it relates to the phenomenological study of intrapreneurs ‘now turned’ entrepreneurs in South Africa. The researcher then stressed the contextual theories upon which the proposal was anchored. The purpose of this was not just to exhibit the unusual critical thinking in defining entrepreneurship as a vital link to opportunity and new venture creation, but also to emphasise the fact that behaviours of the active element of entrepreneurship contributed to the emergence of industries.

The researcher further provided a proposed study problem which emanated from the economic challenges facing South Africa. These led to an increase in unemployment rate as a result of the high rate of business discontinuance and low rate of entrepreneurially inclined business entry. The study objectives were outlined to explore the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs. These objectives led to the adoption of a mixed methodology, with the primary aim to qualitatively investigate the lived experiences of intrapreneurs ‘now turned’ entrepreneurs on the basis of phenomenological philosophy of mind. This was to be strengthened by a quantitative driven survey method. It is pertinent to stress the link between new venture creation, which is fundamental to entrepreneurship and the economy of South Africa in this study.

2.2 THEORETICAL FOUNDATION OF ENTREPRENEURSHIP AND **ENTREPRENEURSHIP THEORIES**

Entrepreneurship is an independent field of study stemming from the management domain and in the social sciences (Stevenson and Jarillo, 2007:17; Drucker, 2014:14). The research in entrepreneurship has grown and is highly diverse. Previous scholars understood entrepreneurship as the process of discovery of new opportunities to build the economic value

(Pinchot, 1985:74; Rivera, 2017:1); and the creation of businesses (Gartner, 1988; Holley and Watson 2017:50). Entrepreneurship applies to the arts, sciences, and social development (Seanor and Meaton, 2007:90). It involves value-based activities for socio-economic emancipation of the people. Entrepreneurship, from the psychology perspective, engages the personality traits and theories that address the individual's behaviour as different from others. It requires an individual responsibility and decision making that impact businesses as an economic activity (Wennekers and Thurik, 1999:27).

However, from a management standpoint, entrepreneurship is the act of using limited resources in the most efficient ways (Kao, 1993:73). In the behavioural sciences, scholars (McClelland, 1961; Hagen, 1961; McClelland, 2019:53) developed entrepreneurship theories, while McClelland presented empirical studies based on behavioural science theories in the field (Landstrom, 2004:2). Further to this, Urban (2010:140) suggested entrepreneurship as the process of creation and value addition through contribution of the required time and effort with the resultant benefits, individual satisfaction and independence. However, a universal definition of entrepreneurship focuses on the traits of entrepreneurship and the outcomes of the entrepreneurial behaviours or actions including value creation and profitability (Gartner, 1988:63; Holley and Watson, 2017:50).

In the entrepreneurship domain, the body of knowledge has uncovered numerous theories from different fields attributed to the multi-disciplinary nature of the phenomenon. A theory is a set of well-structured models that describe and predict a phenomenon in a systematic approach to challenge and extend existing knowledge in a limit of assumption (Kerlinger, 1973:9). Entrepreneurship theories explain the guiding principle and the logic behind entrepreneurial tasks and the essential prerequisite for prosperous entrepreneurship. An entrepreneur operates a business as a sole owner with the purpose of making gains despite uncertainty.

Theories of entrepreneurship describe what it entails, while the development runs through psychology, sociology and economic theories, however, this study focused on the psychology theories. Entrepreneurship is a psychological process and concept, and the main sources of entrepreneurship advancement are the psychological factors. There are favourable prospects in advancing entrepreneurship when it is engaged with a number of individuals having similar psychological traits in the society. Fundamentally, the entrepreneurship concept is grounded in

traits or cognitive theories. Nevertheless, the theory of high need for achievement was also considered.

2.2.1 Entrepreneurship theories on the high need of achievement

McClelland (1965:389) states that the primary focus of entrepreneurial behaviour is the need for high achievement, and the advancement of entrepreneurship. The entrepreneur's capacity to develop is based on the desire to excel and attain the specific performance related to their vision and/ or aspirations (McClelland, 1965). People's desire to be an entrepreneur must incorporate the need for achievement, affiliation and power upon which an entrepreneurial personality is founded. Achievement motivation is particularly relevant and instrumental to promote entrepreneurship as it leads to socio-economic advancement. Thus, entrepreneurs, often crave to accomplish success in their endeavours. The drive to dominate in a particular discipline produces the need for position or power and this create an 'influence' among the people. However, the drive to keep relationships with people produces the need for association or affiliation. McClelland (1995:157) states that the need for high achievement drives individual towards entrepreneurial activities. Besides this, recent studies show that the need for achievement stimulates entrepreneurial activities and new venture creation (Fadzil et al., 2019:107; Hegarty, Gallagher, Cunningham and Stephens, 2020:263).

2.2.2 Entrepreneurship theories on personality factors

Psychology has engendered entrepreneurship theories that focus on the personality factors or traits of the entrepreneurs and are called personality-based theories. The theories stress the diverse characteristics or traits that make people think entrepreneurially. For example, theorists applied Dubin's (1978) theory building framework to spot personality traits, prior knowledge, and social networks as initiators of entrepreneurial alertness to business opportunities. The framework implies that the capacity to spot and develop successful business opportunities is a manifestation of the dynamic interplay of the mental, sociological, and educational skills (Lim and Xavier, 2015:105).

The personality-based theories affirm that certain characteristics place individuals at an advantage over others to perform better in entrepreneurial activities. Among the theories, as mentioned earlier, is the social cognition theory or cognitive theory which describes how

people think and the factors that influence how they think and their decision-making process. It also emphasises the individual traits and abilities needed for business start-ups, growth and fosters entrepreneurial activities. The theory of social cognition initiates the viewpoint of knowledge structure that enables diverse thinking abilities, identifies gaps, and acts uniquely (Mitchell et al., 2002:96; Stevenson and Jarillo, 2007:155). It emphasises traits and intuition which helps to search for opportunities in the challenges of life and come up with different outcomes.

Both social cognition or cognitive theory belong to the school of the social psychologists who are interested in how the feelings, thoughts, beliefs and goals, are cognitively constructed and how these mental representations impact individual relationships with others (Bandura, 2012:39). Hence, social psychology emphasises cognitions more than traits. It incorporates human cognition, self-efficacy/belief systems, aspirations and attitudes, values, self-perceptions, social networks, heuristics, biasness, overconfidence, optimism, emotion and metacognition (Poblete and Mandakovic 2021:1; Zhao and Xie, 2020:1; Tiwari, 2021:23). In sum, the entrepreneurial cognition domain embraces the entire form of cognition which contributes significantly to particular areas of the entrepreneurial process and makes entrepreneurs high achievers. Thus, we addressed the theories that supported the main cognitive factors in this study.

Cognitive theories stress cognitive knowledge for idea assessment and decisions in respect of the evaluation of opportunities, enterprises conception and business expansion. This explains how entrepreneurs utilise a simple mental model linking the unconnected knowledge in the past which assists to spot or invent new product (Mitchell et al., 2002:96). Knowledge as well is acquired from the experiences accumulated on the job. Pitelis (2007:478) affirms that another theory explaining theories of knowledge is the Resource Based Theory, pioneered by Penrose (1959) and subsequently promoted by others (Barney 1991). They argue that entrepreneurship is based on available resources such knowledge, skills and experience. Besides, studies have shown that knowledge and experience contribute immensely to the entrepreneurship process (Gordon, 1992:99; Alvarez and Busenitz, 2001:722; Kirkley, 2016:17-18; Arte, 2017:860).

The self-efficacy theory is an offshoot of the social cognitive theory pioneered by Bandura (1977), and which stresses the importance of learning by observation and social experience in

the advancement of personality characteristics (Bandura, 1977:191). Bandura defined self-efficacy as individual beliefs to achieve a certain level of performance, and this is acknowledged in the cognitive investigation of entrepreneurial behaviour. Shane, Locke and Collins (2003:269) stressed that, in a given event, self-efficacy is a strong predictor of individual results, and the logic to justify the reasons why individuals with the same abilities behave differently. The stronger the perceived self-efficacy, the higher the goals people set for themselves and the more resolute they become in achieving those goals (Bandura, 2010:3; Darmanto and Yuliari, 2018:1).

According to this theory, two types of expectancies impact on individual behaviour: the belief that certain actions can achieve certain results; and the belief that the activities can be done successfully. It also emphasises that expectations of self-efficacy are tools for behavioural change because of its influence on the decision-making ability. Most studies have shown that the self-efficacy / belief system of the entrepreneurs is instrumental to their favourable decisions towards entrepreneurship (Zietsma, 1999:4; Drnovšek, Wincent and Cardon, 2010:329,341; Urban, 2015:174; Bandura and Hall, 2018:64).

The cognitive consistency theories explain that individuals strive for consistency in their attitudes as well as between their attitudes and behaviours. This necessitates reconciliation of divergent attitudes to appear rational and consistent (Abelson, Aronson, McGuire, Newcomb, Rosenberg and Tannenbaum, 1968:1; Kruglanski et al., 2018:1). Entrepreneurship is concerned about both the cognitive and behavioural components of this theory which deals with how individual attitudes influence ways of acting, and how this relates to the structure of attitudes (Bem, 1970:1; Fabringar, MacDonald and Wegener, 2018:109). The formation of attitudes was first promoted in 1983 by Abraham Tesser who concluded that what individuals embrace or detest are deep seated in their individual genetic structure. He further emphasised that people could persistently live with certain 'strong' attitudes due to in-built physical, sensory and personal characteristics. Studies have revealed that entrepreneurship, attitudes can be learned and influenced, and can influence individual behaviours (Ahmed et al., 2020:1).

Expectancy-value theory was fundamentally initiated to justify and project people's attitudes toward objects and actions (Ajzen and Fishbein, 1970; Li, 2017:204). The theory suggests that attitudes are build and transformed based on the evaluation of belief systems and values While expectancy for success is closely related to performance, value is intricately linked to choices.

Ajzen and Fishbein (1975:261; Knutsen, 2017:343) explained that the theory uses equation representations, where belief systems and values are determinant factors influencing individual attitudes. For example, Eccles et al. (1983:75) Arens, Schmidt and Preckel, (2019:663) identified different components of achievement values such as: attainment value, intrinsic value, utility value and cost. In this case, value becomes a critical factor that could influence entrepreneur's decision making in business start-up (Wiklund, Davidsson and Delmar, 2003:23; Renko, Kroeck and Bullough, 2012:682; Chwolka and Raith, 2012:11; Bolis et al., 2021:664).

These social cognitive variables, in turn, are affected by people's perceptions of their own 'past experiences and different socialisation influences. Schlange (2009:1) supported the assertion that entrepreneurial cognition theory stressed the need to better comprehend how behaviour of entrepreneurs is driven by the perceptions of the concerned individual. Self-perception theory is an account of attitude formation for the processes of self-observation and interpretation (Bem, 1967:105). Self-perception is constituted by self-concept, self-knowledge, self-esteem and social self. Each person has their own self-concept which is a set of belief systems about individuals which includes education accomplishments, characteristics/traits and attributes.

Generally, self-perception answers the question "Who are you?", and this has the likelihood of influencing the transition towards entrepreneurship. Other studies that applied this theory consented to the influence of perception on other inherent cognitive factors within different contexts such as environment, perception of own ability or competence, and social perception in making entrepreneurship happen (Stigler, Smith and Mao, 1985:1268; Baron, 2007:172)

Social network theory is an off shoot of social psychology. Milgram (1967:62), Granovetter (1973:1360) and Barney (1985:1) developed the social network theory. It enabled entrepreneurs to access the right people to consolidate essential information required in their own business. The model of weak ties in networking was introduced to enhance the ease of accessing information that helps in business start-up and growth. Studies have shown the significance of networking on enterprise development (Baron, 2007:172). Furthermore, Esperança, Ferreira, Leal and Braun (2021:1) posit the efficacy of networking at both inter-personal and inter-organisational in business start-up. Scholars (Kahneman and Tversky, 1970:263; Reyna, Brust-Renck and Weldon, 2021:1) initiated the heuristics and biases approach to cognitive psychology which emphasized the individual use of heuristics in the

decision-making process. Cognitive theory further stressed that heuristics is the process of mental shortcuts that are utilised to lower information or facts overload and produce speedy decisions. Further to this theory, utilising a heuristics approach produces systematic biases, while the proof of the reality of biases is declared as evidence in the application of heuristics.

Furthermore, Scholars (Busenitz and Barney, 1997:9; Musso, 2020:7) viewed the heuristics and biases in the entrepreneurs' decision-making process positively, particularly in the business start-up. Busenitz suggested that the use of heuristics is significant to speed up and simplify decision-making. Heuristics are helpful because they use effort-reduction and simplified techniques in decision-making. Research revealed that entrepreneurs with a logic based on heuristics are capable of speedily making sense of complicated and uncertain situations, while using more conventional approaches in decision-making (Baron, 1998:278; Mitchel et al., 2007:7).

The cognitive theories relate to metacognition which encompasses the processes of planning, tracking, and assessing personal performance and regulates specific actions for new idea creation in given dynamic circumstances (Flavell, 1979; Çini, Malmberg and Järvelä, 2020:1). It consists of two elements: cognition knowledge and cognition regulation. Three types of metacognition knowledge exist: person knowledge which refers to understanding one's capabilities; task knowledge which refers to "what do I know" and the extent to communicate; and strategy knowledge referring to one's learning strategy to be informed. However, this paper focuses on person knowledge. While cognition is the knowledge structure used in assessing and take decisions for venture creation, metacognition reflects on one's awareness and control over the knowledge structure (Haynie, Shepherd and Patzelt, 2012:1-2). Other theories explain different entrepreneurial traits that are relevant to the entrepreneurship process. This includes self-confidence, emotions, optimism, vision, high need of achievement, independence, and aspiration (Iyayi, Akinmayowa and Enaini, 2012:331-336). People with these characteristics or factors enhance economic undertakings and behaviours, create new ventures, produce goods / services, and meet other peoples' need. These psychological theories help to explain not just what makes entrepreneurs behave as they do, but also highlights the qualities they have that make them sustain their businesses. Thus, personality factors remain essential for business expansion and sustenance.

2.3 CONTEXTUAL PERSPECTIVES OF ENTREPRENEURSHIP THEORETICAL FRAMEWORK

Within the theoretical framework, however, the researcher ascertained how intrapreneur ‘now turned’ entrepreneurs arrive at conceptualising opportunities and other entrepreneurial activities through iterative cognitive activities and behaviors and its consequent influence on the economy of South Africa. The current study utilised the cognitive traits of entrepreneurs to examine and explain their behaviour as related to spotting opportunities to create a new business and business growth (Sanchez, Carballo and Gutiérrez, 2011:434).

In the entrepreneurial literature, entrepreneurial intention is influenced by psychological characteristics, skills and environmental influences but contains elements of rationality and intuition (Bird, 2015:146). Studies (Sanchez, 2014:14; Kirkley, 2016:290) further explained the contribution of values to decision-making in the field of psychology which influences entrepreneurial behaviour, thereby linking values and levels of entrepreneurial activity. Shepherd, William and Patzelt (2015:33) have focused on self-efficacy theory which explains why people believe in their capability to produce results and which is now an important predictor of decision-making and ultimately entrepreneurial behaviour. This study viewed ‘intention’ as a passive phenomenon. Until a decision is made, no entrepreneurial action (behaviour) follows, though, the intentions are strengthened by values, belief systems and attitudes which must be to impact entrepreneurial decision ability before acting (Krueger, 2017:13).

Referring to cognitive resources within the concept of entrepreneurship, scripts (knowledge structure) and experience are not left out in examining how both support the propensity to embark on entrepreneurial activities (Shepherd, William, Patzelt 2015:23, 33). Entrepreneurs are different in their reaction towards business opportunities, and these variations impact on the decisions related to such opportunities. Other cognitive factors to consider in this study include aspirations and attitudes, self-perceptions, social networks, heuristics and biases, overconfidence, optimism, emotions and metacognition. Fostering entrepreneurial thinking and novel behaviour is critical to this framework. Such thinking embraces the propensity to act on new opportunities upon the premise that it may be difficult to perceive opportunity as credible and personally viable if there is no desire to act. Figure 2.1 shows a simple diagram

which explains the researcher’s intended approach in addressing the entrepreneurial behaviour framework to be adopted.

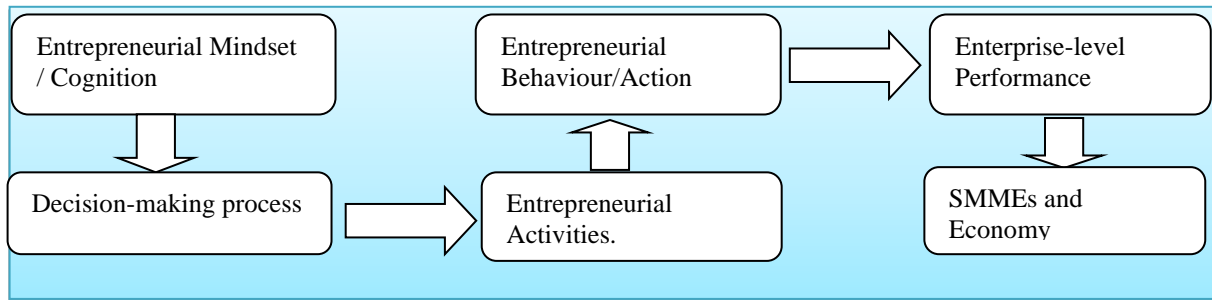


Figure 2. 1: Flow chart of entrepreneurship and enterprise performance relationships

Source: Author's own illustration (2020)

To lay a solid foundation for this study, it becomes imperative to review related works that supported the fundamental aim of researching the phenomenological study of the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa. People transition from one job or businesses to another simply because the world is dynamic; likewise, businesses and economic reconstructions can be revived through entrepreneurial bricolages. Without economic growth, the country’s future becomes bleak leaving no hope for its citizenry. Hence, focus on entrepreneurship and enterprise performances relationships to consolidate the gains of re-building the SMMEs for the economic growth of the country.

2.4 SITUATIONAL CONTEXTS OF ENTREPRENEURSHIP

Entrepreneurship is a domain of research that can be examined from diverse subjects or disciplines, tasks, and contexts (Shepherd, 2011:412). For entrepreneurship, the significance of context goes beyond increasing understanding and circumventing mistakes. The situational context of entrepreneurship in this study, in a broader sense, is comprised of other sub-contexts such as internal organisation, decision-making, individual personality, cognition and behavioural context, economic and phenomenological context. Beyond the entrepreneurship literature review, the evaluation of literature in the field of management and cognitive psychology which sheds more light is considered, to strengthen the possible empirical evidence and outcome of the study. Patriotta and Siegel (2019:1194) argue that different situational contexts explained individualistic differences of the entrepreneur in their entrepreneurial performance and how it influences economic growth of the country.

Situational context relating to the context of 'phenomenon' formed the basis of the various definitions of entrepreneurship upon which this research is anchored. Entrepreneurship is the birth and advancement of new enterprises, and it happens in businesses of all sizes and shapes (Nieman and Nieuwenhuizen, 2014:427). The involvement of the process that creates something new with intrinsic value is unique to the field of entrepreneurship. Globally, entrepreneurship is viewed as the engine essential for economic development, poverty alleviation and reduction as well as wealth creation (Sutter, Bruton and Chen, 2019:1). Therefore, considering start-ups ventures and existing firms, entrepreneurship proceeds with the pursuit of business opportunities which promotes business creation and expansion, and wealth creation (Read, Sarasvathy, Dew and Wiltbank, 2016:96). This encompasses personal traits and behaviour, creation of organisation and involves actions and particular business functions (Parker, 2018:18).

An individual person could be an independent entrepreneur with their own business or an intrapreneur engaged within an existing enterprise (Martiarena, 2013:31). It could be a corporate entity embedded within an entrepreneurial culture (Kumar and Sharma, 2018). The submission by these scholars concurs with that of Parker (2018), that entrepreneurship is a multifaceted phenomenon. Studies (Davidsson, 2015:675; George, Parida, Lahti and Wincent, 2016:310) both agreed with the assertion that opportunities identification and starting of a new enterprise are related. Parker (2018:7) also equated entrepreneurship with opportunity recognition and confirmed new venture creation as a standard practice in entrepreneurship. The economics perspective of entrepreneurship indeed supported the significance of opportunity in the creation of new enterprises. Furthermore, regarding the fundamental role of opportunity, Ulvenblad, Berggren and Winborg (2013:202) remarked that entrepreneurship as a 'phenomenon' incorporates opportunity recognition with value addition; however, the prospect of spotting opportunity broadly depends on entrepreneur's prior human cognition.

Kuratko and Audretsch (2013:323) posit that the activities that drive entrepreneurship as a process includes the generation of new ideas. They encompass new product/service development for a niche market while identifying and harnessing resources (Yang, Dess and Robins, 2019:2). However, to convert an idea to opportunity, it must be unique, durable and timely to add value. Shane (2012:18) emphasises that entrepreneurship requires both an agent (an individual who performs an action) and a context (an opportunity to perform an action), and all of this should occur in a process, hence, the need for an entrepreneur as an active

element in the entrepreneurship process. Within this context, identifying potential opportunity is a crucial yet demanding task, and opportunities are seldom self-manifest. McMullen and Dimov (2013:1484) supported this view when considering entrepreneurial activity as the interaction between opportunities and new ventures.

GEM (2018:17-18) argues that entrepreneurial activity is the outcome of the interface of an individual's perception of an opportunity and capacity (competence) to act and is aligned with the stages involved in the life cycle of an entrepreneurial venture. The key activities are not derived from head knowledge; rather they emerge from analysis of the specific enterprise. Ramírez-Solís and Baños-Monroy (2019:263) opines that entrepreneurship characterises the critical engines of economic growth according, but are anchored on entrepreneurial activities yet to be seen in most of the new and existing businesses in South Africa. While Shane (2012:13) defines opportunities as "situations in which it is possible to recombine different resources and efficiently re-harnessed to make gains", Nieman and Nieuwenhuizen (2014:37) argues that entry into entrepreneurship could be either necessity based or opportunity-based. Nevertheless, entrepreneurial entry is suggested to be the outcome of ability to spot and utilise opportunities and motivation.

Entrepreneurship from the behavioural and cognitive perspective is centred on the characteristics and interpretative models of the individual entrepreneurs, hence the need to evaluate entrepreneurial cognition of the active element in the field of entrepreneurship. Research into entrepreneurial cognition attempts to comprehend the ways in which individuals spot and utilise entrepreneurial opportunities, and the reasons others do not (McMullen and Shepherd 2006:132). Shepherd, Wennberg, Suddaby and Wiklund (2019:159) observes that entrepreneurship involved the collaborative process and performance of entrepreneurial efforts, deep-seated in environmental conditions in a given meta-framework., whereas an entrepreneurial effort is the investment of resources (cognitive and behavioural) in the drive towards a potential opportunity. Gupta, Streb, Gupta and Markin (2015:64) stated that entirely new enterprises emerge through the exhibition of entrepreneurial behaviour, whereas Lawal, Iyiola, Adegbuyi, Ogunnaike and Taiwo (2018:3) emphasized that the field of entrepreneurship can be enriched by understanding what entrepreneurs do. This includes the kinds of behaviours and competencies that enabled their pursuit with the belief that entrepreneur's behaviours and competencies underpin the basis for new venture creation and advancement.

Previous researchers have established that elements such as cognitive style, value system and self-efficacy appreciably influence entrepreneurial efforts (Adomako, Danso, Uddin and Damoah, 2016:92; Kirkley, 2016:298; Boudreax, Nikolaev and Klein, 2019:2). Notwithstanding this, existing entrepreneurship research on the cognitions and behaviors provides an insight for major changes regarding key economic actors (Corbett, Mitchell, Shelton and Wood, 2018:938). Scholars (Brandstatter, 2011:223; Obschonka and Stuetzer, 2017:203) embraced the trait dimensions as the “sources of mental and behavioural processes need to be embraced to understand the entrepreneurs as to ‘who they are’, and provide further insight on how individual traits induced mental and behavioural processes are better justified via the cognitive, affective and motivational processes resulting into the formation of stable entrepreneurial behaviours. Mathews (2018:47) deduced that the personality-cognitive model explained the composite dynamics of the entrepreneurial behaviour. This focused on the dynamics of the entrepreneur’s activities.

In another perspective, different entrepreneurial activities induce different cognitive strategies (Nuamah, 2018:3). These activities and cognition modus operandi in an entrepreneur lead to the generation of venture ideas and induce different modes of decision-making. This requires certain mental activities which may result in a set course of actions which require diverse and unique outcomes. The entrepreneurship cognition approach which connects to the study of cognitive models of decision-making during risk, views decision making as a shared task of the individual’s cognitive behaviour and the properties of the entrepreneurial function (Gustafsson, 2006:31; Shepherd, Wennberg, Suddaby and Wiklund, 2019:7). This appetite for action is important to the entrepreneurial process because the dearth of action by entrepreneur means that there can be no new venture creation (Baron, 2007:167). Entrepreneurship involves individual agency and occurs because individual entrepreneurs conceive ideas and develop them through to the launch and operation of a new venture.

There is an emergent body of literature that investigates an array of entrepreneurial actions to date which is integrated into this study. For example, entrepreneurial action involves individuals’ input into the processes that ascertain, develop, and engage in various activities under uncertainty (Chen et al., 2018:7). Entrepreneurial action may not be conceptualised as a single deed but rather as a process which involves several actions happening over-time. Hence it was conceptualised as an active interactive process that involves both cognition and behaviour as determined by the environment (Shepherd, 2015:489). Wang, Wang and Archer

(2018:1) postulated that entrepreneurial action is the behaviour through which corporations discover and exploit business opportunities.

However, Volery and Mueller (2018:133) typified entrepreneurial behaviour by its capacity to make prompt and sound decisions to adjust to the developing environment. Farooq (2018:242) further supported the fact that entrepreneurial behaviour is recognised as a key element for economic advancement, yet very little is known about the factors leading to entrepreneurial behaviour. In line with this study, entrepreneurial behaviour is described as the assemblage of events or tasks and actions engaged in the perception of opportunities and the establishment of enterprises (Cai, Peng and Wang, 2018:112). Past studies suggest that entrepreneurs apply the cognitive resources acquired from their education, experience, and networking to specific activities, and this envisions their creativity and innovativeness (Shalley, Hitt and Zhou, 2015:425-426). Significantly, these visions are cognitively assessed for desirability and feasibility and when favourable, such assessments are converted into actions planned to mobilise resources in pursuit of set goals.

Entrepreneurial thinking characterises the most abstract part of entrepreneurial action. It remains unnoticed in discrete behavior, but the unobservable cognitive activities answer the fundamental question regarding the importance of starting a new business or launching new products, services or processes from conception to actual creation (Chen et al., 2018:12). The study of Chen et al. (2018) further emphasized that, though it is not observable, thinking is a type of action, because it takes energy / effort to navigate any activity towards the process of entrepreneurial action. Thinking is abstract, while doing is actual and rooted in a realistic context. In other words, entrepreneurial action can be best understood as a process of thinking to the point of actual doing with the emphasis that all actions were rooted in an individual thinking process.

In sum, entrepreneurial actions and/ or behaviour, as conceptualised, is not a single event but rather comprises of several heterogeneous tasks. These tasks, in the process of entrepreneurial action, do not emerge unplanned, but can as well be organised normally through 'thought' to offer a closer linking between thinking and doing. An understanding of the interdependence between entrepreneurs and structure is also required to consider how changes in structure influence entrepreneurial actions and how entrepreneur actions influence structure (Garud, Gehman and Giuliani, 2014:1181-1182). Furthermore, this notional structure does not suggest

an inactive progression of entrepreneurial action. Rather, it is expected that activities at diverse levels of thought are performed simultaneously, contingent upon external contextual variables which include the impact of other active elements in the midst of uncertainty (Townsend, Hunt, McMullen and Sarasvathy, 2018:1).

Action cannot operate in a vacuum; rather it has to be done by an agent. Hence, entrepreneurial behaviour is regarded as individual action developed through the interface between entrepreneurs and the environment (Johnston, Lassalle and Yamamura, 2018:221). The highlight of these discussions indicates that an individual's way of thinking entrepreneurially and acting has developed noticeably in contemporary time. From an organisational perspective, implementing the activities connotes the behaviour of an entrepreneur (Cai et al., 2018:658). Entrepreneurial tasks or activities are vital to new venture creation, and transition activities within the process are often the consequence of the combination of numerous skills and performance mechanisms. In the search to understand opportunity exploitation, Kuckertz, Kollmann, Krell and Stöckmann (2017:79-80) recognised six related tasks that highlight opportunity utilisation/exploitation: "design and develop a product / service, acquiring and harnessing resources, formulating business plan, get to know the customers and the market, and setting up the business enterprise".

Worth mentioning are the cognitive and behavioural variables as ultimately linked to the activities which the entrepreneur performs which involve the conception, launching, and the building of new ventures (McMullen and Dimov, 2013:1182-1183). These operate at the different stages of pre-entry, emergent, early life, and business maturity under different uncertainty levels (Jiang and Tornikoski, 2019:4). In this process, they gain knowledge concerning behavioural and cognitive variables including perceptions that play a critical role in their various tasks and activities (Baron, 2007:168; McMullen and Dimov, 2013:1149). In a way, new venture creation is a process (Kloepfer and Castrogiovanni, 2018:686). It includes units of actions or combinations of actions such as identifying an opportunity, acquiring needed human, social and financial capital, developing workable business plans and developing technology (Pavicic, Resetar and Tos Public, 2013:1; Bakker and Shepherd, 2017:134). These combinations of actions are crucial for new venture creation including implementation of a production process, building organisational presence and establishing the structures for the organisational and financial activities (Fitzgerald and Shepherd, 2018:475). All of these can be proposed as potential entrepreneurial behaviour.

Any entrepreneurial behaviour expressing a nation's culture as related to new venture creation, regardless of how modest, contributes to entrepreneurship development and the national economy (Fritsch and Wyrwich, 2017:396). However, it is vital to appreciate that entrepreneurs differ in their profiles and impact; hence it is instructive to consider, not just the number of entrepreneurs operating in economic activities, but their contribution in the employment generated. One must consider their business growth ambitions, the extent to which people are participating in entrepreneurial activity, and the number of SMME business owners in active operations. It is established that SMMEs contribute to national economies globally, creating employment opportunities while adding value to innovation activities (Botha et al., 2021:1). Nevertheless, these contributions differ across organisations, sectors and countries.

While entrepreneurial activity does not happen in a vacuum, other cognitive factors including self-efficacy and values contribute to creating an entrepreneurial culture that could enhance entrepreneurial activities. To ensure economic wealth in South Africa, there is the definite need to significantly increase the number of opportunity-based entrepreneurs who successfully start and build micro and small enterprises with the aim to create more jobs to drive economic growth. Of the current number of SMME business owners (2,550,540), only 29 per cent are of formal status (736,198) while 1,754,443 remains informal SMME business owners (SEDA, 2019Q1). Thus, increasing the percentage of the formal SMMEs would be favourable to the country's economy.

The theoretical framework becomes all inclusive, starting from the situational context of entrepreneurship, the study of the nature of entrepreneurs both in and outside of an existing organisation as to what is done and how things are being done, the role played by various elements of cognition in the thinking process of entrepreneurs and how this influences the decision-making process. Making a decision is one thing; but acting on the basis of the decision made is a different ball game within the context of entrepreneurship. Despite all this, action must be taken with regard to the entrepreneurial activities such as opportunity identification in relation to discovery or exploration, creation and recognising opportunity, launching of new product or service, operating, managing and growing of business. Next is to discuss, in detail, the entire concept within the framework.

2.5 CONCEPT OF ENTREPRENEURSHIP

The lack of consensus in defining entrepreneurship arises from various definitions in use which are measured differently, and this was evident from the outset (Gubik, 2020:45). A variety of studies have suggested different explanations about entrepreneurship and the manner in which it should be measured. Generally, three different views were built around entrepreneurship: first, entrepreneurship from the standpoint of a specific characteristic of people or organisations (characteristic view); second, from the viewpoint of desired outcomes for companies or national economies (outcome view); and third, from the standpoint of the process of doing things in a given organisational context - process view (Hosseini, Dadfar and Brege, 2018:341).

The reality of entrepreneurship as a phenomenon is fundamentally the establishment of a new enterprise (Burns, 2017:2). Examining the role of individual cognitive factors that influence the creation of new enterprise instead of selling the innovative idea to existing enterprises is clearly a core issue in entrepreneurship (Matthews, Chalmers and Fraser, 2016:1). Bearing this in mind, the creation of new enterprises has become a prerequisite for identifying an entrepreneur who exploits business opportunities, hence the need to consider the nature of entrepreneur from every entrepreneurial perspective.

2.5.1 Nature of entrepreneurship

Schøtt, Kew and Cheraghi (2015:17) advanced that the entrepreneurs develop new enterprises, initiate and influence innovation. They should prompt structural reforms, launch novel competition, and contribute to an economy's fiscal health, and establish a variety of ventures, ranging from lifestyle organisations to rapid growth businesses. Gomezelj and Kusce (2013:907) stressed that, entrepreneurs are imperative to the society, since their businesses add up to the advancement of the country's economy, creating jobs for possible employment and enhancing the society through new innovative products. Therefore, entrepreneurship is not only helpful to those who seek to either own a business or become self-employed; rather it contributes to the society at large. Fritsch and Wyrwich (2017:157) corroborated the relevance of entrepreneurial society in that entrepreneurship supports the growth of the country's economy. The country with an entrepreneurial culture can establish a favourable environment

for entrepreneurs, even in the midst of economic crises or recession. This could lead to a decreased unemployment rate and hence offer a better advancement of the economy.

Consideration for the new venture requires that the individual be entrepreneurially inclined towards innovation, but above all, the individual needs to learn how to manage the business enterprise (Drucker, 2014:175). In high-income countries, the GDP growth is positively impacted by the adoption of venture entrepreneurship according to global report (GEM, 2018:20). Through the creative activity and approach of the entrepreneur, new products and/or services are put together and offered to the market. The product of the entrepreneur's undertaking could be reproduced for commercial purposes, resulting in enlarged market offerings and further enhancing demand and supply considerations

In terms of entrepreneurial entry, there are entrepreneurs who venture into entrepreneurship through opportunity identification. This is referred to as "opportunity" based entrepreneurship, whereas others pursue entrepreneurship when there were no longer means of gainful employment. This is referred to as "necessity" based entrepreneurship (Nieman and Nieuwenhuizen, 2014:23-25). The fundamental difference is that certain entrepreneurs start their own businesses based on the idea or opportunity discovered, but other entrepreneurs were coerced into establishing a business out of need or necessity and due to lack of other alternatives in the labour market (Fairlie and Fossen, 2018:25).

Mostly, new business ventures are established by individual entrepreneurs who were engaged in former employment, and their prior work experiences offer them strategic resources, such as human and social capital (Sørensen and Fassiotta, 2011:1324). Basic criteria required in identifying an entrepreneur, are the elements of responsibility and involvement (Arend et al., 2016:1149). Hence the investigation of the nature of entrepreneur being the active agent in new venture creation cannot be denied (Baron, 2007:167).

Past research studies of entrepreneurship pay attention to 'who is an entrepreneur' rather than 'what they do' and 'how they do it', however, according to Chatterjee and Nas (2015:103), the effects of individual characteristics are the main theme of the study of entrepreneurial behaviour and achievement. In the same approach, other scholars view entrepreneurs from a perspective of psychological needs associated with the entrepreneurship process such as the need for achievement, innovativeness, locus of control, self-efficacy, independence and

tolerance for ambiguity (Hosseini, 2019:1-2). These psychological needs likewise focused on ‘who’ entrepreneurs are. The difference in personal traits to become a prosperous entrepreneur constitutes the intrinsic nature of psychological theory. However, the whole essence in this study is ‘what entrepreneur do’ and ‘how they do it’.

In a bid to address what entrepreneurs do and how they do it, it becomes imperative to focus on the entrepreneurship process. Parker (2018:18) highlighted entrepreneurship as a multifaceted phenomenon which can be analysed at both individual and enterprise levels. It encompasses personal traits and behaviour; involves actions and particular business functions; entails creation of a new organisation; and catalyses strategies for managing, growing, and harvesting those organisations. This is diagrammatically shown in Figure 2.2.

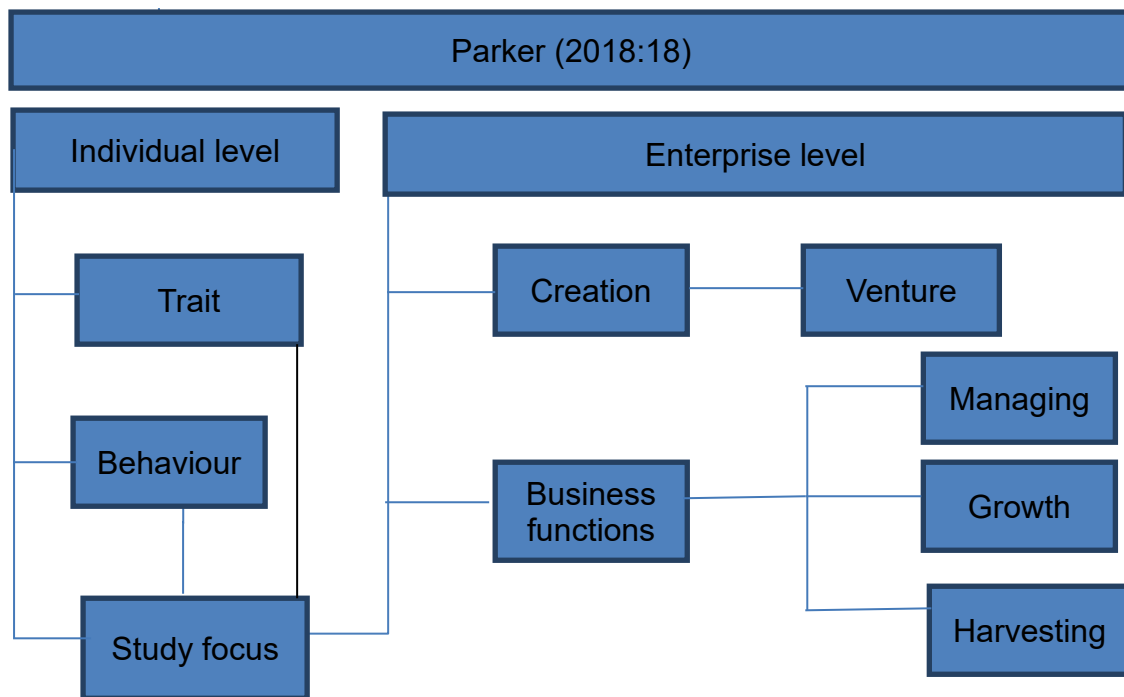


Figure 2. 2: Breakdown of Parker (2018:18) theory on entrepreneurship

Source: Adapted from Parker (2018)

Figure 2.2 shows the Parker (2018) submission on entrepreneurship. The major priority in this study is the traits and behaviours of the active element which also illuminates the nature of entrepreneurs in the entrepreneurial process that gives birth to a new enterprise which must be managed for growth and the desired ultimate harvest. The harvest could be profit for the organisation as well as wealth creation meant to tackle the socio-economic challenges of the country. This assertion is supported by Baron and Shane (2007) that the entrepreneurial process

consists of various distinct phases: initiating ideas and spotting opportunities, harnessing resources, introducing the new venture, developing success, and reaping the rewards. The discipline of entrepreneurship research provides an opportunity to identify the focal concepts in the field. Opportunities do not reveal themselves, neither do they develop goods or services, nor offer them to the market, however, it requires entrepreneur efforts to make these happen (Lassalle and Scott, 2018). The two types of entrepreneurs in this study include necessity-based entrepreneurs and opportunity-based entrepreneurs.

2.5.2 Necessity-based entrepreneur

Entrepreneurship is an exclusive and stimulating human endeavour that manifests in diverse events and contexts, and past research works have identified the entrepreneur as the ‘motivator’ to engage in the process of building a new business (Fairlie and Fossen, 2018:4). The people who are involved in necessity-based entrepreneurship do so due to the lack of other options, Nieman and Nieuwenhuizen (2014:37), or no other employment opportunity (Nikolaev, Boudreaux and Palich, 2018:243). By estimation, globally, over one billion individuals were deemed necessity-based entrepreneurs (Brewer and Gibson, 2014:23). Margolis (2014:419) suggested that over half of the workforces in the emerging economy are engaged in self-employment, and a significant percentage of these are involved in entrepreneurship because there is no other option. Furthermore, the necessity-based entrepreneur is considerably disposed to more risk than opportunity inspired entrepreneurs (Block, Sandner and Spiegel, 2015:183). Recession is said to play a major role in the large number of dislodged and jobless employees during an economic downturn thereby increase necessity-based entrepreneurship (Salazar, Cebolla-Boado and Radl, 2019:1). In Gauteng province, the necessity-based entrepreneurs number 16.7 percent (GEM, 2018:54).

2.5.3 Opportunity based entrepreneur

Opportunity based entrepreneurs; on the other hand, represent the individuals who engage a perceived opportunity with the decision to start their own venture despite the probabilities of generating an income through employment at the time (Nieman and Nieuwenhuizen, 2014:37). Opportunity inspired entrepreneurs earn considerably high returns with a stronger impact on economic advancement. They number 83.3 percent in Gauteng province which offers good news, because opportunity-based entrepreneurs provide a more significant contribution to the

economy. While the type of entrepreneurship that exist leads to the creation of a new enterprise, the behaviour and know-how of the entrepreneurs enables exploitation and exploration which stimulates the creation of such a new venture. Therefore, the behaviour and know-how further enrich the field of entrepreneurship research (Wright and Marlow, 2012:107).

GEM (2018:54) has shown that businesses operated by opportunity-driven entrepreneurs either through exploration or exploitation or both and are more likely to endure and hire people than the businesses initiated by necessity-based entrepreneurs. In other words, economies with high levels of development enjoy a high ratio of opportunity-based entrepreneurs when compared to necessity-based entrepreneurs. In South Africa, fewer entrepreneurs were involved in The Early-stage Entrepreneurial Activity (TEA) in 2017. A total of 83.3 percent of these individuals engaged in entrepreneurship to pursue an opportunity rather than being pushed by necessity.

Entrepreneurs are motivated differently in assessing opportunities at different stages of entrepreneurship of firms' growth (Poblete, Sena and Fernandez de Arroyabe, 2019:179). However, Schøtt, Kew and Cheraghi (2015:4-6) stresses the importance of the individuals' perceptions of their own entrepreneurial capabilities. Guerrero, Urbano and Gajon (2017:175) furthermore emphasised the contribution of education, exposure, networking and experience to the entrepreneurial mindset or cognition leading to the behavioural that culminated in new venture formation. In furtherance of this, the impact of entrepreneurial thinking at different stages of firm's growth in different economic setting is noticeable (Dilli, Elert, and Herrmann, 2018:293). This becomes possible depending on the depth of entrepreneur's human cognition.

2.6 CONCEPT OF INTRAPRENEURSHIP

The term entrepreneurship is often utilised to explain the efforts of the individuals functioning outside of an existing business. This implies that the entrepreneurship process operates not only in start-up enterprises but also within an existing organisation as intrapreneurship, generating fresh ideas which are significant to the growth of an economy (Nikolowa, 2014:70). Fresh ideas happen in diverse forms, and many are created by employees within the enterprise (Nieman and Nieuwenhuizen, 2014:23).

Existing pieces of literature have labelled intrapreneurship in different forms. These include organisational transformation, corporate entrepreneurship, intrapreneuring and corporate

venturing (Kuratko and Audretsch 2013:323). It has been further argued that intrapreneurship is concerned with the discovery or exploration of entrepreneurial opportunities within an existing enterprise, exhibit innovativeness and enterprising behaviour, typically in a large enterprise setting (Arnab, 2014:134; Baruah and Ward, 2015:811; Kumar and Kumar, 2020:1771). Mustafa, Martin and Hughes (2016:3) however differed in their submission that intrapreneurship can also be valuable and occur in small and medium-sized organisations.

2.6.1 Nature of intrapreneurship

Cadar and Badulescu (2015:659) differentiate between entrepreneurs (individuals with their own enterprise) and intrapreneurs (individuals working within an existing enterprise). Futterer, Schmidt, Heidenreich (2018:75-76) define intrapreneurship as being responsible for creative innovation of any sort in an organisation. An intrapreneur, according to Buekens (2014: 581), operates in an organisation with an entrepreneurial mindset but is restricted by the business environment. Buekens (2014) also referred to Pinchot who defined an intrapreneur as someone engaged by a big and existing enterprise to act as an entrepreneur.

Intrapreneurs can build new businesses continually, utilising the corporate resources (Kumar and Kumar, 2020:1783). However, the various constraints of enterprise limited assets and the required human capital, including agency theory and the bureaucratic nature of organisations did not give credence to the above submission (Adewale, 2017:1; Amankwah-Amoah, 2018:732). From another perspective, Martiarena (2013:31) referred to the 'engaged intrapreneurs' as a set of entrepreneurial individuals distinct from the other category of ordinary employees. The engaged intrapreneurs were reported to be involved in the generation of ideas and the building of new business units, including new branches, or launching new products for their employers. Martiarena further stressed that 70 per cent of the engaged intrapreneurs are involved in an advanced stage of project development, whereas other ordinary employees were still generating ideas and seeking for information from their superiors for approval or confirmation.

In contrast to entrepreneurs, intrapreneurs are people on the payroll of an enterprise (Birkemalm and Jansson, 2018:4). Specifically, in dealing with empirical research among intrapreneurs, Page and Soderbom (2015:45) postulated a lower limit of 100 for developing countries and 500 for developed countries. At present, there is no consensus as to what

represents a small or large enterprise, as each country has formulated what comprises a small or large firm. In relation to uncertainty, Birkemalm and Jansson (2018; 22-24) explained that individuals with a low preference for uncertainty decide to be wage workers, and these employees could as well be intrapreneurs. Notwithstanding the differences between the intrapreneurs and the entrepreneurs, both possessed similar entrepreneurial spirit and resources, spot new ideas and convert them into profitable ventures (Cadaru and Badulescu, 2015:663).

In the entrepreneurship literature, prior research was done at the organisational level, with the spotlight on corporate entrepreneurship, but studies on intrapreneurship and individual intrapreneur are scarce (Blanka, 2019:1). This study, however, pays attention to both individual and organisational levels on the assumption that intrapreneurship focuses on the entrepreneurial activity of the individual whereas corporate entrepreneurship operates at the organisational level.

2.6.2 Further Classification of intrapreneurs / corporate entrepreneurs

Burgers and Van De Vrande (2016:484-485) further breakdown the different type of people that could constitute intrapreneurs on the basis of what they do, and the conditions attached to their task. First, these can be individuals who spot opportunities that are relevant to their organisation when doing their normal work but are not entitled to compensation. Second, they can be individuals who identify opportunities attract compensation despite being outside of their normal routine work, and these come in different forms. Third, employee's may pursue opportunities as part of their job, and which are relevant to the organisation but with no compensation. Fourth, an employee may pursue an opportunity and attract compensation, even though these opportunities are relevant to the organisation and are part of the employees' job.

Furthermore, under ownership schemes, in some establishments, employees are categorised into intrapreneurs as they are involved in developing business projects but without being considered for business ownership (Martiarena, 2013:31). The understanding of the value attached to innovative ideas of employees makes their implementation much easy to tackle. While ideas emanate from few, innovation is a capability of many (Kuratko, 2016:61). Intrapreneurship is related to a bottom-up process whereas corporate entrepreneurship, operating at the organisational level embraces a top-down approach (Rigtering and Weitzel, 2013). The bottom-up approach, however, faces specific limitations arising from the

hierarchical structure entrenched within the corporate entity which has the capacity to place a lid on individual initiatives (Bosma, Stam and Wennekers, 2011:6). Nevertheless, an intrapreneur must possess the required behavioural components of intrapreneurship. This includes individual initiatives, dynamic information search, critical thinking, voicing, championing, locus of control and risk taking (Parker and Collins, 2010:634). Intrapreneurs and intrapreneurial activities are recognised as prime movers of innovation and strategic renewal in an organisation (Rigtering and Weitzel, 2013:337).

Nevertheless, it is important as well to appreciate the “organisational view” of entrepreneurship (Audretsch, Kuratko and Link, 2015:709). This gives regard to the organisational status which includes the enterprise age, size, and the governance of the enterprise. The unique feature of this viewpoint is that entrepreneurship is recognised, described and measured based on organisational status, however, the discourse in relation to organisation context must incorporate both behavioral and performance perspectives (Stuetzer et al., 2018:1).

2.7 THE ORGANISATIONAL CONTEXT OF ENTREPRENEURSHIP

Discussion of the organisation context is intended to clarify both favourable and unfavourable circumstances within the enterprises so as to appreciate various situations which prompt intrapreneurs to remain or to leave the organisation. The organisational context captures the impact of culture, processes and practices, human capital and skills including structure. It has been found to have a comparatively and extensive contextual impact on innovatively based entrepreneurship (Nanda and Sorensen, 2010:1125). Agarwal and Breguinsky (2015:18-19) further enumerate the various types of knowledge that avails, as it relates to individual entrepreneurs emanating from dissimilar organisational contexts.

Innovation is the tool in the hand of the entrepreneurs as well as the channel by which they utilise change in their businesses or in their product or service offerings. Bednall et al. (2018:797) stated that the established enterprises pursue growth through innovation and entrepreneurship. Strategy of this nature symbolises an endless and unwavering reliance on innovative behaviour across organisational strata. Most research work on firm entrepreneurship pays attention to entrepreneurial behaviours and innovations including the attitude of the firm executives or owners (Sieger, Zellweger and Aquino, 2013:1). However, this largely ignores

that employees across all organisational strata have the capabilities to contribute to entrepreneurship and innovation in an enterprise (Mustafa, Martin and Hughes, 2016:8).

In the management literature, intrapreneurship is basically described as the emergent behaviour that initiates individual departure from the conventional ways of transacting business in an existing organisation (Barber III et al., 2020:80, 81). In the literature on intrapreneurship, two groups of antecedents are identified. The first group focuses on the organisation (intra-organisational environment) while the other group connects to the external environment of the firm. Nevertheless, the resultant effect of intrapreneurship is firm performance. In essence, the first groups of antecedents are concerned with open communication, control structure, environmental research, support systems, and organizational values. Hence, it is important to know how organisational values affect intrapreneurs because organisational values are critical movers of intrapreneurship.

At the organisational level, intrapreneurs do not engage in the usual management activities but rather at the organisational boundaries with a top-down approach (Park, Kim and Krishna, 2014:1). It is an organisation strategy to allow for entrepreneurship behaviour in its working environment thereby introducing an entrepreneurial culture within the organisation. But at the individual level, it is the intrapreneurial willingness and propensity to inject entrepreneurship traits and thinking processes to the activities of the organisation. It is possible, though that the latter could either be accepted or rejected depending on the business owner disposition towards such a mindset. Furthermore, Reid, Anglin, Baur, Short and Buckley (2018:156) argued that entrepreneurial behaviour in the organisations is impacted by the traits, values, belief systems and vision of the company strategic leaders:

The theories of entrepreneurship, at the small business level pay attention to psychological differences between individual entrepreneurs to explain why some are more likely to venture into their own entrepreneurial businesses. This viewpoint assumes comparatively stable environments wherein entrepreneurial activity is observed and the active elements of the entrepreneurship are involved (Kirzner, 2015:43). However, there are entrepreneurs who are less concerned by uncertainty or possess locus of control and manifest a greater openness towards entrepreneurship (Birkemalm and Jansson, 2018: 22-24; Chatterjee and Das, 2015).

From previous studies, it was acknowledged that individual differences exhibit a small portion of the observed entrepreneurial passion in economies, but the interface between individual differences and the environmental context better express the occurrences of entrepreneurship (Suddaby, Bruton and Si, 2014:3). This interface drives the process of opportunity identification that defines entrepreneurship as the activities that happen at the intersection of individual differences and the processes of discovery, assessment and utilisation of opportunities within the same organisation (Alvarez et al., 2013:1). In this situation, the interactions between opportunities and environmental conditions cannot be ignored

In furtherance of this discussion, the relationships between the individual and the society can be better understood by the appreciation of culture. At the broadest view, culture explains how society works. Indeed, societies cannot become prosperous without their entrepreneurs (Franca and Rua, 2019:1). Thus, an enterprise culture supports and sustains entrepreneurial actions. Further still, culture can help us understand individual entrepreneurial aspirations, and what individual desire is shaped by the prevailing cultural norms and values (Linan, Nabi and Krueger, 2017:1). The individual capability to develop and combined ideas has attracted the attention of psychologists who attempt to understand these creative impulses (Kuratko, Morris and Schindehutte, 2015:7). Novel ideas do not just happen, rather they are grounded in the individual knowledge base. Hence, it befits firms to strategically explore the intrapreneurial potential of their employees (Falola et al., 2018:1)

Corporate entrepreneurship enhances enterprise endeavours to innovate consistently and manage proficiently when competing in a business environment (Hanci-Donmez and Karacay, 2019:1). It thrives in established organisations when individuals are at liberty to take initiatives and actions (Kuratko, Hornsby and Covin, 2014:37). However, the absence of an enshrined ‘entrepreneurial culture’ within the corporate organisation is bound to pave the way for intrapreneurs to exit the existing organisation for their own business.

Given the characteristics of the external environment, while some environments might be conducive enough to support the enterprise, others might not be conducive (Antoncic and Hisrich, 2001:503; Hosseini, 2019:6). These assumed that unfavourable factors might pave the way for intrapreneurs within the organisation to exit towards entrepreneurship. Furthermore, despite the consideration to embrace intrapreneurship or corporate entrepreneurship, large numbers of enterprises are yet to completely explore the opportunities to consciously connect

the workforce intrapreneurial capability towards the growth and sustainability of the enterprise (Falola et al., 2017:2). This negligence could create the avenue for intrapreneurs to exit for their own venture. In the research study of Buekens (2014:581), enterprises that remain unsuccessful are traceable to inability to create a business environment that appeals to an intrapreneurial mind hence encourage the intrapreneur to disengage from the organisation.

Organisation's refusal to promote a policy of recognition poses job security challenges to the intrapreneur. Intrapreneurs strive for freedom, hence, refusal to grant intrapreneurs similar rights as those outside the organisation may result in their disengagement to start their own business (Buekens, 2014:585). Though, organisation support influenced the activities and output of the intrapreneurs, but the question to ask is "how many firms do support their employees to prevent transitioning?" (Birkemalm and Jansson, 2018:50).

For instance, the enterprise can propose a performance-oriented contract to assuage the information asymmetry challenge if it is posing a greater challenge. In a situation where the organisation decides to give up a portion of the cash meant for the employees; the consequence is a reduction in the organisation's share. This will result in a reduction in the investment of the organisation, because when the organisation decides to withhold rewards or incentives, the employee can walk away with a workable idea. This may negatively affect the firms' and venture capitalists' investment tendencies (Nikolawa, 2014:72). Despite the positive influences of intrapreneurship for the organisational, it also poses unique challenges that could lead to intrapreneurs transitioning into entrepreneurship (Kuratko, Morris and Schindehutte, 2015).

2.8 TRANSITIONING FROM INTRAPRENEURSHIP TO ENTREPRENEURSHIP

In this literature, the transitioning from intrapreneurship to entrepreneurship is discussed in tandem with the four mechanisms that influence entrepreneurship processes. This enables further appreciation of the lived experiences of an intrapreneur 'now turned' entrepreneur, as they transitioned. The four mechanisms include the nature of the entrepreneur (the active element engaged in the process), the nature of the environment, the nature of the decision-making process and finally the nature of the organisation (Tomy and Pardede, 2017:160). The study partially excluded the nature of the environment from the investigation to be conducted and considered this transitioning within the micro- and macro level and the institution contexts.

Posing the following related theoretical questions to fully comprehend the possible prevalence of behavioural change of an existing organisation is to appreciate the likely reasons why intrapreneurs decide to either remain within existing organisation or disengage to start on their own. Parker (2009:6-8) highlighted some possible questions that are relevant to this study. These include: Can the executives or managers develop contracts and work ambience to reduce the risks which prompt intrapreneurs to quit and start their own business? Will entrepreneur traditions of replicating former organisational operations in their own ventures make any such attempts gainful or futile? Can organisations deliberately and strategically groom and mentor future intrapreneurs, and for what reasons (Baruah, 2015:14)? How is it possible for managers to develop an entrepreneurial culture within the organisation that provides the supportive environments for corporate venturing? Will technology allow firms to retain intrapreneurs and for how long (Jarvis, 2019:18-19)?

Parker ultimately submits that the decision about the employees, work ambience and organisational venturing opportunities is contingent upon the limitations imposed by the market environment, organisational rigidity and managerial competence. The review in this section is based on the fact that the decision to utilise opportunities through intrapreneurship or entrepreneurship depends on individual, organisational and environmental characteristic.

Bosma, Stam and Wennekers (2011:3) examined the differences between intrapreneurship and independent entrepreneurship at the micro-level as compared to macro-level, and at high- and low-income countries. These differences can be explained by considering the fundamental processes, especially those related to the economic development. First, the low level of economic development has a negative effect on small enterprises, because employees are more likely to quit small firms to found their own ventures (Parker, 2009:484). Larger enterprises have a negative impact on the occurrence of independent entrepreneurship in an economy when conglomerates function as a single economic entity. This happens when large enterprises assume high levels of autonomy of employees in higher income countries which navigates towards higher rates of intrapreneurship. The second macro-level system is the recognised favourable impact of economic development on the opportunity cost of an independent entrepreneurship (Kacperczyk, 2012:484-485; Parker, 2018:147-148). With the increase in salary or remunerations, those necessity-based entrepreneurs will increasingly choose salaried jobs, hence promoting intrapreneurship, which keeps them as employees' perpetually (Sauermann, 2018:2). In the contrary, this study asked this question, "How often do enterprises

or government increase salary?” However, there is every reason for opportunity-based entrepreneurs to own their businesses outside of an existing firm, even when their salaries are raised consistently.

Furthermore, due to the organisational context, a high-level of employment protection escalates the opportunity cost of independent entrepreneurship which boosts the occurrence of larger firms (Keum, 2020:1). From another viewpoint, several scholars have argued that the effects of entrepreneurship might be favourable when the institutions are functioning properly. Regarding organisational performances, some studies consider the impact of resources on high-performance levels of entrepreneurship (Bello, Radulovich, Javalgi, Scherer and Taylor, 2016:414). Others agree that higher levels of corporate entrepreneurship are linked with higher levels of competitiveness accomplishment, business growth, and the sustenance of enterprises (Zupic and Drnovsek, 2014:1; McKelvie, Brattstrom and Wennberg, 2017:273-274). This implies that the internal working environment would have been conducive and positive.

The conducive environment created by many organisations appear to be a haven of creativity and innovation for intrapreneurs to fully express themselves through effective performance based on reward and reinforcement systems (Baskaran et al, 2018:29). However, it is common practice that entrepreneurs leave their large organisations and venture into their own businesses. The possibility of such a transition becomes high when: the organisation reduces their investment in their high performing incentivised innovation programme at both individual and organisational level (Shin and Konrad, 2014:1). It can occur through the possible conflict between the company’s manager and employees based on divergent views (Tshipa, Brummer, Wolmarans and Du Toit, 2018:5); exploitative tendencies by firms against the intrapreneurs (Stettner and Lavie, 2014:1903); bureaucratic nature of the large enterprise (Adewale, 2017:1); limited asset or skill set (Amankwah-Amoah, 2017:4); restricted advancement and prospects in large enterprises (Sorensen and Sharkey, 2014:328) Such actions stifle the skills, motivations and aspirations of the employees.

A rigid posture of enterprises exposes employees to highly specialised and closely supervised tasks which stifle their capabilities to oppose the status quo. All of these initiate the process of starting their own business (Orchard, Ribiere and Achtzehn, 2018:1-2). However, on issues related to the routinisation problem against the needs for innovation, Alsever (2015) suggested that repetitive tasks provide low resources which did not align with the amount of

‘innovativeness’ of white-collar workers. On the contrary, De Spiegelaere, Van Gyes and Van Hootegeem, (2016:515) stated that a structured routine was a necessary aspect of workplace efficiency for blue-collar employees.

In investigating the factors that administer the establishment of new organisations, studies in sociology or organisational theory have increasingly concentrated on large enterprises as the reason for intrapreneur’s transition towards entrepreneurship, or the decision to disengage current employment to organise, manage and bear the risk for a new business (Tolbert and Coles, 2018:271-272). Recent studies have recognised several workplace attributes which include the firm’s status, size and performance as a key determinant of the workforce tendency to become an entrepreneur (Morris, Neumeier, Jang, and Kuratko, 2018:4).

Parker (2009:26) argues that there exist deliberate attempts at encouraging entrepreneurship by organisations using the following theories. Transmission theory is effective at transferring helpful business know-how and guiding employee’s entrepreneurial behaviour through various practices. ‘Blocked mobility’ theory provides employees with entrepreneurship (alternative) routes to escape the possibility of getting trapped in a small enterprise when faced with irrecoverable challenges. ‘Self-selection’ theory suggests that less risk averse individuals sort themselves into small enterprise at different stages of their businesses.

The question therefore arises as to what situations cause intrapreneurs to establish a new venture as opposed to creating a new business unit within the existing enterprise? For example, there are workforces in particular industries sectors who possibly belong to the same profession or were previously employed by firms in the same sector (Chen and Rider, 2015:1). This could also be applicable to intrapreneurs and colleagues who disengaged from the same organisation to jointly own a business. Hence, it is necessary to understand how events in existing enterprises can influence entrepreneurial choices to quit.

2.8.1 Motivation for complexity involved in starting a new venture

Most entrepreneurs work for an existing enterprise prior to starting their own ventures. Establishing a novel enterprise is a time-consuming and complicated process that dampens many individual intrapreneurs from venturing into a new business, or the motivated individuals who tried but gave up after starting (Parker, 2018:7). The inner strength of those intrapreneurs

who disengaged despite the complexity involved culminates into the confidence required in venture entrepreneurship. The rationale to build a new enterprise is supported by the individual confidence to accomplish and to access knowledge about entrepreneurial opportunities. This can be accessed through social networks developed via employment and which become helpful when information about the opportunity is certain and timely (González-Álvarez, Solís-Rodríguez, and Guzmán-Goyanes, 2012:14). The access to knowledge and social networks is instrumental to provide the required resources (motivation) critical for the creation of a new venture.

However, self-confidence and knowledge about entrepreneurial opportunities is not enough to start a new business, but rather entrepreneurs must offer their services to the consumer or to the market (Schumpeter, 2017). In a different perspective, formal organisational structures, processes and practices, and specific incentives have a great impact on employees' behaviour either to leave or remain within an organisation (Falola, Ibidunni and Olokundun, 2014:63). An informal structure which includes values, norms and culture affects behaviour and could as well create a sense of dissatisfaction among employees hence leading to employees exiting the organisation. Finally, the situational context which revolves around all external environmental factors can affect the organisation negatively if not dealt with appropriately and timeously, and can encourage intrapreneurs to exit, though, as necessity-based entrepreneurs.

A significant path in entrepreneurship research has been through understanding of the transition into entrepreneurship as a substitution to pay or salary job offered in the labour market (Barba-Sánchez and Atienza-Sahuquillo, 2017:1097), nevertheless, little is known about the consistency in the reasons that stimulate the modelling of the process from intrapreneurship to entrepreneurship. All the above-mentioned reasons justify why intrapreneurs leaving the existing large and mature organisations. This study therefore examined the lived experiences of participants in the South African business environment. Both intrapreneurs and entrepreneurs were interviewed to provide information to gain deeper and better understanding of the influences that entrepreneur's background, traits, beliefs, values, relevant cognitive factors and behaviour have on their decision making. That main context hinges on the entrepreneurial mindset or cognitions.

2.9 ENTREPRENEURIAL MINDSET / COGNITION

The term entrepreneurial mindset and cognition are used interchangeably in most of the previous research work. The entrepreneurial mindset model originates within the concept of the wider cognitive science field and more precisely in the metacognitive theory (Haynie et al., 2010:217; Urban and Govender, 2017:123). To start with, entrepreneurial cognition is defined as the knowledge structures that are utilised to assess and make decisions which involve opportunity appraisal in the creation of new businesses and growth (Mitchell et al., 2002:97; Randolph-Seng et al., 2015:10). This explained the ability to control one's cognitive thinking in an uncertain business environment. Mathews (2018:57) further suggested that entrepreneurial cognitions that distinguish an individual with an entrepreneurial mindset and those who do not have the same mindset forms one of the five indispensable interfaces of the design model of individuality. Moreover, Kouakou, Li, Akolgo and Tchamekwon (2019:121) suggested that the entrepreneurial mindset is the collection of skills and thought processes which differentiate entrepreneurs from non-entrepreneurs, and which contributes to entrepreneurial success.

A contextual model of entrepreneurship of this nature benefits more by focusing on the cognitive perspective which includes the self-perceptions and the sense-making of entrepreneurs (Chlosta and Welter, 2017:96). Further to this is the fact that, through their cognitive abilities, entrepreneurs focus on their society, pay attention to people, identify what they are doing, learning from their role models. They utilise these mental processes for decision-making in an environment with inadequate information and under major uncertainty along their entrepreneurial journey. Chlosta and Welter (2017) further, expressed the fact that while these cognitive processes continue, the people around the entrepreneurs were no longer seen as strangers but engaged with the entrepreneur's cognitive system and eventually became a part of the entrepreneur's plans. For example, through the structural alignment, the cognitive processes have been recognised to be useful in the framing of opportunities (Shepherd, 2015:489).

Entrepreneurial cognition focuses on the entrepreneurs' mental models and the connection between their psychological traits and the entrepreneurial process which includes the outcomes (Chen, Chang and Lo, 2015:906). In other words, entrepreneurship cognition linkage with entrepreneurial thinking and behaviour cannot be ignored when dealing with intrapreneurs in

a corporate environment or entrepreneurs in own's business. An organisation that appreciates the functionality of intrapreneurs and ensures effective participation would have succeeded in producing entrepreneurial behaviour that could affect the enterprise performance level. In line with this observation, most enterprises state that the most workable mechanism to introduce elements of creative innovation and problem-solving ability is to embrace the entrepreneurial perspective. Despite the desirability of this entrepreneurial approach, enterprises seem not to be consistent in its entrenchment and implementation. Many factors may contribute to this, including a lack of a true understanding of entrepreneurship generally and the entrepreneur specifically.

Research work on “entrepreneurs and entrepreneurial activity” has often concentrated on attempts to describe the entrepreneur. Most of the entrepreneurial research focused on trait theory, to identify in-built or inherent traits that would identify or describe an entrepreneur but there was no conclusive result (Kerr, Kerr and Xu, 2018:279). However, research on entrepreneurs, beyond the trait theory, involved the investigation of entrepreneur behaviour (Gupta, Streb and Markin, 2015:61-62). Therefore, in a bid to understand what entrepreneurs do and how they do it, the thought processes of the entrepreneurs need to be examined.

An investigation of the lived experiences of intrapreneur ‘now turned; entrepreneur, therefore provided a closer and in-depth look at the entrepreneur and shed light both on the role of the entrepreneurial mindset. Cognitive factors refer to the characteristics of an individual that influence learning or information and performance, and this includes entrepreneurial knowledge, experience, belief system or self-efficacy, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition which were considered cognitive factors in this study. Information from a study of this type could provide insight not available through other approaches, and eventually assist to nurture a team of more successful entrepreneurs that could contribute to the economy of South Africa.

Carsrud et al. (2017:185) held the belief that the level of understanding of the entrepreneurs determines their understanding of the processes that result in the establishment and growth of new enterprises. They further considered diverse elements of the “entrepreneurial mindset” that promote those cognitive factors that the entrepreneurs utilise daily, knowingly and unknowingly. They recognised the effect of the context in the representation of cognitions but

indicated clearly that much work still needs to be done when it comes to comprehending how individual entrepreneurs think and what drives their individual actions. How entrepreneurs think uniquely or structure the experiences they live with as opposed to non-entrepreneurs was of major interest to this study (Mitchell, Busenitz, Bird, Gaglio, McMullen, Morse and Smith, 2007:2-3; Brown, Colville and Pye, 2015:265-266). Entrepreneurs should, therefore, be able to transparently appreciate their own competence, skills and other cognitive elements that could support own entrepreneurial aim to start their own business. Therefore, it is pertinent to explicate the cognitive factors or elements which formed the crux of this research work as it relates to the entrepreneurial mindset (cognition).

2.9.1 Knowledge and experience

The entrepreneur uses their own knowledge in recognising any given event as an opportunity to develop their own business (Hajizadeh and Zali, 2016:64). In general terms, entrepreneurial ability involves the human capital needed to carry out tasks that entrepreneurs undertake as well as the ability to spot evolving business opportunities (Martiarena, 2013:30). Knowledge can be acquired through experience, so that an entrepreneur is not only able to master the products that are marketed but also exercise the managerial ability to support the continuity of the business. Experience conversely is the understanding of the way that meaning actually unfolds in the mind of the business owners and how it defines their actions in reality. Management theorists have found that knowledge is the resource which is most vital to fulfill all the four requisites for firm resources. This variable is rooted in the knowledge-based view (KBV) which itself emanates from the resource-based view (RBV). Unique knowledge is deemed as the most valued resource as it offers organisations the options of what resources to build process or discard. However, the resource-based theory treats knowledge as a generic resource.

The cognitive structure (knowledge and experience) of individuals reflects certain uniqueness and is connected to information processing in entrepreneurial cognition (Mathews, 2018:58). From the standpoint of Mitchell et al. (2002:97), entrepreneurial cognitions involve knowledge resources to make judgments or decisions which involves opportunity exploration, venture creation and growth. From other studies' viewpoint, however, knowledge, experience and

education can accelerate true innovation and business creation (Audretsch, Kuratko and Link, 2016).

2.9.2 Self-efficacy / Belief system

Belief system as a trait of entrepreneurs characterise individual ability to carry out tasks of similar and different nature when compared to individual who lacks the belief system to do same (Mathews, 2018:65-66). Individual's beliefs are strengthened when they possess prior knowledge and information, and they become more emboldened when they acquire additional competence for new entrepreneurial tasks envisioned. Pryor et al. (2016:35) presented an entrepreneurship theory in which the entrepreneurs are overwhelmed with the different sources of information. This impacts their viewpoint of new beliefs as well as their interpretation of their belief system to include the opportunities embedded within a feasible solution. This also includes the attribution of their success or failure to their activities and behaviours. Self-efficacy is rooted in self-efficacy theory, an offshoot of the Bandura social cognitive theory, and is crucial in entrepreneurial activities.

2.9.3 Aspiration and attitude

Aspirations are considered as the collection of multifaceted gains (economic, social, psychological and physiological) sought by the individuals. Such aspirations are fulfilled by undertaking and accomplishing a variety of actions. Participation in entrepreneurial opportunities is one such line of action (Goel and Karri, 2020:1). According to the literature in psychology, the trait of aspiration is known to be connected with actions that result in different levels of satisfaction and pride, and the general well-being of the individuals involved (Sheldon et al., 2004). Furthermore, such entrepreneurial attitudes influence business capabilities and aspirations in the entrepreneurial journey (Acs et al., 2017:23-25). Aspiration is rooted in the need for achievement theory of McClelland, and attitude is related to the cognitive consistency theory. Entrepreneurs aspire for the ultimate achievement with positive dispositions to entrepreneurial activities and relevant business stakeholders.

2.9.4 Value system

In recent years, developing a value proposition has become a critical consideration for enterprises in a start-up which involves new 'know-how' (Barnes, Blake and Pinder, 2009:23). This generally lies at the highest end of the value addition chain (Chittithaworn, Islam, Keawchana and Yusuf, 2011:184). Nevertheless, value addition comes in different forms along the entrepreneurial process. This was supported by Barroso-Tanoira (2017:55) that while the creator possessed the idea and the inventor implemented the idea, it benefits the innovator to add value to the implemented idea. Above all, the entrepreneur bears the risk, makes the product and offers it to the market. Businesses with no value addition have no basis to exist. Value addition or creation is alluded to in the expectancy and value theory. The way to perpetually remain in business is through value creation and consistent value propositions (Alvarez and Barney, 2005:777).

2.9.5 Self-perception

The best explain of self-perception is like viewing it through lenses of different colors to demonstrate the perceptual differences (Douglas, 2017:41). Douglas, therefore, argued that looking at the new venture opportunities through the different lenses enabled individual persons to perceive entrepreneurship as an appropriate and achievable career option. With proper self-perception, it becomes less complex for individuals to become emergent entrepreneurs and move into the discovery stage of the entrepreneurial process, where risk-reducing facts are sought for as part of the viable screening technique. Renko, Shrader and Simon (2012:1) suggested that 'opportunity perception' bridged the gap between the exploration and the creation logic. However, this type perception is subjective and idiosyncratic to each entrepreneur. From another standpoint, factors related to self-perception include individual in-built cognition, educational level, and economic development.

However, in each stage of the entrepreneurial process, perception contributes to the individual aspiration to become a practicing entrepreneur and is significantly related to the prediction of the decision-making logic (Zhang et al., 2019:781). Self-perception theory prompts the entrepreneurs to clearly forecast the future demand for products and/ or services. It helps them to predict the evolution of new technology to meet client preferences and subsequent market

requirements (Mauer, Neergaard and Linstad, 2017). This explains the potency of self-perceptions. Douglas (2017:57) further stressed that each lens operates to cause the entrepreneur to increase the occurrences of new business establishments.

2.9.6 Social network

Having access to “active” social networks offers the emergent entrepreneur’s risk-reducing facts at little or no cost, thereby minimizing the perceived risk of the planned new venture. Social capital implies the gain derived from networking which is expected to promote the entrepreneur’s knowledge and strengthen the individual’s capability in spotting opportunities and enjoying the access to resources (Estrin, Mickiewicz and Stephan, 2016:450).

Heterogeneity of social capital exists among members and it means that the risk observed by one emergent entrepreneur is lower than that observed by another such entrepreneur (Maniam, 2019:1). Social network theory is an offshoot of the social psychology originated by Barney (1985:39). This guides entrepreneurs to access the right people to consolidate essential information required in their business. Networks are of significant concern to entrepreneurship research because they enhance an enterprise’s capacity to obtain and explore information from external sources, which is vital to achieving entrepreneurial results (Song et al., 2017:98). In fact, enterprises gain access to novel information via interfaces with their network associates. It was equally opined that enterprises can access fresh facts for new innovation that enhances the enterprises capacity to seek a niche and new markets with new product/service offering (Santoro et al., 2018:5-7).

2.9.7 Heuristic

The heuristics approach to cognitive psychology was pioneered by Kahneman and Tversky (1970) and suggests that individuals utilise heuristics in decision making. Cognitive theory, however, emphasises that heuristics are mental shortcuts used to minimize facts overload and produce fast decisions. Entrepreneurship and strategy allow enterprises to generate fresh ideas and to offer them to the market via the development of vision. It also supports the examination and exploitation of opportunities, creating professional networks and facilitating creativity with entrepreneurial mindsets (Horst and Murschetz, 2019:1). Heuristic is a process that could also initiate business re-engineering for value addition.

2.9.8 Biasness

Kahneman and Tversky (1970) linked the heuristic and the biases approaches to cognitive psychology. Entrepreneurship is a mistake-riddled process. Entrepreneurs, by the very nature of their tasks, must decide whether to enter and exit markets, based on an incomplete understanding of the merits of their opportunities. In doing so, they routinely make costly errors, manifested in well - documented empirical patterns such as business entry, wherein most emergent entrepreneurs penetrate the market on the basis of inadequate information (Koellinger, Minniti, and Schade, 2007:2-3).

Some individuals enter into business because their parents were in business rather than following their own convictions and capability to manage business (Lindquist, Sol, and Van Praag 2015:270). But bias in certain situations could not be ruled out (Zhang and Cueto, 2017:1). For example, bias could arise from the decision to continue with the business idea of your employer simply because all knowledge and experience came from the same business over a period of time. In light of this, an entrepreneur cannot afford to start a business that is alien to his own experience just because he did not like to copy his former employer's business idea. When the focus is on a particular sector, department or particular products because more profits are accrued from them, then bias is involved.

2.9.9 Over-confidence

Cognitive theory suggests that individuals possess some traits such as overconfidence that allow them think differently, identify gaps, and act uniquely (Mitchell et al, 2002:97). Salamouris (2013:1) suggested that overconfident individuals underestimate the potential outcomes, not because they do not consider it essential, but rather because they overemphasise their abilities. Such cognitive bias has been described to have harmful effects on decisions' end-results. It has been revealed through further investigation that overconfidence poses a wider barrier towards entrepreneurship and performance (Zhang and Cueto, 2017:9).

In relation to entrepreneurs, Moore and Healy (2008:502) classified overconfidence into three types including over-estimation, over-placement and over-precision. Overestimation describes overconfidence as the capacity to engage in doing something which could be an event that

attracts an encouraging result (Invernizzi et al., 2017:31). It could be the knowledge and expertise required to establish a new venture or the predictive validity of a cue (Koellinger, Minniti and Schade, 2007:4). Koellinger, Minniti and Schade (2007) further advocated that over-confidence is revealed to have different influences on entrepreneurial performances. For example, individuals are more likely to start their own business but also to exit when obsessed with and over-confident mindset.

2.9.10 Optimism

Optimism refers to the entrepreneur's capability to stay positive in challenging situations where the result is unpredictable. It could refer to the entrepreneur's ability to make mistakes and use them as an opportunity to learn and improve oneself (Ayala and Manzano, 2014:1). Being successful in business requires being optimistic (Bernoster, Rietveld, Thurik and Torrès, 2018:10). Individual have to believe that the future will be better, and that the brightness of the future depends on individual actions. However, to be optimistic does not imply avoiding a situational reality. It simply means that individuals must face reality with confidence that they can attain a positive result. Cognitive theory suggests that individuals possess some traits including optimism that allow them think differently with the assurance of achieving an expected result.

2.9.11 Emotion

Shepherd and Patzelt (2018:201) viewed entrepreneurship as an extremely emotional undertaking, and it is described as emotional "ups and downs" with complex challenges that influence entrepreneurs' emotional encounter. For instance, entrepreneurs may encounter excitement from work, enthusiasm, flow, satisfaction, joy and passion but also grief, anger, worry, distress and bitter disappointment. The literature in psychology has long accepted that emotions can affect the entrepreneur's way of thinking and decision-making (Shepherd and Patzelt, 2018:201). While failure could prompt the learning ability of the entrepreneurs, it can as well develop strong emotions that may hamper learning behaviours. Emotion is rooted in cognitive theory, and Singh, Corner and Pavlovich (2015:150) suggested that despite diverse criteria in explaining disappointment entrepreneurially, researchers in general accept that entrepreneurs are emotionally charged when a business fails.

The research work of Cope (2011:28) shows that entrepreneurs habitually contribute huge resources (human and financial) to start, foster, and grow a business. As a result, entrepreneurs become deeply committed to their own businesses and respond to business failures with pessimistic emotions, including dissatisfaction, anger, grief, shame and fear (Ucbasaran, Shepherd, Lockett and Lyon, 2013:24). Emotions and intuitions are observed to be related to prior experience and can influence the development of decision frameworks for new tasks.

2.9.12 Metacognition

Most scholars theorise that meta-cognitions are the entrepreneur's in-built characters (Sánchez, Carballo and Gutiérrez, 2011:433). Haynie et al. (2010:217-218) indicated that while an entrepreneur ultimately chooses cognitive as a process, the way an entrepreneurial task is framed is meta-cognitive in nature. While cognition is the knowledge structure used in assessment or decision-making, meta-cognition is a more complex process that controls the existing knowledge structure. Thus, the main task of meta-cognition in improving and enhancing processes is dissimilar from the task of cognition. While meta-cognition has been researched in other fields of psychology, neuroscience and education, the task of meta-cognition in an operations management is yet to be examined (Cho and Linderman, 2019:1).

In the study by Flavell (1979), meta-cognitive practice is described as the encounters that are cognitive task-related and affective in nature. It describes a medium for the utilisation of prior experiences, emotions, intuitions and memories. For example, an entrepreneur, with meta-cognitive experience, thinks that a particular activity is difficult to embark on or comprehend. The next step shows that the entrepreneur draws on that prior experience to produce a new decision framework to improve on an existing task. In simplified terms, Earley and Ang (2003:9) argued that meta-cognitive experiences allow individuals to make meaning out of their own social world more easily, and this, together with meta-cognitive knowledge, facilitates the entrepreneur's choice of a decision framework.

2.10 ENTREPRENEURIAL DECISION-MAKING PROCESS

The process of establishing a new enterprise underpins the need to take decisions and to act in uncertain situations (McMullen and Shepherd, 2006:1). Such decisions are viewed from

different contexts of the primary activities such as opportunity evaluation, entrepreneurial entry, opportunities utilisation, and traits of the entrepreneurial decision maker (Shepherd, Williams and Patzelt, 2015:14).

Shane (2012:15) defines opportunities as situations in which resources can be harnessed to make gains. However, Bosch, Tait and Venter, (2011:594) warn that business owners (including entrepreneurs) should be cautious and proactive in their decision-making and the management of the daily activities of the business. In uncertain situations, Alvarez and Barney (2005:777) emphasized the challenges faced by entrepreneurs in their decisions to assign, for example, the extra gains of an opportunity, to make decisions on purchasing and to organise resources.

While taking decisions about opportunity recognition, discovery and/or creation that culminated in venture creation, Alvarez and colleagues argued the need for a finer comprehension of the decision-making techniques in managing businesses in uncertain situations. Hence the need exists to focus on the causation and effectuation entrepreneurial decision-making processes under uncertainty situations (Reymen, Berends, Oudehand and Stultiens, 2017:595). While causation relates to conscious prediction and planning, effectuation emphasises flexible, adaptive collaboration and co-creating a future. Reymen et al. (2015:4-5) marked that business creation gains from a planning-based approach (causation) under risk conditions, while flexible, adaptive and collaborative (effectuation) decision-making is critical to business creation in uncertain events.

Furthermore, individual entrepreneurs who embrace causation (exploration / discovery) logic engage in analysing and planning when challenged by external agents. Individual entrepreneurs utilising effectuation (exploitation / creation) logic engage in flexible and strategic collaboration (Brettel, Mauer, Engelen and Kupper, 2012:168). In uncertain contexts, decision-making must be flexible and becomes adaptive overtime, and requires the capacity to be subjected to changes and flux inherent in such contexts. In line with the position of Reymen et al. (2015:5), no previous studies have delved into how, the decision-making logics are utilised and alter the course of the business creation process. This involves the understanding of the circumstances under which such alterations can be made and the factors that can activate such alterations.

Having emphasised the efficacy of the decision-making process in opportunity recognition, discovery or creation, or better still in causation (exploration for recognition and discovery

process) and effectuation (exploitation for creation process), Simon and Houghton (2002: 107) suggested three steps of the entrepreneurial decision-making process on information processing. This included the necessity for individual entrepreneurs to search for information; interpretation or encoding of meaningful information before deciding; and making a judgement about moving ahead with a specific idea. These, however, suggest a thinking process of the individual entrepreneur that impacts on what information to select and use and how to arrive at decision-making about an identified opportunity in a given situation.

Opportunity is recognised as the heart of entrepreneurship and it is expedient to appreciate how entrepreneurs take decisions on opportunity recognition, discovery and creation as it relates to both exploitation and exploration (Gaglio, 2018:144-146). These are critical to advance knowledge in the field of entrepreneurship. This discourse considers various entrepreneurial mindsets and/or cognition as it relates to both behavioural and cognitive factors. Furthermore, the study focuses on how the various factors affect the decision-making process of the intrapreneur 'now turned' entrepreneur, not just in transitioning but also in any start-up venture till it grows to become an established business. Shepherd, Williams and Patzelt (2015:11) viewpoint is helpful in addressing the decision –making process by categorising the primary activities of entrepreneurship such as opportunity evaluation; entrepreneurial entry; opportunity utilisation and characteristics of the entrepreneurial decision maker.

2.10.1 Opportunity evaluation based decisions

Shepherd et al. (2015:14) opine that, entrepreneurs are varied in their knowledge and experience, and these variations influence decisions on entrepreneurial opportunities. It suffices to acknowledge that human capital includes an entrepreneur's formal academic or education background including knowledge, experience, expertise and/ or skills, all of which are vital resources for business planning (Brinckmann et al., 2018:6-7). However, business planning precedes opportunity identification for entrepreneurs to influence entrepreneurial end results.

Furthermore, the different levels of human capital may lead to divergent cognitive preference and behaviour (Gruber, Kim and Brinckmann, 2015:205). Furthermore, human capital investments are varied among the entrepreneurs, therefore, it is crucial to differentiate the

resultant impacts on business planning, and by extension entrepreneurial opportunity identification. For example, entrepreneur's education and their prior work experiences are likely to influence decisions to engage in entrepreneurial opportunities for divergent reasons. This study, however, shed light on the contribution of human capital (knowledge and experience) in the decision-making process of an intrapreneur 'now turned' entrepreneur regarding opportunity identification and evaluation.

Shepherd et al. (2015:4) found that individual entrepreneur evaluating opportunities are more appealing when the opportunity is unique and when it is connected to the entrepreneur's knowledge and experience. Second, entrepreneurs vary in their emotionally reaction to entrepreneurial opportunities, and these variations influence decisions concerning entrepreneurial opportunities (Shepherd et al., 2015:16). Entrepreneurial emotion has to do with the individual feelings or moods as it deals with the identification, evaluation and opportunity utilisation (Cardon, Foo, Shepherd and Wiklund, 2012:1). It was therefore suggested that entrepreneurship is an emotional voyage because it spans the entire entrepreneurial process (Baron, 2008:1).

Emotions have the required capacity to uncover information that can affect evaluations of opportunity as well as utilisation decisions. For example, fear reduces the propensity to act on opportunities, whereas the propensity to utilise opportunities are influenced by joy and anger (Welpé et al., 2012:1). Similarly, Foo (2011:376) discovered that individuals' "moods and emotions" are affected when decisions are made. However, greater risk is perceived due to induced fear or hope than when anger or happiness is induced. Foo (2011) further stipulates that individual with anger or happiness favour higher-value tasks with an uncertain end result, compared to individuals with a lower-value task. In reality, Hayton and Cholakova (2012: 42) suggested that positive affective states, which include "emotions and moods", increase the likelihood to be aware of opportunities, as well as the likelihood that facts or information would be harnessed in an innovative way to generate an entrepreneurial idea.

2.10.2 Entrepreneurial entry based decisions

Shepherd et al. (2015:18) posit that individual entrepreneur have divergent views on how their own aspiration and attitude play a role in starting a new venture. The variation in their views

assists in explaining the fundamental reasons why some individuals decide to become entrepreneurs and others decide otherwise. In the first place, individual entrepreneurs are different in what they aspire and their dispositions (aspirations and attitudes). These variations in their opinions assist in explaining their preferences to undertake an entrepreneurial profession.

Secondly, individual entrepreneurs share different viewpoints about their capabilities, and these variations in opinions assist in explaining their preferences to engage in entrepreneurial pursuits. For example, individuals with higher rewards in terms of earnings are less likely to make the decision to disengage from existing organisations. If, peradventure they decide to disengage, they are more likely to start their own enterprises (for reasons other than higher rewards) compared to individuals who disengage from their existing organisations on the basis of lower earnings (Campbell, Ganco, Franco and Agarwal, 2012:65).

Third, individuals varied in their opportunity costs, and these variations become useful to explain the proclivity to embark on entrepreneurial pursuits. The concept of opportunity cost is helpful in explaining how high-ability individuals decide to remain in paid jobs because their earnings are probably higher in the short term than their anticipated income from their own business (Shepherd et al., 2015:19). Fourth, entrepreneurs varied in their motivations, and these divergences influenced their decisions to establish their own business. There are numerous 'motivators' that affect decisions to launch an entrepreneurial venture. These include innovation, vision, independence and challenge, which are critical to the entrepreneurs rather than wealth accumulation.

Finally, entrepreneurs varied in their self-perceptions which support the decision to build an entrepreneurial business. Previous research work on individual self-perception involved perceived individuality (Pan, Gruber and Binder, 2019:213); capability levels (Pauceanu, Alpenidze, Edu and Zaharia, 2019:2-4) and capability to administer risk (Nikolaev, Boudreaux and Palich, 2018:1) all of which have the capacity to affect the decision to establish one's own venture. It is significant to note that having a new business is a deed infused with meaning as it expresses personal identity, or self-concept (Pan, Gruber and Binder, 2019:213).

2.10.3 Opportunity utilisation based decisions

In taking decisions about opportunities utilisation, individuals shared varied dispositions in their beliefs about entrepreneurial opportunities as it impacted themselves or existing enterprises financially and socially. Different factors such as knowledge, experience, training, and skills including the accessible modes of entry are perceived and integrated differently by individuals and all of these influence the decision outcomes (Shepherd et al., 2015:23).

The first part of this discussion relates to individuals who are different in the extent to which their entrepreneurial decision-making process is designed. Though the gains of this planning are still under debate, Brinckmann and Kim (2015:153) discovered that planning assists entrepreneurs to appraise other available courses of action such as to either engage in or terminate an idea and adopt different strategies.

Second, individuals varied in their knowledge and experiences, and these variations have a bearing on the decision to either internalise or externalise opportunities when making exploitation decisions. For example, on one hand, internalisation decisions are prompted when prospective sellers are hesitant to embrace or are unable to appreciate the entrepreneur's opportunity as offered (Buckley and Casson, 2009:1570). On the other hand, the decision to externalise more than one opportunity concurrently is more likely for those who are knowledgeable, are habitual owners, or who often utilise professional networks and possess more contacts with government related agencies (Wiklund and Shepherd, 2008:701).

Third, individuals differ in the organisational context, and these variations influence entrepreneurial decision-making. There are various organisational factors that support individuals to think and act more entrepreneurially. First, profit-sharing incentives for the workforce encourage a better work effort (Jessri, Kosmidou and Ahuja, 2020:1). This increases the chances of an organisation attaining expected behaviours from its workforce. Fourth, entrepreneurs are dissimilar in their decision-making about the sources and timing of funding their endeavours. They are confronted with choices between alternative funding, which clearly depend on their knowledge regarding all available alternatives. Waleczek, Zehren and Flatten (2018:535) highlighted that those entrepreneurs with a specific human capital or expertise operating at a higher level and those with a strong business and/or social network within the

financial sector have greater knowledge of finance options which could be accessed through internal or external sources.

Fifth, entrepreneurs are dissimilar in their attitudes, and these variations impact on their decisions regarding business funding. Therefore, entrepreneurs should decide on the value of the capital to acquire, and this decision appears to be affected by their attitudes toward organisational risk (Van Auken, Kaufmann and Herrmann, 2009:1). However, the propensity to either retain or give-up management control of the venture has the potential to influence their decisions on funding. For example, the owners of a family business with preference to control the family business would probably source for fund via family loans than offering equity capital to non-family members.

Finally, entrepreneurs differ in their perception of moral behaviour, and this dissimilarity affects decisions relating to behaving ethically. In the event of ethical decision-making, entrepreneurs possess the ability to utilise ethical considerations and self-regulation to direct their decisions on the best approaches to managing opportunity. Entrepreneurs exhibiting high ethical instincts in the decision process view challenges from an ethical perspective and incorporate their viewpoints from a broad range of stakeholders. They, therefore, adopt unconventional options by challenging the empirical evidence and by utilising individual narratives or stories (Hofmann, Meier-Pesti and Kirchler, 2007:4-5).

2.10.4 Entrepreneurial decision maker characteristics

Entrepreneurs differ in the nature and the depth of their experiences, and these variations influence their entrepreneurial decision-making. For example, entrepreneurs differ in their venture creation experience which impacts the speed at which decisions are made (Forbes, 2005:355; Emami, Welsh, Ramadani and Davari, 2019:1); in the utilisation of effectual reasoning to frame decisions (Dew, Read, Sarasvathy and Wiltbank, 2015:31); and in their individual experience with small businesses which affects decision across-the-board and thereafter influences their organisational performances (Sreckovic, 2018:807).

The individual's cognitive resources are deemed crucial to the decisions on business ideas and in making a difference on how individuals with prior experience engage themselves in decision

taking (Haynie et al., 2009:337-338; Dew, Read, Sarasvathy and Wiltbank, 2018:1). It is however expected that individual persons with diverse experience rely on different patterns when evaluating opportunities. The business opportunities identified by an individual are specifically not attractive to people with diverse experiences (Gruber et al., 2015:205-206).

Furthermore, entrepreneurial experience can assist in building self-efficacy which ultimately influences entrepreneurial judgements or decisions. For instance, when making investment decisions, people with a strong self-efficacy are more assertive, hence they inject more resources including time and effort to start and finish the process of establishing a new venture (Brinckmann and Kim, 2015:153-154). The subjective belief that opportunities permit value proposition is a prime mover of entrepreneurial action in the stages involved in the new firm creation. This belief is central to the understanding of entrepreneurial behaviour and performances (Short, Ketchen Jr, Shook and Ireland, 2010:40).

Entrepreneurs differ on metacognition, and these variations affect their judgements or decisions. Entrepreneur's actions are more valuable when engaging in metacognition in their decision-making process. This concept reduces decision incongruence which implies that, "the gap between what inform decisions and the actual communication of the decisions to others is minimised" (Mitchell and Shepherd, 2012: 355). However, this rationale depends more on the individual intuition in making decisions on venture creation.

Entrepreneurs varied in their emotional reactions, and these differences influenced the judgement or decisions of decision makers in the pursuit of business creation. Shepherd and Patzelt (2018:201) found that highly positive feelings and emotions assist in the strategies utilised in making decisions. On the other hand, negative feelings and emotions assist in accepting more gradual and conscious decision-making approaches. In conclusion, this study explored the various cognitive factors which influenced the judgments or decisions of the entrepreneurs in each stage of their entrepreneurial journey.

2.11 ENTREPRENEURIAL BEHAVIOUR

The review of the entrepreneurial behaviour, addressed from different dimensions, further emphasised and clarified the exigencies of their behavioural dispositions in compliance with

the various decisions made. These are influenced by diverse elements of entrepreneurial mindset or cognition already discussed. The behavioural disposition towards entrepreneurial activities yielded various outcomes pertaining to new venture creation or product development, processes adopted, development of niche markets, and adopting unique promotional strategies. All of these contributed to manage and grow their enterprise(s).

2.11.1 Entrepreneurial behaviour generic view

Several research fields have shed light on the occurrence of entrepreneurial behaviour which is used interchangeably with entrepreneurial action. Entrepreneurial behaviour refers to the action engaged in by firms to search for market opportunities (Nobakht, Hejazi, Akbari, and Sakhdari, 2020:1). Volery, Meuller and von Siemens (2015:1-2) further agreed that entrepreneurial behaviour has to do with the discovery and the exploitation of new venture opportunities for profit and growth.

Given that the business start-up is intricate and involves a multiphase process, entrepreneurial behaviour contributes to how-decision making is translated into appropriate action. This decision relates to idea generation and the conversion of such thinking into reality. Gupta et al. (2015:61) stated that acting entrepreneurially in emergent enterprises is a complex endeavour characterised by uncertainty, nevertheless, entirely new enterprises are established through such behaviour. Entrepreneurial behaviour also includes the development of new products, processes and organisational improvements to mention only a few issues. Jong, Parker, Wennekers and Wu (2015:4) further describe behaviour as the engagement of individual workers in the creation of opportunities under uncertainty.

It is apparent that the action of the individual produces entrepreneurial behaviour, and the actions constitute the specific context that reveals opportunities to individuals (Shane, 2012:16). Making a clear distinction between entrepreneurs and non-entrepreneurs also requires research to distinguish between necessity and opportunity entrepreneurship types (Elfving, Brannback and Carsrud, 2017:84).

A characteristic entrepreneurial behaviour is about making changes through entrepreneurial and market entry, with an established venture that will offer consumers more options or choices

to improve markets in a competitive market environment (Casson and Pavelin, 2016:11). In other words, entrepreneurs have the capacity to provide consumers with more choices through new or improved product launches. Casson and Pavelin (2016) further suggested that to make organisational processes more efficient, establishing new business models must be adopted to initiate changes in the organisational culture together with a new thinking process.

2.11.2 Entrepreneurial behaviour in relation to contextual antecedents

The choice to embrace entrepreneurial behaviour is a personal matter (Kuratko, Ireland, Covin and Hornsby, 2005:669); this results in the lead entrepreneur communicating the vision to the entrepreneurial team for action (Preller, Patzelt and Breugst, 2020:1). Consequently, countless variables emanate from the “context” in which these actions occur and the impact on firm-level entrepreneurship (Patriotta and Siegel, 2019:1). In essence, besides individual issues, the employees’ behaviour can be impacted by an array of contextual factors (Rigtering and Weitzel, 2013:2-3). Thus, previous research has recognised the significance of context in discussing the entrepreneurial actions and their results.

However, this study focuses on the organisational contextual influence of either an existing organisation and/ or new ones on the micro-processes that prompt entrepreneurial actions. It examines how employees or intrapreneurs respond to related activities such as assigned jobs or organisational work and how external environmental contexts influence such behaviour. This study, therefore, heeds the calls by previous researchers to further justify the context affirming the potency of entrepreneurial behaviour (Zahra and Wright, 2011:67; Arz, 2017:361).

2.11.3 Entrepreneurial behaviour in relation to entrepreneurial activities

Part of the challenges encountered by entrepreneurs has to do with their ability to lead the start-up process of their own enterprise from an idea or concept phase to a maturity phase based on the lack of specific leading and personal characteristics (Picken, 2017:8). This simply implies that the individual entrepreneurial shrewdness or level of expertise does not automatically translate to having the managerial capacity suitable to sustain the enterprise after the start-up stage.

In a broad sense, entrepreneurial behaviour encapsulates all the endeavours by an employee or intrapreneur that revolve around opportunities identification and evaluation. Several concepts of entrepreneurial behaviour are frequently connected to diverse activities such as the establishment of new enterprises, and the design of new products. However, this is inconsistent with the specific actions that relate to the entrepreneurial behaviour in an organisational context (Urban, 2017:1).

In this research study, we adopt Zampetakis, Beldekos and Moustakis (2009:165) conceptualisation of “daily’ entrepreneurial activities, where individual behaviour relates to the different kinds of tasks while paying attention to a unique way of doing things. Taking a wider viewpoint, it could be argued that these practices add to value creation for the organisation which varies in entrepreneurial activities. This includes the creation of new ventures in an existing organisation. Individuals or teams can also be entrepreneurially inclined. For example, when they relate and cooperate with other entrepreneurs, and are involved in the daily tasks.

2.11.4 Entrepreneurial behaviour in relation to entrepreneurial action.

While entrepreneurial action is of major interest to scholars, McMullen and Shepherd (2006:134) held that entrepreneurial action is the behaviour in response to the decisions on opportunity for profit”. These entrepreneurial actions have the capacity to engender economic benefits for the entrepreneur (Bjornskov and Foss, 2016:293). This produces a variety of outcomes or consequences while engaged in opportunity evaluation or utilisation. Many scholars are interested in the final outcomes of all entrepreneurial actions rather than the sequence of actions engaged in the establishment of a new firm (Sharma, 2014:46-47). Indeed, those that make their businesses more tangible is involved in a number of activities with value addition.

For example, some search for machines and facilities, source for financial aids, create a legal unit, organise the business team and dedicate time and effort to the business (Van Gelderen et al., 2018:489-490). Pryor, Webb, Ireland and Ketchen Jr (2016:21-22) posit that more research is required to appreciate the reasons underlying these activities and the emergent enterprises including the nature of the interface between these activities. This line of thinking accepts that

entrepreneurial action can be considered as an active and acceptable iterative process of engaging activities and experiences that can inform and be informed by a potential opportunity.

While entrepreneurship is viewed as a sequence of tasks involved in the entrepreneurial process, activity is referred to as major unit of analysis (Shepherd, 2015:491). When familiarised with the groundwork of entrepreneurial action, the picture of the entrepreneurial process becomes more refined and connected to everyday life which offers more insight into the practices and processes of entrepreneurship (Shepherd, 2015:490). It is also pertinent to comprehend the interdependence between entrepreneurs and structure, as it is established that changes in structure have a great influence on entrepreneurial action in the manner that entrepreneurs influence the structure.

2.11.5 Entrepreneurial behaviour in relation to organisation.

Aslam, Ahmed, Nisar and Sarfraz (2017:223-224) investigated the entrepreneurial behaviour of the individual employees in the organisation which have absorb entrepreneurial culture and have a direct link to manager's feelings and emotions. The results demonstrated that individual readiness to perform improved entrepreneurially when managers showed self-confidence and fulfilment about the business venture. It was also revealed that the individual readiness to perform decreased entrepreneurially when managers showed worry and frustration about the venture (Kuratko and Audretsch, 2013:323). In conclusion, there are various elements which are instrumental to such behavioural attitudes of an entrepreneur either in an existing enterprise or in a start-up entrepreneurship. The questions here is "how elements such as values, belief systems or self-efficacy, script or knowledge acquired through thought, experience and perception or other cognitive variables make the entrepreneurial behaviour happen via a judgement or decision-making process in a different stage of the business".

2.11.6 Entrepreneurial behaviour in relation to individual and organisational level

Individuals may exhibit entrepreneurial behaviour within established organisations (Douglas and Fitzsimmons, 2013:115). While behaviours at the personal level are different from those at the enterprise level, it is extremely possible that personal behaviour will perhaps combine to inform firm level activities (Lau et al., 2012:147-148). For example, apart from the creation of

new ventures within an existing enterprise, individual employee's entrepreneurial behaviour can be widened to include ideas or concepts for novel product design or processes including improvements on administrative work (Jong et al., 2015:2-3).

In line with the extant literature, this study acknowledges that employee behaviour is different from behaviour at the enterprise level. Research has revealed that the management team cannot be presumed to perform similar tasks (Mustafa, Martin and Hughes, 2016:2-3). For instance, Fatehi and Choi (2019:145) acknowledged that middle-level managers are inclined to align lower management goals and tasks with that of the top management. In other words, the responsibility of the top management is connected with strategic decisions, while lower-level management is linked with the implementation of the decisions made at the top managerial level.

This implies that individuals or employee's task are dissimilar at various organisational levels (Hornsby et al., 2009:236). Moreover, entrepreneurial activity forces individual employees into action taking or behaving (Hughes et al., 2018:750). In line with De Jong (2013:281), the opportunity-seeking perspective of entrepreneurship, the behavioural-based approach was employed in defining the employees' support to corporate entrepreneurship. Consequently, De Jong (2013) defines employees' behaviour as "the extent to which employees are proactively involved in the creation and application of opportunities at work which is manifest by engaging in business-related risk".

2.12 CONCLUSION

This chapter provided the conceptual perspective of entrepreneurship, focusing on the nature of entrepreneurs, the active element in the field of entrepreneurship. The concept was built on the assumption argued by Parker (2018:8) in which the author demonstrated the significant contribution of the importance of entrepreneurship as a multifaceted phenomenon. Parker (2018) equated entrepreneurship with opportunity recognition and confirmed new venture creation as a standard practice in the business study approach to entrepreneurship.

The chapter also reviewed literature that strengthened the concept of both entrepreneurship and intrapreneurship including the nature of entrepreneurs. It also highlighted their personality

traits and mindsets and the fact that entrepreneurs vary in the nature and the depth of their experiences. These variations have an effect on entrepreneurs' judgement or decisions in their start-up experience and affect the speed of decision taking using constructive reasoning to structure decisions. Individual experiences as well influence decisions across-the-board and subsequently impact organisational performance. Organisational context influences intrapreneurship as characterised by the 'top down' contrary to the 'bottom up' approach of entrepreneurial behaviour, and the specific support that encourages intrapreneurs to imbibe creative innovation. Notwithstanding this, some employees still disengage to establish their own venture.

Emphasis on the various justifiable reasons for either exiting an existing enterprise or remaining within the enterprise was reiterated. It was suggested that cognitive variables affect decision-making processes and ultimately entrepreneurship actions (Shepherd et al., 2015:37). Furthermore, cognitive resources emanated from individual entrepreneur educational backgrounds and experiences enabled the envisioning of new innovations. The chapter concludes by outlining the different dimensions clarifying the necessities of the behavioural dispositions of entrepreneurs within the behavioural domain in compliance with the various decisions made. This chapter support the research objectives: (1) to explore the lived experiences of the intrapreneurs 'now turned' entrepreneurs, and (2) to ascertain the extent to which entrepreneurial mindset or cognition influences entrepreneur behaviour.

The chapter addressed the research questions (1) why the selected intrapreneurs within existing firms in South Africa transitioned into entrepreneurs and (2) how the values, beliefs, cognitive factors and assumptions of such entrepreneurs shaped the decision-making process. In this situation, the hypotheses are also argued to further elucidate the basis for transitioning into entrepreneurs' own ventures. It ascertains the cogent reasons for selected intrapreneurs within existing firms in South Africa transitioning into entrepreneurship; and how selected cognitive factors shaped the decision-making processes of the entrepreneurs. Entrepreneurial behaviour was reviewed to lay emphasis on the exigencies of the behavioural dispositions of the entrepreneurs in fulfilling the various decisions made. However, due to the relationship that exists between entrepreneurship and socio-economic events, the next chapter discussed the ultimate results which reflect the decisions and behaviours in the performance of the SMMEs and South Africa's economy.

CHAPTER THREE
LITERATURE REVIEW –PART 2
ENTREPRENEURSHIP AND SOCIO-ECONOMICS

3.1 INTRODUCTION

The literature review in chapter two discussed entrepreneurship theories and the context of the various concepts in the entrepreneurial field. Entrepreneurship is a context-bound phenomenon, and which comes in many shapes and forms. It was, however, emphasized that the situational context of entrepreneurship largely comprises other sub-contexts such as organisation, decision-making, personality trait, cognition and behavioural. Urbano, Audretsch, Aparicio and Noguera (2019:1) corroborated this observation that the situational context of entrepreneurship incorporates all entrepreneurial variables which influence it. This does not exclude the entrepreneurship – economics relationship to be discussed in this chapter. The study, therefore, attempts to further provide detailed literature in responding to the research question that was excluded in chapter two by examining how entrepreneurial behaviour impacts the growth of ventures as underpinned by the study in section 1.4.

In summary, the study relied on the relevant concepts of entrepreneurship in a prescribed situational context with a view to appreciating the nature of its active elements in entrepreneurship. Understanding what and how they do what they do are discussed in the bottom-up and top-down approach, rather than who they are, and their ability to identify opportunities under different circumstances (Colombo, Dagnino, Lehmann and Salmador, 2019:9-10)

3.2 ENTREPRENEURSHIP AND SOCIO-ECONOMIC CONDITIONS

The behavioural perspectives of entrepreneurship shed more light on the importance of the entrepreneurship process which birthed new ventures. The significance of the entrepreneurial behaviour exhibited by the individual entrepreneur was emphasized, without which there could be no new venture (Gupta et al., 2015:64). The link between entrepreneurs and the decision-making process was not in doubt (Shepherd et al., 2015:32). Nevertheless, the choice to embrace entrepreneurial behaviour happens to be an individual matter (Kuratko, Ireland, Covin

and Hornsby, 2005:699). This prompts the lead entrepreneur to communicate his/her vision to the entrepreneurial team for entrepreneurial action.

In essence, the intrapreneurship context has been addressed in relation to the various reasons intrapreneurs transitioned to become entrepreneurs as well as the influences of the different elements of the entrepreneurial mindset on the entrepreneur's decision-making. The ultimate outcome is the reflections of those decisions and actions in the performance of the Small, Micro and Medium enterprises, and South Africa's economy, hence, the need to discuss the entrepreneurship and economics relationship. Audretsch, Kuratko and Link (2016:33) argue that there is a strong correlation between entrepreneurship and economic development in the country, the market size notwithstanding. Similarly, Small Micro and medium enterprises (SMMEs) increasingly contribute to the economy of many nations and consist of numerous business owners who are either entrepreneurially or managerially inclined or both (Seda, 2019Q3:2).

SMMEs contribute to employment generation, add value and promote innovation, even though these support types differ broadly across enterprises and sectors. For statistical purposes, the Organisation for Economic Co-operation and Development (OECD) refers to SMMEs as firms employing between 1 to 9 for micro, 10 to 49 for small and 50 to 249 for medium level enterprises (OECD, 2017:36). This is defined differently across countries, as the term small and medium of an enterprise are compared with the size of the domestic economy. In the OECD area, SMMEs are the major form of enterprises and account for about 99 percent of all businesses. This represents the main employment source which accounts for approximately 70 percent of jobs on average (OECD, 2018:6). However, in all countries, most of the firms (between 70 percent and 95 percent) operate at the micro level, and the largest source of employment is created by the services sector. In all OECD countries, new enterprises creation is increasing in Australia, France and the United Kingdom. In Europe, though, Italy has a much higher number of enterprises than France.

In many OECD countries, governments are challenged by frail trade, low investment and economic growth and high inequality. In emerging economies, up to 52 percent of total employment is contributed by SMMEs and 34 percent of GDP (OECD, 2018:6). Ngek and van Aardt Smit (2013:3044) opine that SMMEs impact the economy by creating employment opportunities, guarantee equal income, support poverty alleviation and advance innovation

among countries. This implies that SMMEs and entrepreneurship are mutually inclusive and contribute immensely to the growth of a nation's economy.

According to Fritsch and Wyrwich (2017:157-158), entrepreneurs are vital for the nation's economic growth. Fritsch and Wyrwich further revealed that the employment growth of any nation is determined by its entrepreneurial culture which facilitates more development. In the suggestion of Acs, Estrin, Mickiewicz and Szerb (2018:503), entrepreneurs act as the agents offering the mechanism which allows the transfer of knowledge into economic growth. In the same line of thought, Bayarçelik and Taşel (2019:251) suggested that entrepreneurship has been accepted as one of the vital factors that contribute to the advancement of the nations' economy. However, the probability of entrepreneurial activities commencing differs from nation to nation based on the traits of an entrepreneur and entrepreneurial culture permissible in that country (Estay et al., 2013:259).

Thus, governments throughout the world focused on the development of the SMME sector to enhance economic growth which is their major concern. According to the National Small Business Act 102 of 1996, in South Africa, SMMEs incorporate firms which employ 1 to 10 employees at the micro level, 11 to 50 employees at the small level, and 51 to 250 at the medium level. The SMME' sector offered jobs to 10.8 million people in South Africa, which contributes 66 percent of all jobs (16.5 million) in the country, while the majority of SMME employment (61 percent) is located in the formal sector.

In same manner, about 91 percent of formal business entities in South Africa was contributed by SMMEs. Nonetheless, South Africa faced a high unemployment rate with an official estimate of approximately 35 percent of the unemployed population. However, the number of SMMEs fluctuates alongside the SA business cycle, and SA's GDP is dominated by business services activities, which are broadly arisen from primary and secondary economic activity (SMME, 2019Q1). In South Africa, The National Development Plan indicated that by 2030 SMMEs will generate 90 percent of the 11-million new jobs while offer 60-80 percent to GDP rate. In 2020, before evidence of Covid-19, the projected GDP growth was pinned to 0.8 percent, the same as Zimbabwe. One can only imagine the damage to economy, the pandemic may have caused, more so with the downgrading of the economy to junk status by Moody rating agency, and the overall effect on SMMEs business owner in the coming years.

SMMEs high rate of failure in spite of the significance to the economic growth of South Africa, is quite alarming, and by estimation is based on average of 75 percent of SMMEs did not succeed within the space of two years of business (Fatoki, 2014: 922). This rate of failure does not reduce the ability of these enterprises to accommodate the unskilled workforce for the skills development required for the economy. Latest reports confirmed that the low established business rate in South Africa depicts a gloomy picture of the SMME sector's capability to participate significantly to wealth and job creation, economic growth, and equality of income distribution (GEM, 2018). Therefore, apart from the need to increase the number of active entrepreneurs that are opportunity-based, increasing the number of formal SMMEs should equally be of interest to all stakeholders. However, with the current pandemic, a darker era is looming which may have a much more devastating effect on the current unemployment status.

Nevertheless, new venture founding has become a critical solution to the South Africa's economic development and is vital to the socio-economic prosperity of the country (Sutter, Bruton and Chen, 2019:197). The opportunity-based entrepreneurship makes a far more significant economic gain than necessity-based entrepreneurship which is a favourable finding. The progress, therefore, should reflect in the context of South Africa's low overall TEA rate and economic situation. With this, the expected growth in the formal economy can absorb a sufficient number of people to address the unemployment challenges.

In the Global Entrepreneurship Monitor report, GEM (2018) has shown a steady relationship exists between a country's economic development stage and that of the entrepreneurial activity. Nieman and Nieuwenhuizen (2014:24) have concurred that entrepreneur's play an important role in the continued existence and growth of emerging economies. Entrepreneurial activities do not occur in a vacuum but rather in an organisation that embraces entrepreneurial culture. In the big picture, entrepreneurial activity revitalises the economy by encouraging competition, and wealth creation with new employment opportunities (Kloepfer and Castrogiovanni, 2018:681). It also provides benefits beyond individuals, to host communities, through wealth creation, provision of job opportunities and other economic improvement activities (Lumpkin and Bacq, 2013). In the same manner, entrepreneurial activity plays an important role for individuals, organisations, and communities (Bann, 2007:23-24)

Entrepreneurial activities, in South Africa are impeded by insufficient talents or abilities as well as poor socio-economic conditions and restricted access to resources. Hence, most South Africans do not consider entrepreneurship as an alternative and practical option (GEM,

2018:27-28). Rather the people prefer white collar jobs which never exist. To be more specific, each stage of the life cycle of entrepreneurial activities indicators needs to be considered for example, the early-stage entrepreneurial (TEA), new business entry, and sustenance of business (GEM, 2018:18).

3.2.1 Total Early-stage Entrepreneurial Activity (TEA)

Total Early-stage Entrepreneurial Activity (TEA) relates to the process of an emergent entrepreneur starting a business which is less than 42 months old. This indicator can as well be enhanced by offering facts or information that motivates the employee to nurture the business for growth and for expected job creation and innovation. Currently, the TEA in South Africa is 11 percent while Madagascar recorded the highest in Africa with a record of 28.8 percent and Morocco is 8.8 percent against the Africa regional record of 13.7 percent.

3.2.2 Established businesses

Established business ownership rate refers to the current owner of an established business who owns and manages a business with returns that offered benefits to the owners. The criteria for the established businesses include consistent operations for more than 42 months. These businesses have gone beyond nascent and new business phases and provide support to the country's economy through the constant launching of new products/services and processes and a steadier base of employment. The GEM survey is a point-in-time snapshot of entrepreneurial and business activity around the world. It does not observe or monitor the trend of the entrepreneur's activities over time, hence could not see number of them progressing to the established business phase. However, the GEM survey does provide a medium by which the level of matured business activity relative to start-up activity can be investigated. The GEM (2018:25) report shows that South Africa's established business rate is maintained at 2.2 percent for the past few years. The established business rate is alarmingly low when compared to that of other African countries: Madagascar (29.4 percent); Morocco (10.4 percent), while the regional average recorded 11.9 percent.

In South Africa, among the reasons why the established business rate is low relates to the constantly low TEA rate. This means that there is a relatively small foundation of entrepreneurs

to feed into the next phase. In South Africa, there are fewer than four established businesses for every ten early-stage entrepreneurs. This indicates that there is likely to be challenges associated with the sustainability of business start-ups. This challenge includes the feasibility of the businesses start-up, the competencies and aspirations of the entrepreneurs themselves, and limiting factors in the environment. The economic implications of these findings are surely worrisome. The weak supportability of business start-ups in South Africa as opposed to other countries in the GEM sample as well underscores the significant policy interventions to support and mentor entrepreneurs through the challenging process of start-up. The quality of early-stage entrepreneurship in South Africa needs to be queried, particularly concerning the business and personal management skills of the entrepreneurs.

3.2.3 Business discontinuance

The business discontinuation rate relates to the individual entrepreneur who is the owner of a new business and has in the past 12 months discontinued owning a business through wind up or outright sales. The business discontinuance rate is another indicator connected to the sustainability of entrepreneurship in particular, and the economy in general. GEM (2018:22) South Africa report reveals that the discontinuance rate for South Africa is 6% while Madagascar recorded 6.7 percent and Morocco is 4.5 percent against regional average of 6.9 percent. However, in South Africa, the ratio of TEA to business discontinuance suggests that for every person withdrawing from owning a business in 2016, 1.5 participated in early-stage entrepreneurial activity. This indicates a moderate significant proportion of discontinuance to business start-ups. On a sad note, the discontinuance rate among South Africa businesses remains markedly greater than the established business rate in South Africa. This implies the country is not making progress in entrepreneurial activity.

The reasons for business discontinuance are numerous and divergent. On the one hand, some reasons are positive for example, the opportunity to re-sell one's own business, or diversify into a totally different business or due to a planned retirement programme. On the other hand, some reasons are due to a lack of business gains or benefits or problems of accessing finance and/ or inadequate working capital. South African entrepreneurs are almost three times more likely to exit their businesses due to a lack of funding compared to the average entrepreneurs in efficiency-driven economies (8.8 percent). It is noted that access to funding is a major

challenge for early-stage entrepreneurs in South Africa and has a deep impact on business sustainability (GEM, 2018:29).

The economy of South Africa requires urgent attention, as the country has witnessed two economic recessions within the space of one year coupled with the current downgrade of South Africa's economy to junk status by the Moody rating agency. The challenge of climate change and the current pandemic (Covid-19) ravaging the world are issues yet unresolved. The impact of the economic recession reflects mostly through increased unemployment and poverty levels resulting in a wider gap of inequality between the rich and the poor and the resultant effect of a non-conducive environment for foreign investments (Okeke-Uzodike and Subban, 2019:943).

The study, therefore examined the lived experiences of intrapreneurs 'now turned' entrepreneurs in South Africa in a bid to unravel the specific challenges affecting the entrepreneurs. The study further ascertained the 'why and how' they operate, while recommending a vibrant and workable remedy to assist the current business owners to position their businesses further strategically for performance improvement and growth. This offered a better contribution to the economy through wealth and job creation to strengthen the economy of Gauteng province and the country at large.

More significantly, the aim is to increase the numbers of existing entrepreneurs within the SMMEs. This will be achieved through identifying them from the nascent stage, and nurturing and maturing them until their businesses become established thereby generating employment and contribution to the economy at large. Both quantitative and qualitative research methods were adopted. The phenomenological based qualitative research approach involved in-depth interviews of selected intrapreneurs 'now turned' entrepreneurs within the industry through which data gathering, analysis and interpretation were done. Consequently, findings and results were compiled for further recommendations to the various stakeholders. The study investigated the lived experiences of individuals who had the intrapreneurial experience and that of owned business based on their exposure to both intrapreneurship and entrepreneurship process.

3.3 CONCLUSION

This chapter elucidates the role that entrepreneurship has played in the economic growth of countries including South Africa. The discussion was premised on the foundation that entrepreneurs and other business owners constitute Small, Micro and Medium Enterprises (SMMEs) and played a prominent task in the improvement and/ or sustenance of economic growth.

The proposition that linked entrepreneurs, SMMEs and the economic growth was built on the premise argued by Fritsch and Wyrwich (2017:157-158) and GEM (2018). These reports demonstrated the significant contributions of both entrepreneurs and SMMEs to the socio-economic emancipation of the people through wealth and job creation. Entrepreneurs reduce the unemployment rate that has posed a great danger to the socio-economic stability of South Africa. The chapter also has provided economic indicators that depict the low rate of the early-stage entrepreneurial activity and established businesses and the high rate of business discontinuance. South Africa's persistently low established business prevalence rate paints a bleak picture of the SMME sector's potential to contribute meaningfully to job creation, economic growth and more equal income distribution.

Therefore, the chapter further added the urgent need to increase numbers of existing entrepreneurs within the SMMEs sector, identifying them at the nascent stage, and nurturing their businesses to become an established entity that could meaningfully contribute to the country's economy. The chapter concludes by considering the urgent need to investigate the lived experiences of intrapreneurs 'now turned' entrepreneurs in South Africa. This could ultimately proffer solutions that could assist in the sustainability of established businesses and increase the propensity for more active entrepreneurs with more and effective new ventures that could impact the South Africa economy.

The contribution of this chapter aimed to support the research objectives and questions through the investigation of how entrepreneurial behaviour impacts the growth of one's own venture as in secondary research objective 3. The hypotheses are also argued to further expound on the type of behavioural and cognitive factors of intrapreneurs 'now turned' entrepreneurs that has positive or negative impacts on the growth of a new venture. The next chapter, however, discussed the research methodology adopted in response to issues addressed in the literature in

line with the research objectives and questions of this study. While mixed-method was adopted, the gathering and analysing of data were conducted via survey instrument and in-depth interview, hence the set of objectives of this study were tested quantitatively and qualitatively.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

The previous two chapters discussed the entrepreneurship theories that supported this study. It explained the various contextual and conceptual influences related to transition into entrepreneurship as well as the link between entrepreneurial behaviour and the economy. This chapter discusses the research objectives and questions and the research hypotheses in section 4.1. Section 4.2 begins with the research philosophy and paradigm while explaining the research methods adapted, followed by the research design.

This chapter discusses the mixed methods narration and process and procedures including the quantitative and qualitative approach used in this study. The population and sampling are presented in section 4.3, followed by the data collection in section 4.4. Discussions on the data analysis methods, validity and reliability tests are outlined in sections 4.5 and 4.6 respectively, and with the conclusion of the chapter in 4.7. The research limitations and ethical considerations are presented. The study employed two different methodological approaches to conduct empirical research to meet the research objectives.

The core objective focused on the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa. The quantitative research technique was used to address research objective 1 which determined what spurred the intrapreneurs to transition into entrepreneurship and the challenges faced when transitioning. The researcher used both quantitative and qualitative approaches to address research objective 2, which investigated the pre-determined cognitive factors that influenced intrapreneurs’ decisions to transition into entrepreneurship in the stage of entrepreneurial entry. Research objective 3 was examined via a qualitative approach which answered the extent to which entrepreneurial behaviour was aligned with the decision of the entrepreneurs and the socio-economic situation.

It is pertinent to note that, the qualitative method was employed because it offered detailed and rich data that enhanced better insight of the phenomena being researched. An interview guide was used when conducting the interview with the participants. Consistent with the research approach adopted to collect empirical data to meet the research objectives, quantitative

data were collected to address the research objective 1 and 2 while qualitative data were collected to address research objective 2 and 3. Finally, a transition framework was developed to understand the dynamics of transition into entrepreneurship in addressing objective 4.

4.2 RESEARCH PHILOSOPHY

Research philosophy relates to the belief of the researcher on how to collect and analyse data with the abilities to trigger new and reliable knowledge about the phenomenon under investigation (Saunders, Lewis, Thornhill and Bristow, 2015:122). There exist different types of researcher philosophy which includes epistemology, positivism, otology, interpretivism, phenomenology (a variation of interpretivism), realism, axiology (Scotland, 2012:9). In this study, positivism and interpretivism (phenomenology) are chosen as the research philosophy for both quantitative and qualitative approach respectively. Figure 4.1 shows the philosophical classifications required in research studies and it is important to comprehend the implication of selected philosophy on the research strategies in general and the choice of primary data collection methods in particular (Saunders et al., 2015:124). In essence, research philosophy adopted in this study is positivism (quantitative) and phenomenology- a variation of interpretivism (qualitative).

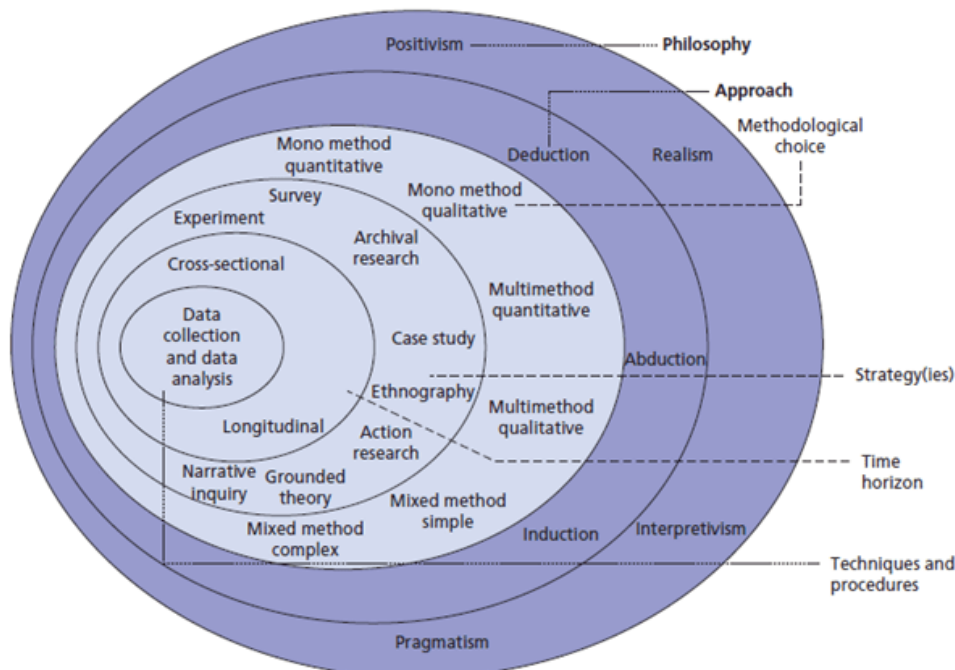


Figure 4.1 The research ‘onion’ Source:

Source: Saunders et al. (2015).

4.3 RESEARCH DESIGN AND METHODOLOGY

Research design facilitates the execution of the various research operations, thereby making research more efficient and generating maximum information with minimal resources (Kothari, 2017:32). A research design refers to an arrangement or strategy to integrate different components of a research study in a logical manner that effectively address the research problem. This comprises the plan for data collection, measurement and analysis (Creswell and Creswell, 2018). Creswell (2015:1) posits that the research design is grouped into two distinct perspectives (quantitative research design and qualitative research design). Creswell (2015:1). This helped to garner data from the same number of participants fundamentally with the aim of confirming or exploring relevant findings. However, research methodology is a technique adopted to tackle research objectives in a bid to solve a research problem and is the science of examining how research is conducted (Kothari, 2017:24).

4.3.1 Quantitative research design

Quantitative research uses numbers to explain, deduce, and resolve problems. It focuses on the collection of numerical data as well as the summary of those data and the inferences deduced from the data (Teddlie and Tashakkori, 2009:5). Quantitative research design consists of four types (experimental, quasi-experimental, descriptive and correlational). This study adopted an experimental type which involves manipulation of independent variable while measuring its impact on a dependent variable. In design, quantitative approach is well structured with a dependable methodology that needs to be embraced and tested. In other words, Quantitative approach ensure knowledge generation by examining events which can be measured in some way (Al-Ababneh, 2020:76). While hypothesis is formulated, the findings are significant as they have theoretical or practical implications.

4.3.2 Qualitative research design

Qualitative research is based on feelings, words, emotions and other non-numerical elements (Cypress, 2018:302). Qualitative research design incorporates ethnography, grounded theory, case study, and phenomenology. This study adopted the phenomenology type of qualitative research design which involves understanding of event or phenomenon by describing lived

experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa. Information is considered qualitative in nature when analysis by means of mathematical techniques is impossible. This characteristic as well indicates incident or event may not sufficiently take place to allow reliable data to be collected. In design, qualitative research is semi-structured or unstructured. Qualitative approach prompts understanding of the existence of events and how they are in the social world, and reasons people behave the ways they do (Al-Ababneh, 2020:76). In other words, qualitative research design focuses on gaining a rich and full understanding of a specific context or phenomenon. However, the methodology is flexible and investigative in nature while the findings in qualitative is specific topic related.

4.3.3 Mixed methods

The mixed method is fully discussed in line with both quantitative and qualitative approaches, thereby exploring the effect of combined variables in a given research work. Thereafter, the individual approach (quantitative or qualitative) was also addressed based on a philosophical and theoretical view of research that guides researchers in their social science research (Al-Ababneh, 2020:76). Defining the role of mixed methods from other perspectives allowed the integration of the statistical analysis of a large sample of participants with the in-depth qualitative investigation of a minimum numbers of participants (Lieberman, 2005:435). Mixed methods research is comparatively novel in the social and human sciences as a distinct research approach (Creswell and Creswell, 2017:204). This research domain has expanded with rapidity, and there is now a proliferation of activity combining quantitative and qualitative approaches to explore social phenomena (Uprichard and Dawney, 2019:20). The two methods when used independently are faulty, but these constraints can be lessened through the adaptation of the mixed methods research, which amalgamates methodologies to offer better-quality answers to research questions (Turner, Cardinal and Burton, 2017:243). In the study by Kelle (2006:293), it was also observed that all the available methods have certain constraints as well as specific strengths. Many discussants have suggested that qualitative and quantitative methods should be combined to compensate for their common and related shortcomings.

As a matter of fact, Creswell and Creswell (2017:205-206) argued that using mixed methods design could broaden the understanding of these two research approaches or utilise the results of one approach to complement the outcomes of the other. This requires a purposeful sampling which targets similarities and complement probability sampling which targets variations. These

methodology issues informed the decision of the researcher to use mixed methods. To further support the researcher's standpoint on the use of mixed methods, past research confirmed that empirical evidence with the adoption of the quantitative approach through the survey method was inconclusive (Kerr, Kerr and Xu, 2018:279, 282). Therefore, the researcher adopted a qualitative approach while at the same time incorporating a quantitative research. This increased the likelihood that the sum of the data collected would be comprehensive, more meaningful, and ultimately more useful in addressing the research questions. The deficiency in the statistical findings of the investigation of personality traits and characteristics of entrepreneurs either within or outside of an existing enterprise made the researcher arrive at this conclusion.

Scholar (Johnson, Onwuegbuzie and Turner, 2007:113,118) suggested that mixed methods research is an approach (theory and practice) that endeavours to consider several viewpoints, perspectives and standpoints including the verdicts of quantitative and qualitative research. The scholars further supported a wide interpretation of "methods" in mixed methods research. These incorporate the techniques for data collection (questionnaires, interviews, observations), research techniques (ethnography and experiments), and philosophy subjects (ontology, axiology, and epistemology).

4.3.3.1 Mixed methods process

Creswell (2015:40, 43) opines that mixed methods research involves: garnering and analysing qualitative and quantitative data in relative to the main research purposes, questions, and hypotheses. It includes utilising thorough analysis for the qualitative and quantitative research. It intentionally integrates both types of data to build fresh insights; framing the methodology with distinct types of research design; and utilising philosophical assumptions to inform the designs. The fundamental assumption is that the combined quantitative findings and qualitative results lead to additional insights, not considered from the quantitative or qualitative findings alone (Frels and Onwuegbuzie, 2013:184-185).

4.3.3.2 Mixed methods procedure

In designing the procedure for mixed methods, the researcher decided to collect the data concurrently at the interview site due to time limitation. The mixing of data was to occur at the

data collection stage but was to be separated at data the analysis phase in a bid to analyse both separately. The results of the analysis were to be interpreted separately on one hand whereas on the other hand, the results of the quantitative data utilised provided a supporting role for the qualitative result during the interpretative stage. In all of these, concurrent embedded strategies of mixed methods designed were adopted (Creswell and Creswell, 2017:210). To better appreciate mixed methods in this context, the researcher attempted to elucidate each method separately to fully comprehend the different processes associated with each approach.

4.3.4 Research methodology

Research methodology is a technique adopted to tackle research objectives in a bid to solve a research problem and is the science of examining how research is conducted (Kothari, 2017:24). Hence, the researcher needs to know both the research methods/techniques and the methodology required. The research methodology was divided into two sections. First the quantitative based positivism philosophy will be addressed; thereafter qualitative based phenomenological philosophical approach will be discussed. The quantitative outcomes support the qualitative outcomes in the data analysis and findings. Furthermore, the result of the study is triangulated because both quantitative and qualitative data types were used in the data analysis, though the main focus of the research is the phenomenological study of the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa.

4.3.4.1 Quantitative based positivism approach

Quantitative methods are described as the techniques involved in collecting, analysing, interpreting and presentation numerical facts (Teddlie and Tashakkori, 2009:5). The process was devoted to the rules of positivism, with rigorous testing of hypotheses. Positivism, based on objectivity and rational thought, focuses on describing the phenomena in question without bias but is firmly systematic, rigorous, reproducible, and repeatable.

A research paradigm sets the context for a researcher’s study (Lincoln, Lynham and Guha, 2011:97-98). It includes positivism, post positivism, constructivism–interpretivism, and critical theory, all with related ideological positions. The researcher, however, selected positivism as a research paradigm for the study. Among the philosophical assumptions of ontology, epistemology, and axiology, the researcher utilised the epistemology which focused on the association between the research participants and the researcher.

That is, the researcher and the participants including the research topic were considered to be independent of one another, and by following rigorous, standard procedures, the participants and the research topic were studied by the researcher without bias (objectivism). Besides this, positivists viewed that the investigator could examine research participants without influencing them and vice versa. The study is faulty when the biases and values manipulate the research work to any extent. Finally, the selected research method was via a survey.

In examining the factors that govern the establishment of new enterprises within the domain of entrepreneurship, studies in sociology and organisation theory have increasingly focused on existing and matured organisations to describe the transition into entrepreneurship or ‘who entrepreneurs are’ (Aldrich and Ruef, 2018:458). The quantitative research fitted perfectly into the first categorization which entailed ‘who entrepreneurs are’ and ‘reason for disengaging’ to start their own business.

Further to this study, the focal point of positivism is anchored on experience which is the foundation of knowledge. In this approach, the quality is what is recorded, heard, observed and is critical to knowledge (Bernard, 2017:18). In positivism, reality exists beyond the human mind, and positivists developed the knowledge of a reality that exists beyond the human mind. It is believed that human experience of the world reflects an objective, independent reality. This reality, therefore, presents the underpinning factors for human knowledge, while the research object must exist independently of the researcher. Positivists tend to utilise field experiments or surveys as their chosen research methods which demand large amounts of empirical data that can be analysed statistically to detect underlying consistencies.

In this situation, variance explains the consistent changes produced by deterministic causation and the fact that independent variables do influence dependent variables (Van de Ven and Engleman, 2004:343). Variance theories and methods thus allow scholars to answer “what” questions. In essence, this approach was used to address research objectives 1 and 2 (research question 1 and 2) which described what spurred the transition of the intrapreneurs into entrepreneurship and the challenges they faced when transitioning. It examined the influence of the cognitive factors that shaped entrepreneurs’ decision-making processes. On a final note, this study considered positivism on the basis of epistemological assumptions. It was designed to incorporate a participant’s selection, conduct a survey, data collection and analysis and data.

4.3.4.2 Qualitative based phenomenological approach

Lincoln, Lynham and Guha (2011:98) relate a qualitative approach to an established activity that situates the observer in the natural world and is basically interpretive. It focuses on context and draws on multiple techniques that respect the humanity of the participants in the research work. It is evolving rather than strongly predicted. The qualitative approach to research is related to the subjective evaluation of individual attitudes, belief systems and other cognitive factors as was investigated in this study. Examination of these variables was based on the individual researcher's intuitions and thoughts. Such an approach to research yielded an outcome not subject to tedious quantitative analysis (Kothari, 2017:27).

Qualitative research is conducted when there is need for an issue to be explored such as entrepreneurial opportunity; or when there is need for multifaceted and comprehensive understanding of the issue such as entrepreneurial thought processes or decision-making processes of entrepreneurs; or when there is the need to comprehend the settings in which participants in a study tackle an issue such as the entrepreneurial mindset or cognition and organisational context in the entrepreneurship domain. Qualitative research has been greatly under-utilised in the field of entrepreneurship when compared to quantitative-based surveys which have been the method of choice. These have however failed to capture the great richness of the entrepreneurship phenomenon but instead result in a set of abstracted and generalized descriptors (Flick, 2018:3). Hence, the need to combine both qualitative and quantitative methods with a view to strengthening this research works.

With the above-stated reasons justifying the application of qualitative research, the researcher believed that research questions regarding behavioral and cognitive factors of intrapreneur 'now turned' entrepreneur are better examined using a qualitative approach because of the emphasis on 'how' and 'why' related questions. The studies in behavioral theory pay attention to the cognitive traits of individual entrepreneurs regarding 'what entrepreneurs do' and 'how they do it' (Aldrich and Ruef, 2018:458). Therefore, qualitative research fits into this categorisation of 'what entrepreneurs do' and 'how they do it'. Further to the discussion on qualitative research, the design process starts with paradigms, philosophical assumptions, and a theoretical framework (Creswell, 2015). These are selected by the researcher in line with a qualitative study.

The qualitative research focused on phenomenology, with an epistemology-based assumption. The research paradigm was interpretivism while the theoretical framework was centred on interpretative phenomenological analysis as embedded in the work of Willig and Rogers (2017:193-211). This enabled better understanding of the subject under investigation. This was because interpretation is inexhaustible, and the researcher's words are utilised to describe the phenomenon being studied (Cohn, 2005:221; Sarantakos, 2013:4, 11). A paradigm therefore is a shared worldview representing beliefs and values in a particular subject, and it directs how issues are resolved (Kivunja and Kuyini, 2017:26-27).

This research study requires a fundamental understanding of the lived experiences of intrapreneurs 'now turned' entrepreneurs, and the researcher believed that a phenomenological approach was equally appropriate for this work coupled with fact that there was no confirmed research study of this nature, particularly in South Africa. This approach responded to objectives 2 and 3 which described the influence of the cognitive factors on the decision-making process of the entrepreneurs in their entrepreneurial journey on the one hand and how their entrepreneurial behaviour impacted the growth of their own business on the other hand. Research objective 4 was addressed by developing a framework that encapsulated the factors that enabled the dynamic transition of the entrepreneurs. On a final note, the fundamental approaches to qualitative research included observation of subjects, one on one interviews, analysis of texts, recordings and transcribing (Silverman, 2013:44, 57-58).

4.3.4.3 The purpose of phenomenological research

The aim of the phenomenological approach is to further explain the phenomena under research via thorough descriptive exploration (Giorgi, Giorgi and Morley, 2017:176). Exploring the inner world of experience via phenomenology allows scholars or researchers to gain insight into the human being in a distinct manner. With the phenomenological approach, the response of the subject is recognised as the only acceptable source of data, while the findings are basically analysed and meanings are applied within the existing framework and preference.

The sole focus of a phenomenological approach was on the subject. These aids probing of the individual's understandings, values, belief systems or self-efficacy, human cognitions including scripts and experience, social capital, sense perceptions and other underlying variables. This method helped to uncover the inner feelings and realities of the individual

concerned, which may not be apparent through other qualitative means and typically cannot be done via quantitative means.

In this phenomenological exploration, one on one interviews were utilised to obtain the in-depth feedback required for a careful or systematic understanding of the topic being examined. This helped to build up a relationship regarding the meaning which an individual places on an experience or phenomenon through possible conversations (Creswell, 2013:193). Phenomenology would therefore be useful for a level of data gathering and in-depth insights necessary to comprehend the trends of the lived experiences of the intrapreneur 'now turned' entrepreneur.

4.3.4.4 Preliminary understanding of phenomenological data analysis

The analysis of phenomenological data assists in identifying themes or information that is connected thereby providing further insights. A phenomenological study garnered sufficient information for reviewed and congregated for meaning and relationships. A series of steps in the data review and analysis helps to build meaning for the phenomenological study such as: reading the information to make sense of it; establishing the themes of the data; transforming them into more polished and customised meanings; and formulating the structure and components of meaning both within and across themes (Giorgi, Giorgi and Morley, 2017). The researcher thus ensured differentiation between intentionality and essential structures of an event in the review and analysis task.

Essential structures are the components or aspects of an event or phenomenon that can be identified, while intentionality is composed of the study participants and researcher's experiencing of the identified event or phenomenon (Husserl, 2014:11). The researcher basically started with the analysis followed by a synthesis of intentionality and eventually identified the essential structures of the events or phenomenon. This made available a comprehensive description of the reported information (Applebaum, 2014:1). This in-depth level was required for better understanding of what entrepreneurs do and the various processes of execution rather than who entrepreneur are. The phenomenology approach became more appropriate option for this research work.

4.4 POPULATION AND SAMPLING METHODS

A study population is the subset of target population available for study while the sample of the study is the sample chosen from the study population.

4.4.1 Population

According to Seda (2019Q1) report, there are 2 550 540 SMME business owners in South Africa, with 29.0 percent (736 198) in the formal sector. While employers are 34.2 percent, own account holders recorded 65.8 percent. The researcher basically paid attention to Gauteng because of the different SMME business owners operating in the different sectors of the economy, and the focus was on the finance and business services sector of the economy.

Gauteng province has 903 221 SMME business owners, with 339 697 SMMEs in the finance and business services sector. The formal sector was comprised of 183 155 members. Hence, this study population was based on 183 155 SMME business owners. However, the records did not indicate those who transitioned from intrapreneurship to entrepreneurship among the SMME business owners.

4.4.2 Sampling

Sampling is a specific plan for the actual collection of data. Samples can be either probability samples for quantitative approaches or non-probability / purposive samples for qualitative approaches. Probability samples are based on cluster/area sampling, simple random sampling, stratified sampling, and systematic sampling. Non-probability samples are based on judgement sampling, convenience sampling and quota sampling techniques (Kothari, 2017). However, the researcher adopted non-probability or purposive sampling which was deemed desirable because the sample was small, and a known characteristic was meticulously investigated and applied to both quantitative and quantitative approaches. This incorporates specific criteria which were met by the participants. In this case, the criteria focused on former intrapreneurs ‘now turned’ entrepreneurs.

This research work paid attention to the intrapreneurs ‘now turned’ entrepreneurs in Gauteng province in South Africa, who established a business either at the micro or small business level and who operated in the finance and business sector of the economy. For the purpose of this

research work, establishing a formal business is described as an entrepreneur-initiated idea, backed-up with tailored effort. This is worked through the required activities from the planning stage through to the operating, managing and growth stage, despite the risk and uncertainty terrain while eventually making the business a success. This also defines who an entrepreneur should be.

In all of these, this study investigated those individual employees in an existing enterprise, irrespective of the sizes, who disengaged for various reasons and currently owned their own businesses. The fundamental condition was that each participant for this study must have been an intrapreneur in an existing organisation, among other selected criteria. These criteria ensured that the selected entrepreneurs had common experiences regarding the phenomenon in question. Participants from entrepreneurial based organisations and professional referrals that engaged in entrepreneurship were considered alongside other categories of intrapreneur 'now turned' entrepreneur yet at different level of the enterprise.

Selected intrapreneurs 'now turned' entrepreneurs were qualified on the basis of the set criteria for this study. Each participant must have worked as an individual entrepreneur in an existing enterprise and be currently operating their own business. Participants had a minimum of forty-two months in an existing firm but were currently running their own businesses in the finance and business services-based enterprise, located within the Gauteng province. The consideration was to select heterogeneous businesses in a homogeneous environment. Other intended criteria such as business revenue and gender of participants were excluded in this research. However, participants who provided general information regarding their businesses completed all interviews or questionnaire related documents. They provided consent for tape recording and interviews and appended each signature where and when required in the process of the work. Participants' involvement was voluntary, and there was no compensation for being partakers of this research project.

Though this research is about the qualitative based phenomenological study which emphasised on the lived experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa, quantitative approach was incorporated with outcome that complement or strengthen the outcome of the qualitative approach. While 11 participants were involved in the investigative process via in-depth interviews, 31 participants were engaged in the quantitative based survey process.

Though the response rates were low regarding the sample size of the quantitative approach, the result were robust in terms of multiple specification. Asides, previous scholars (Ahwireng-Obeng, 1993:8 and 2005:7; Peberdy, 2000:364)

conducted research on entrepreneurship related topics in Johannesburg, with a minimum sample size of 50 for quantitative approach and a range of 8 to 12 participants for interview purposes (Bradford, 2007:98; Brink, Cant and Lightelm, 2003:6). In Lagos (Nigeria), similar studies on entrepreneurship business start-ups engaged a minimum of 30 participants for questionnaires while a range of 10 to 14 participants were involved in interviews (Woldie and Adersua, 2004:84; Chu, Kara and Benzing, 2008:65; Oghojafor, Adeloju and Olowokudejo, 2011:618; Tijani, Oyeniyi and Ogunyomi, 2012:609).

In the developed nations, similar research on entrepreneurship related issues were conducted using a minimum of 10 interviews (Terjesen's,2005:6). Scholars (Anderson, 2003; Anderson-Cook and Dorai-Raj, 2003:4) and Stutely (2003) advocates a minimum or average of 30 samples. The sampling practice pay attention to the quality of responses over the sheer size (Bjork and Kauppinen-Raisanen, 2015:44), hence, this study meets this requirement. Scholars (Altunışık et al., 2004:125; Delice, 2010:2007, 2008) argue that sample size between 30 and 500 at 5 percent confidence level is largely adequate for several researchers. This study focused on 100 sample size, 42 questionnaires were received, but only 31 questionnaires were cleared.

Process of engaging the participants

Having completed participant selection, requests were sent to the entrepreneurs who met the fundamental requirement outlined above. A sample of 100 participants for the survey and 10 participants for interviews was selected, based on the sample criteria. While 100 questionnaires were dispatched, 42 were received. Only 31 were well administered which was the sample size for this paper. One (1) additional participant was engaged in the interview because of the need to further incorporate a different business service that was not part of the ten (10) initially selected for the interview. A letter of invitation was sent to each qualified member. Hence, the study investigated 31 participants for the quantitative survey, while 11 out of the 31 participants were considered for the in-depth interviews.

The letter sent to participants explicated the study purpose, process, and participation criteria. The significant need for all the informed to append their signature on the attached Consent

Form was highlighted. The letter, in addition, requested general information from concerned businesses such as business name, location of business, establishment year, and description of business line including the type, product or service involved. This assisted in the review process for research participants. Before the procedural step for both phenomenological based interviews and survey-based questionnaires, the process of data collection in mixed methods techniques was explained.

4.5 DATA COLLECTION AND INSTRUMENT DEVELOPEMENT

Creswell and Creswell (2017:1) posit that there are two forms of data collection: sequential and simultaneous or concurrent. Sequential data collection is characterised by the data collection and data analysis of one method in the first phase followed by the data collection and data analysis of the other method in the second phase, which builds on the results of the first method. Concurrent data collection on the other hand, is about simultaneous garnering of both quantitative and qualitative data for the purpose of comparing the results of each method. Outcomes of one method are used to support the outcomes of the other method

The researcher adopted a concurrent embedded practice. This means that both quantitative and qualitative data are collected simultaneously; this form of practice means that a primary method is used to guide the project, while a secondary database provides a supporting role in the process. However, the “embedded” means that the secondary method focuses on is a different question from that of the primary method or seeks information at a different level of analysis (Tashakkori and Teddlie, 2009:283). Mixed methods were adopted to tackle the following research objectives and questions:

- i. A quantitative approach addressed research objectives 1 and 2 (research question 1 and 2) which described how data were collected via a survey to ascertain what spurred the transition of the intrapreneurs into entrepreneurship and the challenges faced when transitioning on the one hand. It examined the influence of the cognitive factors that shaped entrepreneurs’ decision-making process. Data was collected in relation to the hypotheses developed in Table 4.1-4.2 for further testing.
- ii. The qualitative approach responded to objective 2 and 3 (research question 2 and 3) which addressed the influence of the cognitive factors on the decision-making

process of the entrepreneurs in their entrepreneurial journey on the one hand and how the entrepreneur's behaviour impacted on the growth of their own businesses on the other hand.

- iii. Research objective 4 (research question 4) was addressed by developing a framework that depicted the critical factors that influenced the transitioning from intrapreneurship to entrepreneurship, as shown in Figure 6.14.

The data from the two methods are mixed to integrate the information and/ or compare one data source with the other. This is typically done in a discussion section of the study. However, the data may also be compared as two different pictures that offer a general combined evaluation of the problem. This was the situation when the researcher utilised this technique to evaluate diverse research questions at different stages in an organisation. Similar to the other techniques, an explicit theoretical viewpoint could be utilised in this model, basically to inform the primary method (Creswell and Creswell, 2017). However, in this study, the researcher utilised the results of the quantitative method to strengthen the outcomes of the lived experiences of the individual participants in the qualitative method.

Having discussed the form of data collection and its use in mixed methods research, the researcher has explained the procedure of the survey method including how to engage the participants. After this, the phenomenological approach of qualitative research in engaging the participants and conducting interview is explained.

4.5.1 Quantitative data collection

In respect of the survey method in quantitative research, all the 31 participants were engaged in the survey. Questionnaires were developed, verified and approved before being made available for the survey. Those participants engaged for both survey and interview had their sessions at the same time and place at each participant's convenience. Time to respond to the questionnaires was considered and factored into the main schedule for the survey. A one-on-one approach was adopted in the survey exercise.

4.5.2 Qualitative data collection

Considering the phenomenological study, the researcher collated individual participant life stories. This resulted in a deep insight of the experiences of the eleven (11) out of the 31 participants selected for survey. Sample size is not as essential for phenomenological studies, as it is for other research approaches, due to the phenomenological practice and its origin in philosophy; extent of the data required from the participants; and the final dataset and insights (Van Manen, 2016:26). The number of participants in a phenomenological study is a subjective issue consisting of the number that provides adequate input for analysis. This amount was not difficult to achieve for the current research effort, and one that complied with the sample considered satisfactory by the University of South Africa. With those factors in mind, and with an understanding of the intensity of information needed for this study, the researcher examined 11 participants for final review and analysis. There was no incident of participants declining the interview, even though, it was their right to either decline or continue the survey and interview process.

To further reiterate the compliance to the interview procedure, first contact with the participants was done through the invitation letter which required a voluntary request for background information and an Informed Consent Form. Potential participants were expected to return the completed documents for qualification consideration. Qualified participants were sent a letter with study guidelines, a pre-interview register containing a possible agreed procedure, and the copy of their signed Informed Consent Form returned to individual.

General procedural information

Further to the discussion on participants, the research participants group was established, and participation was agreed upon. Selected and confirmed participants completed 45 to 60-minute interviews with the researcher. Prior to the interviews, participants received a letter confirming the interview time and place as well as the copy of the question guide to be used in the interview. This ensured that all participants had a level playing field in appreciating the requirements of both questionnaires and interviews. In the interview, the researcher asked a series of qualitative questions using a phenomenological approach, and responses were recorded using a tape-recorder in each interview. The interview focused on how to fully observe the essence and meaning of human experience and the qualitative factors in the individuals entrepreneurial experience, engaged the 'whole being' of the individual participant. This approach avoided inference to causal relationships in the information shared and brought

forth meanings through descriptions and renderings of the information shared (Brisola and Cury, 2015:395-396).

After the interviews, the taped interviews were professionally transcribed for further analysis. The data analysis was done using a phenomenological bracketing method. The researcher used qualitative software, Atlas.ti, as required in the analytical process. End-results were compiled as reported by individual participants and in total, using qualitative, bracketing of ideas and a thematic review. After the interview proceedings, individual respondents received a copy of the transcript of the interview and were requested to review this for any discrepancies and/ or inaccuracies that might be identified.

After approval was received from the individual participants, the researcher commenced the data compilation and analytic procedures. Participants were informed on the progress regarding the review and analysis process, and once again, an appreciation letter was sent to the participants to communicate the completion of the interview process and to assure participants that they would receive the summary report of the study findings and a complete copy of the thesis if requested.

4.6 DATA ANALYSIS

This section discussed the analytical method for both quantitative and qualitative approaches in this study which addressed the research objectives and questions as stated below:

- i. Quantitative approach addressed research objective 1 and 2 (research question 1 and 2) which described how survey data were analysed. This ascertained what spurred the transition of the intrapreneurs into entrepreneurship and the challenges faced when transitioning on the one hand. It examined the influence of the cognitive factors that shaped entrepreneur's decision-making process. Data collected regarding the hypotheses developed were further analysed.
- ii. The qualitative approach responded to objective 2 and 3 (research question 2 and 3). It explained how data which were collected via interviews were analysed to address the influence of the cognitive factors on the decision-making process of the entrepreneurs in their entrepreneurial journey on the one hand and how the

entrepreneur's behaviour impacted on the growth of their business on the other hand.

- iii. Research objective 4 (research question 4) was addressed by developing a framework that depicted the critical factors influencing the transitioning from intrapreneurship to entrepreneurship as shown in Figure 6.14.

Before addressing the quantitative and qualitative data analysis, the study conducted a pilot test or pretesting to validate both survey and interview instrument and the corresponding measurement. Pretesting is one of the valuable elements of survey research that offer a greater opportunity for reflection and revision. The process involves the draft of a survey and conducting a pretest aimed at spotting problem areas in a questionnaire, reduce measurement error, reveal difficulties of respondents or participants in answering questionnaires (Wolf et al. 2016:359). The pretest or pilot test also decrease respondent burden while determining whether questions are interpreted correctly. In pretest, the order of questions does not impact on the way a respondent answer. In other words, a pretest is a critical examination of either a survey instrument that help in determining whether the survey function properly as a valid and reliable social science research tool or as a credible research tool for social science (Converse and Presser, 1986:54; Buschle, Reiter and Bethmann, 2020:1).

The pretest seeks to ensure that the questions are well designed and that the options available are relevant broad, and mutually exclusive. In this study, five experts in the field of entrepreneurship were consulted to spot problems with alternative questions or response in a survey or interview instrument (Ikart, 2019:1). The selected experts were entrepreneurs with intrapreneurial background and they assist to identify measurement related issues regarding the reasons that spurred the transition of an intrapreneur 'now turned' entrepreneurs as well as the cognitive factors that impact on their decisions. Expert driven pretests are critical when evaluating the face validity of a measurement. The experts pretest the survey items by going through the questionnaire and rate the items on a Likert scale to decide how well each item in the survey instrument actually reveals the construct to measure (Jansen and Hak, 2005:103; Di Malta, Cooper and Van Der Veer, 2020:1).

The expert's appraisals of each item in survey instrument, using Likert-type scale items become a valuable strategy to identify problems while fine tuning items to collect most favorable

measurements. Experts are important not only for cross-checking the substance aspects of the survey and the interview instrument but for improving the overall style of the instrument as well. In this study, the experts helped to ensure that survey and the interview instrument flow seamlessly from one question to the next, therefore following a logical and intuitive layout that again reduces respondent burden and improves the quality of your data (Olson, 2010; Host, 2014).

After the respondents have completed the survey, the study reviewed each survey question from each expert and analysed pretest responses and found issues converging on some common themes. For example, when asking a long or difficult question, many individuals may skim the question and select “not applicable” therefore, the questionnaires need to be simplified or completely redesigned. In this study, all scales for survey questionnaires are standardized to include the same number of points while benchmark for the in-depth questionnaires assisted in determining whether or not respondents were overly sensitive to specific questions, causing respondents to hold back or skip survey items.

4.6.1 Quantitative data analysis

The data collected were cleaned and analysed appropriately. The analysis was done using SPSS as this was the viable option for analysis recommended by the University of South Africa. The analysis was in three stages. Stage one involved descriptive statistics, stage two incorporated Chi-square test analysis and the third stage considered Principal Component Analysis (PCA). Descriptive statistics technique included the use of graphs, charts, and histograms in describing and summarising activities in statistical terms that were meaningful and purposeful and were a bridge between qualitative and quantitative research (Bryman and Bell, 2015:310, 333).

The Chi-square test was used to determine the relationship between the various variables or factors. In other words, each factor was tested for statistical significance to determine whether it influenced the transition of intrapreneurs to entrepreneurship and the relationship between the variables (cognitive factors) that shaped the decision-making ability of the entrepreneurs. This considered the interdependence and relative importance of the various factors that could spur the transitioning and decision-making process of the intrapreneurs ‘now turned’ entrepreneurs. The findings related to hypotheses developed were analysed. The Principal

Component Analysis (PCA) is an analytical technique that involves discovering the linear combinations of variables of a dataset that has maximum variance. It is used to highlight variations and present strong constructs or patterns in a set of variables.

4.6.2 Qualitative data analysis

Brisola and Cury (2015:395) argues that evidence was derived from first-person reports of lived experiences in phenomenological research. The experience included the individual detailed written records from questionnaires as well as the tape-recorded interviews which enabled the researcher to focus on the research participants without the need for data capture using written material. In this type of investigation, the researcher exercised exceptional listening skills to hear all levels of information provided by the participants, and the tape-recorded sessions were transcribed. This generated a written record of the data which allowed for review and analysis. The major part of the data analysis was produced from the written record, and the actual tapes are available for review as may be required. Phenomenological research relies heavily on the notion of the epoché, which suggests a naturalisation or means to stand away from bias, prejudice or any initial ideas about the topic (Gallagher and Zahavi, 2020). Therefore, the researcher approached each interview in a fresh and unbiased manner.

The phenomenological data analysis allowed for an unbiased appreciation of the data, acknowledging the participant's viewpoint as one that was right and true. This includes the ability to listen to the data itself, leaving bias, assumptions, or anything else behind. The review of the raw data was followed by a well-defined procedure, where the raw data from the interviews was compiled, arranged and organised initially by topic to enhance development of individual textural descriptions. It was then organised into a composite textural description and a complete synthesis of both textural and structural meanings (Brisola and Cury, 2015:399).

Synthesis or reduction of the phenomenological information was included in a bid to ensure that every statement and topic from the interview has equal strength and weight, a process of horizontalising (Brisola and Cury, 2015). After this was completed, the data was examined by re-organising it into meaning units or key statements made by the research participant. The meaning units were aligned accordingly, as they emanated from the pre-determined themes.

This further outlined what constituted the key elements or themes from the phenomenological investigation.

Bracketing was also utilized as a means to recognise themes in phenomenological data. The data was, however, categorized into the pre-determined themes for each participant and for the overall sample. The data review and synthesis were done through a review of the verbal recordings and of the written transcripts. A software program, Atlas.ti was also used to assist in selecting key components and ideas from the data including exploring the relationships among the participant's data as well as the ideas, situations, results, key observations, and others. This was used as an intermediate step in the data reduction so no specific tables directly from the software were included in this analysis.

Phenomenological research, a subset of qualitative research as well as a philosophy, does not have a recommended approach of analysis that is generally used, outside the search for key themes and the use of bracketing. Because different approaches have been identified for compilation and analysis suggests that a researcher can also invent their own unique technique in organising and analysis of phenomenological data (Van Manen, 2016:24). This, therefore, provided the researcher great freedom with the condition that the main points from the investigations had to be assimilated and identified. Because the process was largely undefined, in this research work, the data from the examination in the pre-work initial inventories in quantitative questionnaires assisted in identifying and classifying the participant's viewpoints towards values and other personality traits.

This information was not utilised to bias any outcomes but more to assist in offering better understanding of how the research participants saw themselves through the lens of personal characteristics, 'what they do' and 'how they do', which was in line with what a phenomenological investigation is all about.

4.7 TRIANGULATION

Triangulation involves using data sources or multiple methods in qualitative approach to fully build the understanding of phenomenon and is viewed as strategy to test validity via the convergence of facts or information from diverse sources (Patton, 1999:1189). Scholars

(Honorene, 2017; Moon, 2019:103) opine that prompting the accuracy of information derived in reflecting the reality about phenomena under investigation requires different research methods. This research method involves the process of using more than one technique, theory, researcher and data collection technique to make the research outcomes more valid, reliable and generalisable. Triangulation is one method that enhances the validity and reliability which covers credibility, and confirmability of research outcomes (Moon, 2019:103).

This study that investigates the lived experiences of intrapreneurs ‘now turned’ entrepreneurs in South Africa requires the triangulation of the two methods used to enhance the credibility of the findings via the convergence of information from difference sources. While the convergence of information from different research methods (quantitative and qualitative) used is important, the convergence of information from eleven (11) participants via qualitative approach is also required. In essence, triangulation is a critical method that boosts data validation via cross verification from more than one source.

4.8 VALIDITY AND RELIABILITY CONDITIONS

This section discussed the internal and external validity of the research design, reliability of data gathering, credibility, dependency, conformity and transferability required in research of this nature.

4.8.1 Internal and external validity of the research design

The internal validity of an instrument measures the degree of its accuracy when the instrument is submitted for investigation and modification. It also examines the way in which the study was designed, conducted, analysed and presented trustworthy answers to the research questions. External validity of an instrument is the capacity to measure whether the findings of the study can be generalised to include other contexts. The research was conducted using purposive sampling based on the same criteria of selection. Therefore, results generated can validly be generalised to the population from which the sample was drawn (Andrade, 2018:499).

4.8.2 Validity and Reliability of data gathering instrument

For validity, the key concepts were well defined, and the operation measures highlighted. Cronbach's Alpha was utilised to test for reliability (Bhattacharjee, 2012:57). The instrument was pre-tested to ensure the contents were well understood and adequately enhanced the results of the qualitative method. Adequate sample size was collected to sufficiently reflect the total population. For in-depth information, qualitative data were collected and analysed. The audio recordings were transcribed, and the transcripts were imported into Atlas.ti software (version 8). Data was coded in line with the research objectives and analysed. The outcomes were presented with patterns for each pre-determined theme (Andrade, 2018:498)

4.8.3 Credibility

Credibility in qualitative research requires the researchers to ask themselves how congruent the methods adapted are with reality (Shenton, 2004:64). Based on the nature of this study, the researcher employed more than one data collection instrument, in the form of a survey and interviews. These approaches further strengthened the credibility of the study.

4.8.4 Dependability

Dependability is obtained through checking the consistency of the study processes (Wildemuth, 2016:7). Triangulation was followed through using two independent sources for data collection methods which corroborated research findings within a study.

4.8.5 Conformability

Wildemuth (2016:7) states that conformability is determined by checking the data, findings, interpretations and recommendations. The result obtained reflected the lived experiences and has nothing to do with the preferences of the researcher (Shenton, 2004:72). In this study, a detailed data processing document was submitted with the audit trail explained.

4.8.6 Transferability

Shenton (2004:70) argues that the concerned researchers in qualitative research regarding transferability are specific to environments and individuals. Krefting (1991:216) suggests that

the key to transferability in qualitative research is to describe the phenomena and context as accurately as possible. The researcher therefore described the context and phenomena as accurately as possible in the findings chapter.

4.8.7 Authenticity

This study explored the lived experiences of intrapreneur ‘now turned’ entrepreneur in South Africa. No confirmed literature specifically on this topic emanated from South Africa, hence within this context, this study contributed to the body of knowledge in the field of entrepreneurship.

4.9 RESEARCH ETHICS

The entire research processes were covered by the research ethics. This study was conducted in line with the University of South Africa procedures for social science research. The university policy stipulates that a detailed description of, justification for and a draft copy of the research instrument be submitted to the Ethics committee for examination before the commencement of the survey and interview. The research instruments were examined and approved by the Ethics Committee before the field work exercise.

4.10 CONCLUSION

This chapter explains how the research was conducted in the Gauteng province, the economic hub of South Africa, where all the intrapreneurs ‘now turned’ entrepreneurs were located. It defined the target population from which the data were collected, and the measures put in place to ensure a quality research and scientifically ascertained set of outcomes. Having discussed the methodology adopted in this study, the next chapter focuses on the findings of the investigation conducted via quantitative approach while chapter six addressed the outcomes via qualitative approach. The statistical techniques adopted in the quantitative approach are the descriptive statistics, Chi square test and Principal Component Analysis (CPI).

CHAPTER FIVE

QUANTITATIVE ANALYSIS AND RESEARCH FINDINGS

5.1 INTRODUCTION

This study draws from the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa and from other entrepreneurial scholars with the sole aim of providing guidance and to further educate other entrepreneurial stakeholders. It also brings forth academic discourse on entrepreneurship theories showing the distinct characteristics of entrepreneur’s decision-making processes as influenced by pre-determined entrepreneurial cognitive factors. The target population was comprised of the intrapreneurs ‘now turned’ entrepreneurs in Gauteng province; however, the sample was located within the financial and business services sector of the economy.

Quantitative and qualitative data were collected and analysed. The outcomes of the quantitative data are reported in this chapter while chapter six presents the outcome of the qualitative analysis. Lastly, chapter seven presents a summary of the research work which includes the implications of the study on theory, entrepreneurial stakeholders, and policy. The findings of the study were documented with possible areas required for future research engagements.

5.2 ENTREPRENEURSHIP IN SOUTH AFRICA

When taking entrepreneurship into consideration in South Africa, its advancement continues to be an important subject-matter of discussion for government policymakers and for other entrepreneurial stakeholders (Mamabolo et al., 2017:1). While South Africa is faced with extreme levels of unemployment and poverty, it has become worrisome that the rate of entrepreneurial engagement remains rather low. One of the highest unemployment rates recorded globally was in South Africa with estimated rate of 27.6 percent in the first quarter of 2019. 237 000 jobs were lost across the country (Stats SA, 2019). Therefore, entrepreneurship is and should be considered to be a critical vehicle of wealth creation and poverty diminution in the country (Littlewood and Holt, 2018:526).

Out of the nine provinces that make up South Africa, Gauteng is the smallest in square kilometres (18,176) but is the most populated with two major metropolitan cities (Johannesburg and Pretoria) and the largest economy (Kalitanyi, 2019:54). According to Stats SA (2019) report, the contribution of Gauteng to the national GDP is 38 percent, which is 60 percent of its fiscal revenue. The majority of the small businesses (34.2 percent) in Gauteng were service providers, while the province remains the major gateway for businesses to neighbouring provinces.

Seda (2019Q1:14) report shows that South Africa had 2 550 540 small businesses in the SMMEs of which 736 198 were formal and 1 754 443 informal. In total, 903 221 business owners were recorded for Gauteng province. However, the population size for this analysis was 183,155 as detailed in section 4.5.1 of the methodology chapter. Despite the number of the business owners and the unique interest shown in the SMMEs, several studies on entrepreneurship have not paid attention to the intrapreneurs ‘now turned’ entrepreneurs in Gauteng which is one of the main sources of sustainable livelihood of the communities.

5.3 DEMOGRAPHIC PROFILE OF THE PARTICIPANTS

Table 5.1 provides a summary of the demographic composition of the 31 participants according to participant’s location, age bracket, educational level, type of industry, number of years as an intrapreneur and entrepreneur respectively and types of services offered.

Table 5. 1: Summarised description of 31 participants

Participant	Location	Age bracket	Educ. Level	Type of Ind	Intra Yrs.	Entre Yrs	Services
P/pant 1	Jhb	41-45	PG	Business	5	13	Printing
P/pant 2	Jhb	51-55	PG	Finance	10	16	F/consul
P/pant 3	Ctn	41-45	Dip	Business	4	4	Sheq
P/pant 4	Pta	41-45	PG	Business	7	9	R/estate
P/pant 5	Rdpt	41-45	PG	Business	12	4	Sheq
P/pant 6	Jhb	41-45	PG	Finance/Biz	5	7	F/Invest
P/pant 7	1Jhb	46-50	Dip	Business	7	11	Printing
P/pant 8	Sdtn	36-40	PG	Business/Fin	8	4	Transp
P/pant 9	Jhb	51-55	PG	Business	25	6	Bmentor
P/pant 10	Sdtn	46-50	PG	Finance	15	5	F/Invest
P/pant 11	Jhb	41-45	PG	Business	12	11	T&Tour
P/pant 12	Jhb	46-50	Dip	Business	4	6	Marketg
P/pant 13	Germ	36-40	Dip	Business	5	5	Logistic
P/pant 14	Cent	41-45	Deg	Business	6	7	Logistic
P/pant 15	Kempton	31-35	Dip	Business	5	4	Marketg
P/pant 16	Jhb	41-45	Pgd	Business	6	6	Logistic
P/pant 17	Krug	36-40	Pgd	Business	4	8	Marketg
P/pant 18	Pre	36-40	Deg	Business	5	7	Logistic
P/pant 19	Jhb	46-50	Pgd	Finance	4	4	Finance
P/pant 20	Jhb	46-50	Pgd	Finance	7	4	Finance
P/pant 21	Pre	51-55	Deg	Business	10	6	Logistic
P/pant 22	Germ	51-55	Dip	Business	13	4	Others
P/pant 23	Jhb	41-45	Pgd	Business	5	8	Logistic
P/pant 24	Rdpt	46-50	Deg	Business	5	4	Others
P/pant 25	Soweto	31-35	Deg	Business	4	4	Marketg
P/pant 26	Cent	41-45	Pgd	Finance	6	4	Finance
P/pant 27	Jhb	46-50	Pgd	Business	5	6	Others
P/pant 28	Sandton	46-50	Pgd	Business	7	5	Marketg
P/pant 29	Jhb	31-35	Dip	Business	4	5	Marketg
P/pant 30	Cent	25-30	Deg	Business	5	4	Others
P/pant 31	Jhb	41-45	Deg	Business	4	5	Others

Table 5.1 shows the demographic information of the 31 participants with 100 percent intrapreneurial background with a minimum of 4 years' experience and a maximum of 16 years in their own businesses. These businesses include finance, real estate, and merchandising, cleaning services, printing services, internal décor, travel and tours. The participants had an

average of 7 years of intrapreneurial background and 6 years of entrepreneurial continued experience.

5.4 RESEARCH INSTRUMENTS

To achieve the set objectives of this study, descriptive statistics was used to ascertain the demographic variables of the intrapreneurs 'now turned' entrepreneurs who participated in this research work. The Likert scale questions related to; the reasons that spurred the selected intrapreneurs into entrepreneurship; challenges posed by former employers; influence of entrepreneurial cognitive factors on entrepreneur's decision making and ascertaining the impact of entrepreneurial behaviour on the growth of own venture. Descriptive statistics employed to analyse the data included Chi-Square test and Principal Component Analysis (PCA).

While the Chi-square test was used to show the relationship or association between variables, Principal Component Analysis was used to identify the various items that constitute a cluster of a construct in each stage of the entrepreneurial journey. Cronbach's Alpha was employed to test the internal consistency and reliability of some of the critical indicators.

Reliability test

The Cronbach's alpha is commonly used as part of the process for estimating internal consistency in a research instrument where there are scale items (Vaske, Beaman and Sponarski, 2017:163). This idea guided this research in assessing the quality of the research instrument by looking at Cronbach's alpha of the scale items which made up large parts of the research instruments. In addition, the Cronbach's alpha reliability should be stated together with a confidence interval for the population reliability value while a Cronbach's alpha in the range 0.7 to 1 is in the acceptable range (Bonett and Wright, 2015:2).

The Cronbach's alpha measures how closely associated a set of Likert items are as a group. It is commonly employed when there are multiple Likert questions in a questionnaire that form a scale and one intend to determine whether the scale is reliable. In this research, the questionnaires had more than five multiple Likert question sections and a reliability test before

data analysis was essential. For the purposes of data capturing and analysis, Likert questions from the questionnaires and those from the interviews were captured together and the reliability for all scale items was calculated at once. Table 5.2 shows a summary of the number of cases that were involved in the reliability test.

Scale: All Variables

Table 5. 2: Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0
a. Listwise deletion based on all variables in the procedure.			

The procedure for conducting the reliability test included a listwise deletion process where a case or participant was dropped from analysis because of a missing response in at least one of the Likert scale questions. However, in this research all the respondents answered all the Likert questions resulting in zero participants being excluded from the analysis. Since the instrument reliability analysis is only running on cases which have a complete set of data, all the participants in this research were considered for reliability analysis.

Table 5. 3: Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
0.894	72

A reliability analysis was conducted to investigate reason(s) for the selected intrapreneurs within existing firms in South Africa transitioned into entrepreneurs with attended 'start-up' challenges as entrepreneurs. The research attempted to describe the deeply held values, beliefs, attitudes, cognitive factors and assumptions of such entrepreneurs in relation to decision-

making ability while examining how entrepreneurial behaviour impact the growth of own venture. The scale was comprised of 72 items as shown in Table 5.3. The Cronbach's alpha showed that the questionnaires reached acceptable reliability with $\alpha = 0.894$. A Cronbach's alpha of 0.894 indicates a high level of internal consistency for the scale data in the questionnaires. Most items appeared to be worthy of retention, resulting in a decrease in the alpha if deleted. This means the questionnaires used in this research were reliable and a reliability coefficient of 0.894 is in the acceptable range. This meant that further analysis could be done using data collected in the questionnaires and the interviews. The next section presents the data analysis.

5.5 DESCRIPTIVE STATISTICS

A descriptive statistic quantitatively describes or summarises features from a collection of information. In this section, descriptive statistics addressed the following:

- i. Demographic representation of the participants
- ii. Research objective 1 (research question 1) - Trait factors.
- iii. Research objective 2 (research question 2) - Cognitive factors

5.5.1 Descriptive statistics - Demographic representation of the participants

In dealing with the participants, it is expedient to statistically ascertain the frequencies and the normal distribution of the demographic variables as it relates to business location, participant age group, qualification, positions in former organisation, type of industry and areas of expertise:

1. Location

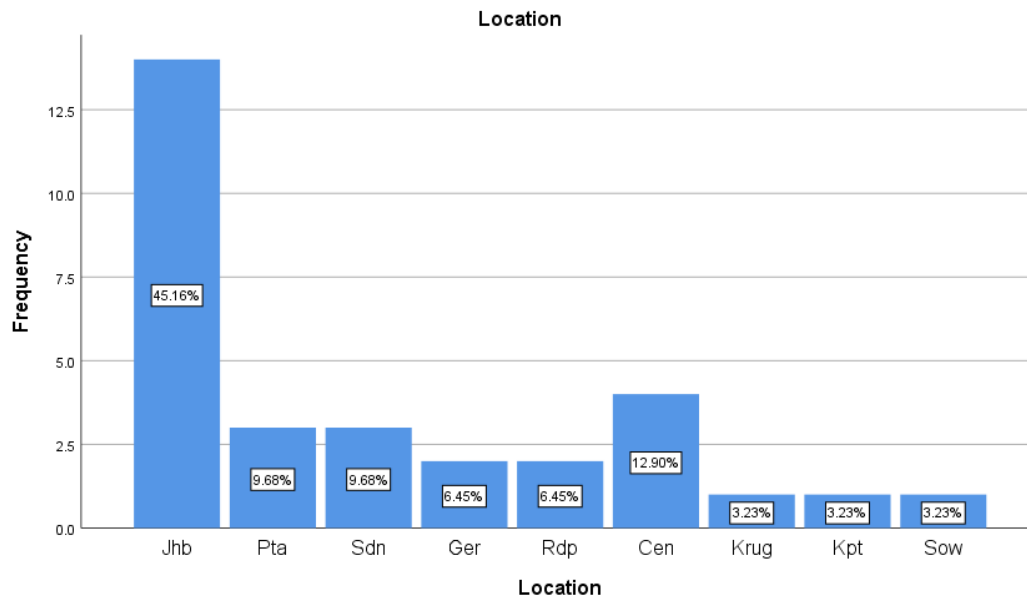


Figure 5. 1: Location

Figure 5.1 shows that the bar chart is positively skewed with Johannesburg having the highest entrepreneur representation of 45 percent followed by diminishing representations in other locations up to Soweto. This means that Johannesburg entrepreneurs dominated the research. Looking at the statistical data, a valid percent of 100 was recorded, while 45.2 percent of participants were located in Johannesburg, being the economic hub of South Africa, with others spread across the cities in Gauteng province. Centurion comes next with 12.9 percent, possibly because of the congested business organisations in and around the municipality of Midrand. Though, low record was shown in places such as Soweto, perhaps it is one of the most poverty infected areas in Gauteng province. Figure 5.1, however, revealed the spread of the participant's business activities within Gauteng province.

With this result, the study confirmed that location of business is central to their smooth running and success, in line with postulations of Dahl and Sorenson (2012:1059) and Bhansing et al. (2018:1). These authors suggested that creative entrepreneurs obtain inspiration and passion by the presence of a larger group of people centralized in a certain place that create economic activities. Hence this study revealed that the clusters of businesses in the Johannesburg environment were based on the legality and long-standing success enjoyed over decades.

2. Age groups

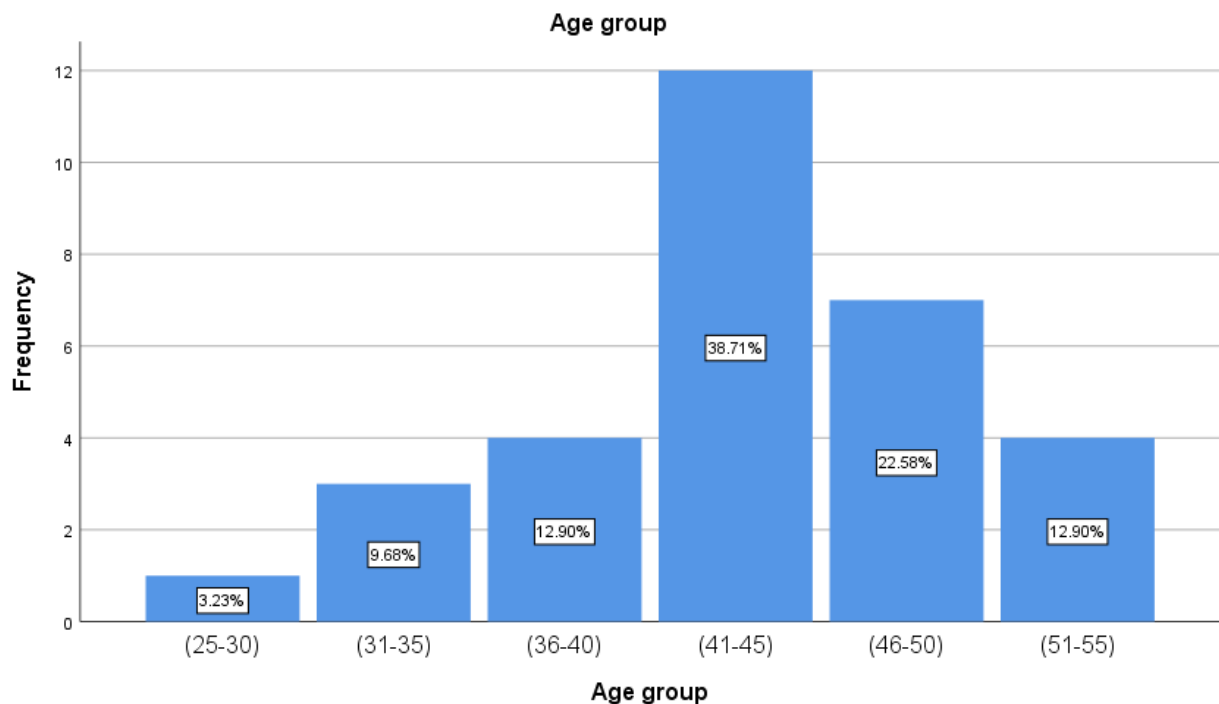


Figure 5. 2: Age group

The bar chart in Figure 5.2 shows that most participants (39 percent) were in the age range of 41 – 45 years followed by 23 percent in the 46 – 50 years range, 13 percent in the 51 – 55 years range and similarly 13 percent in the 36 – 40 years age range, 10 percent in the 31 – 35 percent age range and the least represented age group was 25 – 30 years at 3 percent. This shows that the research was dominated by mature people in the age group 41 to 55 years who totaled more than 70 percent of the participants. In Figure 5.2, number of business entries increases with age. Entrepreneurial business involvement was noticed more in the age bracket of 41 to 45, contrary to the age bracket of 45 to 49 as postulated by Seda (2019Q1:14).

Entrepreneur age is a basic factor for its effect on the quality of decision-making at the firm level (Elhem et al., 2015:315). The increase in the entrepreneurs' monthly expenses as they aged possibly due to changes in marital status and additional family responsibilities, hence the need to seek for other means of matching their increased incomes and expenses and possibly make savings for other additional expenses. This study observed that a majority of the entrepreneurs in the age bracket 25 and 30 need more generic knowledge and experience as they grow with the business.

3. Highest qualification

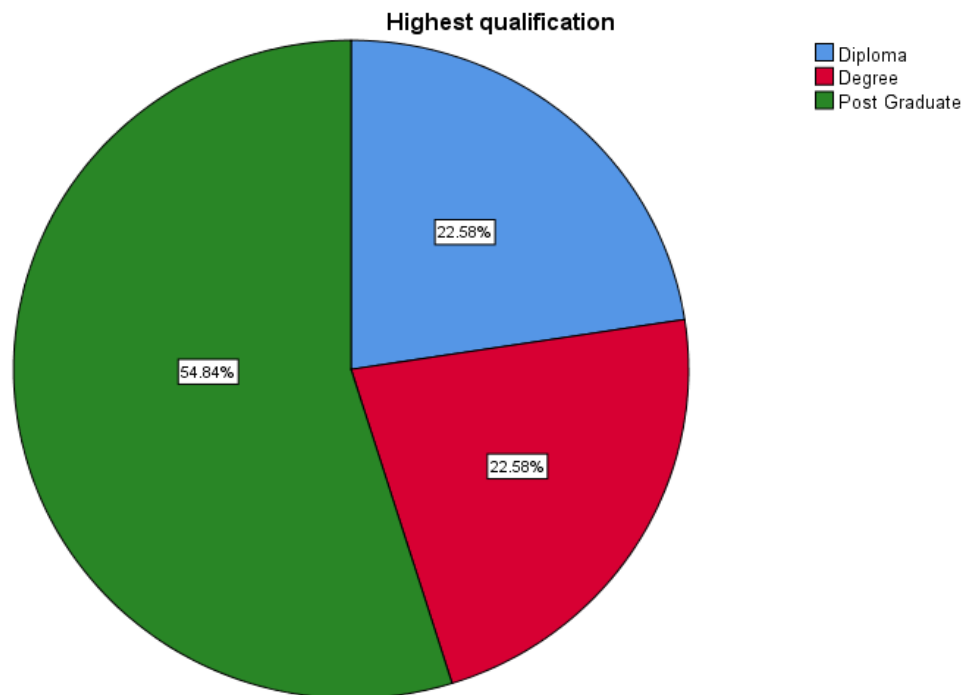


Figure 5. 3: Highest qualification

The pie chart in Figure 5.3 shows that most of the research participants were postgraduates (55 percent), whilst 45 percent was shared equally between degree and diploma holders. These results reflected that the post graduate participants dominated this research and also that the intrapreneurs ‘now turned’ entrepreneurs in South Africa are highly educated.

Therefore, this study reflects that entrepreneur had a good understanding of the data collection instrument which reflected positively in the content and in the manner the responses were done. Zafer, Mustafa and Iraqi (2017:95) indicate that education allows the people to operate in more efficient ways. This facilitates the competencies of individuals and qualifies them to attain desired goals including the ability to set up and run new business ventures. The outcome of this study indicated that educated entrepreneurs are potential business owners.

4. Type of Industry

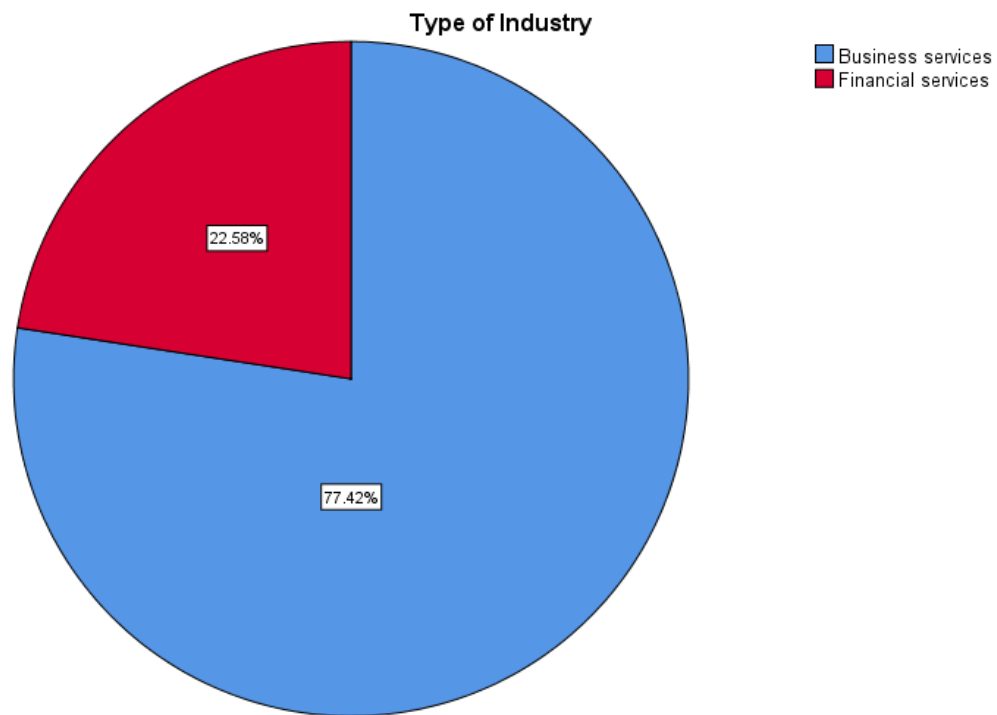


Figure 5. 4: Type of Industry

The pie chart in Figure 5.4 shows that most of the participants (77 percent) were from the business services industry, whilst the remaining 23 percent were from the financial services industry. These results show that the research was dominated by participants from business services industry. Based on the Figure 5.4, this study opined that the fundamental reason was traceable to most entrepreneurs who preferred to start and run a business devoid of strict regulations as found in finance related services due to lack of financial literacy. This was supported by Ogbolu (2020:1) that the quality of financial related decision and choices made by individuals can be linked to the level of their financial literacy.

5. Position in former organisation

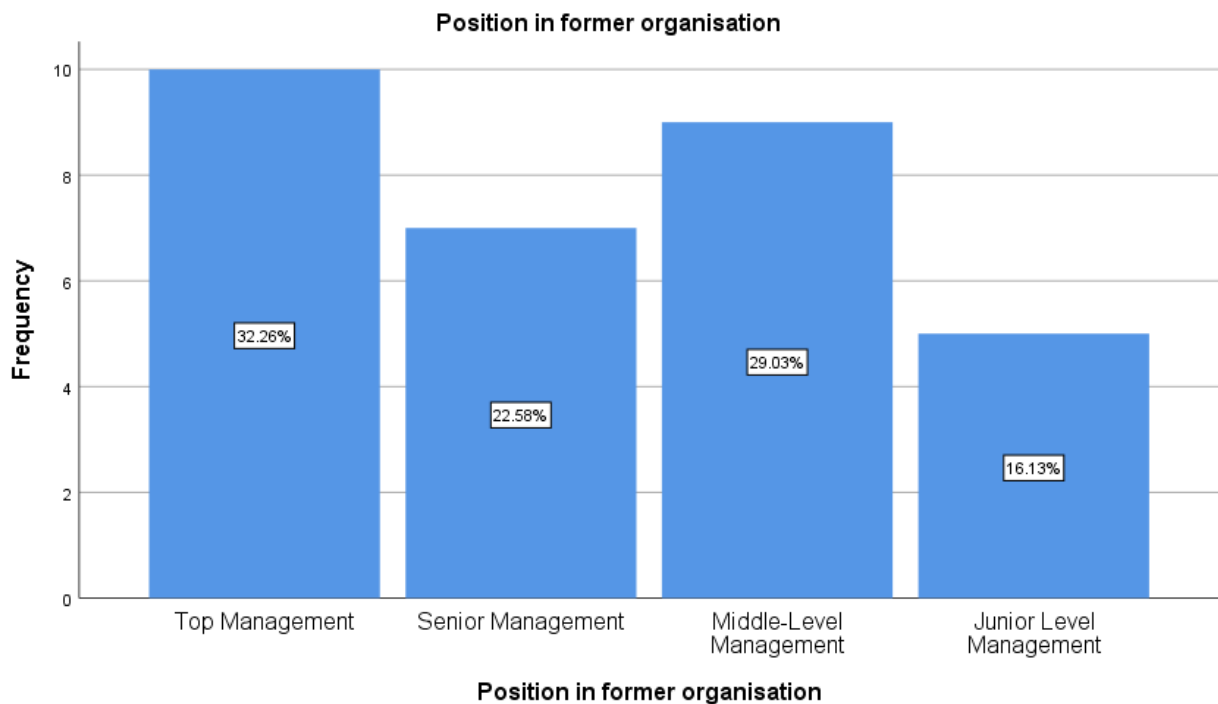


Figure 5. 5: Position in former organisation

The bar chart in Figure 5.5 shows that 33 percent of the participants were in the top management at their former organisations, whilst 29 percent were in the middle -level management, 23 percent were in the senior management and a few (16 percent) were in the junior level management. The level of managerial exposure provides the competence required to venture into own business. The level of exposure could justify the post graduate qualification of the 54 percent of the participants as depicted in Figure 5.3.

Prior experience from former employment plays a major role in business creation (Ajayi, 2020:19). There are also various ways to transfer knowledge and develop learning which can be utilised in starting own business (Cowdean, Whitby, Bradley and McGowan, 2019:30). Hence, transfer of knowledge and experience becomes easy from oneself to one's own business. The higher the position attained, with corresponding responsibility, opens an avenue for more exposure that can be relevant and useful in any entrepreneurial endeavour. This study therefore maintained that the level of exposure when based on wider and deeper responsibility in former employment makes a big difference in own business.

6. Areas of experience

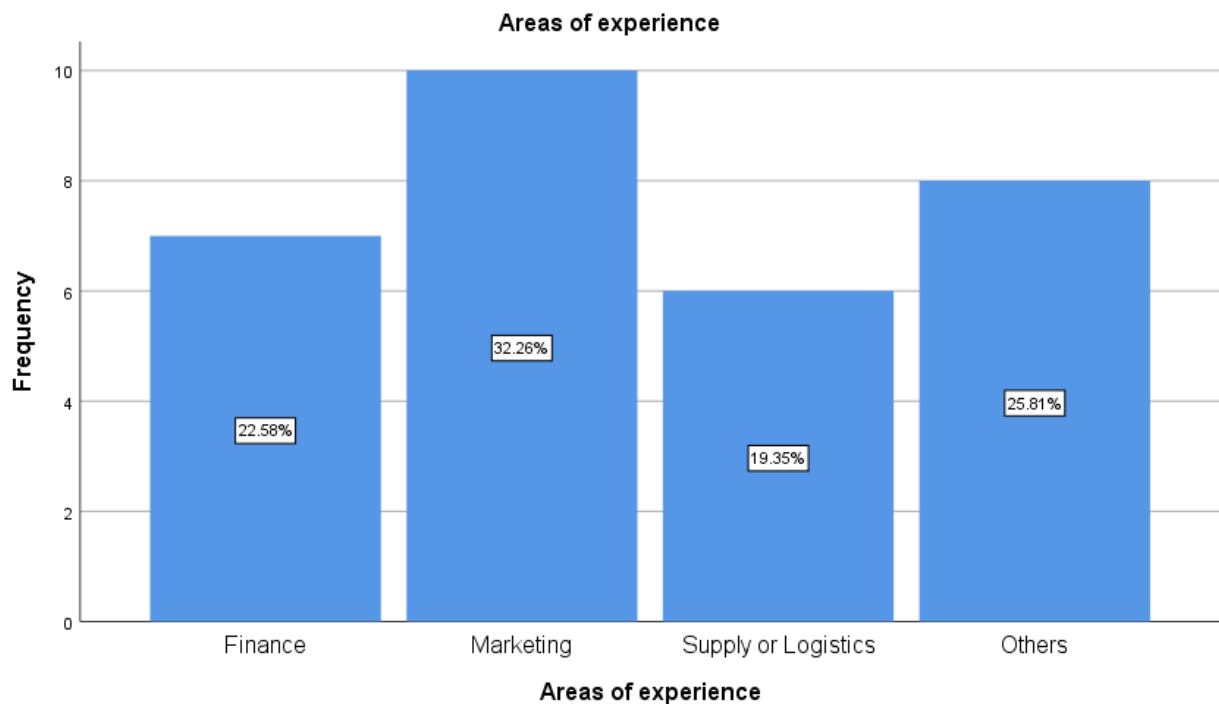


Figure 5. 6: Area of experience

The bar chart in Figure 5.6 shows that 32 percent of respondents were experienced in marketing whilst 23 percent were experienced in Finance; 19 percent were experienced in supply or logistics and 26 percent were experienced in other fields. The others were comprised of transport, real estate, environmental management services, cleaning services, travel and tours. Most of the entrepreneurs graduated in management related courses but had an earlier employment engagement before and after graduation. This provides the needed experience in other fields before ventured into own business.

This study also observed that the entrepreneurs had a qualification in a single field but with a wider exposure to different managerial tasks as they climbed the hierarchical structure of their former employment. Entrepreneurial knowledge from prior experience improves the owner's ability to overcome the newness of ventures, and possibly influence the chances of successful entrepreneurial activities (Shan and Lu, 2020:209).

5.5.2 Descriptive statistics –research objective 1 (research question 1) for traits factors

Research objective 1

To investigate the reasons the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs, and to establish the challenges faced in taking off as entrepreneurs.

Research question 1

What are the reasons that prompted the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs? And what are the challenges faced in taking off as an entrepreneur?

In addressing research question 1, the data collected from the participants via the quantitative questionnaires was used in identifying and classifying the participant's viewpoint towards transition and all that constituted challenges. They included: personal entrepreneurial characteristics; organisational factors; entrepreneurial mindset; the economic viability concepts; the bottleneck posed by the former employer while transitioning; and the extent of government support to those already established entrepreneurs.

Questionnaire supporting research question 1 (Personal entrepreneurial characteristics)

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Personal entrepreneurial characteristics were comprised of variables such as vision, independence and achievement. These are the selected dependable variables in this research study. While vision is unique to an individual, the drive to achieve through own business becomes critical.

Personal entrepreneurial characteristics



Figure 5. 7: Personal entrepreneurial characteristics

Table 5. 4: Personal entrepreneurial characteristics – Dependent variables.

	% Disagree	%Neutral	% Agree
Vision	3.2	6.5	90.3
Independence	6.5	9.7	83.8
Need for achievement	3.2	6.5	90.3

Table 5.4 shown reflects that the majority of the participants (90.3 percent) believe that vision influenced their transitioning into starting their own venture / enterprise whilst 6.5 percent could not agree or disagree and very few (3.2 percent) disagreed to vision being their drive to transitioning into starting their own venture / enterprise. These results reflect that the majority of the participants were to a greater extent influenced by their visions into starting their own venture / enterprise. According to Baum and Locke (2004:587), vision guides entrepreneurs' long journeys to establishing new ventures.

Therefore, the propensity of some of the participants to start their own business was as a result of their inherent vision, while other participants started due to the constraints or challenges within their former organisation and/ or termination of job. Nevertheless, to maintain the entrepreneur's vision becomes a management issue rather than a structured expression of entrepreneurial enthusiasm (Metallo, Agrifoglio, Briganti, Mercurio and Ferrara, 2020:4). Aviles, (2020:2) postulates that one of the common challenges of entrepreneurs is misplaced purpose. Aviles further stresses the challenges encountered by entrepreneurs in business which includes inability to develop vision and thoughts. The study observed that entrepreneurs had strong vision on the basis of opportunity before venturing into their own business, while others veered into business by necessity.

In addition, Table 5.4 reflects that the majority of the participants (83.8 percent) believed that independency influenced their transitioning into starting their own venture / enterprise whilst 9.7 percent could not agree or disagree and very few (6.5 percent) disagreed to independency being their drive to transitioning into starting their own venture / enterprise. These results reflected that the majority of the participants were to a greater extent influenced by their desire to be independent into starting their own venture / enterprise while others were possibly as a result of employment termination. This study maintained that the entrepreneurs desire to be independent aligned with their vision to transit into their own business. ‘You are your own boss -independency’ (Zenovia, 2011:972; Aina, and Solikin, 2020:292).

Similarly, Table 5.4 reflects that the majority of the participants (90.3 percent) believed that their need for achievement influenced their transitioning into starting their own venture / enterprise. A total of 6.5 percent could not agree or disagree and very few (3.2 percent) disagreed about the need for achievement being their drive to transitioning into starting their own venture / enterprise. These results reflect that the majority of the participants were to a great extent influenced by their desire for achievement into starting their own venture / enterprise. In developing a vision for a new business idea, a proactive mindset to achieve is required (Kropp, Lindsay and Shoham, 2008). This study termed this ‘achievement mindset’

Questionnaire supporting research question 1: (Organisational factors for transition)

Questionnaire 2: To what extent do you think organisational factors influenced your transitioning into starting own venture / enterprise?

Organisational culture, bureaucracy and conflict were considered the possible organisational factors that could be responsible for the transition of intrapreneur into own business. Conflict is one of the types of agency problem that exist between company’s management and the company’s stakeholders. The stakeholders include the employees or intrapreneurs working in an existing organisation. These issues are discussed fully in agency theory.

Organisational factors

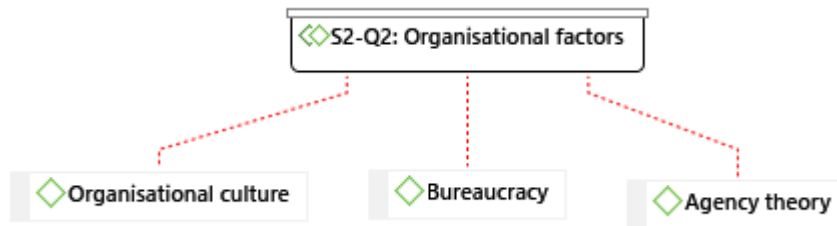


Figure 5. 8: Organisational factors

Table I in Appendix 4 (Bureaucracy) shows that most of the participants (74.2 percent) believe that they were influenced to transitioning into starting their own venture / enterprise by bureaucracy, whilst some (16.1 percent) disagreed to that and others (9.7 percent) were neutral about their relation to bureaucracy. These results reflect that to a great extent the participants were influenced to transition into starting their own venture / enterprise by bureaucracy. Despite all of these, the participants drive to be independent coupled with their inherent vision to start their own business becomes more critical. Bureaucracy is assumed to be persistent in large enterprises, according to Adewale (2017:1), but this study observed it happen in many enterprises irrespective of their sizes. In addition, Table 1 in Appendix 4 (Conflict) shows that some of the participants (38.7 percent) believed that they were influenced to transitioning into starting their own venture / enterprise by ideas or monetary conflicts. An above average total of 58 percent participants transitioned due to an organisational culture.

Questionnaire supporting research question 1: (Entrepreneur mindset for transition)

Questionnaire 3: To what extent do you imagine entrepreneurial mindset influenced your transitioning into starting own venture / enterprise?

Educational mindset, career mindset and business entry mindset constituted the entrepreneurial mindset that could be responsible for the transition of intrapreneurs into their own businesses.

Entrepreneurial mindset

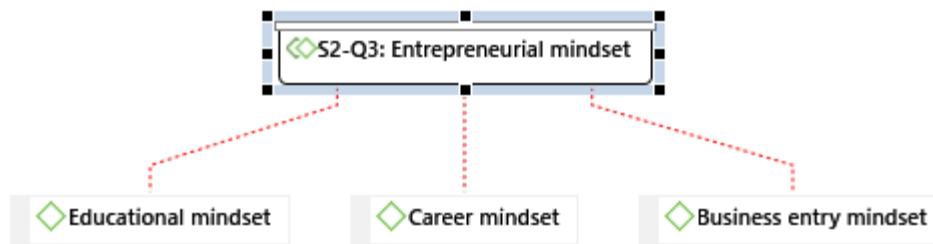


Figure 5. 9: Entrepreneurial mindset

Table I in Appendix 4 (Educational mindset) shows that most of the participants (61.3 percent) believed that they were influenced to transitioning into starting their own venture / enterprise by their educational mindsets, whilst some (22.6 percent) disagreed, and others (16.1 percent) were neutral about their drive-in relation to their educational mindsets. These results reflect that to a great extent the participants were influenced to transitioning into starting their own venture / enterprise by their educational mindsets.

From the educational psychology perspective, the type of mindset adopted is determined by prior experiences in the environment in which people grew up and is influenced by parents, siblings, peers, or teachers at school (Pomerantz and Kempner, 2013:2040). This study observed that a more than average number of participants are well educated; hence the reasons to go via career building to eventually launch out in starting their own business.

Furthermore, Table I in Appendix 4 (Career mindset) shows that most of the participants (67.7 percent) believe that they were influenced to start their own venture / enterprise by their career mindsets which reflect this to a great extent. More relevant and sufficient skills are, however, required for employees to fit into the industry work environment from the onset. There were discrepancies between the educational curriculum in South Africa and skills required by industry. This curriculum did not encourage educational institutions to roll out graduates with industry-based knowledge and skills that could easily fit into practical work as required in the corporate enterprise.

Qureshi and Azim (2019:31) confirmed this gap, as academia and the industry were yet to agree on how to develop a curriculum that should allow graduate students to be suitable for the corporate workplace tasks when employed. Assuming the stakeholder agreed to tackle this

challenge, this could help graduates with industry-based knowledge and skills to build a successful career in the corporate world in a chosen sector of the economy.

In addition, Table 1 in Appendix 2 (Business entry mindset) shows that the majority of the participants (93.6 percent) believed that they were influenced into starting their own enterprise by business entry mindsets which reflect to a greater extent. This study observed that the participants end up in the business world as a business owner due to their inherent growth mindset. This agrees with Morgan (2020:1) that the type of mindset depends on the prior experiences in the environment. The study, in addition, maintained that the level or depth of the inherent mindset influences the attitude and the degree of perseverance of the entrepreneurs in their businesses. The entrepreneurs with growth educational and career mindset are potential candidates for business ownership.

Questionnaire supporting research question 1: (Economic viability concept for challenges)

Questionnaire 4: To what extent do you think that your inability to develop economic viability concepts before disengaging posed challenges while transitioning?

The economic viability concepts comprise of initiating viable business idea / opportunity, the need for research and developing business plan.

Economic viability concepts

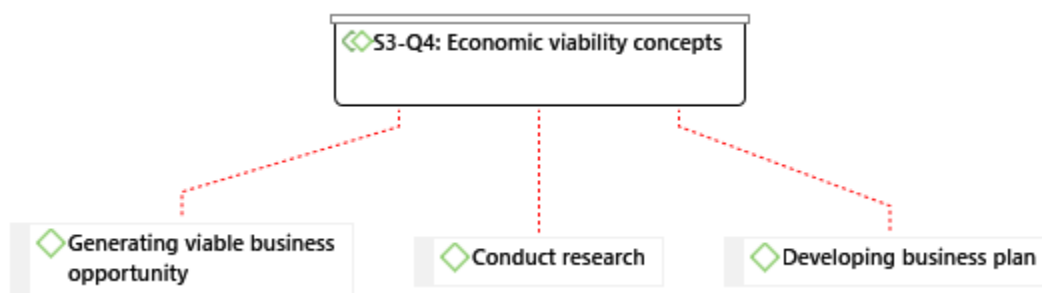


Figure 5. 10: Economic viability concepts

Table I in Appendix 4 (Generating viable business concept) shows that on average 48 percent of the participants think that their inability to generate a viable business idea/opportunity before disengaging posed challenges, and this was to a noted extent, while 32.2 percent believed that

i rejoice with you in such a day as this. Happy birthday. Many happiness in returns while i pray you aged graciously and gracefully. Congrats their inability to conduct research before disengaging posed challenges. This means that to some lesser extent, participants believe that their inability to conduct research before disengaging posed challenges while transitioning.

More so, Table I in Appendix 4 (Business plan) shows that on average, 22.6 percent of the participants agreed that their inability to develop a business plan before disengaging posed challenges. This means that to some less extent participants believed that their inability to develop a business plan before disengaging posed challenges. This study shows that less than 50 percent of the participants agreed that their inability to embrace economic or business viability concepts posed challenges while transitioning.

Despite Ahmed et al. (2020:5) emphasis on the potency of pitching an idea, conducting market research and developing a business plans, some of the entrepreneurs with an inability to conduct research and having their business in place, still disengage to pursue their own businesses. Nevertheless, there is the urgent need to have a well-considered business plan via a well-researched business idea before acting (Mazzarol and Reboud, 2020:14-15).

Questionnaire supporting research question 1: (Challenges posed by the employers)

Questionnaire 5: To what extent did your former employer create any bottleneck while disengaging from intrapreneurship?

Bottleneck / challenges posed by firm

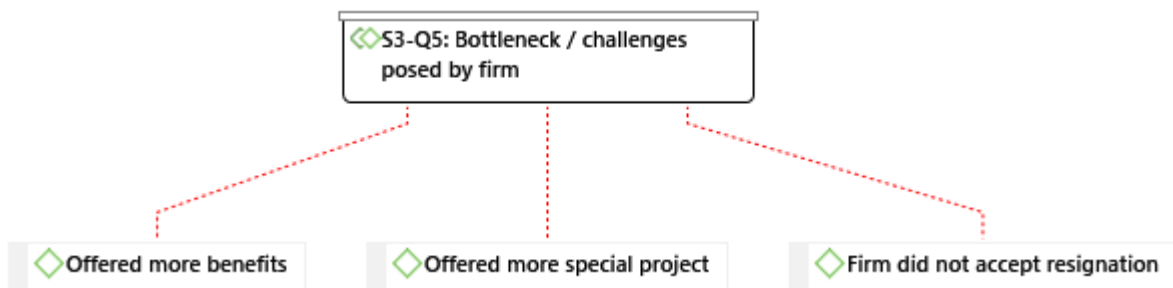


Figure 5. 11: Bottleneck / challenges posed by firm

Table I in Appendix 4 (more benefits) shows that some of the participants (35.5 percent) were neutral about whether their former employers offered them more benefits while disengaging from intrapreneurship. Others (32.3 percent) agreed that their former employers offered them

more benefits while disengaging from intrapreneurship and some (32.2 percent) disagreed in that they were not offered more benefits from the former employers. These findings reflect that former employer offered more benefits to the disengaging intrapreneurs to some less extent. However, this study outcome was not in total agreement with the assertion of Alex (2020:4385) that organisations did lobby their employees to stay, so as to contribute to the positive performance of the organisation. In this study, few entrepreneurs were offered additional benefit/money to stay, yet they exited to start their own business.

Similarly, Table I in Appendix 4 (more specialised project) shows that some (22.6 percent) agreed that their former employers offered them more specialised projects. These findings reflect that former employer offered more specialised projects to the disengaging intrapreneurs to some lesser extent. More so, Table I in Appendix 4 (rejected resignation) shows that a few (25.7 percent) agreed to the fact that their former employees did not accept their resignations. These findings reflect that to some lesser extent, former employers did not accept resignations from disengaging intrapreneurs. This study result shows a lesser extent of agreement by the disengaged intrapreneur's who transitioned into entrepreneurship. This was because of other positive and stronger factors such as vision, independency and qualification they possessed which drove the eventual transition into entrepreneurship. Baum and Locke (2004:587) maintained that an expanded measure of vision that reflected the communication of the vision is critical to the pursuit of entrepreneurship.

This also includes overcoming the bottleneck tendency, while entrepreneurs had to genuinely love their work and be tenacious about pursuing their goals, given the many obstacles they faced. Cardon et al. (2009:511) asserts that vision with inherent positive zeal promotes optimism amid setbacks and sustains an entrepreneur's beliefs and energy. The study, however, observed among the intrapreneurs 'now turned' entrepreneurs, that more challenging visions could initiate more challenging goals that could address challenging gaps when transitioning. Notwithstanding, there was no contradiction here because, despite the strong challenges faced, the participants remain entrepreneurs today.

Questionnaire supporting research question 1: (Government support policy)

Questionnaire 6: To what extent do you think the government policy thus far supported your endeavour in growing your own venture / enterprise?

Government policy sheds light on the requirements that guide businesses under a seemingly fair legislation, create the enabling environment for businesses to thrive in, while offering an opportunity that allowed for funding for willing entrepreneurs. Also, of note is the menace of tender policy that is offered to businesses but not without the attended challenges of shady deals.

Government policy support

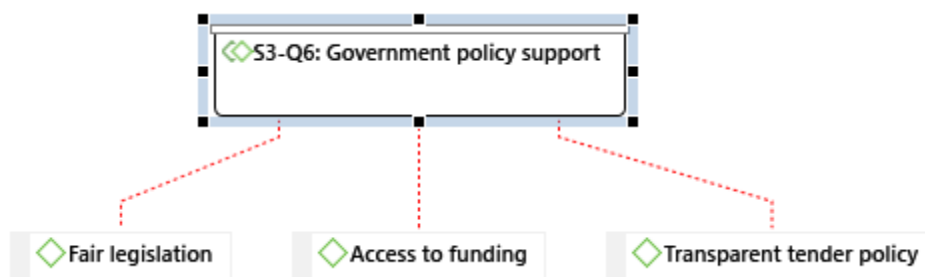


Figure 5. 12: Government policy support

Table I in Appendix 4 (Fair legislation) shows that some of the participants (29.1 percent) agreed that to some extent fair legislation thus far supported their endeavour in growing their own venture. These results reflect that fair legislation has supported the endeavours of the entrepreneurs in growing their own venture to a less extent. However, most of the participants (61.2 percent) think that access to funding thus far supported their endeavour in growing their own venture. These results reflect that access to funding has supported the endeavours of the entrepreneurs in growing their own venture to a great extent.

On the other hand, Table I in Appendix 4 (Tender policy) shows that most of the participants (61.3 percent) disagreed that transparent tender policy thus far supported their endeavour in growing their own venture whilst a few (16.1 percent) agreed that tender policy thus far supported their endeavour in growing their own venture and this reflected to a lesser extent.

Most South African entrepreneurs are discouraged to pursue an entrepreneurship path due to a lack of funding (Radebe, 2019:61). The business arena is not favourable for businesses to grow and in promoting the culture of entrepreneurship. South Africa is still lacking when it comes to spotting new opportunities and competencies when it is compared to other countries.

Additionally, the laws in South Africa that regulate entrepreneurship are not favourable. This makes businesses operate in such an unfriendly environment possibly due to the stifling regulations identified as critical obstacles facing Small Businesses in South Africa (GEM, 2018). However, Seda (2019Q1) asserts that SMMEs have access to both financial and non-financial support.

This study observed that most of the entrepreneurs to a great extent have access to funding. To a lesser extent, though, some entrepreneurs refuted the claim that accessing funding is commendable based on their experiences. In relation to fair legislation, according to the SME Growth Index (2013), small businesses spend much of their time dealing with red tape that leads to the loss of income. While there are various acts and programmes in South Africa that influence tendering on projects such as the Preferential Policy Framework Act of 2000 and the subsequent BEE legislation to give preference to black business owners, corruption, amongst other challenges has become a serious barrier to this gesture (Mishiya, Cumberlege and Buys, 2019:42).

5.5.3 Descriptive statistics –research question 2 for cognitive factors

Research objective 2

To describe values, beliefs, attitudes, cognition, and assumptions of such entrepreneurs and how these shapes their decision-making process.

Research question 2

What are the values, beliefs, attitudes, cognitions, and assumptions of such entrepreneurs? And how do these shape their decision-making ability?

Research question 2 was addressed via both quantitative and qualitative approaches. However, the quantitative approach is considered in this section and the supporting questionnaire 8 is related to the cognitive factors that influenced the stage of entrepreneurial entry.

Questionnaire supporting research question 2: (Cognitive factors influencing entrepreneurial entry)

Questionnaire 8. How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making process on issues related to entrepreneurial entry?

Entrepreneurial entry - Cognitive factors

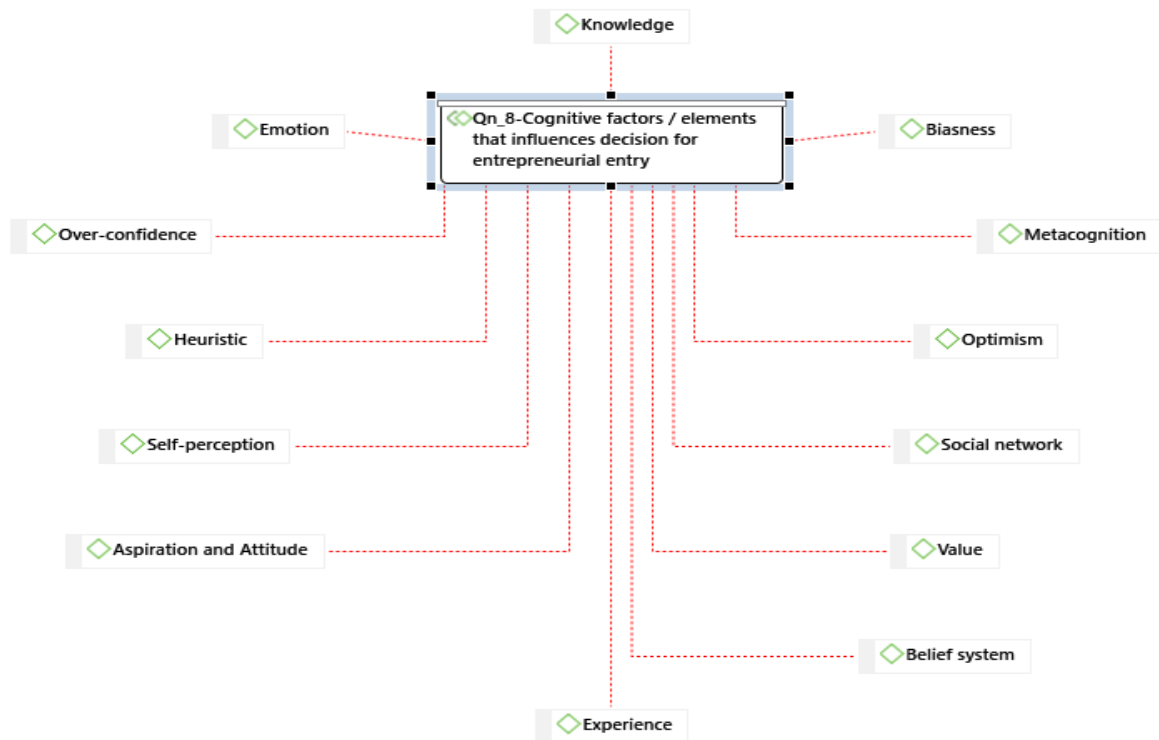


Figure 5. 13: Entrepreneurial cognitive factors

Source: Author’s own illustration (2020)

Table II in Appendix 4 (Entrepreneurial entry) shows the influence of various cognitive factors on participants’ decision to disengage to start their own business. All of the following elements are to a greater extent: aspiration and attitude agreement recorded 100 percent, knowledge and optimism recorded 96.8 percent each, and experience indicated 93.8 percent. Social network recorded (51.6 percent) which is to a noted extent. The element with the lowest record was over-confidence with 22.6 percent. This study observed that aspiration and attitude with 100 percent is an indication of the participant’s strong intention to act in owning their businesses, while dependency on their knowledge and experience was very relevant.

5.6 CHI-SQUARE TESTS FOR VALID CASES

To determine the existence or absence of relationships, Chi-Square tests were conducted at a 5% level of significance considering two variables at a time. All the tests were testing the following hypotheses:

H_0 s: *The two variables are independent.*

H_s : *The two variables are related*

Acceptance: The null hypothesis is rejected if the p-value was less than 0.05 (or 5 percent) in favour of the alternative hypothesis.

5.6.1 Research objective 1 (research question 1) - Chi square test for trait factors

Research objective 1

To investigate the reasons why the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs, and to establish the challenges faced in taking off as entrepreneurs.

Research question 1

What are the reasons that prompted the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs? And what are the challenges faced in taking off as an entrepreneur?

This research question 1 has two aspects: the dependent variable which is entrepreneurship is represented by vision, independence and achievement; and the independent variables are the factors influencing transition and posing challenges. The independent variables are organisational culture, bureaucracy and conflict (an element considered in agency theory); educational mindset, career mindset and business mindset; business idea concept, research concept and business plan concept; more benefit, more specialised project and rejected resignation, fair legislation, access to funding and tender policy.

The responses to supporting Questionnaire 2 and 3 were used to analyse research question 1 (RQ1) on transition. The responses to supporting Questionnaire 4 and 5 were used to analyse research question 1 (RQ1) on challenges faced. Finally, the responses to Questionnaire 6 is

used to analyse research question 1 (RQ1) on the impact of government support on the entrepreneurs.

Therefore, five (5) different hypotheses were used to analyse research question 1 (RQ 1)

Results for Hypothesis 1

H₀₁: Vision, independence and need for achievement are not related to Organisational culture, bureaucracy and conflict.

H₁: Vision, independence and need for achievement are related to Organisational culture, bureaucracy and conflict

Hypothesis 1 was analysed using supporting Questionnaire 1 and 2 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting Questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Achievement

Questionnaire 2: To what extent do you think organisational factors influenced your transitioning into starting own venture / enterprise?

Hypothesis 1 was analysed using responses from Questionnaire 2, which contains the following variables:

- i. Organisational culture,
- ii. Bureaucracy and
- iii. Conflict

Conflict is one of the types of agency problem that exist between company's management and the company's stakeholders. The stakeholders include the employees or intrapreneurs working in an existing organisation. Issues related to conflict are discussed fully in agency theory.

Tables 5.5-5.7 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis 1.

Table 5. 5: Results for Hypothesis 1 for dependent variable “vision”

Crosstab	P value
Vision and organisational culture	0.629
Vision and bureaucracy	0.137
Vision and conflict	0.877

Table 5.5 shows a Chi-Square p-value of vision and organisational culture. A Pearson Chi-Square p-value of 0.629 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and organisational culture are independent. Similarly, vision and bureaucracy had a p-value of 0.137. Vision and conflict had a p-value of 0.877. Thus, it is concluded that the variables considered in Table 5.5 are independent of each other. The detailed results are contained in Table IV (Appendix 4).

Table 5. 6: Results for Hypothesis 1 for dependent variable “independence”

Crosstab	P value
Independence and organisational culture	0.100
independence and bureaucracy	0.470
Independence and conflict	0.211

Table 5.6 shows a Chi-Square p-value of independence and organisational culture. A Pearson Chi-Square p-value of 0.100 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and organisational culture are independent. Similarly, independence and bureaucracy had a p-value of 0.470. Independence and conflict had a p-value of 0.211. Thus, it is concluded that the variables considered in Table 5.6 are independent of each other. The detailed results are contained in Table IV (Appendix 4).

Table 5. 7: Results for Hypothesis 1 for dependent variable “achievement”

Crosstab	P value
Achievement and organisational culture	0.788
Achievement and bureaucracy	0.294
Achievement and conflict	0.970

Table 5.7 shows a Chi-Square p-value of achievement and organisational culture. A Pearson Chi-Square p-value of 0.788 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and organisational culture are independent. Similarly, achievement and bureaucracy had a p-value of 0.294. Achievement and conflict had a p-value of 0.970. Thus, it is concluded that the variables considered in Table 5.7 are independent of each other. The detailed results are contained in Table IV (Appendix 4).

Results for Hypothesis 2

H₀₂: Vision, independence and need for achievement are not related to Educational mindset, career mindset, and business entry mindset.

H₂: Vision, independence and need for achievement are related to Entrepreneurial mindset, career mindset, and business entry mindset.

Hypothesis 2 was analysed using supporting Questionnaire 1 and 3 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting Questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Achievement

Questionnaire 3: To what extent do you imagine entrepreneurial mindset influenced your transitioning into starting own venture / enterprise?

Hypothesis 2 was analysed using responses from Questionnaire 3, which contains the following variables:

- i. Educational mindset
- ii. Career mindset
- iii. Business entry mindset

Tables 5.8-5.10 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis 2.

Table 5. 8: Results for Hypothesis 2 for dependent variable “vision”

Crosstab	P value
Vision and educational mindset	0.410
Vision and career mindset	0.001
Vision and business entry mindset	0.576

Table 5.8 shows a Chi-Square p-value of vision and educational mindset. A Pearson Chi-Square p-value of 0.410 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and educational mindset are independent. Similarly, vision and business entry mindset had a p-value of 0.576 and are independent. However, vision and career mindset had a p-value of 0.001. This means there is sufficient evidence at 1 percent level of significance to reject the null hypothesis. Hence, vision and career mindset are related. The detailed results are contained in Table V (Appendix 4).

Table 5. 9: Results for Hypothesis 2 for dependent variable “independence”

Crosstab	P value
Independence and educational mindset	0.078
Independence and career mindset	0.201
Independence and business entry mindset	0.162

Table 5.9 shows a Chi-Square p-value of independence and educational mindset. A Pearson Chi-Square p-value of 0.078 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and educational mindset are independent. Similarly, independence and career mindset had a p-value of 0.201. Independence and business entry mindset had a p-value of 0.162. Thus, it is concluded

that the variables considered in Table 5.9 are independent of each other. The detailed results are contained in Table V (Appendix 4).

Table 5. 10: Results for Hypothesis 2 for dependent variable “achievement”

Crosstab	P value
Achievement and educational mindset	0.448
Achievement and career mindset	0.099
Achievement and business entry mindset	0.490

Table 5.10 shows a Chi-Square p-value of achievement and educational mindset. A Pearson Chi-Square p-value of 0.448 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and educational mindset are independent. Similarly, achievement and career mindset had a p-value of 0.099. Achievement and business entry mindset had a p-value of 0.490. Thus, it is concluded that the variables considered in Table 5.10 are independent of each other. The detailed results are contained in Table V (Appendix 4).

Results for Hypothesis 3

H₀₃: Vision, independence and need for achievement are not related to Business idea concept, research concept and business plan concept.

H₃: Vision, independence and need for achievement are related to Business idea concept, research concept and business plan concept.

Hypothesis 3 was analysed using supporting Questionnaire 1 and 4 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting Questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Achievement

Questionnaire 4: To what extent do you think that your inability to develop economic viability concepts before disengaging posed challenges while transitioning?

Hypothesis 3 was analysed using responses from Questionnaire 4, which contains the following variables:

- i. Business idea concept
- ii. Research concept
- iii. Business plan concept

Table 5.11-5.13 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis 3.

Table 5. 11: Results for Hypothesis 3 for dependent variable “vision”

Crosstab	P value
Vision and business idea concept	0.065
Vision and research concept	0.002
Vision and business plan concept	0.043

Table 5.11 shows a Chi-Square p-value of vision and business idea concept. A Pearson Chi-Square p-value of 0.065 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and business idea concept are independent of each other. Vision and research concept had a p-value of 0.002. Similarly, vision and business plan concept had a p-value of 0.043. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and research concept are related. Likewise, vision and business plan concept are related. The detailed results are contained in Table VI (Appendix 4).

Table 5. 12: Results for Hypothesis 3 for dependent variable “independence”

Crosstab	P value
Independence and business idea concept	0.782
Independence and research concept	0.219
Independence and business plan concept	0.191

Table 5.12 shows a Chi-Square p-value of independence and business idea concept. A Pearson Chi-Square p-value of 0.782 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and business idea concept are independent of each other. Similarly, independence and research concept are independent with a p-value of 0.219. Independence and business plan concept are independent with a p-value of 0.191. The detailed results are contained in Table VI (Appendix 4).

Table 5. 13: Results for Hypothesis 3 for dependent variable “achievement”

Crosstab	P value
Achievement and business idea concept	0.086
Achievement and research concept	0.035
Achievement and business plan concept	0.150

Table 5.13 shows a Chi-Square p-value of achievement and business idea concept. A Pearson Chi-Square p-value of 0.086 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and business idea concept are independent. Similarly, achievement and business plan concept are independent with a p-value of 0.150. However, achievement and research concept had a p-value of 0.035. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and research concept are related. The detailed results are contained in Table VI (Appendix 4).

Results for Hypothesis 4

H₀₄: Vision, independence and need for achievement are not related to More benefit, more specialised projects / rejected resignation.

H₄: Vision, independence and need for achievement are related to More benefit, more specialised projects, and rejected resignation.

Hypothesis 4 was analysed using supporting Questionnaire 1 and 5 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting Questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Achievement

Questionnaire 5: To what extent did your former employer create any bottleneck while disengaging from intrapreneurship?

Hypothesis 4 was analysed using responses from Questionnaire 5, which contains the following variables:

- i. More benefit
- ii. More specialised projects
- iii. Rejected resignation

Table 5.14-5.16 showed the results of the Chi square test conducted, and this subsequently addressed the hypothesis 4.

Table 5. 14: Results for Hypothesis 4 for dependent variable “vision”

Crosstab	P value
Vision and more benefit	0.069
Vision and more specialised project	0.866
Vision and rejected resignation	0.102

Table 5.14 shows a Chi-Square p-value of vision and more benefit. A Pearson Chi-Square p-value of 0.069 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and more benefit are independent. Similarly, vision and more specialised project had a p-value of 0.866. Vision and rejected resignation had a p-value of 0.102. Thus, it is concluded that the variables considered

in Table 5.14 are independent of each other. The detailed results are contained in Table VII (Appendix 4).

Table 5. 15: Results for Hypothesis 4 for dependent variable “independence”

Crosstab	P value
Independence and more benefit	0.287
Independence and more specialised project	0.194
Independence and rejected resignation	0.423

Table 5.15 shows a Chi-Square p-value of independence and more benefit. A Pearson Chi-Square p-value of 0.287 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and more benefit are independent. Similarly, independence and more specialised project had a p-value of 0.194. Independence and rejected resignation had a p-value of 0.423. Thus, it is concluded that the variables considered in Table 5.15 are independent of each other. The detailed results are contained in Table VII (Appendix 4).

Table 5. 16: Results for Hypothesis 4 for dependent variable “achievement”

Crosstab	P value
Achievement and more benefit	0.484
Achievement and more specialised project	0.849
Achievement and rejected resignation	0.327

Table 5.16 shows a Chi-Square p-value of achievement and more benefit. A Pearson Chi-Square p-value of 0.484 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and more benefit are independent. Similarly, achievement and more specialised project had a p-value of 0.849. Achievement and rejected resignation had a p-value of 0.327. Thus, it is concluded that the variables considered in Table 5.16 are independent of each other. The detailed results are contained in Table VII (Appendix 4).

Result for hypothesis 5

H₀₅: Vision, independence and need for achievement are not related to fair legislation, access to funding, and tender policy.

H₅: Vision, independence and need for achievement are related to fair legislation, access to funding, and tender policy.

Hypothesis 5 was analysed using supporting Questionnaire 1 and 6 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting Questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Achievement

Questionnaire 6: To what extent do you think the government policy thus far supported your endeavour in growing your own venture / enterprise?

Hypothesis 5 was analysed using responses from Questionnaire 6, which contains the following variables:

- i. Fair legislation
- ii. Access to funding
- iii. Tender policy

Table 5.17-5.19 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis 5.

Table 5. 17: Results for Hypothesis 5 for dependent variable “vision”

Crosstab	P value
Vision and fair legislation	0.090
Vision and access to funding	0.814
Vision and tender policy	0.621

Table 5.17 shows a Chi-Square p-value of vision and fair legislation. A Pearson Chi-Square p-value of 0.090 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and fair legislation are independent. Similarly, vision and access to funding are independent with a p-value of 0.814. Vision and tender policy are independent with a p-value of 0.621. The detailed results are contained in Table VIII (Appendix 4).

Table 5. 18: Results for Hypothesis 5 for dependent variable “achievement”

Crosstab	P value
Independence and fair legislation	0.234
Independence and access to funding	0.699
Independence and tender policy	0.440

Table 5.18 shows a Chi-Square p-value of independence and fair legislation. A Pearson Chi-Square p-value of 0.234 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and fair legislation are not related. Similarly, independence and access to funding had a p-value of 0.699. Independence and tender policy had a p-value of 0.440. Thus, it is concluded that the variables considered in Table 5.18 are independent of each other. The detailed results are contained in Table VIII (Appendix 4).

Table 5. 19: Results for Hypothesis 5 for dependent variable “achievement”

Crosstab	P value
Achievement and fair legislation	0.356
Achievement and access to funding	0.561
Achievement and tender policy	0.302

Table 5.19 shows a Chi-Square p-value of achievement and fair legislation. A Pearson Chi-Square p-value of 0.356 is greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and fair legislation are not related. Similarly, achievement and access to funding had a p-value of 0.561. Achievement and tender policy had a p-value of 0.302. Thus, it is concluded that the variables considered in Table 5.19 are independent of each other. The detailed results are contained in Table VIII (Appendix 4).

5.6.2 Research question 2 – Chi square test for cognitive factors

Research objective 2

To describe the values, beliefs, attitudes, cognition, and assumptions of such entrepreneurs and how this shape their decision-making process.

Research question 2

What are the values, beliefs, attitudes, cognitions, and assumptions of such entrepreneurs? And how do these shape their decision-making ability?

This research question 2 has two aspects: the dependent variable which is entrepreneurship is represented as vision, independence and achievement; and the independent variables are the factors influencing transition and posing challenges. These independent variables include knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition.

The responses to supporting Questionnaires 7, 8, 9 and 10 were used to analyse research question 2 (RQ2) on transition.

In this study, entrepreneurial process involves the stage of opportunity evaluation, entrepreneurial entry, and opportunity utilisation. However, the decision-maker characteristics were considered to profile the inherent cognitive factors of the participants.

In this section, supporting Questionnaire 7 refers to the stage of opportunity evaluation, and supporting Questionnaire 8 refers to the stage of entrepreneurial entry. Likewise, supporting Questionnaire 9 refers to the stage of opportunity utilisation, while supporting Questionnaire 10 refers to the inherent cognitive factors of the stage of decision-maker.

Therefore, four (4) different hypotheses were used to analyse research question 2 (RQ 2)

Result for hypothesis 6

H_{06} : Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity evaluation.

H_6 : Vision, independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity evaluation.

Hypothesis 6 was analysed using supporting questionnaire 1 and 7 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting questionnaire 1 contains the following variables:

- i. vision,
- ii. Independence
- iii. Achievement

Questionnaire 7: How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion, metacognition influence your decision-making on issues related to opportunity evaluation?

Hypothesis 6 was analysed using responses from questionnaire 7, which contains variables such as knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion, metacognition.

This stage of opportunity evaluation refers to the assessment of business ideas/opportunities to accurately determine their relative attractiveness and profitability using the selected cognitive factors. A business idea or opportunity is required before actual transition into entrepreneurship.

Tables 5.20-5.22 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis 6.

Table 5. 20: Results for Hypothesis 6 for dependent variable “vision”

Crosstab	P value
Vision and knowledge	0.347
Vision and experience	0.888
Vision and belief system	0.736
Vision and aspiration and attitude	0.763
Vision and value	0.922
Vision and self-perception	0.010
Vision and social network	0.222
Vision and heuristic	0.253
Vision and biasness	0.014
Vision and over-confidence	0.013
Vision and optimism	0.815
Vision and emotion	0.613
Vision and metacognition	0.030

Table 5.20 shows a Chi-Square p-value of vision and knowledge. A Pearson Chi-Square p-value of 0.347 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and knowledge are independent. Similarly, vision and experience are independent with a p-value of 0.888; vision and belief system are independent with a p-value of 0.736; vision and aspiration and attitude are independent with a p-value of 0.763; vision and value are independent with a p-value of 0.922; vision and social network are independent with a p-value of 0.222; vision and heuristic are independent with a p-value of 0.253; vision and optimism are independent with a p-value of 0.815; vision and emotion are independent with a p-value of 0.613 . However, vision and self-perception had a p-value of 0.010. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and self-perception are related. Likewise, vision and biasness are related with a p-value of 0.014; vision and emotion are related with a p-value of 0.013; vision and metacognition are related with a p-value of 0.030. The detailed results are contained in Table IX (Appendix 4).

Table 5. 21: Results for Hypothesis 6 for dependent variable “independence”

Crosstab	P value
Independence and knowledge	0.259
Independence and experience	0.599
Independence and belief system	0.535
Independence and aspiration and attitude	0.179
Independence and value	0.255
Independence and self-perception	0.248
Independence and social network	0.038
Independence and heuristic	0.722
Independence and biasness	0.242
Independence and over-confidence	0.146
Independence and optimism	0.189
Independence and emotion	0.536
Independence and metacognition	0.117

Table 5.21 shows a Chi-Square p-value of independence and knowledge. A Pearson Chi-Square p-value of 0.259 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and knowledge are not related. Similarly, independence and experience are independent with a p-value of 0.599; independence and belief system are not related with a p-value of 0.535; independence, aspiration and attitude are not related with a p-value of 0.179; independence and value are not related with a p-value of 0.255; independence and self-perception are not related with a p-value of 0.248; independence and heuristic are not related with a p-value of 0.722; independence and biasness are not related with a p-value of 0.242; independence and over-confidence are not related with a p-value of 0.146; independence and optimism are not related with a p-value of 0.189; independence and emotion are not related with a p-value of 0.536; independence and metacognition are not related with a p-value of 0.117. However, independence and social network had a p-value of 0.038. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and social network are related. The detailed results are contained in Table IX (Appendix 4).

Table 5. 22: Results for Hypothesis 6 for dependent variable “achievement”

Crosstab	P value
Achievement and knowledge	0.299
Achievement and experience	0.644
Achievement and belief system	0.710
Achievement and aspiration and attitude	0.486
Achievement and value	0.307
Achievement and self-perception	0.002
Achievement and social network	0.034
Achievement and heuristic	0.413
Achievement and biasness	0.009
Achievement and over-confidence	0.018
Achievement and optimism	0.237
Achievement and emotion	0.561
Achievement and metacognition	0.501

Table 5.22 shows a Chi-Square p-value of achievement and knowledge. A Pearson Chi-Square p-value of 0.299 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and knowledge are independent. Similarly, achievement and experience are independent with a p-value of 0.644; achievement and belief system are independent with a p-value of 0.710; achievement and aspiration and attitude are independent with a p-value of 0.486; achievement and value are independent with a p-value of 0.307; achievement and heuristic are independent with a p-value of 0.413; achievement and optimism are independent with a p-value of 0.237; achievement and emotion are independent with a p-value of 0.561; achievement and metacognition are independent with a p-value of 0.501 . However, achievement and self-perception had a p-value of 0.002. This means there is sufficient evidence at 1 percent level of significance to reject the null hypothesis. Hence, achievement and self-perception are related. Likewise, achievement and social network are related with a p-value of 0.034; achievement and biasness are related with a p-value of 0.009; achievement and over-confidence are related with a p-value of 0.018. The detailed results are contained in Table IX (Appendix 4).

Result for hypothesis 7

H₀₇: Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in entrepreneurial entry.

H₇: Vision, Independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in entrepreneurial entry.

Hypothesis 7 was analysed using supporting questionnaire 1 and 8 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting questionnaire 1 contains the following variables:

- i. Vision,
- ii. Independence
- iii. Need for Achievement

Questionnaire 8: How did knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making process on issues related to entrepreneurial entry?

Hypothesis 7 was analysed using responses from questionnaire 8, which contains variables such as knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion, metacognition.

This stage of entrepreneurial entry refers to when entrepreneurs leave employment with established organisations to start their own business once a business idea / opportunity is identified and favourably assessed.

Tables 5.23-5.25 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis stated.

Table 5. 23: Results for Hypothesis 7 for dependent variable “vision”

Crosstab	P value
Vision and knowledge	0.528
Vision and experience	0.771
Vision and belief system	0.805
Vision and aspiration and attitude	0.443
Vision and value	0.666
Vision and self-perception	0.023
Vision and social network	0.041
Vision and heuristic	0.363
Vision and biasness	0.684
Vision and over-confidence	0.175
Vision and optimism	0.948
Vision and emotion	0.681
Vision and metacognition	0.370

Table 5.23 shows a Chi-Square p-value of vision and knowledge. A Pearson Chi-Square p-value of 0.528 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and knowledge are independent. Similarly, vision and experience are independent with a p-value of 0.771; vision and belief system are independent with a p-value of 0.805; vision and aspiration and attitude are independent with a p-value of 0.443; vision and value are independent with a p-value of 0.666; vision and heuristic are independent with a p-value of 0.363; vision and biasness are independent with a p-value of 0.684; vision and over-confidence are independent with a p-value of 0.175; vision and optimism are independent with a p-value of 0.948; vision and emotion are independent with a p-value of 0.681; vision and metacognition are independent with a p-value of 0.370. However, vision and self-perception had a p-value of 0.023. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and self-perception are related. Likewise, vision and social network are related with a p-value of 0.041. The detailed results are contained in Table X (Appendix 4).

Table 5. 24: Results for Hypothesis 7 for dependent variable “independence”

Crosstab	P value
Independence and knowledge	0.486
Independence and experience	0.349
Independence and belief system	0.265
Independence and aspiration and attitude	0.179
Independence and value	0.035
Independence and self-perception	0.303
Independence and social network	0.217
Independence and heuristic	0.642
Independence and biasness	0.129
Independence and over-confidence	0.121
Independence and optimism	0.427
Independence and emotion	0.421
Independence and metacognition	0.028

Table 5.24 shows a Chi-Square p-value of independence and knowledge. A Pearson Chi-Square p-value of 0.486 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and knowledge are not related. Similarly, independence and experience are independent with a p-value of 0.349; independence and belief system are not related with a p-value of 0.265; independence and aspiration and attitude are not related with a p-value of 0.179; independence and self-perception are not related with a p-value of 0.303; independence and social network are not related with a p-value of 0.217; independence and heuristic are not related with a p-value of 0.642; independence and biasness are not related with a p-value of 0.129; independence and over-confidence are not related with a p-value of 0.121; independence and optimism are not related with a p-value of 0.427; independence and emotion are not related with a p-value of 0.421. However, independence and value had a p-value of 0.035. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and value are related. Likewise, independence and metacognition are related with a p-value of 0.028. The detailed results are contained in Table X (Appendix 4).

Table 5. 25: Results for Hypothesis 7 for dependent variable “achievement”

Crosstab	P value
Achievement and knowledge	0.034
Achievement and experience	0.210
Achievement and belief system	0.965
Achievement and aspiration and attitude	0.167
Achievement and value	0.094
Achievement and self-perception	0.074
Achievement and social network	0.024
Achievement and heuristic	0.277
Achievement and biasness	0.013
Achievement and over-confidence	0.082
Achievement and optimism	0.283
Achievement and emotion	0.094
Achievement and metacognition	0.323

Table 5.25 shows a Chi-Square p-value of achievement and experience. A Pearson Chi-Square p-value of 0.210 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and experience are independent. Similarly, achievement and belief system are independent with a p-value of 0.965; achievement and aspiration and attitude are independent with a p-value of 0.167; achievement and value are independent with a p-value of 0.094; achievement and self-perception are independent with a p-value of 0.074; achievement and heuristic are independent with a p-value of 0.277; achievement and over-confidence are independent with a p-value of 0.082; achievement and optimism are independent with a p-value of 0.283; achievement and emotion are independent with a p-value of 0.094; achievement and metacognition are independent with a p-value of 0.323. However, achievement and knowledge had a p-value of 0.034. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and knowledge are related. Likewise, achievement and social network are related with a p-value of 0.024. Achievement and biasness are related with a p-value of 0.013. The detailed results are contained in Table X (Appendix 4).

Result for hypothesis 8

H₀₈: Vision, independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity utilisation.

H₈: Vision, Independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in opportunity utilisation.

Hypothesis 8 was analysed using supporting questionnaire 1 and 9 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting questionnaire 1 contains the following variables:

- i. vision,
- ii. Independence
- iii. Need for Achievement

Questionnaire 9: How did knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion, and metacognition influence your decision-making process on issues related to opportunity exploitation or utilisation?

Hypothesis 8 was analysed using responses from questionnaire 9, which contains variables such as knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion, metacognition.

The stage of opportunity utilisation involves the discovery and implementation of a potential entrepreneurial opportunity as being influenced by entrepreneurial cognitive factors in order to gain economic returns.

Tables 5.26-5.28 shows the results of the Chi square test conducted and this subsequently addressed the hypothesis stated.

Table 5. 26: Results for Hypothesis 8 for dependent variable “vision”

Crosstab	P value
Vision and knowledge	0.534
Vision and experience	0.347
Vision and belief system	0.956
Vision and aspiration and attitude	0.303
Vision and value	0.352
Vision and self-perception	0.042
Vision and social network	0.407
Vision and heuristic	0.078
Vision and biasness	0.478
Vision and over-confidence	0.333
Vision and optimism	0.931
Vision and emotion	0.014
Vision and metacognition	0.695

Table 5.26 shows a Chi-Square p-value of vision and knowledge. A Pearson Chi-Square p-value of 0.534 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and knowledge are independent. Similarly, vision and experience are independent with a p-value of 0.347; vision and belief system are independent with a p-value of 0.956; vision and aspiration and attitude are independent with a p-value of 0.303; vision and value are independent with a p-value of 0.352; vision and social network are independent with a p-value of 0.407; vision and heuristic are independent with a p-value of 0.078; vision and biasness are independent with a p-value of 0.478; vision and over-confidence are independent with a p-value of 0.333; vision and optimism are independent with a p-value of 0.931; vision and metacognition are independent with a p-value of 0.695. However, vision and self-perception had a p-value of 0.042. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and self-perception are related. Likewise, vision and emotion are related with a p-value of 0.014. The detailed results are contained in Table XI (Appendix 4).

Table 5. 27: Results for Hypothesis 8 for dependent variable “independence”

Crosstab	P value
Independence and knowledge	0.189
Independence and experience	0.073
Independence and belief system	0.841
Independence and aspiration and attitude	0.751
Independence and value	0.900
Independence and self-perception	0.031
Independence and social network	0.198
Independence and heuristic	0.140
Independence and biasness	0.105
Independence and over-confidence	0.652
Independence and optimism	0.480
Independence and emotion	0.226
Independence and metacognition	0.039

Table 5.27 shows a Chi-Square p-value of independence and knowledge. A Pearson Chi-Square p-value of 0.189 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and knowledge are not related. Similarly, independence and experience are independent with a p-value of 0.073; independence and belief system are not related with a p-value of 0.841; independence and aspiration and attitude are not related with a p-value of 0.751; independence and value are not related with a p-value of 0.900; independence and social network are not related with a p-value of 0.198; independence and heuristic are not related with a p-value of 0.140; independence and biasness are not related with a p-value of 0.105; independence and over-confidence are not related with a p-value of 0.652; independence and optimism are not related with a p-value of 0.480; independence and emotion are not related with a p-value of 0.226. However, independence and self-perception had a p-value of 0.031. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and self-perception are related. Independence and metacognition are related with a p-value of 0.039. The detailed results are contained in Table XI (Appendix 4).

Table 5. 28: Results for Hypothesis 8 for dependent variable “achievement”

Crosstab	P value
Achievement and knowledge	0.037
Achievement and experience	0.228
Achievement and belief system	0.715
Achievement and aspiration and attitude	0.304
Achievement and value	0.318
Achievement and self-perception	0.024
Achievement and social network	0.185
Achievement and heuristic	0.057
Achievement and biasness	0.318
Achievement and over-confidence	0.488
Achievement and optimism	0.572
Achievement and emotion	0.369
Achievement and metacognition	0.562

Table 5.28 shows a Chi-Square p-value of achievement and experience. A Pearson Chi-Square p-value of 0.228 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and experience are independent. Similarly, achievement and belief system are independent with a p-value of 0.715; achievement and aspiration and attitude are independent with a p-value of 0.304; achievement and value are independent with a p-value of 0.318; achievement and social network are independent with a p-value of 0.185; achievement and heuristic are independent with a p-value of 0.057; achievement and biasness are independent with a p-value of 0.318; achievement and over-confidence are independent with a p-value of 0.488; achievement and optimism are independent with a p-value of 0.572; achievement and emotion are independent with a p-value of 0.369; achievement and metacognition are independent with a p-value of 0.562. However, achievement and knowledge had a p-value of 0.037. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and knowledge are related. Likewise, achievement and self-perception are related with a p-value of 0.024. The detailed results are contained in Table XI (Appendix 4).

Result for hypothesis 9

H₀₉: Vision, Independence and need for achievement are not related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in decision-maker characteristics.

H₉: Vision, Independence and need for achievement are related to Knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition in decision-maker characteristics.

Hypothesis 9 was analysed using supporting questionnaire 1 and 10 as follows:

Questionnaire 1: To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

Supporting questionnaire 1 contains the following variables:

- i. vision,
- ii. Independence
- iii. Achievement

Questionnaire 10: How did knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion, and metacognition influences your decision-making process as decision-maker or entrepreneur?

Hypothesis 9 was analysed using responses from questionnaire 10, which contain variables such as knowledge, experience, belief system, aspiration and attitude, value, self- perception, social network, heuristics, biasness, over-confidence, optimism, emotion, metacognition

Decision-maker characteristics profiled the in-built traits of the entrepreneurs in this study.

Tables 5.29-5.31 showed the results of the Chi square test conducted and this subsequently addressed the hypothesis stated.

Table 5. 29: Results for Hypothesis 9 for dependent variable “vision”

Crosstab	P value
Vision and knowledge	0.456
Vision and experience	0.250
Vision and belief system	0.905
Vision and aspiration and attitude	0.456
Vision and value	0.372
Vision and self-perception	0.106
Vision and social network	0.061
Vision and heuristic	0.009
Vision and biasness	0.573
Vision and over-confidence	0.175
Vision and optimism	0.754
Vision and emotion	0.082
Vision and metacognition	0.749

Table 5.29 shows a Chi-Square p-value of vision and knowledge. A Pearson Chi-Square p-value of 0.456 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and knowledge are independent. Similarly, vision and experience are independent with a p-value of 0.250; vision and belief system are independent with a p-value of 0.905; vision and aspiration and attitude are independent with a p-value of 0.456; vision and value are independent with a p-value of 0.372; vision and self-perception are independent with a p-value of 0.106; vision and social network are independent with a p-value of 0.061; vision and biasness are independent with a p-value of 0.573; vision and over-confidence are independent with a p-value of 0.175; vision and optimism are independent with a p-value of 0.754; vision and emotion are independent with a p-value of 0.082; vision and metacognition are independent with a p-value of 0.749. However, vision and heuristic had a p-value of 0.009. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, vision and heuristic are related. The detailed results are contained in Table XII (Appendix 4).

Table 5. 30: Results for Hypothesis 9 for dependent variable “independence”

Crosstab	P value
Independence and knowledge	0.599
Independence and experience	0.171
Independence and belief system	0.676
Independence and aspiration and attitude	0.598
Independence and value	0.598
Independence and self-perception	0.421
Independence and social network	0.195
Independence and heuristic	0.000
Independence and biasness	0.782
Independence and over-confidence	0.445
Independence and optimism	0.433
Independence and emotion	0.072
Independence and metacognition	0.077

Table 5.30 shows a Chi-Square p-value of independence and knowledge. A Pearson Chi-Square p-value of 0.599 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and knowledge are not related. Similarly, independence and experience are independent with a p-value of 0.171; independence and belief system are not related with a p-value of 0.676; independence and aspiration and attitude are not related with a p-value of 0.598; independence and value are not related with a p-value of 0.598; independence and self-perception are not related with a p-value of 0.421; independence and social network are not related with a p-value of 0.195; independence and biasness are not related with a p-value of 0.782; independence and over-confidence are not related with a p-value of 0.445; independence and optimism are not related with a p-value of 0.433; independence and emotion are not related with a p-value of 0.072; independence and metacognition are not related with a p-value of 0.077. However, independence and heuristic had a p-value of 0.000. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, independence and heuristic are related. The detailed results are contained in Table XII (Appendix 4)

Table 5. 31: Results for Hypothesis 9 for dependent variable “achievement”

Crosstab	P value
Achievement and knowledge	0.158
Achievement and experience	0.228
Achievement and belief system	0.852
Achievement and aspiration and attitude	0.158
Achievement and value	0.339
Achievement and self-perception	0.198
Achievement and social network	0.011
Achievement and heuristic	0.011
Achievement and biasness	0.410
Achievement and over-confidence	0.069
Achievement and optimism	0.178
Achievement and emotion	0.154
Achievement and metacognition	0.645

Table 5.30 shows a Chi-Square p-value of achievement and knowledge. A Pearson Chi-Square p-value of 0.158 is by far greater than 0.05. This means that there is no sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and knowledge are independent. Similarly, achievement and experience are independent with a p-value of 0.228; achievement and belief system are independent with a p-value of 0.852; achievement and aspiration and attitude are independent with a p-value of 0.158; achievement and value are independent with a p-value of 0.339; achievement and self-perception are independent with a p-value of 0.198; achievement and biasness are independent with a p-value of 0.410; achievement and over-confidence are independent with a p-value of 0.069; achievement and optimism are independent with a p-value of 0.178; achievement and emotion are independent with a p-value of 0.154; achievement and metacognition are independent with a p-value of 0.645. However, achievement and social network had a p-value of 0.011. This means there is sufficient evidence at 5 percent level of significance to reject the null hypothesis. Hence, achievement and social network are related. Likewise, achievement and heuristic are related with a p-value of 0.011. The detailed results are contained in Table XII (Appendix 4).

5.7 PRINCIPAL COMPONENT ANALYSIS (FACTOR ANALYSIS)

Principal Component Analysis (PCA) is a technique used to emphasise variation and bring out strong patterns in a dataset. It is utilised to make data easy to explore and visualise. While PCA explained the total variance in the variables, factor analysis outlined the correlations between the variables.

Table 5. 32: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.849
Bartlett's Test of Sphericity	Approx. Chi-Square	298.713
	Df	153
	Sig.	.000

Table 5.32 shows the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and the Bartlett's Test of Sphericity. The KMO is a measure of how suited data are for Factor Analysis and it shows the proportion of variance in the variables that might be caused by underlying factors. The KMO values between 0.8 and 1 are generally taken to confirm that a factor analysis may be useful with the data. It means that the sampling for this research is adequate. In this research, the KMO was 0.849 indicating that factor analysis may be useful in this research.

In addition, Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which indicates that the variables are unrelated and therefore not suitable for factor analysis. However, small values, less than 0.05 of the significance level show that a factor analysis may be useful with the data. In this research, the Bartlett's test of sphericity had a p-value of 0.000 which is less than 0.05 which shows evidence that the correlation matrix is not an identity matrix meaning that a factor analysis may be useful in this research. Because of these results a factor analysis was conducted as it will be useful to reduce the variables considered in this research

Scree plot

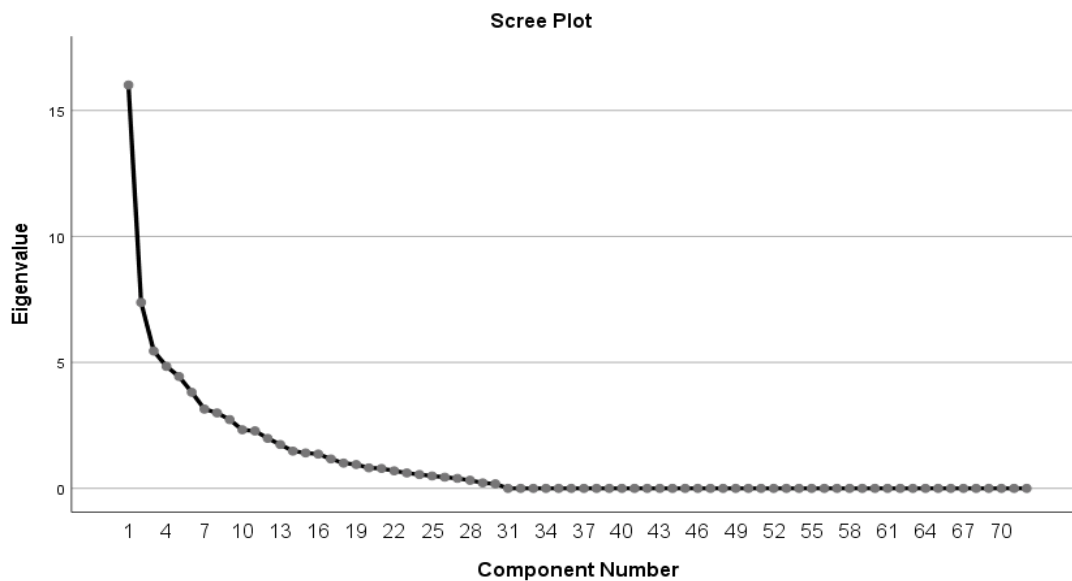


Figure 5. 14: Scree plot

Figure 5.14 is a scree plot which shows that eighteen out of seventy-two factors were extracted in total using the principal component analysis method. These factors met the cut-off criterion or the extraction method which required extracting factors that had eigenvalues greater than one.

The results of principal component analysis/factor analysis were considered in section 5.7.1 for trait factors and 5.7.2 for cognitive factors as stated below:

5.7.1 Principal Component Analysis (Factor analysis for trait factors)

The rotated Component Matrix in Table XIII in Appendix 4 shows the factor loadings for the cluster of items/variables that formed a construct and the following results were obtained for trait factors:

Factor loading 1: Did research concepts pose any challenges while transitioning? Did business plan concepts pose any challenges while transitioning? Did business idea concepts pose any challenges while transitioning? All these loaded strongly on Factor 1, which explains that businesses are built around a viable and workable business idea, and to do this, research need to be conducted from which an effective business plan could be drawn. A feasibility study is done before the business plan is implemented, and before the implementation of virtually any activity related to the realization of business ideas (Pavičić, Rešetar and Toš Bublic, 2013:1).

To implement the idea, to analyze the adequacy of initial ambitions of a business idea and to set up a successful business model, a business plan is drawn up in which entrepreneurs execute their business for a certain period (Mavlutova, Lesinskis, Hermanis and Krastins, 2020:211) These indicate that the participants viewed these items as measures of a single construct. This is termed business viability concepts (BVC) for the purpose of this study

Factor loading 2: Personal vision influence on transition? Personal achievement influence on transition? And Career Mindset influence on transition? All there are loaded strongly on Factor 2, which explains that vision is related to goals or aspirations (Kirkpatrick, 2017:6). The whole essence of vision around businesses is building one's own career in the corporate world or venturing into one's business as an independent owner. The integrated competency framework shows a vision of the future which involves the description of a range of meaningful career opportunities that are created by the visibility of "tangible" and realistic opportunities for development and achievement (Huertas, Egner and Dury, 2020:373). These indicate that the participant viewed these items as measures of a single construct, and this is renamed or termed aspiration and attitude (AA) for the purpose of this study

Factor loading 3: Educational Mindset influence on transition? Did more benefit pose any challenges while transitioning? Did more specialised projects pose any challenges while transitioning? And did rejected resignation pose any challenges while transitioning? All these loaded strongly on Factor 3, which describes that people with educational mindsets tend to follow the growth mindset theory which enables more learning, with a broadened knowledge base that fits into a broad working space.

It was observed that when people strongly value their knowledge base, it becomes less difficult to succumb to indirect bribery from management which has the intent to hinder employees from leaving to start their own business. Value proposition via knowledge sharing and crowd sourcing becomes a veritable means of creating a meaningful business value (Siakas and Siakas, 2020:124). These indicate that the participants viewed these items as measures of a single construct. This is termed value-based knowledge (VBK) for the purpose of this study

Factor loading 4: Organisational culture influence on transition? Bureaucracy influence on transition? And Conflict influence on transition? All these loaded strongly on Factor 4, which explain a situation when participants are faced with the inability to express their own

competency due to bureaucracy and conservative attitudes which are all antithetical to entrepreneurship. Restricted advancement and prospects in large enterprises can lead to hierarchical structure challenges that encourage transitioning to entrepreneurship (Sorensen and Sharkey, 2014:328).

Conflict is one of the types of agency problem that exist between company's management and the company's stakeholders. The stakeholders include the employees or intrapreneurs working in an existing organisation. This issue is discussed fully in agency theory. With some employees, when conflict becomes an issue with the employer in a contractual job, entrepreneurs tend to move towards entrepreneurship. These indicate that the participant viewed these items as measures of a single construct. This is termed organisational factors (OF) for the purpose of this study.

Factor loading 5: Business Mindset influence on transition; Is fair legislation favourable to your business? And is tender policy favourable to your business? All these loaded strongly on Factor 5, which explains that people with a business mindset need to be interested in the legislation or laws that revolve around owning business. The entrepreneurs are keen to access additional business opportunities for additional income and were interested in contracting tender projects with a transparent policy that is favourable to own businesses. According to the SME Growth Index (2013), small businesses spend much of time dealing with red-tape and that leads to the loss of income.

Despite the various acts in South Africa that subsequently produced BEE legislation to give preference, numerous challenges including corruption made this good gesture unrealisable (Mishiyi, Cumberlege and Buys, 2019:42). In this case, this study observed that there was no conducive environment for businesses to thrive. Nevertheless, the participants still believe the only way to make ends meet is to start and continue to grow own businesses. These indicate that the participants viewed these items as measures of a single construct. This is termed enabling business environment (EBE) for the purpose of this study.

Factor loading 6: Personal Independency influence on transition? And is access to funding favourable to your business? All these loaded strongly on Factor 6, which observed that, in South Africa, the government put in place a series of measures to support the SMMEs independent business owners in accessing finance, which happens to be a good news for

independent entrepreneurs. However, intervention policy were too generic, so that many entrepreneurs did not feel the impact (Kalitanyi, 2019:53).

Some participants faced stiff financial constraints, which limit their growth and threaten their survival (Brown, Earle and Morgulis 2015:3). Others were fortunate which reflected positively on their business performance. However, in this study, entrepreneurs could still access funds to a great extent as shown in Table I (Appendix 4), though they believed that creating and sustaining a new successful business venture demands their own vision to be independent and financially capable. These indicate that the participants viewed these items as measures of a single construct. This is termed independent business financing (IBF) for the purpose of this study.

5.7.2 Principal Component Analysis (Factor analysis for cognitive factors)

The rotated Component Matrix in Table XIV in Appendix 4 shows the factor loadings for each variable and the following results were obtained for cognitive factors:

Factor loading 7: To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? To what extent did knowledge influence your decision on opportunity evaluation? To what extent does experience influence you as a decision maker? To what extent did experience influence your decision on opportunity evaluation? To what extent does your entrepreneurial behaviour align with your decision? To what extent does aspiration and attitude influence you as a decision maker? To what extent did self-perception influence your decision on opportunity evaluation? And To what extent did heuristic influence your decision on entrepreneurial entry? All these loaded strongly on Factor 7, which described entrepreneurial behaviour as a set of entrepreneurial actions by which individuals make judgmental decisions under uncertainty (Townsend, Hunt, McMullen and Sarasvathy, 2018:659). According to Bao, Dong, Jia, Peng and Li, (2020:1), entrepreneurship is regarded as a high-risk behavior, mainly because entrepreneurs make a series of decisions based on the state of incomplete information for the survival and growth of a new business. The decisions are further influenced by cognitive factors.

Entrepreneurial actions produce results only if the decision taking is relevant and sufficient on the basis of the input from the highlighted cognitive factors. When entrepreneurs respond

positively and promptly to decisions influenced by entrepreneurial cognitive factors, the end result is always good performance. It can ultimately impact on the socio-economic wellbeing of the society or the country at large. This indicates that the participants viewed these items as measures of a single construct. This expression follows the pattern wherein the following reflects on the purpose of this study: ‘entrepreneurial behaviour is pinned on the inherent human capital to pursue goals that aligned with own self-perception. However, ‘new discovery’ through is influenced by individual inherent competence that allows own goal or aspiration to define own perception regarding the business environment for new discovery’

Factor loading 8: To what extent does social network influence your decision on opportunity utilisation?;To what extent does heuristic influence you as a decision maker?;To what extent does heuristic influence your decision on opportunity utilisation?;To what extent does social network influence you as a decision maker?;To what extent did social networks influence your decision on entrepreneurial entry?;To what extent did social networks influence your decision on opportunity evaluation?;To what extent does self-perception influence your decision on opportunity utilisation? And To what extent does self-perception influence you as a decision maker? All these loaded strongly on Factor 8 which explains that collaborative actions can birth new ideas for business while firms can as well access new markets for their products, and identify and exploit entrepreneurial opportunities (Santoro et al., 2018:5-7).

Social networks are important because they enable entrepreneurs to access different people for diverse forms of support. This study observed that social ties allow access to new knowledge that enables fast and new discoveries in managing and growing a business. These indicate that the participant viewed these items as measures of a single construct. This is termed the social network and heuristics connection for the purpose of this study

Factor loading 9: To what extent does aspiration and attitude influence your decision on opportunity utilisation? To what extent does value influence your decision on opportunity utilisation? To what extent does knowledge influence your decision on opportunity utilisation? To what extent does value influence you as a decision maker? To what extent does experience influence your decision on opportunity utilisation? To what extent does knowledge influence you as a decision maker? And To what extent did heuristic influence your decision on opportunity evaluation? All these loaded strongly on Factor 9 which explains that the continuity

in value addition is always the aspiration of a serious-minded entrepreneur who is assumed to be a go getter and never settled for less.

The idea initiated by the entrepreneur and their own aspirations can be realised through value addition to their services towards their customers, and this happens through the framework of knowledge and experience (Kosaka, Xing and Bai, 2020:273). Therefore, this study maintained that improvement in learning more knowledge and getting experience paved the way for continuous value proposition and creation. This in turn paved the way for continuous new discovery for a better competitive advantage. These indicate that the participant viewed these items as measures of a single construct. This term follows the pattern wherein ‘Goal set for value proposition requires the element of human capital for new discovery to make things happen’ serves the purpose of this study.

Factor loading 10: To what extent did bias influence your decision on opportunity evaluation? To what extent does bias influence your decision on opportunity utilisation? To what extent did bias influence your decision on entrepreneurial entry? To what extent does emotion influence your decision on opportunity utilisation? And To what extent does biasness influence you as a decision maker? All of these loaded strongly on Factor 10 which explains that bias is out of place in this study because no entrepreneurs sought for business ideas from other parties associated with them. They did not pick up their business idea from family business, contrary to Lindquist, Sol, and Van Praag (2015:270). However, it was observed in this study, that bias cannot be ruled out in certain situations.

For example, bias happens when an entrepreneur decides to operate a business similar to that of his/her former employer simply because all knowledge and experience possessed are from the same business over a period of time. In this case, entrepreneurs cannot afford to start a business that is alien to their own experience just to avoid copying his former employer’s business idea. When focus is on a particular sector or department or a particular product because more profits are accrued from those products or services, this shows an element of bias. These indicate that the participant viewed these items as measures of a single construct. This is termed bias for the purpose of this study

Factor loading 11: To what extent does optimism influence your decision on opportunity utilisation? To what extent did value influence your decision on opportunity evaluation? To

what extent did optimism influence your decision on opportunity evaluation? And To what extent does optimism influence you as a decision maker? All these loaded strongly on Factor 11 which describes optimistic individuals are more likely to regard adversity as a challenge and remain confident during difficult periods (Walsh and Elorriaga-Rubio, 2019:210).

In this study, a new venture comes with a business idea or opportunity with value addition. The added value, at times, could give the owner a sense of optimism that it was going to be successful, no matter what the unforeseen challenges were. Hence this gives the owner a sense of total commitment to work through the value addition proposed. Where the result is unpredictable, owners must maintain a positive mindset. These indicate that the participants viewed these items as measures of a single construct. This is termed optimism-based value (OBV) for the purpose of this study

Factor loading 12: To what extent did belief system influence your decision on opportunity evaluation? To what extent did belief system influence your decision on entrepreneurial entry? To what extent did self-perception influence your decision on entrepreneurial entry? To what extent did aspiration and attitude influence your decision on opportunity evaluation? And To what extent did emotion influence your decision on opportunity evaluation? All these loaded strongly on Factor 12 which explains that goal setting and negative emotions do not align for any reason for a visionary entrepreneur. On the other hand, self-perception and goal setting backed up by entrepreneur belief system can successfully facilitate business performance.

In this study, it was observed that entrepreneurs have confidence in their own aspirations and possess the right attitudes to build the right perceptions for self and for their own business (Renko, Shrader and Simon (2012:1) . Believing in one's own workable business idea and other cognitive factors possessed can take the business to the next level. It was clearly observed that the individual's perception of self-efficacy has a strong influence on one's actions. To maintain a complete cycle of perception is to allocate resources to identify and explore new trends and opportunities that emerge from the business environment. This may shape one's own perception about business and hence guide the development of new ones for better business outcomes. These indicate that the participants viewed these items as measures of a single construct. This is termed the total business perception (TBP) link for the purpose of this study.

Factor loading 13: To what extent does over-confidence influence you as a decision maker? To what extent did over-confidence influence your decision on opportunity evaluation? And To what extent did over-confidence influence your decision on entrepreneurial entry? All these loaded strongly on Factor 13 and 18 which explains the fact that the participants view over-confidence from the dark side, however, over-confidence is not all about negativity.

Over-confidence could be seen as over-estimation which refers to an event with an encouraging outcome or over-optimism which refers to a tendency to have an upper hand in gaining positive results when compared to others (Navis and Ozbek, 2016:121). But, in other circumstances, it might seem to be over assuming that attracts negative outcomes. Gutierrez, Åstebro and Obloj (2020:308) theorized and show that the causal effect of overconfidence on entry is limited to skill-based markets and does not appear in those that are chance based. In this study, participants based their decision mostly on verified information or fact. These indicate that the participants viewed these items as measures of a single construct. This is termed over-confidence for the purpose of this study.

Factor loading 14: To what extent did metacognition influence your decision on opportunity evaluation? To what extent did metacognition influence your decision on entrepreneurial entry? To what extent does metacognition influence your decision on opportunity utilisation? To what extent does metacognition influence you as a decision maker? All these loaded strongly on Factor 14 which described metacognition as the process of thinking through regarding how a task or activity has to be done. This may require re-assessing procedures or plans or strategy for effective implementation.

In this study, the element of metacognition was relevant and meaningful in each phase of entrepreneurial process. Urban (2012:203) states that metacognition is a cognitive process that serves to organise knowledge, tasks and situations. It promotes effective and adaptive cognitive functioning, especially in complex and dynamic environments. Masoumi Gazorkhani, Mashhadi and Yousefi (2014:96) state that metacognition is a tool that optimizes personal skills, attitudes and behaviour for better performance. Despite this surge of interest on the topic, there is relatively little quantitative evidence examining the effects of metacognition within the entrepreneur psychology literature. These indicate that the participants viewed these items as measures of a single construct. This is termed metacognition for the purpose of this study.

Factor loading 15: To what extent did knowledge influence your decision on entrepreneurial entry? To what extent did experience influence your decision on entrepreneurial entry? To what extent did value influence your decision on entrepreneurial entry? To what extent did optimism influence your decision on entrepreneurial entry? And To what extent did aspiration and attitude influence your decision on entrepreneurial entry? All these loaded strongly on Factor 15 which explains the importance of human capital required to make possible value proposition which may guarantee optimism that goal can be achieved. The concept of human capital describes a subjective formation while responsible for the perpetual appreciation of their 'value'.

However, aspiration as a formative process entails the capacities of human agency to develop goals (Zipin, Sellar, Brennan and Gale, 2015:227). This study, therefore, observed that, in entrepreneurial entry, the elements of human capital, value, and being optimistic with value propositions are meaningful at the stage of the entrepreneurial entry. These indicate that the participants viewed these items as measures of a single construct. This is termed entry-based factors for the purpose of this study.

Factor loading 16: To what extent does belief system influence you as a decision maker? To what extent does belief system influence your decision on opportunity utilisation? All these loaded strongly on Factor 16 which explains that despite other inherent cognitive factors, participants believe in themselves and in what they possessed to make a difference in the business world. This was supported by Newman et al. (2019:403) in their submission that entrepreneurs' behaviour and willingness to act will be guided in part by their belief in their ability to achieve their goals rather than the actual knowledge they possess. In this study, the entrepreneurs also believe that the customers buy into products or services when the owner is seen to believe or have confidence in themselves and in their services. These indicate that the participant viewed these items as measures of a single construct. This is termed 'belief system' for the purpose of this study

Factor loading 17: To what extent did emotion influence your decision on entrepreneurial entry? To what extent does emotion influence you as a decision maker? All these loaded strongly on Factor 17 which explains that emotion did not play a significant role in their decision making to disengage from former employment. Though, issues related to emotion are not just about negativity. Emotions are expressed as both positive (e.g. confidence, joy) and

negative (embarrassment, grief) and influence behaviour and decision-making in the entrepreneurial context (Wolfe and Shepherd, 2015:675). When entrepreneurs start a new venture, they enter a demanding, changing and emotional process. To navigate through this process, they need to have their batteries fully charged, with positive feelings and emotions, as this will help ensure good health (Levasseur, 2019:85).

This study only observed negative perceptions about emotions using the PCA statistical technique. These indicate that the participant viewed these items as measures of a single construct. This is termed 'emotion' for the purpose of this study. In summary, participants interpreted some of these items as a measures of 'aspiration and attitude', 'social network and heuristic nexus', 'value based knowledge', organisational factor', 'biasness', 'over-confidence', 'metacognition', 'belief system', and 'emotion'

5.8 SUMMARY OF THE QUANTITATIVE FINDINGS

Gauteng province in South Africa is the most populated with two major metropolitan cities (Johannesburg and Pretoria) and the largest economy. The first objective was to investigate what spurred the selected intrapreneurs within existing firms in South Africa to transition into entrepreneurs and to establish the challenges faced in taking off as entrepreneurs. There were three statistical results as shows below:

- i. The results from descriptive statistics show that the percentage of each factor identified as transition influencers are not the same for all participants. However, the transitional factors with the highest frequency can also be observed alongside others in Tables I – II in Appendix 4. In the second part of objective 1, descriptive statistics adopted show that the percentage of the factors for and against personal challenge and employer's bottleneck to transition are almost the same as indicated in Table I in Appendix 4.
- ii. Using the Chi Square test, the results show the associated variables that are statistically significant with $p < 0.05$ and are related as summarised in Table 5.33 and Tables IV – XII in the attached Appendix 4
- iii. Using Principal component analysis as shown in Table XIII and Table XIV in the attached Appendix 4 for the same objective, the participants viewed 18 items out 72 items as measures of a single construct as shown in Table XIII and XIV (Appendix). These findings confirmed that all the transition factors are not equally crucial for

the participant's transition into entrepreneurship. That is, among each group of transition factors, one factor each stood out as the most crucial.

Summary of the result from the Chi Square test and the Principal Component Analysis are reflecting in the Table 5.33.

Table 5. 33: Summary of the results of Chi-square test and Principal Component Analysis (PCA)

CE	Opportunity Evaluation			Entrepreneurial Entry			Opportunity Utilisation			Decision Maker Characteristics			PC A
	OE (V)	OE (I)	OE (A)	EE (V)	EE (I)	EE (A)	OU (V)	OU (I)	OU (A)	DM (V)	DM (I)	DM (A)	
KN	.347	.259	.299	.528	.486	.034	.534	.189	.037	.456	.598	.158	
Ex	.888	.599	.644	.771	.349	.210	.347	.073	.228	.250	.171	.228	
BS	.736	.535	.710	.806	.265	.965	.956	.841	.715	.905	.676	.852	16
AA	.763	.179	.486	.443	.179	.167	.303	.751	.304	.456	.598	.158	2
Va	.922	.255	.307	.666	.035	.094	.352	.900	.318	.372	.598	.339	3
SP	.010	.245	.002	.023	.303	.074	.042	.031	.024	.106	.421	.198	
SN	.222	.038	.034	.041	.217	.024	.407	.198	.185	.061	.195	.011	8
H	.253	.722	.413	.363	.642	.277	.078	.140	.057	.009	.000	.011	8
B	.014	.242	.009	.684	.129	.013	.478	.105	.318	.573	.782	.410	10
OC	.013	.146	.018	.175	.121	.082	.333	.652	.488	.175	.445	.069	13
O	.815	.189	.237	.948	.427	.283	.931	.480	.572	.754	.433	.178	
E	.613	.536	.561	.681	.421	.094	.014	.226	.369	.082	.072	.154	17
MC	.030	.117	.501	.370	.028	.323	.695	.039	.562	.749	.077	.645	14
BV													1
C													
OF													4
EBE													5
IBF													6

Source: Author's own illustration (2020)

CE – Cognitive Element, OE – Opportunity Evaluation, Entrepreneurial Entry, OU – Opportunity Utilisation, DM – Decision Maker Characteristics, PCA - Principal Component Analysis, LF – Loading Factor, - Vision, I – Independence, A – Achievement, KN – Knowledge, EX – Experience, BS – Belief System, AA – Aspiration and Attitude, Va – Value, S/P – Self-Perception, S/N – Social Network, H – Heuristics, B – Biasness, O/C – Over-Confidence, O – Optimism, E – Emotion, MC – Metacognition, BVC – Business Viability Concept, OF – Organisational Factors, EBE – Enabling Business Environment, IBF – Independent Finance Funding.

The fourth objective was to develop a framework for understanding the dynamics of the transition from intrapreneurship to entrepreneurship. In this case, personal entrepreneurial characteristics (vision, independence and achievement), organisational factor (organisational culture, bureaucracy and conflict), entrepreneurial mindset (educational mindset, career mindset and business entry mindset) and entrepreneurial entry (knowledge, experience, belief

system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition) were considered. The critical factors responsible for intrapreneur transition into entrepreneurship were shown in Figure 6.14. Having analysed the data through quantitative based statistical techniques, the next chapter analysed the data collection via in-depth interview and along thematic line. The presentation of findings was aligned with the pre-determined themes that contributed to the lived experiences of the entrepreneurs.

CHAPTER SIX

FINDINGS FROM QUALITATIVE ANALYSIS

6.1 INTRODUCTION

In chapter five, the quantitative data was explored for three purposes. First, to investigate the reasons that spurred intrapreneurs into entrepreneurship; second, to examine the challenges face by intrapreneurs while transitioning; and third, to develop a transition framework into entrepreneurship. Chapter five concentrated on the numeric outcomes while this chapter is devoted to the findings from the qualitative data. The numeric results strengthen the findings from the qualitative results and also reveal the similarities and differences between the quantitative and qualitative results. Therefore, in this chapter, the results include the summarized description of the participants; individual analysis; cross-individual analysis; and the presentation of findings that aligned with the pre-determined themes that contributed to the lived experiences of the entrepreneurs.

Table 6. 1: Summarised description of 11 participants

Participant	Location	Age bracket	Educ. Level	Type of Ind	Intra Yrs.	Entre Yrs.	Services
P/pant 1	Jhb	41-45	PG	Business	5	13	Printing
P/pant 2	Jhb	51-55	PG	Finance	10	16	F/consul
P/pant 3	Ctn	41-45	Dip	Business	4	4	Sheq
P/pant 4	Pta	41-45	PG -6	Business	7	9	R/estate
P/pant 5	Rdpt	41-45	PG	Business	12	4	Sheq
P/pant 6	Jhb	41-45	PG	Finance/Biz	5	7	F/Invest
P/pant 7	1Jhb	46-50	Dip	Business	7	11	Printing
P/pant 8	Sdtn	36-40	PG	Business/Fin	8	4	Transp
P/pant 9	Jhb	51-55	PG	Business	25	6	Bmentor
P/pant 10	Sdtn	46-50	PG	Finance	15	5	F/Invest
P/pant 11	Jhb	41-45	PG	Business	12	11	T&Tour

Table 6.1 shows that the years of intrapreneurial experience of five (5) out of the eleven (11) participants was less compared to their years of entrepreneurial experience while five (5) participants had more years of entrepreneurial experience when compared to their intrapreneurial experiences. From the participants' profile, only one (1) participant had equal numbers of years of experience in both intrapreneurial and entrepreneurial activities.

From the core objective is derived the specific objectives that helped navigate to more specific goals in this section. Hence, research objective 2 and 3 (research question 2 and 3) were explored to explain the lived experiences of an intrapreneur 'now turned' entrepreneur while research objective 4 (research question 4) was to developed a framework for the dynamic of transition from intrapreneurship into entrepreneurship.

Research objective 2

To describe the values, beliefs, attitudes, cognitions, and assumptions of such entrepreneurs and how these shaped their decision-making process.

Research question 2

What are the values, beliefs, attitudes, cognitions and assumptions of such entrepreneurs? And how do these shape their decision-making ability?

In addressing research objective 2, Figure 6.1 shows the links between the selected cognitive factors and the major activities in an entrepreneurial journey of the interviewed participants. This excludes the decision-maker characteristics which was not part of the entrepreneurial process but was rather included in the interview process.

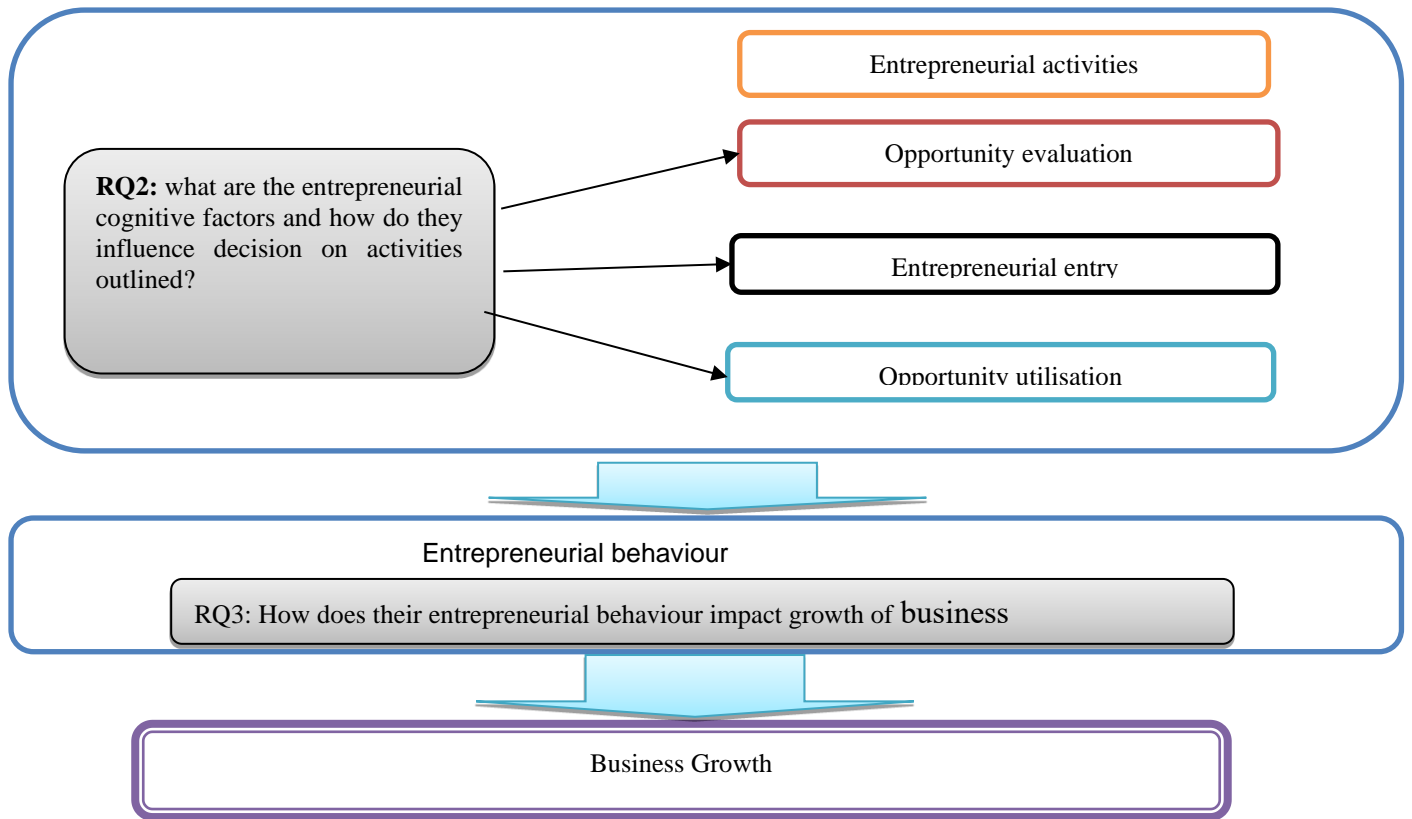


Figure 6. 1: Entrepreneurial cognitive versus entrepreneurial activities framework

Source: Author’s own illustration (2020)

The study utilised an approach with preconceived themes that required some narratives from the participants based on their lived experiences. Hence, the selected cognitive factors shown in Figure 6.2 as the link between entrepreneurial cognition and behaviour was considered for in-depth interviews with the participants.

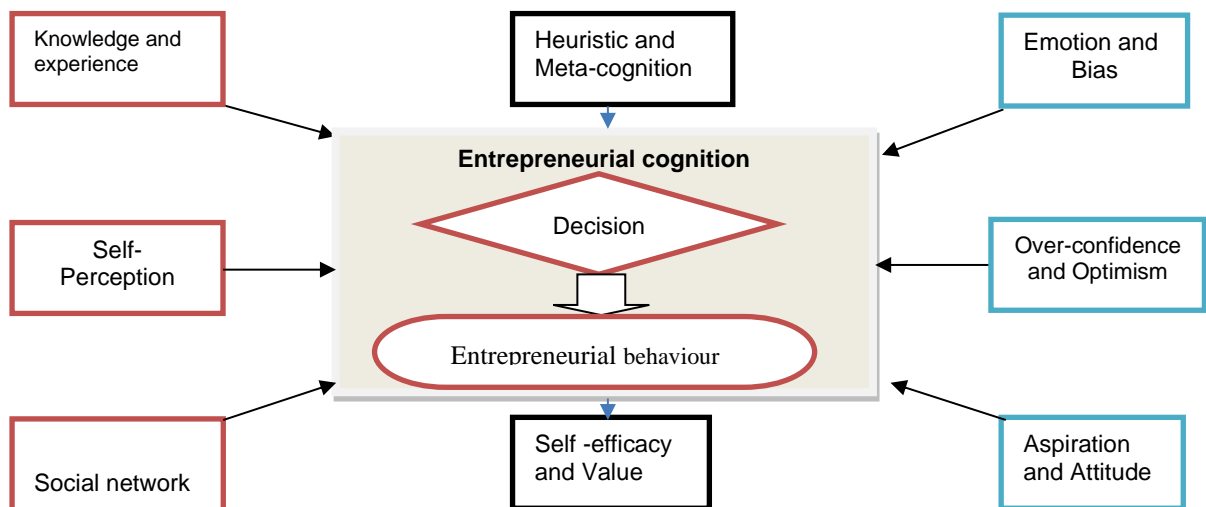


Figure 6. 2: Link between entrepreneurial cognition and behaviour

Source: Author’s own illustration (2020)

The approach adopted in this study as shown in Figure 6.3 depicted the research process. This consisted of the description of the interviewed participants, within in-depth individual analysis, cross-individual analysis, deductive thematic analysis and presentation of findings.

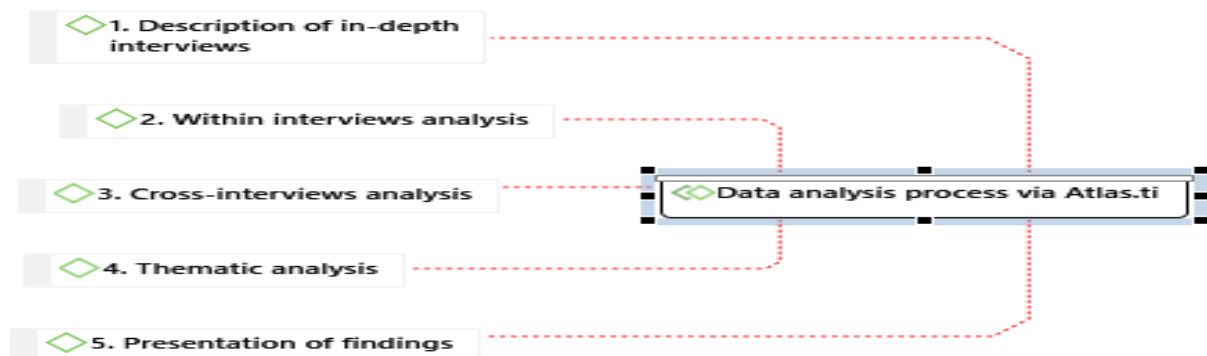


Figure 6. 3: Cases Analysis Process.

6.2 DESCRIPTION OF PARTICIPANTS AND IN-DEPTH INTERVIEW ANALYSIS

In total, 11 participants from both finance and business services sector of the economy in Gauteng region were involved in this interview. The participants rendered services ranging from financial and investment consulting, printing, real estate, transport, environmental related services and business mentorship to travel and tour. Although, the participants interviewed have many common features in terms of their perception of the outlined cognitive factors, there are clear, crucial differences. As a result, the research developed a pattern or framework that explains how their decisions are been influenced by each element. By so doing, the research gained access to the heart of each participant. The exercise scrutinized the participant’s day to day activities in their entrepreneurial journey

Participant 1

Participant 1 had a post graduate diploma in management with four years’ experience in a newspaper organisation where he worked as support staff in the admin department while other staffs were journalists. He was later redeployed to another section and he was excited because of his aspiration to gain more experience before starting his own business in the future *“I worked in the admin department and was later redeployed to the credit control section to be in charge of advertisement”* (10.6). *“i decided to gain enough experience by watching or observing every activity that could helped me on the path of starting and growing his own business”* (10.85). He was later offered additional tasks to recover debt on behalf of his

organisation which added value to the employer 's operations not just to reduce debt owned but by having enough funds to run the business adequately. *“The company was indebted by people or organisation that placed advert for their products but defaulted in payment as scheduled. My duty was to recover these money from the agencies which I did and I was able to reduce the rate at which the agencies held our media house into ransom” (10.8).* He was inspired as he gained more knowledge that supported his aspirations of owning a business.” *Seeing the agencies handling big account in my former company was an indication that when I start my own business, I can clearly handle big account from big companies (10.11)*

The disparity in the remuneration of the journalist and other staffs in which he belongs speeds up his desire to learn more on the job for possible exit. *“More priority was offered to the journalist as against the supportive staff. This made me to start thinking of leaving the organisation to start my own business one day” (10.87)*

He started his own printing related enterprise in 2007 which deals with the supply of stationary including light and digital printing. He currently engaged 10 workers including 3 freelance graphic designers.

On opportunity evaluation, Participant 1 expressed that his knowledge and experience in his former employment assisted his choice of business idea.

“Best approach to start a business is to pursue the business you have knowledge in and which you can practically handle and possibly add value. That was what I did (10.9)”.

On entrepreneurial entry, he equally depended on his prior knowledge and experience from his former employment when he disengaged, and he found his involvement in the newspaper organisation to be excited. These strengthened his belief in aspiring to exit for his own business and having good attitude and positive optimism

“Because of what i learnt from my former place of work and I have seen the way this printing business is done and I believe strongly that when I start, I will reduce wastage to succeed in the business” (10.13).

He looked forward to being greater than his employer in terms of how business is done to encourage employees and to remove disparities in how staff are being treated despite their hard work and performance. Nevertheless, he was inspired via his performance and the company operation. He never gets scared to disengage because of expected risks of doing business alone.

In relation to opportunity utilisation, participant 1 put to good use the competence acquired former employers which enabled him to effectively plan for better results in reducing the cost

of doing business, while still maintaining high quality services to customers remained important. *“When there is a job we know the pages, we know the quality ones, we know that when we are preparing the outcome, we check or edit the draft before we send it to the press and print. These are experience garnered from my former newspaper organisation and help in costing and reduce the mistakes and time of operation (10.23)*

Participant 1 is a go-getter with a positive attitude to complements, which resulted in him accepting only quality job materials from clients which in turn facilitates high quality job outcome. With this, he was optimistic in serving his client better. *“Sometimes we fix our prices without any prejudice. I am a very optimistic person hence we put effort in following the right procedure in ensuring our client approve the job before printing so the issue of rejecting the job does not arise.” (10.20)*. However, he did not allow emotion to influence his decision while running his business. He linked his perceptions to goal attainment while he enjoyed his network with people that assist in accessing clients. *“Sometimes we want to get loan to buy the machine but get assisted via people that you know. However, in business, we need fact about the market situation before fixing price or getting loan from bank. This will not work with emotion” (10.38)*.

It is imperative to note that the decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

Regarding his behaviour towards his decision making ability, Participant 1 would rather prefer immediated action towards any decision taking especially when dealing with customer centric issues. *“Entrepreneurial must not be stagnant ...but must be innovativethey must go along with new technology. Our decision strategy helps us to eventually retain our client” (10.68)”*

Participant 1 engagement with his business has yielded tremendous results in creating wealth for job opportunities and his business commitment to the economy is achieving desired results. *“we started with four 4 direct staff, generating revenue of about R500, 000 but now is about R3.5 million and 10 staffs including 3 freelance graphic designers and we are paying in excess of R250, 000 to government” (10.57)”*

Participant 2

Participant 2 graduated with accounting at the University. He worked with an organisation that was involved in manufacturing among other business as an internal and external auditor. He had 10 years' experience in his former deployment including five years as finance manager before he was re-deployed to the audit department. *"I was moved to head internal audit department within the organisation for another five years....There i have opportunity to know how each units of business operate and source for funding to carry out their individual unit activities"* (11.4). He was saddled with the task of assisting different units to access funds. This he did successfully, and it greatly benefited the organisation. *"For example...there was a time I was asked to raise money to assist a unit and the director gave us free hand which influence our ability to go out and source for money which benefited the organisation hugely at that time"* (11.7). While in the university, he had made up his mind not to work for an employer for too long. His mindset was to start own business. *"I have always believed in the idea that I cannot work for anybody for a long"* (11.12) and *"I believe to be on my own is the ultimate for me. Hence the urge to start my own become strong."* (11.62).. Ten (10) years after that, he ventured into his own business. He currently owns a financial consulting outfit where he provides business and financial consultation to different category of individual and other businesses. He is a certified financial consultant with 6 workers in his enterprise.

On issues related to opportunity evaluation, Participant 2 had two options in terms of business ideas but chose finance consulting as against investment consulting because of his area of competence and financial capability. *"The other option I have was to go into consulting based on the knowledge, experience and exposure that I have, I believe I could do better in consulting, that is, offering service to the public, organisation and to individual rather than going into investment"* (11.15). The participant only considered knowledge, experience, value and belief system as crucial in impacting his own decision making in choosing consultant. According to him the knowledge acquired in his former organisation was instrumental to his choice of business idea hence his current business. *"As a finance manager working for organisation as an auditor, the knowledge that I got assisted me up till when I started my own...back to your question, because of the knowledge that I have in terms of exposure.... knowledge gives me exposure and exposure lead me starting my own business. All the years I was working then I have it in mind that i was going to pull out one day"* (11.13)

Regarding entrepreneurial entry, Participant 2 emphasised the potency of knowledge, experience and belief system but further stressed that experience might not be compulsory as

it can be acquired while running the business. *“If you believe in what you can achieve, you can achieve them. If giving a task, if you don’t believe in yourself, then you cannot achieve in that thing. Knowledge, experience, value and believe are most major factors, however, you must believe for you to move far” (11.11)*

However, when exploiting opportunity in managing his business, Participant 2 could not remember an occasion when he entertained fear or allowed emotion to play any role in his entrepreneurial journey decision. Neither was he conscious of heuristic or metacognition as issues in decision making ability. *“So, I did not consciously consider emotion, metacognition and heuristic as something I should reckon with. I did not experience it let me use that word” (11.24)*

However, the participant totally disagrees with any role played by social network in his business. Rather he got his clients via referrals. *“I disagree on the element of social networking in my questionnaire because there is little that I derive from social networking. I got my clients through referrals.” (11.28)*. Participant 2 viewed that his belief system, aspirations, and attitudes cannot be skipped as goals must be set and plans developed. *“in case of aspiration, i still believe that you can set goals...Let us assumes I already set goals.... there is what you call discouragement that may set in while running a business...and because my aspiration is backed up by my passion such that despite rain or sunshine, I still want to achieve the goal” (11.33)*. However, he emphasised the significance of knowledge, experience and belief system, value in his daily decision while identifying and implementing better ways of engaging with his daily task. *“Having value is doing yourself a favour of getting more knowledge, more exposure, more development, sometimes I need to develop myself so I can add value in terms of delivery and providing advisory” (11.38)*. *“Of course, if discovering new thing is referred to as heuristics. ... I called it exposure or development “(11.40)*.

As part of his trait, as a decision maker, he reiterated his position on the elements such as knowledge, experience as crucial to what defines him. *“The value I placed on my business that I do, exposure or development (heuristic). The passion towards my job cannot but be over emphasised. I believe so much in my ability which includes knowledge and experience to deliver. And I am a very optimistic person. Emotion plays no role in me because once I decide that’s all. Am not sure of metacognition or maybe I do not notice, but I aspire to discover new things” (11.44)*

His entrepreneurial action towards his daily decisions depends on the nature of the task and the brief from his client. *“my goal in life is to achieve my set plan, hence my entrepreneurial behaviour is to take action based on whatever decision I have taken..the time for action depends on the events and/ or the urgency of the matter arisen” (11.53)*. Participant 2 based his response regarding the impact of his action on the socio-economic events on the number of employees engaged and the positive testimonies of the performances of his clients in gaining more contracts and creating job opportunities for others, . *“we started with one person....today we have 6 staff”(11.19) and “we contribute to the economy. we pay tax.” (11.57).*

Participant 3

Participant 3 had natural sciences in environmental management background. She owned a business known as SS which was registered for consulting services on safety, health and environmental services. She worked as a consultant dealing with auditing of environmental management systems and related activities in her former employment with 4 years' experience. *“ in the last organisation i was working as a consultant, doing audit in terms of environmental management system, quality management system and health and safety system. The company was handling an ISO certification project” (18.3)*. She played a critical role in helping the company to get the required certification in good time. *“I am happy liaising with different certification bodies to ensure that all the division within the company are certified over a period of a year “(18.4)* . The participant happened to be a necessity-based entrepreneur as she did not envisaged that she could ever start her own business until her employer's contract was terminated prematurely due to a lack of funding to finance the project. She followed the business line of her former employment in 2016. *“Though, the business is the same as that of my former company where my employment was terminated”*. The enterprise started with 10 employees but now worked with 25 employees. Some of them are engineers, safety officers and quality inspectors.

Considering opportunity evaluation, the participant's decision for her choice of business was based on prior know-how and prior experience. She believes in value addition and setting goals. *“The major two that works for me are knowledge and experience followed by my belief and the value I intends adding and the goal to achieve in the process; I was optimistic; and I have to*

think on how to manage my work, and think until it get settled in heart that the same business will work for me rather than looking for another paid job as I earlier alluded to” (18.23). Participant 3 underwent emotional stages and metacognition before settling for the current business. “Though I have to think over and over again to be sure I am on tract since what led me out was based on necessity and not opportunity, at a point, my emotion plays in with occasional fear of my readiness to start own business despite my optimism, because as a human being you sometimes think of paying your bills for rents and so on” (18.19, 20)

On entrepreneurial entry, participant 3 found an opportunity on the basis of her knowledge and prior experience and that of her network. She was enthusiastic to start her own business with no emotions attached because her job was terminated. Her re-thinking process focused on management of her operation, because her business already has a standard procedure. *“I found an opportunity when a company advertised for a tender and I and my colleagues came together and applied and we are fortunate to get the tender that was how we started. However, we depend on our knowledge about the business and leverage on experiences” (18.27). She believed and had the assurance that her business would thrive, as value addition is key. “I believe that I will add value to what I learnt in my former company having understood the entire process of service operation and I strongly believe it will help retain my clients and grow my business. Because I believe that if clients are happy with my services in terms of quality and timely delivery then that will make me happy too” (18.36).*

In dealing with opportunity utilisation, participant 3 placed a premium on knowledge and experience through which she believed that she could achieve her goal with the right attitude. The participant strongly believed in the vital role of networking. She indeed rated this as number 1. The participant’s value system could not have been compromised because in applying for any certification, a standard procedure had been laid out internationally. *“Aside from knowledge and experience as usual because I will not expect people to run own business without having knowledge of what the business is all about” (18.40) “And like I said I have a network of people that are supporting” (18.24). “Value addition in terms of prompt delivery of service is important to our business. So, our aspiration remains that we want to be consistent for what our clients know about us” (18.71)*

However, when it came to dealing with clients, she had to re-think on the best way to approach them for business related matters. She sometimes had strong perceptions that her business would work especially in the face of challenges. *“Anyway, my ability to learn new things to further address other ways of doing things, especially in relating with clients of different character and expectation, is critical in taking my business to the next level and this works for me, especially in discovering latest certification programme that could help my client’s businesses” (18.46)*

On entrepreneurial behaviour versus decision making, the participant harped on the standard procedure of ISO to determine the proposed schedule of work.

...”we take action based on workable schedule because we have satisfy our client...we cant afford to disappoint them” (18.68).

In dealing with the social-economic implications of entrepreneurial behaviour, participant 3 emphasised the numbers of employed engaged and the fact that all government dues are paid to support the econmy as obligated by law. *“we had an impact in terms of employing people...before we had 10 employees but now we are in the region of 25 employees. Some are Engineers, safety officers, quality inspectors....We are working in one of the big project in the country.....we are working on one of the new power stations. So our employees are having impact on those two projects.....we paid Vat and Uif” (18.64)*

Participant 4

Participant 4 had his degree and postgraduate qualification in finance before he finally settled down in the real estate business with 10 years’ experience. He currently worked with 6 employees. *“Having being motivated in a way to be on my own,...I started investing in real estate and found myself venture into this because it has become very interesting in the past 10 years and that is what I have been doing up till now” (19.91).* He worked briefly for 7 years as bank teller and later became the treasury administrator. He was involved in creating a system that decongested customers in the banking hall because of his creativity and commitment to work. His business deals with rent, buying and selling of houses and accommodation.

Regarding opportunity evaluation, participant 4 stressed that knowing the business is the key without which experience may not be grounded. Nevertheless, he relied much on his experience

while investing into real estate. He set goals but supported this with a positive disposition towards all stakeholders. *“Majorly all these factors such as knowledge, experience, value, belief, aspiration and attitude and optimism played a prominent role. And it is very difficult that you cannot do with just one element. But as somebody who wants to start a business, firstly I will say all of the elements go together”* (19.22). *“When your aspiration is backed up with the positive attitude to do or act, then you are bound to make a difference in such business”* (19.16).

Participant 4 appreciated the role of his beliefs in evaluating his business while still investing. *“My belief system was paramount. If I do not believe in myself to run my business and be optimistic, where then is the drive to pursue my goal?”* (19.14)

On entrepreneurial entry, he considered knowing what to do and how to sustain and compete with other business when he disengaged as critical. He, however, understood that with a lack of a belief system, he could not have gone far. He had the right attitude towards people generally, hence he was very optimistic in entering into the entrepreneurship world of business. *“...and to kick start is to depend on your own knowledge and experience. At least experience to push the business a bit.”* (19.35); *“You need to set your eyes on goals and what are those goals ...that you want to pursue and what are your aspiration? how optimistic are you? And what are your attitude towards your aspiration”* (19.30). Participant 4 viewed his value system from two positions. First, he valued himself as an entrepreneur, second, he appreciated that business cannot succeed without value addition to services rendered. *“When we talk about value, there are two things, first what value am I contributing and what value am I going to get”* (19.18)

Regarding opportunity utilisation, having disengaged from former employment, participant 4 considered knowledge as taking priority of all the elements, followed by experience. *“Knowledge still remain the topmost element...after disengaging from my former employer, the knowledge I accumulate allowed me to venture into my own business and the little experience which helps a lot to take decision”* (19.40)

Participant 4 did not relent in setting goals and ensuring the right attitude in dealing with clients is maintained. His perceptions in career development while in the former organisation was also demonstrated in growing his own business. *“Hence I must put more effort in relating with people to make people make a repeat patronage to my business. Because whatever I do to people now may pay back positively or negative hence my attitude needs to conform ethically”*

(19.45,46) *“Aspiration keeps me going on in terms of where do I see myself in next couples of months or years or in two years’ time. ...”* (19.53). *“...and don’t forget now every profit am making now comes to me 100%, therefore, the way I perceive things, my business must follow same trend”* (19.44).

Participant 4 developed social networking overtime with the belief that networking assists in getting referrals and sustaining clients. He ensured that he continued to seek for ways of creating value by learning from previous experiences with clients based on their tastes, while he continues to re-think about the impact of various decisions in his own business in a bid to seek for a better way of shaping his own business to add value to clients. *“People were referred to us by other clients after they buy into our services or products....and those are the basic foundation of client database that start our new business and heuristic plays a major impact because you discover new things, see new things and you have to adapt to those things and find out how to utilise the new discovery to add value in your subsequent task or project. In a situation like this you have to ponder or rethink about the possible effect of your decision on your business to say what contribution is it making positively or negatively to the business?”* (19.48, 49)

The decision maker characteristic of participant 4 is a summary of all of the above elements displayed in starting and running his enterprise.

In discussing entrepreneurial behaviour versus decision making, participant 4 alluded to the fact that taking action immediately is key to adding value to the client. But once an agreement is done, no more time should be wasted. *“As human being we do judge and take action wrongly. In taking action, we may sometimes act immediately or slow down to ponder on how to take action for better result. Once decision is taking action, we tried as much as possible to back up our decision with corresponding action without fail for value addition”* (19.94).

On issues related to the social-economic implications of entrepreneurial behaviour, the participant considered that the right behaviour was not just about making profit but also about responding to one’s own obligations in terms of paying tax and engaging in work that creates more employment for the people who likewise had to pay their taxes too.

“First, when i make profit I pay my tax, definitely that contributes to the economy of the country... we took some decision which was to help people who faced socio-economy

challenges. For example, by law you are required to take deposit, at times we decide to allow them have the rent without deposit...I employed staffs which also answer the question related to socio-economic contribution where I have to engage more people to work...and they have their family to take care and they too will have to pay tax to the government. And at the end of the day, we take people off the street, thereby reducing the statistics of joblessness...we currently have 6 staffs , made 350% increase compared to 2010 with taxed paid” (19.95)

Participant 5

Participant 5 first worked in a tax consultancy enterprise for 13 years. *“Doing Tax for companies, Vat , SARS. That was my first job and I did that for 13 years.” (20.89)*. Prior to when she moved into business in the fashion industry, though was short-lived and she again had to look for a paid job thereafter. *“Registered with an institution to studied fashion, completed and got my certificate, open the studio in Joburg, operated for a couple of years, finances were tight hence I have to go back to corporate” (20.87)*. She later worked for two reputable organisations with 12 years’ experience in safety, health, environmental and quality before she disengaged to start her own business. Her commitment to her former employment did allow her to exit until after two years. *“I worked for two international companies at very high level after total of 12 years of working. The decision to quit took me two (2) years. It was a very big decision I have to make. (20.2)*. She studied a Safety, Health and Environment quality related course first at the University to be able to cope with nature of the job description *“... I studied health and Safety first at the university for more knowledge” (20.41)*. She had never been to a factory before, so she did not have an idea about how goods are produced until she was engaged by an engineering organisation where pumps and other equipment were being produced. *“The organisations have 3 huge factories. It was an environment which I have never grew in. I wonder how things are manufactured before I saw a factory. I have never being in the factory. I have no knowledge neither do I have exposure to those things when growing up”(20.10)*. She travelled extensively overseas, mainly on the professional side of things. Currently she is the founder of an outfit that deals with Safety, Health, Environment and Quality. Her chosen business was based on her determination to ensure ethical value infusion.

On opportunity evaluation, participant 5 had no alternative in relation to the business idea to pursue. Her knowledge and experience and passion for safety and health, environmental management and quality related matter was all she needed to start her own business. *“Because*

I have been in the two companies for a period of time hence knowledge and experience counted for my chosen of current business, in the company I worked” (20.32).

“I always want to get result. I identify new thing from schooling, training and from other countries and implement here. I never stop learning new things” (20.28)

On entrepreneurship entry, participant 5 was a strong believer in hard working and was very experienced in her chosen business due to the knowledge and experience and exposure that she had acquired both locally and internationally. That alone backed my disengagement. *“Experience and knowledge is very relevant because I have been in the two companies for a period of time and that also counted for my chosen of current business, and knowledge, in the company I worked” (20.32).* She, however, alluded to the role played by social networks before exiting. *“...your social network with people you know could move you forward” (20.40)*

Regarding opportunity utilisation, participant 5 believe in her knowledge and experience for better performance and achievement as well as her belief system and network which really worked for her successfully in her business in addition to discovering new ideas for implementation. *“What influence me is my knowledge, experience and my confidence (belief system). I am not scared to fail. Whatever I discover, I tried to implement to add value and achieve better result” (20.50)* *“.... become stronger in my belief system and was very optimistic that I can break through any barrier” (20.18)* ... *“...your social network with people you know that could move you forward” (20.40)*

The decision maker characteristic is a summary of all of the above elements displayed in starting and running her enterprise.

On entrepreneurial behaviour versus decision making, participant 5 believed in proper planning before taking decisions, hence she takes prompt action without fail once a decision is assured. *“I don't make a decision without a plan .i will think about it carefully based on my plan before I take a decision and take appropriate action. And if not life changing matter, I take decision and be ready for the consequences.....” (20.77)*

Considering social-economic implications of entrepreneurial behaviour, participant 5 confirmed that business was very good with a handful of clients, hence profit is encouraging.

She was an ardent believer in making contribution to the country's economy. This she did by employing staffs and engaged in building younger women to function effectively in a male dominated business. *"I can speak about my clients...regarding the positive impact on their businesses. With the project am doing now I am dealing with 3 ladies with the aim of empowering them to function in any of the business endeavour.. and we pay tax"* (20.90)

Participant 6

Participant 6 had a degree and a post graduate diploma in finance and has been in business since July 2012 with 7 years' experience in his current enterprise, while he had 5 years' experience in his former organisation from 1997. He worked at the bank where he was responsible for credit risk. He never aimed at starting his own business, but opportunity availed him and he bought into it. *"I never thought that I will end up running a business. When you go to school, you assumed that you will live as an employee"* (22.95). He started a business called VIP and the core area of his business was mainly capital raising, providing finances to small businesses. *"I started doing it on part time but I didn't know I can make money from it until someone engage and challenge me if I can do this or that."* (22.96). he was also involved in looking for funds for other entrepreneurs. *"company come to us to raise fund to either start their business, expand or do other financing or ..."* (22.97). He is also involved in the assessment of programmes. He currently worked with some business partners and two ladies including a personal assistant.

Regarding opportunity evaluation, participant 6 was an astute believer in knowledge and experience which was not negotiable in evaluating business ideas. His proactive ability to discover better ways of attending to clients and adding value to their job was inherent in him. He had the right attitude and the network when it came to dealing with clients and decided to do the same in choosing business ideas. *"I decided to do business that is related to my core competence that is, my knowledge and skills, which is in finance. I have worked in financial services in all my life and my knowledge in financial services assisted me to start my own business"* (22.5).

On entrepreneurial entry, participant 6 affirmed his knowledge and experience made it easy for him to enter into his chosen business. He never aspired to own a business, but this happened unexpectedly, and he took the opportunity and utilised it. Participant 6 affirmed that being over-confident in business debarred further learning and self-development. *"For me it was more of*

knowledge because I need a business that I think that I understand,” (22.22). “... I never thought or believe that I will end up running a business. When you go to school, you assumed that you will live as an employee” (22.7).

Regarding opportunity utilisation, participant 6 appreciated the role of knowledge and experience while he iterated that exposure opened up the network of people and he enjoyed discovering new ways of doing his job. He, however played down the importance of a belief system, claiming that preparation takes the place of belief. One of participant 6’s strong attributes was in his networking. Networking generated business and gave him the opportunity to access clients. He understood that value must be added to services rendered to retain clients.

“When I started my business, knowledge and experience for me was important when I started the business” (22.34) “For me social network is the most important. You can have the knowledge but if you don’t have the network, network gives you opportunity to have access to people. So nowadays they call it relationship capital. If you don’t have it you can be able to succeed so that is why I think the most important thing is social network” (22.15), “it is important because when you create value you can then have access for money” (22.9)

He appreciated that new ways of doing business needed to be adopted to be able to retain customers with adequate preparation. *“So, it is important to have innovation element of heuristic because once you are innovative, then you create value for your business....” (22.49). “I am always optimistic that things will go well in the long run” (22.61)*

The decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

On entrepreneurial behaviour versus decision making, participant 5 did confess that at times, his actions were being delayed on certain decisions when too many jobs were at stake. In this situation, he looked in the direction of outsourcing to offer value to his clients in terms of timely delivery.

“I think my biggest flaw is when I procrastinate and do things late...i decided to subcontract most of the work to deliver on the client project ..” (22.79)

On social-economic implications of entrepreneurial behaviour, participant 6 ensured that every complaints are made part of the company financial obligations towards the government revenue

and people engagement for job employment “*At the office we have got the receptionist and the PA. In terms of revenue generation, I think this happen to be our best year. ...we pay tax. The two ladies they pay tax and we do deduct PAYE and we deduct IUF*” (22.98)

Participant 7

Participant 7 had a diploma in management and worked in a hospitality industry for 3 years where he was involved in stock taking. He was trained on the job and because of his commitment and enthusiasm he was promoted and given additional responsibility in sales and marketing. “*I got trained by the hotel organisation because I was employed as house keeper. I became relevant to the organisation because of my commitment....and that gave me courage and motivation to spend more years with the company*” (23.15). He later moved in to work with a company called WC, a telecom related services enterprise. He was in-charge of sales of airtime with 4 years’ experience in sales and marketing. While working with WC, he was responsible for establishing additional sales branches to the amazement of the business owner. He operates a printing company at the moment and as well engaged in real estate with some properties to his credit. “*I was selling airtime to the end-users.... managing the sales,.....*” (22.8); “*And through me, we were able to open up two (2) branches.. During my time I was able to establish additional branches*” (23.93); “*I am running a printing company at the moment, dealing with some numbers of properties for real estate that I am managing*” (23.2). His business journey began with starting an internet café and incorporating photo lab services. When he discovered that the internet café business had no future for him, he researched into printing and took the risk of starting, despite little or no experience. “*Before then I was running an internet café which I have to follow the trend as at then. I could see clearly that the internet business the way it was then will soon be phased out when it comes to running it as business. This was one of the reasons why I have to let go the internet café and start research regarding the printing business*” (22.4). The printing enterprise started in 2008 with 22 employees currently working in the organisation.

On opportunity evaluation, participant 7 had no knowledge and experience but did personal research to know more about the business idea before further engagement, hence he got his experience on the job without schooling or special training. “*When I move from internet business to printing, I did not have experience in printing*” (23.24); “*I did not go to any*

company to learn printing or to know how it works. It was just using my personal initiative that I am able make things happen.” (23.28); “What I actually did was to ask for advice, check some of the existing printing company and I went to gather information” (23.25)

Participant 7 insisted on knowledge, considering the level of risk in the business with a measure of experience which could be gotten from employed staff. He was driven by aspiration, while he believes in himself and was a very inquisitive in his entrepreneurial endeavour *“Meaning you can employ people with the required experience that will add value to your business...*

Regarding entrepreneurial entry, Participant 7 asserted that he depended more on knowledge and experience in running his business without which he would run into the problem of continuity hence, he had to seek for the specific knowledge required before and after exiting former employment, *“but seek for knowledge of own intended business idea” (23.32); ... “Not everyone can succeed without having adequate experience in what you want to do?” (23.34); “So there is no way you can exclude knowledge from any business idea to pursue.” (23.43); “you have to believe in yourself” (23.38).* Participant 7 started with a bigger ambition to create a business of value that would last long and depended on his self-perception and value proposition. *“The attitude becomes important, the same way experience, value, self-perception towards exiting for own business... These are major elements that you cannot but needed in decision making process.” (23.49); “You must be strong in your aspiration to disengage. You must be determined” (23.39)*

On issues about opportunity utilisation, participant 7 considered knowledge and experience in the running of the business. His ‘know-how’ from personal research enabled him to realise that he could run and manage his own business. He supported his decision with the right attitude and was an astute believer in new discovery for value proposition and creation. *“...in the first place, it is knowledge that make you to realise that you got to start on your own. And once knowledge is in place it also implies that knowledge offer you the vision and the push of what you want to do” (23.60). “There are certain things you learn as you proceed in the business. The business itself will teach you.’ (23.65) “You must be able to exhibit a very good attitude. Attitude towards your clients, towards your workers and everyone around you to be grow the business” (23.64)*

His experience worked more for him because of his ability to search and learn how things are being done and he applied the same to his work with a strong belief. *“Meaning I was able to put in my knowledge, experience, my belief system, value addition in to the product as my*

output and they appreciate it” (23.52) ... “And I believe that what’s worth doing is worth doing well. So, each time my customer is desperate, I make sure that I don’t disappoint them. And that makes them to have confidence in me.” (23.56). The participant did not believe in the potency of social networking; however, his business had been enjoying a sizeable patronage of clients through referrals. “On social network, personally on my side it hasn’t played a major role I have some broker that patronised me and that gave me referral because of the quality of services that I rendered. Through referral, am able to get my client.” (23.51)

However, the decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

Regarding entrepreneurial behaviour versus decision making, participant 7 acted on decision made with a view to either maximum profitability in business or to take advantage while not losing available gains in business. He focused his action on scheduling, while in other instances he could be delayed, all depending on available and relevant information. *“It all depend on the kind of activities involved. If it has to do with creating or coming out with a new thing and after I might have done my home work, I back it with strong action. But if certain things happen in the office and you need to decide, you must take your time. Because there are some decision you make in a hurry that might backfire or that you may ever regret taking a drastic action. As a business owner, it is not everything that happens that you quickly react to. By doing so, you might end up with regret ... In most cases I will not take a decision that I have not really think about strongly. And before I acted I must pondered over it very well and realise that this will work.” (23.74)*

On social-economic implications of entrepreneurial behaviour, participant 7 impacted on the socio-economic situation as he engaged 22 workers with company payment of taxes to the government while re-building the skills of workers through training.

“Today, we have 22 workers. ...we are paying tax and staff paid too depending on their salary. IUF ...” (23.95).

Participant 8

Participant 8 was an economist with a degree certificate and worked for 8 years in different organisations including FS Cab. He initiated a business concept on a meter taxi organisation which he co-founded and was offered the position of business development and operation

manager. *“I initiated a business idea with my junior brother and involved some group of people who had the money to float the company as different directors in the company. I gave them the business idea. And I was employed in the process”* (24.89). Within three (3) months the organisation was making progress, but due to too much bureaucracy in the running of the business he decided to call it quits. *“Gradually the company started making a lot of money and unfortunately in the process, we started seeing the bureaucracy of the directors. The decision making was solely theirs. But when we started as staff and we were all being carried along. In the process it becomes so bureaucratic that I had drag myself along with no choice”* (24.90). He thereafter set up a small business in 2016 with a group of people called WD which is purely IT based to provide services that support business growth. He had over 4 years’ experience in his current enterprise. He is known for his ability to engineer new businesses no matter how risky it might be. *“Right from school, in the university, I always look for research work that deals with community development and business development...”* (24.92).

Regarding opportunity evaluation, participant 8 focused on knowing what his business was all about and leveraging on his experience. He got his business idea from his transport organisation which he was responsible for initiating. ... *“I had knowledge and experience on how transport industry works and especially when it comes to how to manage finance effectively and efficiently.”* (24.13)

On entrepreneurial entry, participant 8 based his disengagement on his experience and business know-how to finally disengage, with the assurance that he was going to make it outside there. *“I had knowledge and experience on how transport industry works and especially when it comes to how to manage finance effectively and efficiently.”* (24.13); *“Vast knowledge that I gained from that company and also from the education becomes critical for my new business entry”* (24.14) *“...if you are pessimistic at the early stage, it is going to weigh you down. So those 5 can push you out”* (24.42). In addition, participant 8 believed in his ability to succeed in his business idea which strengthened his position to disengage. *“My inner belief tells me that I am going to make this work.”* (24.45)

In relation to opportunity utilisation, participant 8 leveraged on his experience and of those working or partnering with him to run the business. His ability to be able to find new and better ways of tackling operational activities and the need for value addition was instrumental to the

effective running of his own business so far. “...so, it was not just my experience alone at this stage but also the experience of those that surrounded me in the business at that time. They share their knowledge and experience with me.” (24.58). He relied on his confidence and goal setting with the right disposition in forging ahead “The success recorded at FS strengthened my belief that I cannot fail in my own business” (24.16). “Then aspiration yes because it plays significant role...I had a very strong attitude to say I can make it happen again” (24.19). More so, participant 8 placed a high premium in his re-thinking ability with a view to review tasks and offer possible responses to the clients. More importantly he relied on his network colleagues to widen his client database and to add value to his clients. “...having got 3 year experience there are so much to think over and over again in ensuring that you don't only think right but you monitor your thinking process to produce the right decision at any given assignment and time’ (24.62). “In networking i needs people including clients with vast knowledge around me to succeed.” (24.59)

The decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

On entrepreneurial behaviour versus decision making, participant 8 reiterated that his entrepreneurial behaviour was based on strictly adhering to a planned schedule when the variables required are available and adequate enough for use. Nevertheless, he became less rigid in taking action when the variables needed to make decision were not readily available otherwise it would be counter-productive to act on decisions that were not founded on facts. “Decision taking must not be drastic...I take my time to think through before you take action. So sometimes it might be slow because of the nature of the issues arises. But at times i take swift action when the entire necessary variable are already considered” 24.82)

On the social-economic implications of entrepreneurial behaviour, participant 8 currently ran his business with 15 employees, and pays taxes on the basis of business obligation to the government.

“We started with 5 people and now 15 but some are on parttime time in the movie section of the organisation, we are tax compliant. Though we are all small business...We are law abiding citizen. So we follow the law” (24.86, 87).

Participant 9

Participant 9 had an IT background with 25 year's experience. She read computer science as her first degree, had a masters in computer science and a diploma in project management coupled with a certification on risk audit. She worked in the banking industry and energy sector of the economy as business support consultant. *"So we had a few market idea that we gave to the organisation to help them manage their customer better and also to help in providing better services. That was in the banking industry"* (26.2). In the energy sector, the sole responsibility was to utilise her expertise in supporting the designated department in the management of the personnel and to ensure that clients are better served and she felt better for this. *"What we do was to see how to make customer feel better or how to ensure that transmission is measured or how to ensure that the grid are properly monitored"* (26.3). The participant's versatility included the making of beads and hats and making people look beautiful, all outside of the event management.

Regarding opportunity evaluation, participant 9 built her business idea around her knowledge and the fact that government was equally interested in building more entrepreneurs which placed her in good stead. She was optimistic about her intended business because of previous contributions towards other peoples' businesses. She believed in achievement as businesses were impacted. *"In the area of knowledge, the knowledge I acquire from those organisations pushed me into what I wanted to do"* (26.16); *"...government is equally interested in boosting the capability of entrepreneur..."* (26.53); *"Other element that comes to mind then was the aspiration and attitude... And that becomes reality for me to do that"* (26.17)

The participant focused on value addition and believed that she could make things work no matter the situation. This supported her decision in the kind of business to do *"Another thing for me is my value system, and with the value system, I needed to venture out and expressed myself with something to offer other businesses"* (26.18)

On issues related to entrepreneurial entry, participant 9 was not afraid of disengaging, and her reliance on her experience to assist the potential market strengthened her belief to forge ahead to disengage. *"That confidence or should I say belief that the market is there is positive for me. And secondly, the government has the same mentality to mentor the youth into business"*

sustainability. The fact that I have the experience makes it awesome for me because I am going into an environment that I can easily call a walk over for me.” (26.25)

Her sense of good assessment allowed her time to think and re-think on the next move which encouraged good judgement to be made... *“it took me time to ponder over what to engage with in the future since it has to do with lifetime thing ...but when it was time to leave it did not take me time.”* (26.39).

Regarding opportunity utilisation, participant 9’s knowledge played a key role, even though her level of experience in this type of business grew with time, as business mentoring and event management had a wide scope of the different types of businesses available in the entrepreneurial business world. She confirmed her strong belief not to give up in the midst of challenges. *“The role of knowledge cannot be over-emphasised because I relied on the information available to me to take decision. So, decision is made based on what i know. So, knowledge comes in very handy while specific experience required grows with time”* (26.41); *“When i look at my belief system, it helps me when i meet obstacle, it keeps me strong and stay on...”* (26.44). She stressed the importance of value creation which she considered mandatory to make a difference and to be able to attract and keep her customers. *“...my value system keeps me going”* (26.46); *“What I would like to do and what I will not allow in my business space all speaks to my value system”* (26.55)

Participant 9 appreciated the importance of goal setting in her business, and finding better ways of business performance, as networking is enhanced while value is guaranteed. She emphasised on having a positive perception towards her business *“With aspiration, I make projection on what I want achieve in the next 5 or 10 years...”* (26.45); *“...need the right perception a lot at this point ...”* (26.47). The participant, however, did not exclude social networking, optimism and heuristic at this stage of the business lifecycle.

The decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

On entrepreneurial behaviour versus decision making, participant 9 is an astute believer of planning. She worked out her schedules and pursued such plans with required action. To her, working within a timeframe is not negotiable. *“I earlier said that my decision in chosen business idea is already taken prior to my disengagement only that it was not yet executed. My decision has always being within time frame”* (26.66).

Regarding the social-economic implications of entrepreneurial behaviour, participant 9 had two employees and contributed her business taxes to the government coffers which she had an obligation to do. *“I will say the more you grow your network the more you create wealth and currently I have 2 workers within my outfit and 1 partner on events management and we pay taxes which is compulsory for any new genuine businesses to support the government do their job for the citizen”* (26.67)

Participant 10

Participant 10 was an investment banker. He started his career 18 years ago with a publishing outfit where he worked as a sales rep in company called MP *“in the first organisation I worked for in the publishing company, I was mainly their sales representative and my direct responsibility was to sell the company product to booksellers and to school across my coverage area”* (27.5). Thereafter, he joined Oil and Gas Services Company as a clientele relationship officer for about 3 years before joining a financial services company that provided investing advisory services. He has been in the investing banking services for upward of 13 years. In 2011, he joined a European investment banking firm to represent the firm in Sub-Saharan Africa as the regional head. In a nutshell he worked in three different banks back to back *“The first one I started as stock broker firm, I was doing sales and providing back office support services to my colleagues in the operation department. So we sell the company product, speak to clients to invest in capita market. That I did for about 5 years before I then moved to the banking sector, specifically in the corporate finance division of one of the three banks where I worked.. We also raised capital for companies that were looking for loans to finance their expansion”* (27.6)

Participant 10 added significant value to his employers in creating a new business outfit that supported the growth and the expansion of the organisations. *“ But it was instructive to note that in the two banks I was recruited essentially as part of a team to start corporate finance division. So that afforded me the opportunity to be part of a team that start-up a business unit within the organisation. And we were autonomous, we have our separate balance sheet and run as a full fledged subsidiary of the bank”* (27.7.)At the end of 2015, he decided to start his own organisation as an entrepreneur called RCP on the basis of his vision to entrepreneurially become an independent business owner. RCP is an investment banking that currently operates in 7 countries.

Regarding opportunity evaluation, participant 10 had no option in selecting from business ideas because he had leverage on the same knowledge, experience and belief system to pursue a similar business idea as that of his former employers. *“The first I need to mention is that I was not in a situation where I had option of what to choose which business line I should pursue. One thing I will probably say was that the industry afforded me the opportunity to have a very broad knowledge and experience about different sector, different market in Africa for me. I was also very clear that it easier to start in the industry where I was, which is investment banking”* (27.8). He also emphasised that social network was very fundamental to his choice of this same business, starting from those colleagues in former establishments who knew what he possessed in terms of competence and attitude to business. *“Social network is number 1 and very important because the principle in the marketplace is that people do business with people they know, or they trust. Your social network must be wide and deep and must be with people that have influence in wherever they are also working or in their business”* (27.16)

Participant 10’s ability to set goals and provide the required direction while he aimed at creating a value system for the enterprise and potential clients played a prominent role in his decision to pursue financial investment. He was optimistic of his planned disengagement without allowing emotion to set in whatsoever. *“Attitude towards aspiration is very essential, have the positive attitude. Respect your clients, respect people’s time”* (27.13); *“Again, value system, as far as financial services industry is concerned that integrity become the watchword and “your word must be your bond” So those are the very things I personally subscribe and believe that it must be part of me as somebody within the industry”* (27,14)

On entrepreneurial entry, participant 10 was clear as to his planned exit on the basis of his vast knowledge and experience in financial investment in most related sectors of the economy. *“I had the clear understanding and knowledge of the advantages and disadvantages in each sector. For me also when I was about pulling out, I was also very clear that it easier to start in the industry where I was, which is investment banking”* (27.9) He believed in himself and his capability to deliver when disengaged. Again, his reliance on his strong social network built over the years was enough to guarantee him a success in his business endeavour. All of these strengthened his conviction to disengage. He phrased his responses in the form of question to drive home his point: *“Your belief system, what does it has to say in the business you want to do. What is your goal? Or what do you aspire to achieve? I mean, your aspiration, what is it like? and in the business you are going into what is your value system like as well, so there*

must be an alignment in all of these elements. How optimistic are you? How strong is your social networking? And these are all that works for to strengthen my position to disengage” (27.25)

On opportunity utilisation, participant 10 was emphatic on the role that his knowledge, experience, and belief system played so far in his current business and how he continued to harness the experiences of other team member to create additional value not only to attract new clients but also to retain existing customers: *“Beyond all of these, my emphasis is on knowledge, experience and your belief system, your attitude and your value...” (27.32); “Integrity comes into play. If you promise your client that you are delivering at a particular time you must make sure you are there and if you are unable to meet their obligation in terms of timing, you must communicate and let them know your challenges and it must not be recurrent issues” (27.33).*

His dependency on networking is unquestionable as he remained optimistic in running a successful financial investment business as well as the market trend in case of any changes in the external factors that could affect already planned activities and budget.

“So, the social network as I mentioned, the bigger your social network is, the better for you and your business. You must invest in you networking as well.” (27.42); “Then you must be optimistic as well and you must be confident about what you do in your business....” (27.36)

Participant 10 did not rule out the place of biases while he, however, promoted the need to learn a more improved way of doing things. *“Of course, biases will always come. There are always the tendencies to have biases towards maybe division or products that bring the bigger or highest revenue. You must also look at what influences those bias and they must be positive things clearly.’ (27.44)*

However, he stressed the need for re-thinking over decisions made for check purposes before action, just to be on the safer side of your own business. *“.... you must constantly be aware of your thought and of what you are capable of doing and the environment also, you must constantly be aware because a business does not exist in isolation. if you are disconnected from your environment, it is a dangerous for a business...” (27.48)*

The decision maker characteristic is a summary of all of the above elements displayed in starting and running his enterprise.

On entrepreneurial behaviour versus decision making, participant 10 contended that his action or behaviour towards decision making is subjective in nature as the schedule of operation depends mostly on the clients need. *“So first is that the timeline we set and the need of the clients determine the timeline that we then set. And that determine time of taking action on the matter”* (27.64) *“We are remunerated based on the job that we have done. so if we do not act on timely manner, it means we will not get paid in time”* (27.65)

On social-economic implications of entrepreneurial behaviour, participant 10 engages 7 team members across their offices in Africa but the headoffice is resident in South Africa. More revenue for the business also means more tax to the government coffers from the company and from the team members. *“... as the clients are increasing, so the need to increase the number of team. And in the process we contributed to the economy because we also pay tax as organisation as well as individual team members”* (27.65)

Participant 11

Participant 11 held both bachelor and master degree in management and worked for an airline as a marketing manager for some years. Currently she is the CEO of TT, a travel and tour business. She went into the travel and tour business when the airline operation was discontinued. *“I have been in the industry so when the airline suspended their flight operation, the next business I could think about was still within the same industry, having passion to continuing within the same industry”* (28.2). She believed in her ability to succeed on the basis of her background in the financial sector. *“And because of my banking background I was not afraid that the chosen business idea will fail,and that my background in the banking sector will help me as well in term of financial discipline.”* (28.3). Today, TT has grown beyond South Africa shores and the continent with a very strong client database. TT operates from two outlets in the country, with the corporate headoffice, while their business focus includes ticketing, cabin services and insurance. *“In our business we don’t just do ticketing, we provide cabin services, we do your travelling insurance, there is a whole lot that we do”* (28.5). She believes in adding value to all her clients whether one time travelers or frequent tourists. Hence there is always a surprise package for the frequent travelers who may have covered specified kilometers to qualify for such a one-time free ticket. She works with

unspecified numbers of employees who have also become a great benefit to the company called 'TT'. TT engages in social responsibility in one of the townships within the country as a way of giving back to the society.

On opportunity evaluation, participant 11 had knowledge and experience in the aviation industry which helped in her decision to pursue Travel and Tour (TT) business. She went for training to further equip herself, which goes beyond providing services to just one airline in the aviation industry. This emphasised the need for the required knowledge for a specific type of business. *"Going for more training on this new business was expedient as you can only work for one airline at a time but travel agency business transcends beyond just one airline, but will be dealing with as many airlines as possible across the globe" (28.4); "So it is easy for me to attend 10 days to get acquainted with the holistic flight operation in the industry rather going to start another business that I know nothing about, which would have taken me a longer period" 27.6).*

She believed that no matter the situation, people will travel either for leisure, business or tourism and this strengthened her decision to pursue the travel and tour business. *"Talking about belief system, I believe that no matter what happen people will travel for business, tourism and/ usual movement as the case may be and for the fact that the world has been become a global village, people travel from one place to another" (28.7)*

Participant 11 was clear that her attitude towards her business would pave the path to achieving the desired goals. She had the right perception to value creation, hence was optimistic that her business ideas will become doable. Having built a network of travelers from her former airline organisation as marketing manager, it became an asset for her new business venture.

".. I know that my attitudes towards my business will lead me and my business to the altitude and the extent to which I will go in my business" (28.9); "I am a very optimistic person and that also become a driving force for" (28.8); "Because I have been in the industry for a while, I was working with lots of agencies and individual traveler, so converting them to my clientele network database wasn't so much of a problem. And even with that I needed to extend my social network." (28.11)

Regarding entrepreneurial entry, participant 11 understood the potency of capital and knowledge including the setting of goals in facilitating disengagement and starting her own business. *"I think more of the capital and the knowledge. You may be optimistic person, have*

a brilliant attitude, you may be very competent about it but if you don't have the capital and knowledge, you cannot go anywhere" (28.16). She still relied on the relationship she had with her former network in the aviation industry and this strengthened her resolve to exit for the good. Her craving for value creation was one of the contributing factors for transition. So also, her social network carried over from her former employment. "As a qualified travel agent your value system overtime will speak for you and will give you that leverage. So, for me, your value system is essential, stick to it and with the people or client will get used to it" (28.25); "I still have my contact within the industry to fall back on for the necessary networking and that strengthen my optimism." (28.19). "Already set my goal, the first of which was to step into travel business. That alone is goal for me before pursuing other goals..." (28.18).

On opportunity utilisation, participant 11 engages her employees in seeking for new information regarding air travelling that could guide the business activities. This indicated that knowledge and experience by acquiring information and applying it daily is important to the success of her business operation while in the process she gains daily experience in how to attend to clients and satisfied them.

"In my organisation, every morning we have what we call the industry norms. You want to be current. So, what we do is that we go through all the industry news. ...including government news about related air travel. So, your knowledge of the industry is very key to make you to be relevant. So, our knowledge is key" (28.27); "So from experience we know it is more difficult to travel to country that demand visa than those that do not demand visa depending on the kind of passport you have" (28.28)

She believes in running her business professionally in accordance with the dictates of the tourism sector regulations. *"My belief system is that I need to be professional; I need to make sure I give the best to clients." (28.29). Her aspiration is not about what to achieve but how to make her clients get maximum satisfaction for repeated patronage. She perceived that the ultimate need is to always guide her clients on doing the right things by ensuring that clients get the correct and professional advice regarding their overseas trips while refusing to do clients bidding if that is professionally wrong. "Aspiration and attitude, for me, attitude is everything. It determines how far i will go; how friendly I am? How customer centric I am? The aspiration is not about what you can take from the clients but what can you give to the client too and that speak to your attitude...." (28.30). She seems to have a strong network of client's database that complement her aspirations and she maintained the right attitude in relating with all her client.*

“I have a very strong network base and I have been developing these over years because I know that the key to my business success is linked to my client network database,” (28.33)

She is a professional with the right perception of herself and for the enterprise. She outlawed being biased but was confident in what she could offer. *“In business you don’t have to be biased, you must have confidence. To be over-confidence sometimes you need it to be able to leverage in the society clearly” (28.34)*

In a way, she created an environment of new discovery that helps the business to always be ahead of others. And this called for re-thinking on all subject matter relating to her business so that the operations and processes did not become obsolete.

“All the time we discover new things, this morning I was looking at our face book and i realise there is another rule. The first thing we do when we resume was to take a look at that new rule. Apart from that, technology wise, we are on a particular system before and then we needed to upgrade our technology. You also look at every day running of the business. There are some things you do not envisage; then you find out how to do in a much better way” (28.37). On the efficacy of re-thinking, she has this to say *“that happen in business all the time and that still goes back to thinking about thinking which you call metacognition. However, it still leads to heuristic because in the process we found a better way of working and achieve a better result which could simply be about reducing time of working....” (28.38).*

The decision maker characteristic is a summary of all of the above elements displayed in starting and running her enterprise.

Regarding entrepreneurial behaviour versus decision making, participant 11 ensures that the objective of booking a suitable flight that meets customer’s needs becomes a priority. Entrepreneurial behaviour to whatever decision made by the participant’s enterprise, in this circumstance is tied to the airline being able to book ‘TT’clients which depend on the availability of a seat. *“We acted right on the spot but result at times depends on available flight schedule of concerned airlines, except clients decided to cancel their tickets.....however, in some situation, we had to wait te get the most suitable flight that meets clients need” (28.46)*

Responding to the social-economic implications of entrepreneurial behaviour, participant 11 confirmed that over 25 associates are working within the enterprise in more than two of their branches within the country. Company tax are being paid; likewise the employees UIF is being

taking care of while their 'PAYE' are paid directly to the government. The enterprise also engage with an orphanage with a view to discharging their corporate social responsibility. She also sometimes assists clients who might be stranded due to unforeseen events.

“ I have contributed in terms of government levy, supporting government by paying taxes and supporting people in terms of employment if I have not started or brave enough to start, some of the people working with me today may not have gotten that opportunity or may have been jobless... Sometimes we are approached by some organisation for a sponsorship or the other and we believe that if everyone is able to do same, the world will be a better place” (28.45)

6.3 GENERAL RESULTS AND CROSS-PARTICIPANT ANALYSIS

The result of the participants' perspectives is first presented and analysed separately. Next, participant's responses to the same questions are compared and contrasted in order to highlight the consistencies and differences of their responses to each entrepreneurial activity. This approach assists in understanding the trends in the lived experiences of the intrapreneurs 'now turned' entrepreneurs in the entrepreneurial process.

For cross-interview analysis, the following entrepreneurial activities are under consideration:

- a. Opportunity evaluation (OE): ability to assess the content structure of opportunities to accurately determine their relative attractiveness using the outlined cognitive factors.
- b. Entrepreneurial entry (EE): wherein entrepreneurs stand in contrast to workers, and thus entering entrepreneurship is a labor market transition: leaving employment with established organisations for self-employment, whether or not that involves employing others.
- c. Opportunity utilisation (OU): wherein all the business daily activities are conducted in order to gain economic returns from the discovery of a potential entrepreneurial opportunity as being influenced by entrepreneurial cognitive factors.

However, the decision maker characteristics (DCM) describe the inherent and the acquired “cognitive factors” that define the ability of the decision maker when confronted with the need to make a critical decision.

The chart in Figure 6.4 shows the number of participants as influenced by each outlined factor at each stage of their entrepreneurial journey.

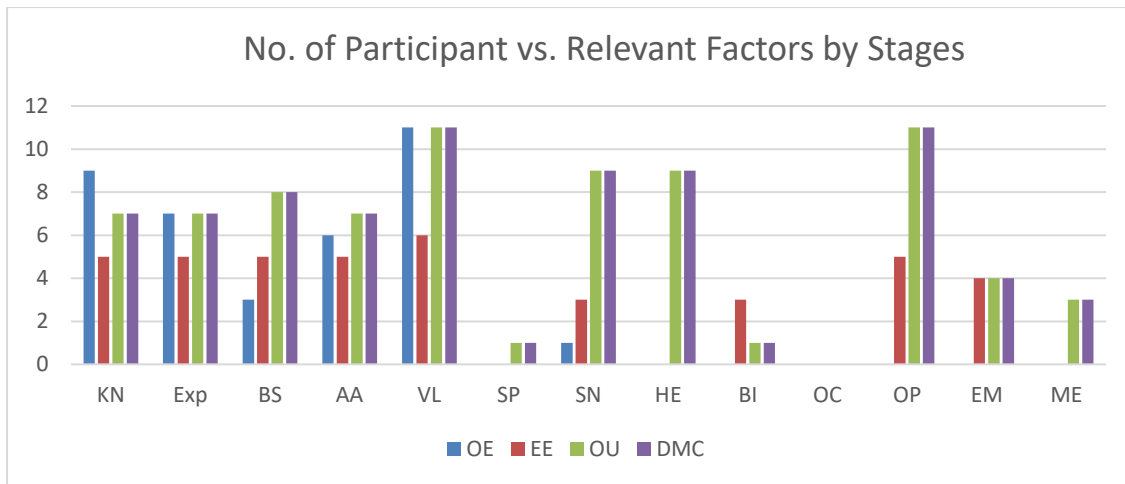


Figure 6. 4: Number of participant’s vs relevant factors by stages

Source: Author’s own illustration (2020)

This section first addresses how entrepreneurial cognitive factors influenced the decision of the 11 participants with a view to comparing and contrasting their lived experiences in each stage of their entrepreneurial journey. The number of participants consented to each factor as decision making influencers on opportunity evaluation are indicated in Figure 6.5. Prominent factors featured are knowledge, experience, belief system, value and social network with varied number of participants in agreement. For example, while 6 participants agreed that knowledge is key to the choice of their current business, only 2 participants consented to social networking as one of the factors (with the combination of others factors) that impact the choice of their current businesses.

6.3.1 Opportunity evaluation

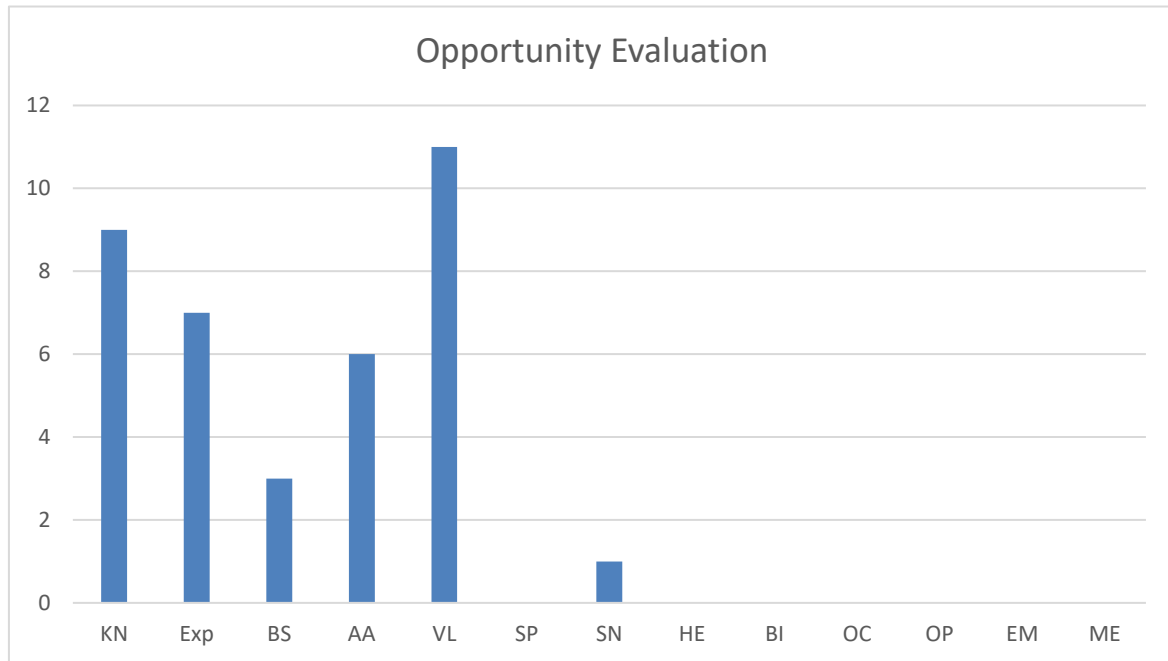


Figure 6. 5: Number of participant's vs relevant factors in opportunity evaluation

Source: Author's own illustration (2020)

Nevertheless, Figure 6.6 captured succinctly the discussions around the crucial factors that influenced the intrapreneur 'now turned' entrepreneurs in what business idea to pursue (opportunity evaluation). Some of the responses aligned with and corroborated the findings from the quantitative results (loading factor).

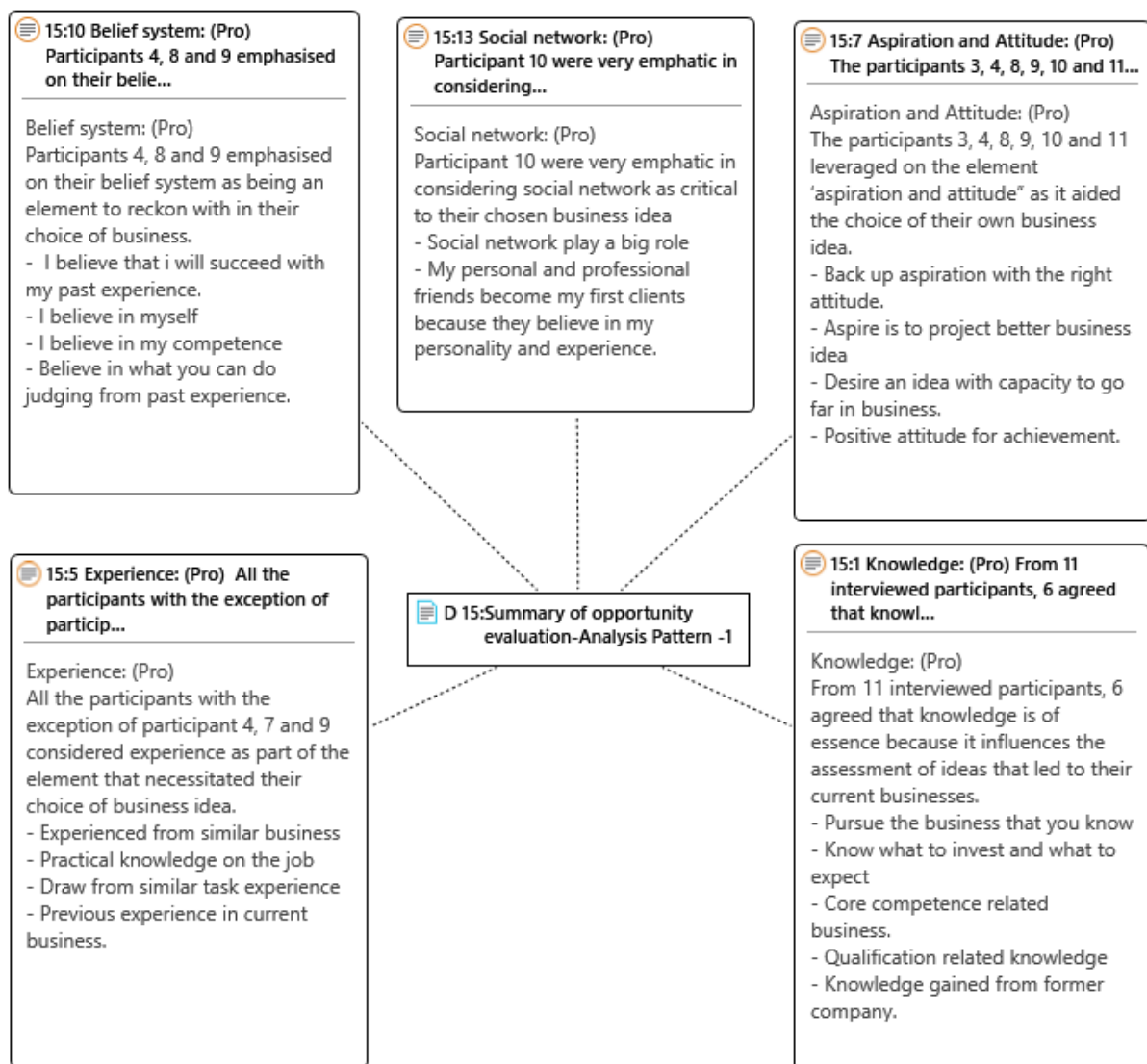


Figure 6. 6: Summary of opportunity evaluation participants’ responses – analysis pattern

Source: Author’s own illustration (2020)

6.3.2 Entrepreneurial entry

Figure 6.7 shows the number of participants who consented to each factor as decision making influencers on entrepreneurial entry. Prominent factors featured are knowledge, experience, belief system, value and social networks, with a varied number of participants in agreement. For instance, all factors with the exception of self-perception, over-confidence and metacognition were embraced by various participants as influencing factors to disengage from their former employment.

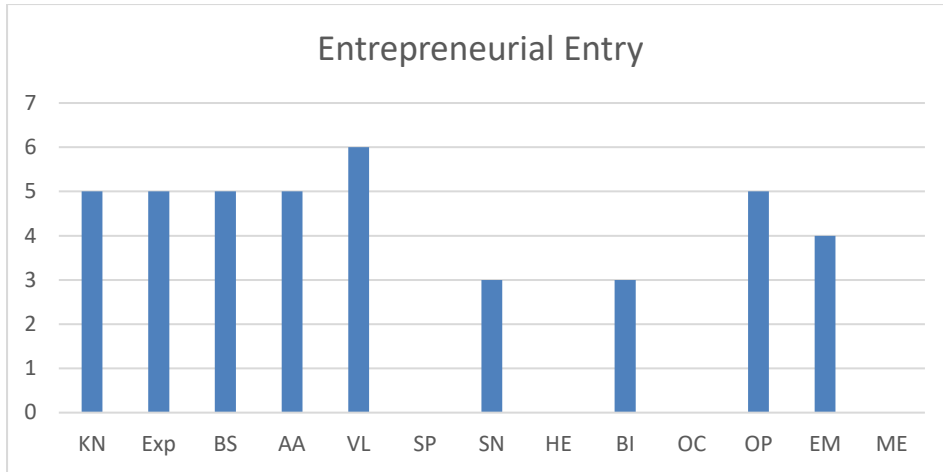


Figure 6. 7: Number of participant’s vs relevant factors in entrepreneurial entry

Source: Author’s own illustration (2020)

All the participant’s responses to factors influencing their entrepreneurial entry are captured in the Figure 6.8 below.

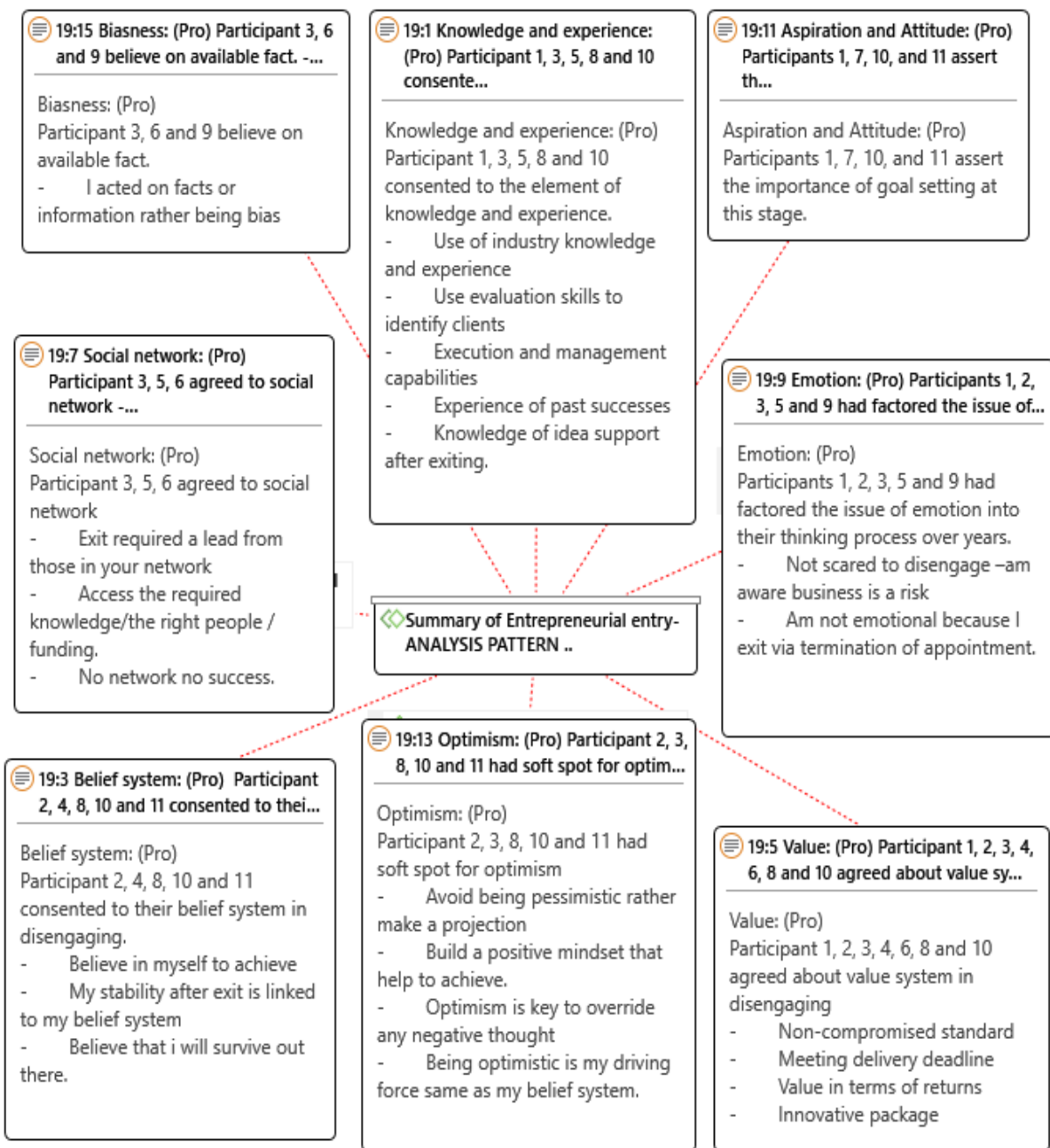


Figure 6. 8: Summary of entrepreneurial entry participants’ responses – analysis pattern

Source: Author’s own illustration (2020)

6.3.3 Opportunity utilisation

Figure 6.9 shows the number of participants consenting to each factor as decision making influencers on opportunity utilisation. All the factors except over-confidence with a varied

number of participants agreed. While 11 participants agreed on value addition only 1 participant was recorded for self-perception and bias as factors that influenced the decision of their daily activities.

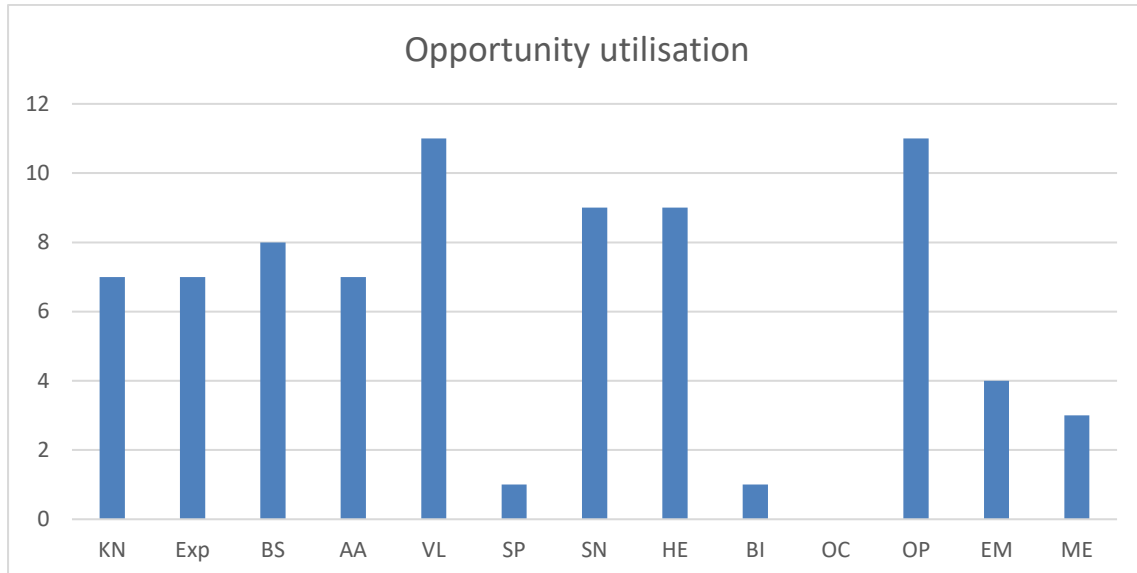


Figure 6. 9: Number of participants vs. relevant factors in opportunity utilisation

Source: Author's own illustration (2020)

All the participants' responses to factors influencing their opportunity utilisation are captured in the Figures 6.10 - 6.12 below.

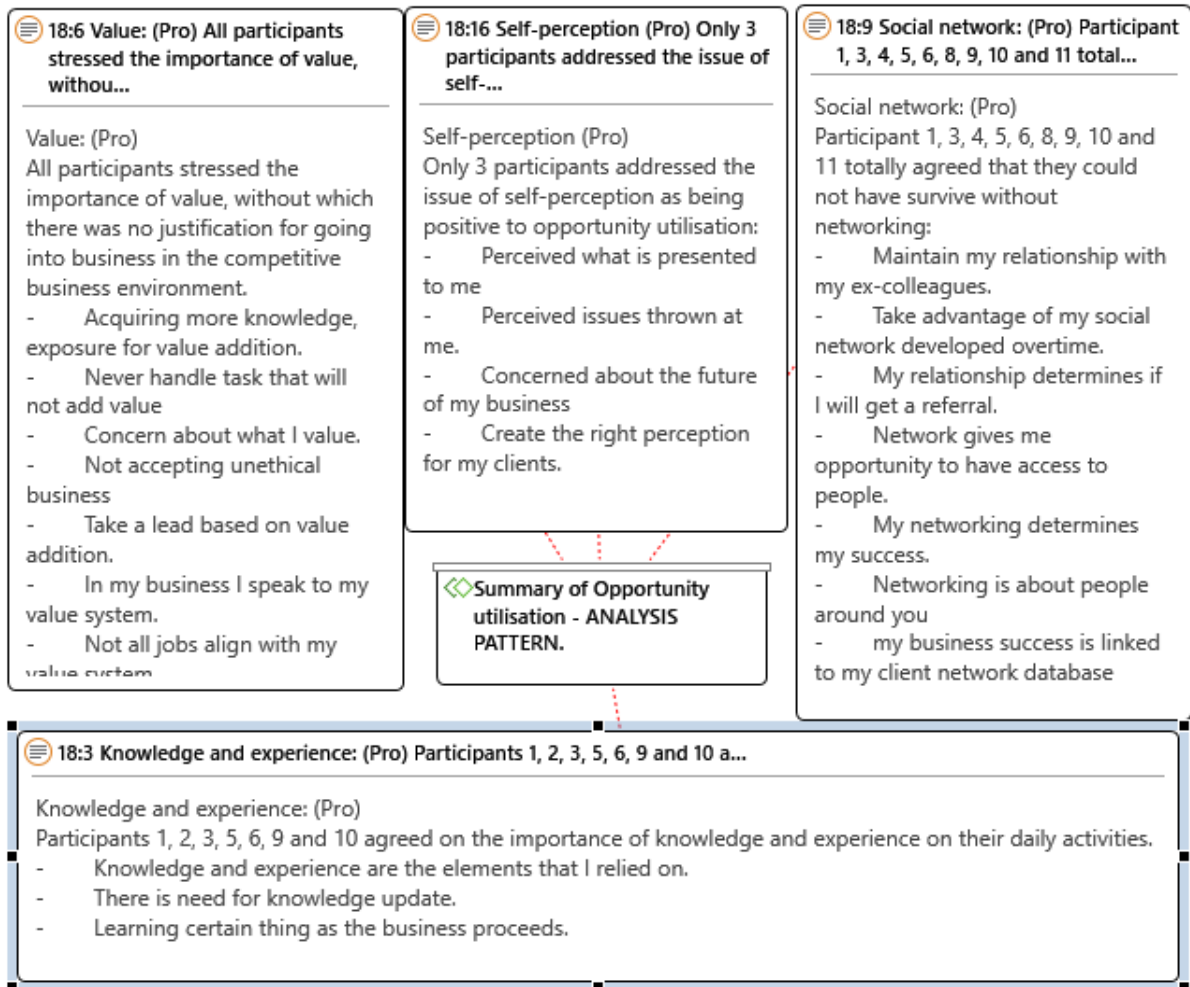


Figure 6. 10: Summary of opportunity utilisation participants’ responses-analysis pattern

Source: Author’s own illustration (2020)

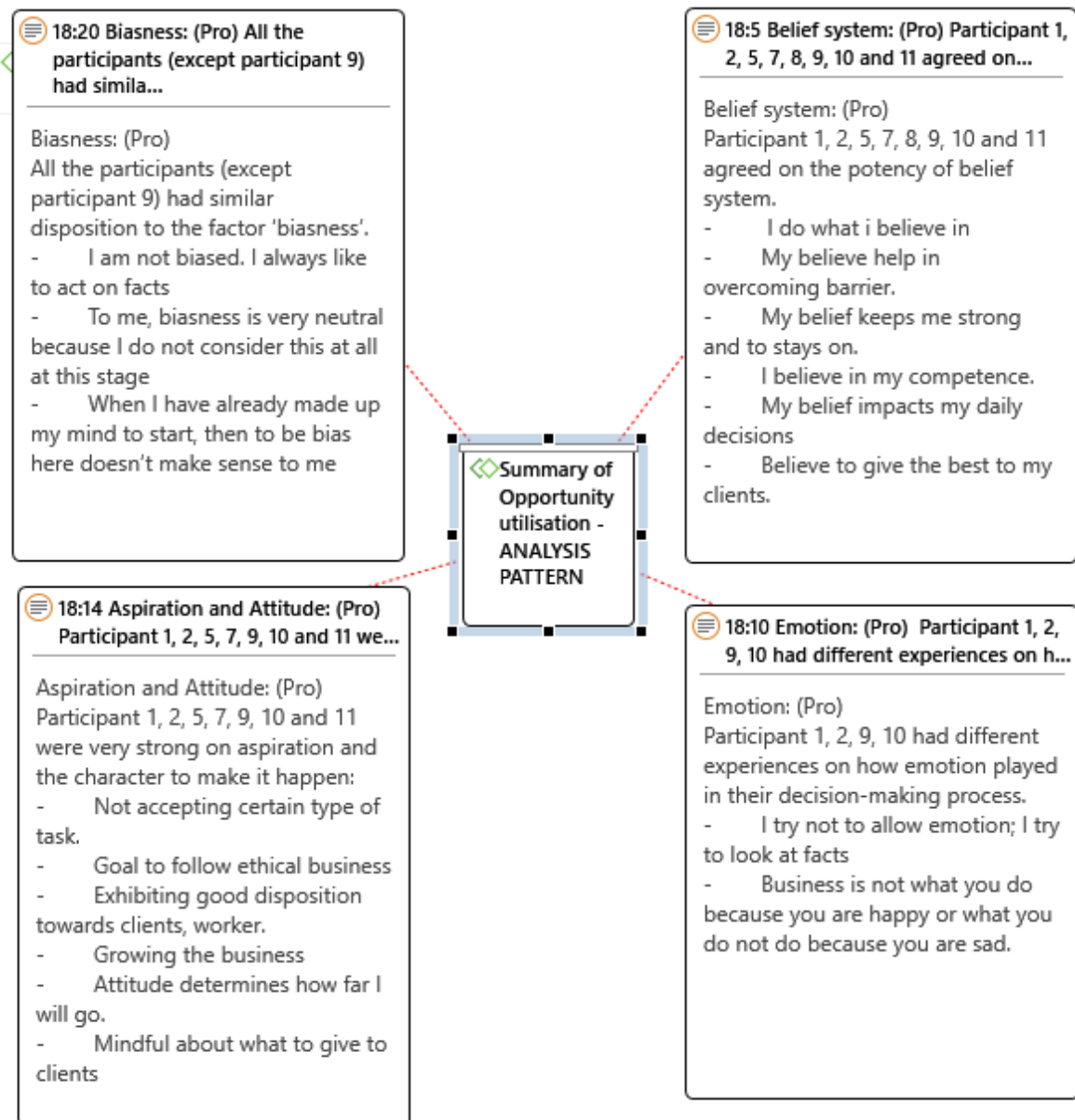


Figure 6. 11: Summary of opportunity utilisation participants' responses– analysis pattern

Source: Author's own illustration (2020)

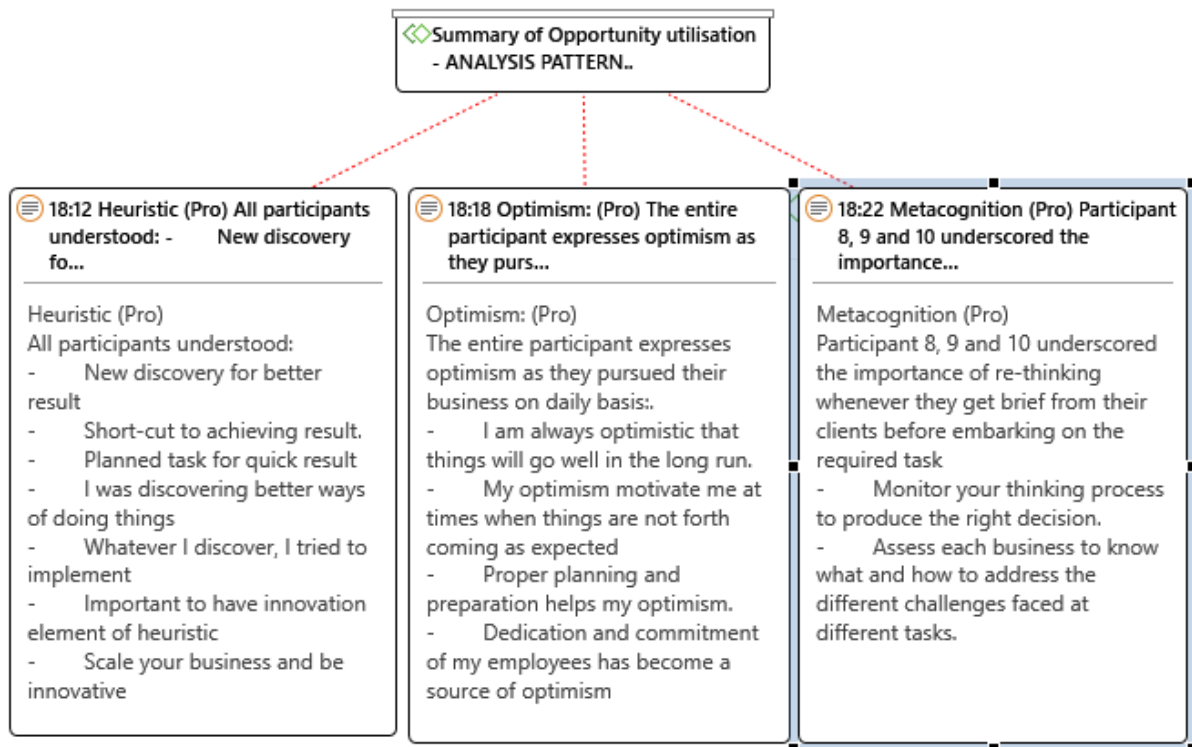


Figure 6. 12: Summary of opportunity utilisation participants’ responses– analysis pattern

Source: Author’s own illustration (2020)

6.3.4 Decision maker characteristics

All participants’ reflection on how entrepreneurial cognitive factors had influenced them was not different from their responses regarding opportunity utilisation in section 6.3.3 above

6.3.5 Summarised critical factors that influenced each stage of the entrepreneurial process

The critical factors responsible for the entrepreneurs’ decision in each stage as indicated in Figure 6.6 - 6.12 are summarised in Figure 6.13.

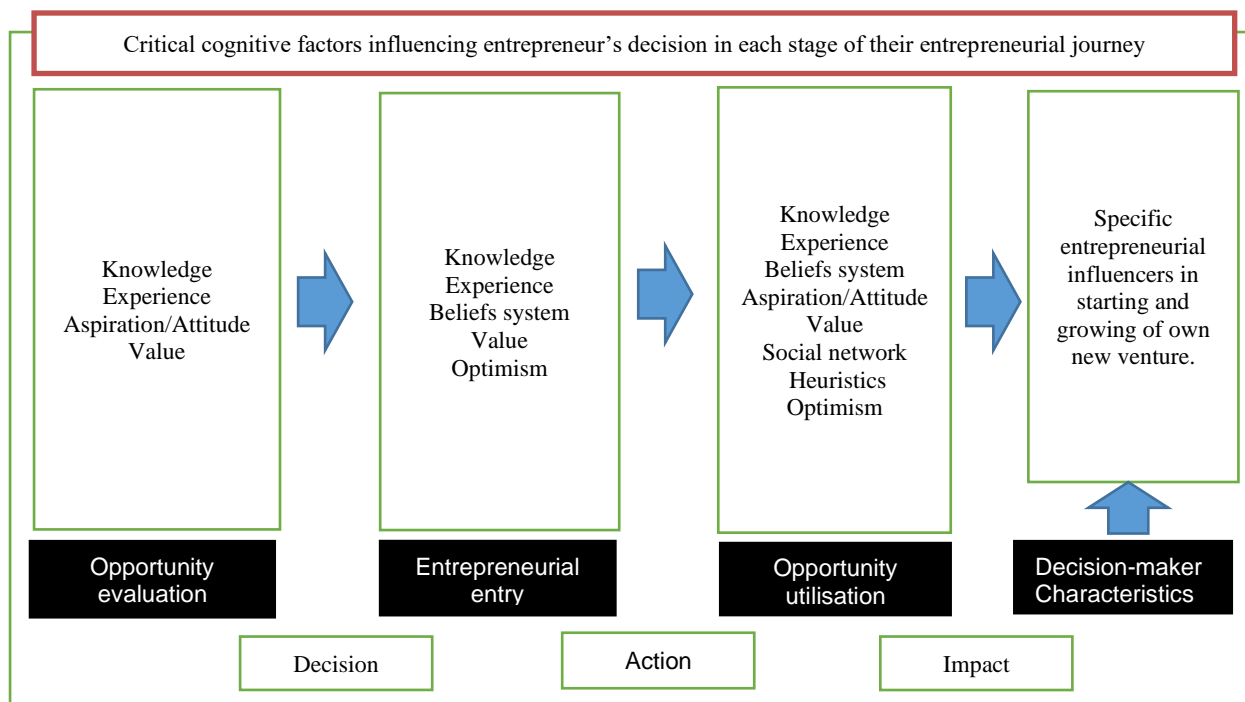


Figure 6. 13: The critical factors responsible for each stage of the entrepreneurial process.

Source: Author's own illustration (2020)

Previous studies acknowledged generic factors as instrumental to business start-up irrespective of the stages (Metallo et al., 2020; Aina and Solkin, 2020). This study observed the specific and critical factors influencing each of the stages leading to entrepreneurship as shown in Figure 6.13. This finding would assist the entrepreneurs to update the information regarding the relevant factors required in each stage of their own entrepreneurial journey rather than the assumed general factors. Entrepreneurial workshop / training manual developers would clearly be guided using each of the factors as shown in the figure above in developing relevant modules of entrepreneurship.

Research objective 3

To examine how the entrepreneur's behaviour impact on the growth of their ventures.

Research question 3

How does the entrepreneur's behaviour impact on the growth of their ventures?

Supporting questionnaire to research question 3

Questionnaire 11: How does your entrepreneurial behaviour or action align with or support your decision relating to opportunity assessment, entrepreneurial entry and growth of venture?

The link between entrepreneurship and decision-making shown in Table 6.2 is the summary of the entrepreneur’s responses on how their action aligned with the decision made in the process of their entrepreneurial journey based on questionnaire 11.

Table 6.2: Entrepreneurship behaviour and decision-making link

P/pant	Reason & action	P/pant	Reason & action	P/pant	Reason & action	P/pant	Reason & action
1 (10.68)	Reason is to add value to retain clients with prompt action.	2 (11.53)	Reason is to achieve goal with action depending on events.	3 (18.68)	Reason is to satisfy client but based on schedule.	4 (19.94)	Reason is to achieve better result with immediate action and sometimes delayed based on events.
5 (20.77)	To achieve goal with prompt action and sometimes based on schedule.	6 (22.79)	To give value and sometimes delayed.	7 (23.74)	To achieve profitability depending on events and sometimes access situation before action.	8 (24.82)	Take swift action while at times delayed.
9 (26.66)	Prompt action taking.	10 (27.64)	To make better financial decision to clients with prompt action.	11 (28.64)	To book suitable flight that meet customer’s need. Acted promptly but result depend on booked airline.		

Source: Author’s own utilisation (2020)

Supporting questionnaire to research question 3

Questionnaire 12: What is the socio-economic implication of the questionnaire 11 above in maximizing gains and subsequent wealth creation for the enterprise?

Table 6.3 showed the performances of the entrepreneurs on the basis of job creation, revenue generated and status of their tax payment. Though, most of the entrepreneur did not divulge

their financial status hence becomes difficult to provide a general assessment of the socioeconomic impact.

Table 6. 3: Entrepreneurship behaviour impact and socio-economic implication

P/pant	Direct staff	Indirect staff	Revenue(R)	Tax	Uif	Skills
1 (10.57)	10	3	3.5m	Paid	paid	Graphic designer
2 (11.19, 57)	4	2	Undisclosed	36,000	paid	
3 (18.64)	25	Nil	Undisclosed	Paid	paid	Engineer, safety and quality inspector etc.
4 (19.95)	6	Nil	350% increase vs. 2010	20000	Paid	Real estate experts
5 (20.77)	3	Nil	Undisclosed	Paid	paid	Env. Mgt. officers
6 (22.98)	3	Nil	Undisclosed	Paid	paid	Financial expert
7 (23.95)	22	Nil	Undisclosed	Paid	paid	Graphic designers
8 (24.86,87)	15	Nil	Undisclosed	Paid	paid	Economist, Logistic Mgrs.
9 (26.67)	2	Nil	Undisclosed	Paid	paid	Bus developers
10 (27.65)	6	Nil	Undisclosed	Paid	paid	Financial and Investment expert
11 (28.45)	25	Nil	Undisclosed	Paid	paid	Aviation expert/Marketers

Source: Author's own utilisation (2020)

Research objective 4

To develop a framework for understanding the dynamics of the transition from intrapreneurship to entrepreneurship.

Research question 4

What framework can enhance the understanding of the dynamics of the transition from intrapreneurship to entrepreneurship?

In addressing the framework of factors that catalysed the dynamic of transition, four major categories were observed to have captured the various reasons that spurred intrapreneurs transitioning into entrepreneurship. These includes: personal characteristics (comprises of factors such as vision, independence and need for achievement); organisational factors (comprises of factors such as organisational culture, bureaucracy and conflict); entrepreneurial mindset (comprises of factors such as educational mindset, career mindset, and business entry mindset); and factors influencing entrepreneurial entry (comprises of knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition). Though, the entrepreneurial mindset was partially discussed from a narrow perspective in this study as it has a more multifaceted dimension that requires more attention and expatiation.

For the purpose of this study, personal entrepreneurial characteristics refer to the in-built traits disposition of the individual in an existing organisation that explained his or her own working ability to produce result. Vision, independence and the need for achievement falls into this category, and these traits represent entrepreneurship in this study. The ultimate of an entrepreneur is the pursuit of his or her own dream to remain independent while achieving his or her set goal. Organisational factors, in this study, refer to the culture, structure and process entrenched in the business operation. These impact the behaviour of the organisation and their employees (including intrapreneur) and were observed as part of the obstacles posed by the employer towards a potential entrepreneur. From an intrapreneur viewpoint, these factors support their decision regarding transition into entrepreneurship.

Entrepreneurial mindset, in this study refers to educational, career and business mindset of average entrepreneurs before engaged in entrepreneurial activities. However, Cognitive factors is simply defined as the characteristics of an entrepreneur that impacts his or her own learning ability and his or her own performance at work or in business.

6.3.6 Transition framework

The figure 6.14 shows the transitional factors that were observed in both quantitative and qualitative findings in this study. These are also named ‘critical factors’ and depict the similarities in the responses of the participants in this study.

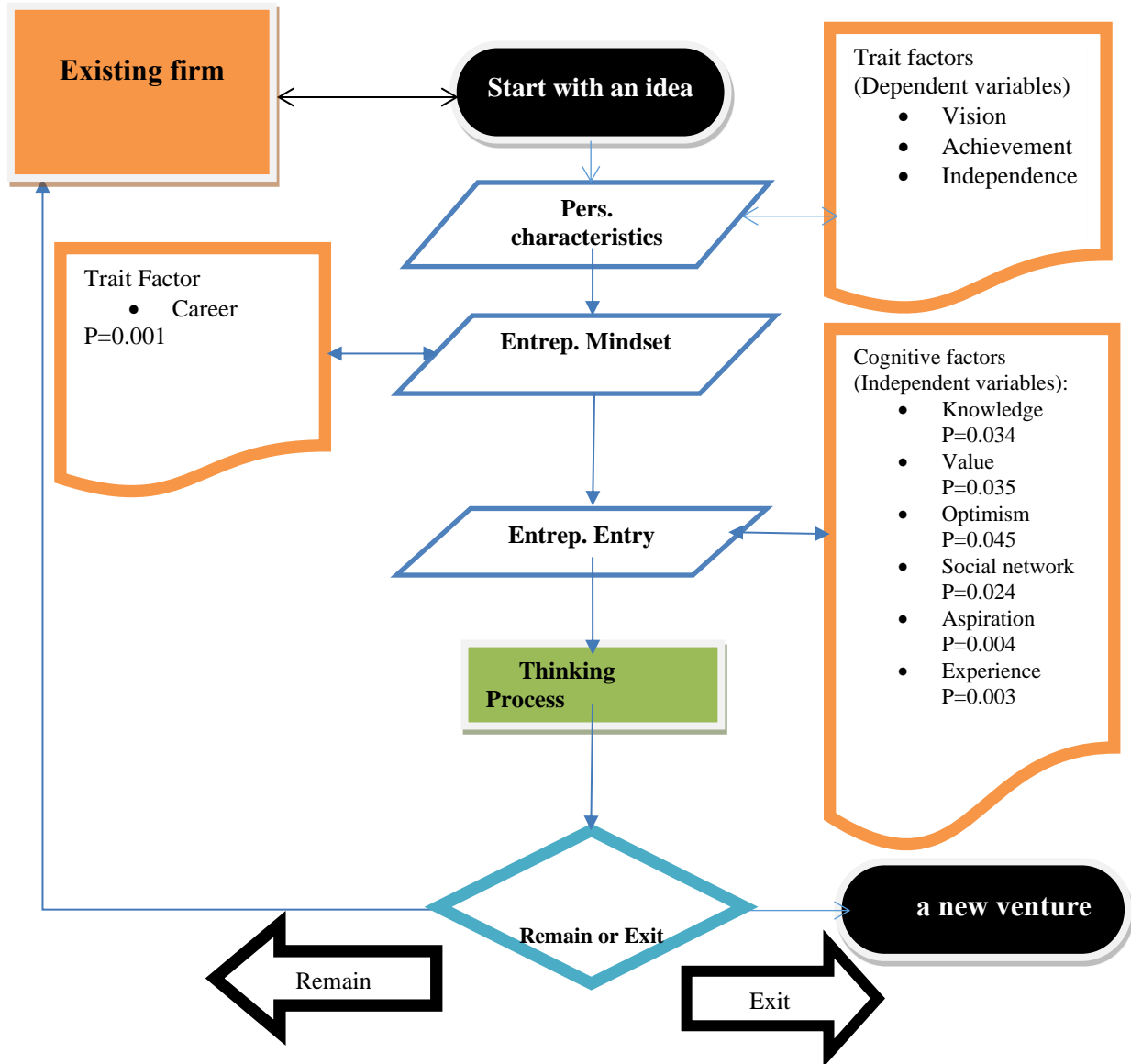


Figure 6. 14: The Transitional framework

Source: Author’s own utilisation (2020)

The chart flow in Figure 6.14 shows the critical factors or combination of critical factors that triggered intrapreneur’s decision to conceptualise a business idea in their former employment and subsequently disengaged to start his or her own business as an entrepreneur. In this situation, an intrapreneur assessed his or her own strength and weakness and other external

factors prior to decision-making whether to remain within the existing firm or exit to start his or her own business.

From the descriptive statistic (frequency) captured in Table 5.4, vision, independence and need to achievement (personal entrepreneurial characteristics) influenced their transition to a greater extent. In case of organisational factor, only conflict in Table I (Appendix 4) had impact on transition to a lesser extent. However, knowledge, experience, belief system, aspiration and attitude, value, social network and optimism in Table II (Appendix 4) affect entrepreneurial entry to a great or greater extent. On the other hand, the Chi-square test revealed that career mindset, knowledge, experience, aspiration and attitude, value, social network and optimism are dependent on entrepreneurship and entrepreneurial behaviour as shown in Tables 5.26-5.28 and Table XII (Appendix 4). Qualitatively, the transitional framework in Figure 6.14 showed that all the participants responded positively to the influence of knowledge, experience, social network, aspiration and attitude, value and optimism on their decision regarding transition into entrepreneurship in South Africa.

In this study, the hypotheses relationships revealed in the conceptual framework as spelt out in Figure 6.14 were supported by past scholars which affirms the significance of these independent variables when tested empirically. Ramchander (2019) stressed the importance of integrating career-based subject into entrepreneurship domain, In the support for career mindset relationship with entrepreneurship in this study, in the support for career mindset relationship with entrepreneurship in this study, such that the managerial skills lacking in entrepreneurship can be pulled into entrepreneurial activities for maximum benefit. Akkermans, Collings, da Motta Veiga, Post and Seibert (2021:1) further the argument in confirming the interdisciplinary collaboration of career development with field of entrepreneurship. Mahmood, Zahari, Ibrahim, Jaafar and Yaacob (2021:171) opines that knowledge directly impact on entrepreneurial activities such as business start-up while Bignotti and Le Roux (2020) emphasised on the efficacy of experience in business start-up, having worked previously in an existing firm. These scholars supported the hypothesis that knowledge and experience influenced entrepreneurship or entrepreneurial behaviour as the case in this conceptual framework.

Regarding value, social network, aspiration and optimism as observed in the framework, scholars such as Chittithaworn, Islam, Keawchana and Yusuf (2011:184) argues that value

proposition has a positive influence at the start of new business while Albourini, Ahmad, Abuhashesh and Nusairat (2020:2521) posits that the success of business startup is impacted by the social networking ability of the entrepreneurs. All of these scholars corroborated the outcome of this study; in that, value and social networking have a greater role to play in business startup or entrepreneurial entry. Scholars (Aina and Solikin, 2020:288; Magee, 2019:436; Sher et al., 2020:1) agreed, on issues related to aspiration and attitude, that aspiration aligned with entrepreneurs' vision of "to be their own boss", and these assertions aligned with the results as depicted in the conceptual framework developed. Similarly, Fatoki (2018) opines that optimism (one of the three dimension of resilience) is one of the critical factors that predict the success of an entrepreneur. These scholars' research outputs are in line with the outcomes of this study as revealed in the conceptual framework developed. In essence, all the hypotheses' relationships were related and were supported by past scholars.

6.4 TRIANGULATION OF KEY FINDINGS

In this study, the triangulation of the two methods used enhanced the credibility of the findings via the convergence of outcomes from difference sources. While the convergence of outcomes from a mixed-method (quantitative and qualitative) research used is important, the convergence of responses from the 31 participants via quantitative approach and the eleven (11) participants via qualitative approach is needful for comparison purposes. In essence, triangulation is a critical method that boosts data validation via cross verification from more than one source. Table 6.4 shows the results of the descriptive statistics (frequency), Chi-square test and qualitative approach adopted in this study. The areas of discussion are column 3 (descriptive statistics for entrepreneurial entry-EE), column 4 (number of participants with consensus for entrepreneurial entry – qualitative result) and column 5 for Chi square test - p value while column 8 depicts the convergence of favourable result (quantitative and qualitative) for each cognitive factors under the stage of entrepreneurial entry. The Table 6.4 indicates that knowledge, experience, value, social network, optimism, and aspiration and attitude are critical factors that had convergence of results for both research approaches. The Table also shows the numbers of participants that had a consensus regarding factors that influenced their transition from intrapreneurship into entrepreneurship. Similarly, the cognitive factors reveal in this study considered as critical factors for transition are supported by previous scholars with empirical evidence as discussed in section 1.6 and 6.3.6. However, figure 23 -25 and Table XII (Appendix) shows the detailed p value for all cognitive factors considered under the stage of

entrepreneurial entry (EE) with entrepreneurship (vision, independence and achievement) and entrepreneurial behaviours as dependent variables.

Table 6.4 Triangulation of key findings

	1	2	3	4	5	6	7	8
<i>Cognitive factors</i>	OE %	OE	EE %	EE	EE P value	OU %	OU	Convergence of outcomes
<i>Knowledge</i>	96.8	6P	96.8	10P	0.034	100.0	11P	a. Desc statistics=96.8% b. p value = 0.034 c. Qual outcome = majority
<i>Experience</i>	96.8	8P	93.6	5P	0.003	100.0	7P	a. Desc statistics=93.6% b. p value =0.003 c. Qual outcome = majority
<i>Belief system</i>	67.7	3P	77.7	5P	0.805	93.5	8P	
<i>Aspiration and attitude</i>	100	6P	100.0	4P	0.004	100.0	11P	a. Desc statistics=100% b. p value = 0.004 c. Qual outcome = majority
<i>Value</i>	96.8	11P	96.8	7P	0.035	100.0	11P	a. Desc statistics=96.8% b. p value =0.035 c. Qual outcome = majority
<i>S/perception</i>	48.4		35.5		0.023	58.1	3P	
<i>S/network</i>	58.1	1P	51.6	3P	0.024	64.6	9P	a. Desc statistics=51.6% b. p value =0.024 c. Qual outcome = majority
<i>Heuristic</i>	32.3		32.3		0.277	71.0	9P	
<i>Biasness</i>	29.0		25.8		0.013	29.0	10P	
<i>O/confidence</i>	22.6		22.6		0.121	16.1	3P	
<i>Optimism</i>	100		96.8	5P	0.045	96.8	11P	a. Desc statistics=96.8% b. p value = 0.045 c. Qual outcome = majority
<i>Emotion</i>	16.2		25.8	5P	0.094	38.7	4P	
<i>Metacognition</i>	35.4		32.3		0.028	61.3	3P	

Source: Author's own utilisation (2020)

6.5 SUMMARY OF QUALITATIVE FINDINGS

Generally, some of the quantitative findings were aligned with the qualitative outcomes, however, there were divergent views among the entrepreneurs as it relates to application of the

various factors in each stage of the entrepreneurial process. In the entrepreneurial entry stage, most entrepreneurs views were the same concerning the application of knowledge, experience, social network, aspiration and attitude, value and optimism. However, the sources of their experience were not the same. For example, while some acquired experience from their former employment, others acquired their own experience using the 'learn and use' strategy when running their own business. Others relied on internet search anytime they are faced with challenges. Though this only applied to a specific task.

In other words, they accumulated their own experience in the process of managing the business and leveraged the experiences of their employees to fill the gap. In the stage of opportunity utilisation, most entrepreneurs maintained that social networking is the most important ,without which they could not have started own business but a few totally disagreed on the relevance of social network in their business. They rather relied on referrals from their existing and tested customers. The divergent view relates more on the awareness of the concepts of heuristics and metacognition wherein most of the entrepreneurs in the utilisation stage utilised the concept unconsciously.

Having analysed the data through qualitative based in-depth interviews, the next chapter discussed the findings of both quantitative and qualitative research, provides key findings and interpretations while the policy implications were outlined.

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CHAPTER SEVEN

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

7.1 INTRODUCTION

This study focused on the investigation of the lived experiences of the intrapreneurs ‘now turned’ entrepreneurs in South Africa. In the previous chapter, the relative importance of each trait and cognitive factor that influenced transition into entrepreneurship was discussed. Specifically, the study offered further empirical proof in identifying factors that are significant in each stage of the entrepreneurial process. It also observed the various relationships that exist between different variables responsible for either transition or entrepreneur’s decision-making process in the three stages of the entrepreneurial journey. Detailed insight into the cognitive factors was recorded via a qualitative approach.

In this chapter, the summary of the research and the conclusions are presented. While the summary of the problem statement was highlighted, the two empirical approaches that addressed the research objectives are represented. The conclusions of the research objectives are revealed. The implications of the research, relating to the theory, entrepreneurial stakeholders and policymakers, and recommendations are made. Lastly, the limitations of the study and areas of further study are presented.

Research summary:

This study was undertaken against the background of the unemployment rate of 29.1 percent in 2019, the highest level since comparable data began in the first quarter of 2008, and the forecast of 35.3 percent unemployment rate by December 2020 (Department of Statistics, 2020) due to the current pandemic. This has further painted South Africa’s economy as bleak. Furthermore, SMMEs are the driver of the country’s economy and are comprised of business owners with or without entrepreneurial tendencies. These include the street vendors who are faced with the existing government policy that is so generic that its impact on businesses is grossly unnoticeable (Kalitanyi 2019:53-54). Little knowledge exists about the SMMEs business owners with an intrapreneurial background in particular; and ‘why and how’ their decisions impact their various activities poses a critical challenge to the development of entrepreneurship in South Africa.

Against this background the study focused on the investigation of what spurred intrapreneurs to transition into entrepreneurship. Entrepreneurs who had worked in former employment within the finance and business sector of the South African economy were the unit of analysis in this study. The research examined the influences of each cognitive factor on the entrepreneur's decision-making ability in each stage of the entrepreneurial process, and ultimately, the impacts on their businesses. Understanding the peculiarity of this category of the SMMEs business owners with an intrapreneurial background will assist policymakers in providing a specific intervention strategy that could further enhance their business performance and growth rather than imposing generic solutions to generalised problems. Having identified the study gap, the problem statement, research objectives were as follows:

Problem statement

The relevance and the contributions of the entrepreneurs with intrapreneurial backgrounds among the Small, Micro and Medium Enterprises (SMMEs) business owners are yet to be fully acknowledged in the entrepreneurial domain, despite their contribution to socio-economic development in South Africa. There is little knowledge about the SMMEs business owners with an intrapreneurial background in particular, and 'why and how' their decisions impacted their various activities. This poses a critical obstacle to the development of entrepreneurship in South Africa. Hence, this study investigated the lived experiences of the intrapreneurs 'now turned' entrepreneurs in South Africa.

Research objectives:

The core objective of this study was to analyse the lived experiences of intrapreneurs 'now turned' entrepreneurs in South Africa and this is achieved through the specific objectives stated below:

1. To investigate the reasons why the selected intrapreneurs within existing firms in South Africa transitioned into entrepreneurs, and to establish the challenges faced in taking off as entrepreneurs?
2. To describe values, beliefs, attitudes, cognition, and assumptions of such entrepreneurs and how these shapes their decision-making process.
3. To examine how entrepreneur's behaviour impacts on the growth of their venture.
4. To develop a framework to understand the dynamics of transition from intrapreneurship to entrepreneurship.

Finding's summary

In the first place, by adopting the mixed-method research, this study represents a convergence of the information that provides more enlightened results and enhances the validity and reliability of the findings (Creswell and Creswell, 2017:203). Secondly, focusing on the intrapreneurs 'now turned' entrepreneurs, this study avoided a singular focus on the businesses at the risk of overlooking the entrepreneurs who were the key resources and drivers of many business organisations. Furthermore, this study developed a conceptual framework for the transition influencers of the intrapreneurs into entrepreneurship. Previous studies have contributed in different ways, but there was no confirmed study, in South Africa, wherein entrepreneurs with intrapreneurial background were examined on the basis of their transition to entrepreneurship.

In addition, past studies did not provide a unifying framework that includes both psychological characteristics and entrepreneurial cognitive factors that influenced transition phases. This study, was however, couched within a transition framework, whereby an entrepreneur with the intrapreneurial background was seen as an element of a broader set of general and specific characteristics in the entrepreneurship. Therefore, by building and extending on Parker (2018:7-8) postulation, the study provided a harmonised pattern as shown in Figure 6.1 and 6.2. These underscore the link between entrepreneurial cognitive factors and entrepreneurial behaviour. Guided by this pattern, a Chi-square test was conducted to test the stated hypotheses, together with a principal component analysis which involved finding the linear combination of a set of variables that have maximum variance and which are often used as a dimensionality reduction technique.

7.2 KEY FINDINGS AND INTERPRETATION

This section summarises and reflects upon the key findings of the study. The research findings lend support to the view that entrepreneurship is the process of creating entrepreneurial opportunities which involve both new business start-ups as well as the development of the existing ones (Mazzarol and Reboud, 2020:14-15). The entrepreneurs exhibited unique entrepreneurial behaviour and were determined to specifically utilise the combination of thinking, reasoning, goal setting, and decision-making. Baron (2004) stressed that entrepreneurs can connect seemingly different patterns by enabling their inner framework which is formed by knowledge, experience, and networks. He further argued that entrepreneurs

do not usually apply normal cause and effect logic when it comes to transforming ideas towards the actual projects, but they do rather filter the information differently. However, in this study, understanding the combination of some cognitive factors are crucial to entrepreneurial entry and subsequent growth of their enterprises.

7.2.1 Research objective 1

To investigate the reasons the selected intrapreneurs within existing firms in South Africa transitioning into entrepreneurs, establish the challenges faced in taking off as entrepreneurs.

The findings ascribed to research objective 1 the assumption that all psychological and cognitive factors are equally important all through the entrepreneurial stages. Also, the findings provide details of the peculiarities and various combinations of transition factors in entrepreneurship stages. The findings further suggest that care must be taken when interpreting quantitative results where questions regarding factors responsible for transition are treated on the surface or in general.

Individual entrepreneurs had different reasons for transitioning into entrepreneurship. These were based on the individual intrinsic traits, organisational factors or both. While Mazzarol and Reboud (2020:95) recount reasons that were organisational based, others were traced to individual intrinsic traits (Shepherd et al., 2015:11-12; Shepherd and Patzelt, 2018:7). These assertions by these scholars supported the findings of this research work.

- a. Personal entrepreneurial characteristics: In this study, entrepreneurship is represented as vision, independence and the need for achievement; hence these findings as shown in Table 5.4 agreed that entrepreneurs depend on their inherent drive of vision to disengage from paid employment to start their own business despite the challenges posed externally. It was also observed that while vision and goals contributed to the pursuit of their own business, the intrapreneurs' vision to transit is related to their desire to be independent which is the ultimate in business. However, a majority of the entrepreneurs in this study enjoy their independence and ability to do things their way, practically applying their ethical values and commitment to their local businesses in ways that are more-than-capitalist. This assertion was supported by Strese, Keller,

Flatten and Brettel (2018:435), Goel and Karri (2020:91), North (2020:98-99) and Aina and Solikin (2020:292). All of these observation in this study agreed in defining entrepreneurship as:

“a process that triggered an entrepreneur who is visionary and desirous of being a boss who achieves his/her own desired outcome towards transition and growing of his/her business”

Table 5.4 showed the consensus among intrapreneurs ‘now turned’ entrepreneurs, in the study, in accepting this definition about an entrepreneur.

- b. Organisational factors: It was observed, however, that most entrepreneurs believe that organisational culture and bureaucracy are strong constructs in disengaging as found in Table XIII (Appendix 4), the Principal Component Analysis loading factor 4. Though both organisational culture and bureaucracy are not related to entrepreneurship represented as vision, independence and need for achievement in this study (via Chi square test in Table 5.5-5.7). This finding was not in total agreement with the submission of Sorenson and Sharkey (2014:328) and He and Hui (2020:1) who maintained that the challenges of the bottom-up approach which depicted organisational culture and bureaucracy in the existing organisation are more responsible for transitioning. However, Maksudunov, Jamtshob and İllimbekov (2020:147-148) supported this finding in that the driving force of independence and recognition for achievement were in favour of entrepreneurship.

Conflict is one of the types of agency problem that exist between company’s management and the company’s stakeholders. The stakeholders include the employees or intrapreneurs working in an existing organisation. However, the findings in this study do not give credence to the reason why an intrapreneur exits his/her former employment to start his/her own business. Conflict is one of the elements discussed extensively in agency theory, but not in this study.

- c. Entrepreneurial mindset: The evidence in this study clearly supports the hypothesis that a career mindset is related to entrepreneurship as shown in Table 5.8-5.10. The result in Figure 5.3 showed that 54.84 percent of the entrepreneurs were well educated, hence the reasons for their aspirations to start and grow their own business. The findings also showed that some entrepreneurs learn before and during the start-up process with a

growth mindset (Brewer, 2020:45; Pohl and Nelson, 2020:293). Unfortunately, the study did not directly support business mindset (Rylková and Cemerikova (2020:59).

- d. Economic viability concept: The findings in this study did not support the hypothesis that the inability to generate a business idea, conduct research and develop a business plan poses a challenge to intrapreneur transition to entrepreneurship as indicated in Table 5.11-5.13. Though the principal component analysis captured these factors as a strong pattern in a data set. The findings in this study do not agree with the submission of Pavicic, Resetar and Tos Public (2013:1) that business ideas, research needs, and business plans are significant to new venture creation.
- e. Challenges faced when transitioning: In this study, the findings show no significant relationship between organisational factors and entrepreneurship entry. This implies that the majority of the entrepreneurs were not affected by their former employer's tendency to stop their exit. The entrepreneurs embolden themselves by their inherent entrepreneurial vision and desire for independence to exit and start their own business. The submission of Hom, Allen and Griffeth (2019:55, 58) relates to this finding.

7.2.2 Research objective 2

To describe the values, beliefs, attitudes, cognition, and assumptions of such entrepreneurs and how these shapes their decision-making process.

To address this section, the study focused on the three stages involved in the transition into entrepreneurship which includes: opportunity evaluation; entrepreneurial entry; and opportunity utilisation. The sequence of discussion was to highlight the quantitative outcome and immediately follow this by the qualitative results in each stage. The factors explained below were the most critical and relevant as extracted from the interviews conducted with the entrepreneurs and were associated with each stage of the entrepreneurial process.

Cognitive factors influenced the decision of the entrepreneurs when evaluating opportunities, this study observed via descriptive statistics (frequency). This was supported by the majority of the entrepreneurs who agreed that knowledge, experience, belief system, aspiration and

attitude, value, social network and optimism played a major role in their decision on business idea generation and assessment as shown in Table II (Appendix 4).

However, self-perception, a social network, biasness, over-confidence and metacognition are significant to entrepreneurship as shown in Table 5.20-5.22. New information emerges from social ties or coalitions of people, and this builds a positive perception about running one's own business. Thus, thriving in business requires a sound and an informed decision to help sail through the most difficult paths in business. Start-up business begins with an idea generation and evaluation that is creating a value with high performances (Haynie, Shepherd, and McMullen, 2009:337, 356-357). This is strengthened by coalitions of people and ideas (Man Zhang and Greve, 2019:44).

Qualitatively, knowledge, experience, value, aspirations and attitudes featured as the most critical factors as shown in Figure 6.5 – 6.6. This finding, however, revealed that most entrepreneurs placed more emphasis on knowledge, experience, aspiration and attitude, and value in business idea generation and evaluation of the opportunities involved. In this study, the entrepreneurs' idea generation emanated from their general knowledge and years of experience rather than discipline-related knowledge. It was, however, observed that the intrapreneurs 'now turned' entrepreneurs with general knowledge find it less difficult to manage their businesses, contrary to the entrepreneurs whose business idea emanated from the specific knowledge acquired. This category of entrepreneurs (with specific based knowledge and experience) has the challenges of managing the process of growing the business at the early stage except they engage a business consultant or a mentor.

Ball and Christensen (2020:35) and Gama and Parida (2017:1-2) confirmed what was stated by some entrepreneurs that their knowledge (in problem-solution co-evolution) is drawn from their practical involvement in entrepreneurial activities over a period of time. While Deligianni, Sapouna, Voudouris and Lioukas (2020:1) affirms that experiences are associated with the generation of an idea, this study maintained that specific related experience is not enough to create a business idea. Rather, most entrepreneurs leverage on the experiences of their previous team members within the organisation. This study was in agreement with the resource base view (RBV), wherein individuals with knowledge are an assumed resource for the organisation. It was observed also that entrepreneurs considered their aspirations in line with their goals and vision. They understood that their decision to select the business idea that culminated in their

current businesses was a fulfilment of their aspirations and goals. This study maintained that the need for achievement theory satisfied this assertion. Entrepreneurs did set goals on the basis of their business needs and they appreciated a positive attitude as to what and how they made things happen. This assertion agreed with the studies of Acs, Szerb and Autio (2017:22, 25) and Mavlutova, Lesinskis, Hermanis and Krastiņš (2019:211). Hence, this study revealed that the responses of the entrepreneurs agreed with the theory of the high need of achievement as pioneered by McClelland who stressed that individuals with high achievement orientation were more likely to become entrepreneurs.

In the case of value, it was observed that all the entrepreneurs totally consented to the potency of value in addition to business idea generation and opportunity assessment. In this study, entrepreneurs offered services to fill a missing market while others offered services in the area of finance, transport and real estate with value addition to attract new clients and retain the existing ones. Barroso-Tanoira (2017:55) and Casali, Perano, Moretta, Tartaglione and Zolin (2018) agreed with this postulation, while value creation or addition of this nature conformed to the Expectancy and Value Theory (EVT).

Regarding the cognitive factors that influenced the decisions of the entrepreneurs on entrepreneurial entry, this study observed, through the descriptive statistics (frequency) in Table II (Appendix 4), that knowledge, experience, belief system, aspiration and attitude, value, social network and optimism were instrumental to transition or entrepreneurial entry. On the other hand, knowledge, value, self-perception, social network, bias and metacognition are related to entrepreneurship with a p value < 0.05 as indicated in Table 5.23-5.25. Likewise, optimism, aspiration and experience had a significant relationship with entrepreneurial behaviour as contained in Table XII (Appendix4). This implies that, quantitatively, knowledge, social network and value had a common trend in both statistical measures. That is, descriptive statistic (frequency) and the Chi-square test.

Qualitatively, this study observed that cognitive factors such as knowledge, experience, belief system, value and optimism, and aspiration and attitude featured prominently in the stage of entrepreneurial entry as contained in Figure 6.7 – 6.8. Some entrepreneurs agreed that these factors influenced their transition into entrepreneurship, while others acquired their own experience through research and working on the job. While most entrepreneurs agreed on the need for knowledge and experience in business start-up, it was observed that some

entrepreneurs acquired knowledge and experience through research before start-up or gradually when operating their own business.

The essential transition step in the entrepreneurial process is very critical and is efficiently carried by knowledge-based activities. The entrepreneurs, with the exception of the necessity-based entrepreneurs, believed in their competence to support their exit for their own business. It was clearly observed that their aspirations are fulfilled when they pursued and achieved a variety of actions including entrepreneurial entry. These include, for example, Akter, Rahman and Radicic (2019: 8) result on knowledge; Nguyen (2020:1326) on the self-efficacy or belief systems; and Goel and Karri, (2020:91) on entrepreneurial aspiration. These outcomes find meaning in the related theories of the resource-based view (knowledge), the self-efficacy theory (belief system) and the need for achievement theory (aspiration).

This study clearly provides evidence that: the entrepreneur's value proposition comes in different ways ranging from making their services available to a community of people close to or providing additional back up services (Chittithaworn, Islam, Keawchana and Yusuf, 2011:184). Also notable was that social network (though consented to by few entrepreneurs in the entrepreneurial entry stage) enabled them to have access to others who can provide different forms of support (Suseno and Pinnington, 2018:1081). Nevertheless, the entrepreneurs were very optimistic in the midst of challenges.

Regarding the cognitive factors that influenced the decision of the entrepreneurs when exploiting or utilising opportunities in the day to day running of their businesses, the study observed through descriptive statistics (frequency) in Table III (Appendix 4) that knowledge, experience, belief system, aspiration, value, self-perception, social network, heuristics, optimism and metacognition were all agreed upon as factors that influenced their daily decisions in their own businesses. On the other hand, knowledge, self-perception, emotion and metacognition are related to entrepreneurship ($p < 0.05$) as shown in Table 5.26-5.28 as well as in Table X1 and X11 (Appendix 4). However, aspirations and attitudes, belief systems, emotion, and social networks, heuristics and metacognition arose as a strong construct in the Principal Component Analysis (PCA).

Qualitatively, this study observed that knowledge, experience, belief systems, aspirations, values, social networks, heuristics and optimism were critical factors that were instrumental to

the entrepreneurs' decision, not only in transition but also in their daily activities in managing their own business. The findings, in this study, showed that entrepreneurs were keen to be a boss of their own; hence they made available services with added value to satisfy their clients, expand the business and to create wealth using their entrepreneurial and management acumen.

This study noted that the entrepreneur's effectiveness and success were tied to applying the combinations of more than one cognitive factor. Though these factors are connected to individual competence and expertise. It was, however, observed that the same set of cognitive factors is relevant for opportunity utilisation or exploitation because they described the characteristics of the entrepreneurs as the decision-makers in their individual business.

In this study, qualitatively, knowledge and experience are prominent in its application. Though, some entrepreneurs depend on their general knowledge and experience, others gained more knowledge and experience either in the process and/or by leveraging on their entrepreneurial team competency. Regardless, the contribution of experience was downplayed by some of the entrepreneurs since it could be transferred in a consistent and close brainstorming platform. Xi, Block, Lasch, Robert and Thurik (2017:1) gave support to this postulation.

However, evidence revealed in this study that specific knowledge and experience is required to develop the intrapreneurial career mindset required to climb the hierarchical structure of the organisation on the one hand. On the other hand, the generic knowledge and experience is needed to operate, manage and grow their own business. Regarding belief systems of the entrepreneurs, this study revealed that the concept is focused on oneself and personal human capacity to turn business around in the midst of challenges. It was also affirmed by the intrapreneurs 'now turned' entrepreneurs that their belief system is embedded in their vision. This result was corroborated by Urban (2019:192) and Newman et al., (2019:403) and further affirmed the consensus among all entrepreneurs that aspiration and attitude aligned with their vision.

While aspiration operates on a mutual platform of 'give and take' attitude, it relates to what to accept or not when it comes to ethical related tasks. Therefore, crucial to all the entrepreneurs to make it happen were their aspirations regarding what to achieve, their attitude of how to approach their tasks and the relevant stakeholders involved. Aspiration is embedded in their

business objectives and philosophy. The ultimate in the heart of the entrepreneurs in this study is value creation, proposition or addition.

Value is critical to all the entrepreneurs as they explore the different avenues to provide new or improved products, services or processes that satisfied customers offer the joy of work to the employees and ultimately generate profit to the enterprise. This result was supported by Carvalho (2020:74); Urbano, Audretsch, Aparicio and Noguera (2019:1065) that the success of entrepreneurial businesses is a key feature of economic development, innovation and job creation and that this action provides the required optimism in the continuity of the entrepreneur's business. Regarding social networks, the study found that most of the entrepreneurs engage in networking activities for easy access to people with relevant and new information that supported their innovation and business growth. Regardless, some entrepreneurs rather relied on referrals from existing clients.

Another interesting part of this study is that the heuristics and metacognition concepts were noted to a lesser extent in the frequency table of the descriptive statistics. Though these concepts are significant via the Chi-square test, the entire concept was relatively new to almost all the entrepreneurs. However, the application was vividly expressed, unconsciously, in the day to day running of their business. The findings about heuristic and metacognition revealed that entrepreneurs appreciate the relevance of discovering new ways of doing things to achieve a quick outcome, while using unconventional methods of task implementation. The entrepreneurs applied the principle of re-thinking 'unconsciously, but they did not consider this principle as a tool to assist in planning, tracking and assessing and possibly regulating specific action for a new idea initiation.

This study observation was supported by Mlotshwa and Msimango-Galawe (2020:1), Lioukas and Voudouris (2020:129) on social networking; Atanasiu (2017:1046) and Hoppe (2018:385) on heuristics; and Kim and Lee (2018:1) on metacognition.

However, qualitatively, bias and over-confidence, with the exception of self-perception, was explained by the entrepreneurs on a very light note. All these were expressed by the entrepreneurs from their little understanding about over-confidence and emotion in business; hence they did not appreciate the positive energy that these elements could impart to the decision-making ability of the entrepreneurs.

7.2.3 Research objective 3

To examine how the entrepreneur's behaviour impacts on the growth of their ventures.

- a. **Entrepreneurial behaviour and decision making:** Entrepreneurship is a dynamic process of entrepreneurial decision making that leads to the change of entrepreneurs' behaviour. Therefore, new, and more inclusive conceptual perspectives are required to improve the accuracy of decision-making, because the effectiveness of the entrepreneur's behaviour is determined by the accuracy and the quality of the decision made. The necessity of entrepreneurs to act or react based on the quality of the decision made determines how best to maximise activities within the given timeframe in business.

In this study, the findings showed that some entrepreneurs considered urgent attention as necessary to major activities of concern. Others maintained that it could be dangerous because a grievous mistake could be made due to insufficient time to consider relevant variables. It was also evident that some entrepreneurs under certain circumstances as shown in Table 6.2 require holistic reasoning before taking a decision. This was to mitigate against any risk that could, negatively, affect business performance. This could take time when the relevant variables are neither available nor sufficient. De Winnaar and Scholtz (2019:1) and Chen and Nadkarni (2017:1) supported this assertion. Likewise, Munoz and Dimov (2015:7) submission that the flow of time in a business building process is irreversible corroborated with the findings in this study.

This study suggested that decision behaviour could be spontaneous, timeous or scheduled. The speed level of response plays a significant role; hence this calls for the understanding and application of planning. Planning in anticipation of what next to do and what resources are needed to be put in place is important. The principle of Now, Next, and New (3N's) should be enshrined to appreciate the 'Now' situation, the 'Next' action, and the 'New' outcome. Entrepreneurs' knowledge about the 'Now' situations will enable the entrepreneurs to appreciate what 'Next' to do. When action is taking appropriately and timeous, then 'New' results are bound to emerge.

b. Socio-economic implication of entrepreneurial behaviour: Today, entrepreneurship is widely recognised as a fundamental element to economic growth and development in all countries. It is considered a powerful engine that drives employment creation and stimulates economic growth and development. Accordingly, entrepreneurs are known as economic actors who establish business ventures, resulting in job opportunities that lead to the economic prosperity of a country (van Vuuren and Alemayehu, 2018:1, 10). When considering entrepreneurship in South Africa, individual behaviour towards entrepreneurship continues to be an essential subject of discussion for government policymakers (Mamabolo et al., 2017:1). While South Africa is challenged by extreme levels of unemployment and poverty, it is worrisome that entrepreneurial levels still remain rather low. Table 7.1 compares job creation in 2020 with the GEM result in 2017.

Table 7. 1: 2017 Job creations between GEM (2017) and this study (2020)

	GEM result – 2017	This study result – 2020
No job	20.7	36.0
1 – 5 jobs	47.3	54.0
6+jobs	32.0	9.0

This submission reveals a consistent and impending danger if nothing drastic is done to alleviating the unemployment challenges. The findings in this study show that 36 per cent of the entrepreneurs did not create jobs within the first 42 months (3.5 years) while 54 per cent created between 1 to 5 jobs within the same period. A total of 9 per cent created more than 6 jobs, all as compared to GEM 2017/18 report. This simply shows that it is becoming more difficult to create jobs in Gauteng province of South Africa which is considered to be the economic hub of the country. This is not an encouraging result, and this should prompt the policymakers to reconsider a more favourable strategy in supporting the SMMEs.

The argument is that if the intrapreneurs ‘now turned’ entrepreneurs are unable to thrive among the SMMEs business owners, what then can be said of those entrepreneurs without intrapreneurial background. This is an indication that the generic intervention strategy formulated by the government to solve specific challenges associated with each

and different categories of SMMEs business owners cannot stand the test of time. This study maintained, as shown in Table 7.1, that if the specific and favourable policy is tailored towards entrepreneurs with intrapreneurial background, it would make a big difference when it comes to creating more wealth for more job opportunities due to their entrepreneurial background. This category of entrepreneurs needs a little push to bring the required result. The country proves to have one of the highest unemployment rates recorded globally, estimated at a rate of 29.1 percent in the last quarter of 2019 (Stats SA, 2019). This study showed that the situation could be worse in the years ahead if the same generic policy is formulated and implemented.

While Stat SA (2019) indicated that the new venture with a minimum of 5 employees is considered as a viable organisation that need to be supported, this study revealed that an average of 72 percent of the intrapreneurs ‘now turned’ entrepreneurs had more than 6 employees. Therefore, if this set of business is supported, it may affect the employment rate more favourably. In essence, entrepreneurship is assumed to be influenced by the ability to establish and grow own businesses (Gamede and Uleanya, 2019:1; Gamede, 2020:1).

On revenue, with the exception of one entrepreneur, other intrapreneurs ‘now turned’ entrepreneurs did not disclose their yearly turnover. The revenue of R3.5m indicated by the entrepreneur in 2018 is an encouragement of the level of success attained. Though, not enough to generalise, this level of accomplishment is seen as an eye-opener. The economies could do better, and job creation could increase for employment opportunities if specific intervention solutions were implemented by the government.

7.2.4 Research objective 4 – Dynamics of transition framework

To develop a framework to understand the dynamics of transition from intrapreneurship to entrepreneurship.

The hypotheses formulated, in this study, were based on the relationship between entrepreneurship, represented as vision, independence and the need for achievement and each factor in the entrepreneurial mindset, organisational factor and entrepreneurial entry as indicated in the Figure 6.14. Qualitative-wise, the findings in this study suggested that an

intrapreneur's propensity to disengage into entrepreneurship is more pronounced with the combination of factors from a different perspective as shown in Figure 6.14. To be specific, each factor in the entrepreneurial mindset, organisational factor and entrepreneurial entry is considered on its merit. Traits and cognitive factors such as career mindset, knowledge, experience, value, social network, optimism, aspiration and attitude play a more critical and significant role in the entrepreneurial journey of the intrapreneurs 'now turned' entrepreneurs, in South Africa. Hypothesized relationships were reflected in Figure 6.14 and was followed by discussion about past studies that produce similar hypotheses with empirical test wherein the outcomes supported the findings of this study.

7.3 CONTRIBUTION TO KNOWLEDGE

The dynamics of the transitional framework shown in Figure 6.14 suggest that both trait and cognitive factors influence the transition from intrapreneurship to entrepreneurship. The research framework incorporates the responses of the entrepreneurs to the influence of the selected traits and cognitive factors. This is as a result of the findings in the descriptive statistics, hypothesis testing and the interview conducted as an explanation of the dynamics of transition. Figure 6.14 was developed to show the dynamics of transition with the observed critical factors that influenced transition towards entrepreneurship which ultimately contributes to the body of knowledge in the field of entrepreneurship. Most of the trait and cognitive factors passed the descriptive statistics (frequency), however, in the framework developed in Figure 6.14, only career mindset, knowledge and values are related to entrepreneurship with a p-value < 0.05 while qualitatively, knowledge, experience, belief system, aspiration and attitude, values and optimism were regarded as transitional and most factors responsible for the entrepreneurial entry. This framework that reflects the critical and transitional factors would boost emergent entrepreneurs understanding on what business start-up entails and what to prepare for before launching out.

Other factors such as social network, self-perception, biases, heuristics and metacognition are related to entrepreneurship represented as vision, independence and need for achievement. Likewise, each of these factors (social network, self-perception, biases, heuristics and metacognition) formed a strong construct with a loading factor in the Principal Component Analysis shown in Table XIV (Appendix 4). However, these factors were not part of the

transitional factors in Figure 6.14 because they were not considered, by the majority of the entrepreneurs during the in-depth interviews, to be critical factors that influenced their entrepreneurial entry. These factors, therefore, require further investigation in future research. From another perspective, the empirical evidence in this study supported the effectiveness of the cognitive theory and the need for achievement theory in predicting the influences of the selected traits and cognitive factors on entrepreneurship as shown in Figure 6.14. It also identified the critical factors influencing decision-making ability of the intrapreneurs into entrepreneurship which is a major contribution to the body of knowledge in entrepreneurship.

Furthermore, this study contributes to the literature based on the cognitive theories and the need for achievement theory with the conclusion that knowledge, experience, belief systems, aspiration and attitude, value and optimism are critical factors that influenced decisions on transitioning towards entrepreneurship.

The transitional framework comprises a moderate stride towards the building of a complete theory on transition in entrepreneurship and is a call to researchers to further build hypotheses. They should strengthen the existing theories or formulate other theories regarding the interface between the cognitive variables and the decision of the entrepreneurs on one hand, and the interface between the entrepreneurs' decisions and their actions, on the other hand.

7.4 POLICY IMPLICATIONS OF RESEARCH FINDINGS

In the next section, the implications for the theory of cognitive theory and the need for achievement theory, entrepreneurial stakeholders and government policy are discussed.

7.4.1 Implications for theory

In this study, the empirical proof promoted the effectiveness of the cognitive theory and the need for achievement theory in predicting the influences of the selected traits and cognitive factors on entrepreneurship as shown in Figure 6.14. It also identified the critical factors influencing decision-making ability of the intrapreneurs into entrepreneurship which is a major contribution to the body of knowledge in entrepreneurship.

7.4.2 Implications for entrepreneurial stakeholders

With this study, the potential and emergent entrepreneurs would be aware of the peculiarities of each stage of the entrepreneurial process clearly as the relevance of the combination of these factors impacting on the entrepreneurs' decisions in each of these stages. In essence, the entrepreneurs would need to understand that the entrepreneurial motive and an innovative idea alone does not guarantee a successful business. Rather, the understanding of the suitability of these cognitive factors and the application in each stage of the entrepreneurial journey is needful. In South Africa, more active entrepreneurs to generate wealth and reduce unemployment rate are needed at this time of economic recession and global pandemic challenges. This study, therefore, has provided updated information that could trigger a new approach to doing business.

This study requests that training manuals on the cognitive factors, as identified, be developed. Training or workshops on the applicability of these factors should be organised periodically for all categories of entrepreneurs, though in a more pragmatic manner for easy adoption into their own business. Furthermore, there is also the need to develop support programmes that include practical business incubation strategies that allow for skills assessment and development. The professional bodies that harbour SMMEs business owners have the responsibility to fix the 'supposedly' knowledge deficiency of their members by organising online workshops to address the critical factors outlined in this study, and to keep them abreast of an updated learning and performance information.

The framework developed would enable entrepreneurs, researchers, policymakers, and other entrepreneurial stakeholders to appreciate the major areas that need strategic intervention. In addition, the framework can be valuable in teaching, research, and managerial practice. The business incubators would find the framework a handy practical set of tools to guide the graduates, potential and emergent entrepreneurs in the transition process in establishing a new venture in a broad and different context.

7.4.3 Implications for policy makers

Government policy on different types of businesses should be clearly defined to meet the specific formulated objectives that could be measured easily without any ambiguity and to

ensure no policy formulated is delayed for implementation. Periodic review of the policy that speaks to real time solution for the policymakers might be the saving grace needed to strengthen the economy of Gauteng province and by extension, the country. Time, effort, and any other resources injected into policy formulation and implementation must be deliberate to achieve a set target.

A recommended set of performance criteria should be put in place by the government for each category of SMMEs business owners. Entrepreneurial businesses doing well, based on the recommended performance criteria should be compensated for further encouragement. Other businesses not performing well must not be spared, but rather should be motivated for the purposes of upgrading their performances. The whole essence is not only to encourage the entrepreneurial entry of business owners with intrapreneurial background but to make them more active for better performances that could prompt more job creation.

The business world is dynamic; hence policymakers must be proactive and dynamic in their approach when dealing with businesses of different categories. Policymaker representatives should be assigned to liaise with a specific category of businesses, not only on the basis of businesses or professional associations they belong to. Most micro and small businesses may not belong to any business association; therefore, they also need to be engaged for possible specific assistance.

The recent climate change challenges and the need for the business to embrace the new concept of the fourth industrial revolution (4IR) has added a new dimension to ways of doing business. While most businesses may have to go on reset, others may not be able to fit in because of skills and strategy deficiencies. Hence, more support should be provided by government to open up the technology-based facility and make funds available to the entrepreneurs to acquire a new skill set.

In this study, a few entrepreneurs were aware of the possibility of accessing funds, but they were not comfortable with the challenges posed by the human factor involved. Hence, the government agency involved should be re-structured with the assignment to re-formulate a policy targeting different categories of entrepreneurs. This should include the intrapreneurs 'now turned' entrepreneurs and all registered business owners. Support should not be based on access to funding alone but providing specific information relevant to each category of

businesses that registered with the government. Each of the government agency or representative assigned to monitor businesses progress should also be appraised, based on the performances of the business type or category under their supervision. In other words, the agency responsible must be put under watch for performance assessment.

Though there is no confirmed record of the number of the intrapreneurs ‘now turned’ entrepreneurs in South Africa, encouraging this category of entrepreneurs might pave the way for a higher rate of business continuance which is good for the growth of the economy and job creation. Increasing the number of entrepreneurs should be encouraged, but more important is to make them more active in the business. In other words, passive entrepreneurs should be encouraged to become more active in their entrepreneurial journey. In general, creating a conducive environment for businesses to thrive in should be a priority for the government to enable economic prosperity for its citizenry.

Engagement with each category of entrepreneurs or SMMEs business owners would clearly assist the government in navigating its compass of monitoring and intervention towards a specific business area in a bid to address their specific problems. The motto ‘buy South African product’ should become part of government policy to encourage the consumers and in the long run support the local production for economic growth. Again, the global challenges posed by Covid-19 should be a wake-up call for the government to encourage diverse businesses to thrive locally to reduce their dependency on imported goods when the whole world is experiencing a total lockdown. In this case, citizens will still enjoy their locally made products rather than depending on imported products which may not happen until the challenges are overcome to allow for the continuation of global exchange of products.

7.5 RECOMMENDATIONS

There are limited facts on the cognitive factors that informed the entrepreneur’s decision in each stage of the entrepreneurial process. Few scholars examined cognitive factors, and most were done for statistical empirical evidence (Kerr, Kerr and Xu, 2018; Boudreax, Nikolaev, and Klein, 2019:178). The results that were observed were inconsistent and inconclusive. In this study, more cognitive factors were examined via both surveys and interviews and this shed

more light on the similarities and differences involved in the adoption of mixed methods as against the adoption of survey techniques only.

The comparison in this study of the entrepreneur's business performance with the impact of their business on the socio-economic endeavour is also critical (Mathu and Tlare, 2017:63). In many instances, the findings from the quantitative approach strengthened the outcomes of the qualitative approach thereby revealing the usefulness and the contribution of each approach to better understand the phenomenon investigated.

All categories of SMMEs business owners were treated equally with a generalised government policy that did not impact on their businesses positively. These generalised policies have weakened the ability of those businesses that are entrepreneurially inclined to perform better for more job creation (Kalitanyi, 2019:53). This study, instead, has provided relevant and updated information that addresses the peculiarity of this category of SMMEs business owners. The updated information from this research work should attract specific government policy that could boost the entrepreneurs' performances for more wealth creation. The application of the study findings would also reduce the unemployment rate in the Gauteng province in particular, and by extension, South Africa as a country.

In addition, previous studies stressed the various stages involved in the entrepreneurial process but offered generalised factors and information that were associated with this process as a whole (Metallo, Agrifoglio, Briganti, Mercurio and Ferrara, 2020:1; Yadav, Das and Tripathi, 2020:56). This study, however, provided specific factors and/information that affected each stage of the entrepreneurial process which will better equip entrepreneurs to identify relevant factors in each stage. This will clearly improve the decision-making process and the entrepreneurial behaviour of the entrepreneurs in pursuit of their own businesses. The study observed that any economy seeking to enjoy the benefit of entrepreneurship must understand the entrepreneurial stages involved in the entrepreneurship process, the peculiarity of each individual entrepreneur's cognitive reasoning in each stage, and the associated challenges encountered.

The study, finally, provides a transition framework from intrapreneurship into entrepreneurship which was necessitated by the outcome of the investigation of the lived experiences of the entrepreneurs in their journey. With this framework, the study offered a relevant and updated

information on the entrepreneurial transition to various stakeholders including the entrepreneurs, researchers, and policymakers.

Creating awareness of the cognitive factors and its applicability in the decision-making process could further promote the development of entrepreneurship and the sustenance of businesses in South Africa. Likewise, formulating relevant and effective policies, with timely intervention strategies to address the challenges related to the specified categories of business owners are needed to improve entrepreneurial performances in Gauteng province in particular and South Africa in general. While this study provides relevant facts to both entrepreneurs and researchers, it also offers a useful guide to policymakers who intend to implement effective programme policies for successful entrepreneurship locally and globally. With all these submissions, the outcome of this study has contributed to the body of knowledge in the entrepreneurship domain.

All of these contributions notwithstanding, the below-outlined recommendations would resolve the challenges faced by entrepreneurs, and this may generate a positive effect on the economic activities, and general well-being of South Africans. First, is to consistently engage the entrepreneurs in each category of SMME to get familiar with the peculiarity of their operation and to develop a pragmatic support plan to address the challenges faced by each SMME category. This would enhance business continuation and growth. However, intervention policy, strategy and programme developed must be specific, timely and measurable for monitoring purposes.

Second, is to consider the various cognitive factors identified in each stage of the entrepreneurial process and possibly develop a training manual that could be used to train other potential or emergent entrepreneurs in a more coordinated and organised manner for optimal results. This would stimulate their entrepreneurial thinking process as they embrace and learn specific and relevant cognitive skills to assist their decision in each stage of the entrepreneurial process. Amplification of the entrepreneurial cognitive factors that were not noticed in the entrepreneurial endeavour should be undertaken, and a subject module developed that could be taught at the primary school level to prepare the younger generation towards entrepreneurship. The understanding of these concepts at a younger age would make the usage become easy when they start conceptualising their own business in the future. In addition,

cognitive factors outlined in this study should be communicated to other stakeholders for further research and contribution to the development of entrepreneurship.

Third, the government of South Africa should put in place a compulsory online programme to educate potential entrepreneurs on a step-by-step guide to start their own business with a tracking system for follow-up. The beneficiaries of this online programme should include those employees, in the current employment, who may aspire to start their own businesses in the future. Government should set up an agency to develop and provides a compulsory entrepreneurial guide as a follow-up mechanism to every online user. This process should be completed with an online generated 'certificate of attendance'. This will create awareness of the relevant factors required in each stage of the entrepreneurial journey, and further prepare them for the relevant cognitive factors related training which is required before venturing into business.

The government should make this procedure a requirement for possible government patronage to further motivate potential entrepreneurs to actualize their entrepreneurial intention. This strategy could be a morale booster in the development of entrepreneurship in South Africa.

Fourth, a yearly forum where intrapreneurs 'now turned' entrepreneurs could meet with the policymaker representative for a business brief should be encouraged. This parley will unveil new developments within the business segment, and this may encourage a timely policy review when and where necessary. This forum could further boost businesses' performance and wealth creation for more job opportunities. Intrapreneurs 'now turned' entrepreneurs should be recognised as part of the SMMEs, and business owners should be automatically registered with some of the respective professional bodies as either business or financial advisors with a view to assisting in mentoring upcoming entrepreneurs when needed. Government should compensate this group of volunteered entrepreneurs with periodical tax relief and direct patronage when and where necessary. This strategy should clearly promote the development of entrepreneurship in South Africa. Finally, the government should pass a bill that mandates each of the provinces to declare an entrepreneurship day for entrepreneurial product exhibition with the hashtag 'showyourneighbourhoodyourproduct'. This strategy could trigger more entrepreneurial business engagement for creativity and innovation from the different sectors of the economy.

7.6 LIMITATIONS OF THE STUDY

This study was constrained to a certain extent due to the inability to access the entrepreneur's database from the various coordinating agencies. Others were in connection with the inability to access participants on an equal number in each region of the province. This would not have provided enough and equitable insight on what cognitive factors drive entrepreneurs' decision-making process. However, some of these constraints' present opportunities for future research. The research was limited to finance and business services related sectors and the geographical location was restricted to Gauteng province due to time factors in covering other regions.

The adoption of finance and business services sectors only would clearly hinder the in-depth representation of the various cognitive factors inherent in the intrapreneur 'now turned' entrepreneurs operating in other sectors of the economy. There are other categories of intrapreneurs 'now turned' entrepreneur on the basis of the specific business type that were not part of this study but are equally important to better understand their narratives or lived experiences.

7.7 AREAS FOR FUTURE RESEARCH

In connection with the limitations, this study proposed the following for future research consideration: First, is to examine the different sample groups of entrepreneurs with intrapreneurial backgrounds who operate outside of the finance and business services sector of the Gauteng economy. This would provide further insights into the similarities or differences revealed in this study. This result would clearly be relevant to entrepreneurial practitioners and policymakers in formulating policy to address the specific challenges of the entrepreneurs in each sector of the economy with a specific intervention strategy. Second, it would be useful to conduct research of a similar nature to this study that draws samples from other sectors in other provinces in South Africa to determine the sequence of results and to further test the transition framework developed in this study.

Third, future studies may look at a larger and more diversified sample by considering more of specific business types so that the results can be generalised and extrapolated to other contexts. Fourth, the future study could examine the same topic on a gender basis to further compare

what differentiates male intrapreneurs ‘now turned’ entrepreneurs from female intrapreneurs ‘now turned’ entrepreneurs’ behaviours in their entrepreneurial journey, and their impact on the South Africa economy. Finally, further research is required on how to improve the actual starting of businesses by other categories of SMMEs business owners.

7.8 CONCLUSION

The study investigated the lived experiences of the intrapreneur ‘now turned’ entrepreneurs in South Africa focusing on the reasons that spurred the transition of intrapreneurs into entrepreneurship and the attended challenges. The influences were assessed of the entrepreneurial cognitive factors on the entrepreneurs’ decision-making processes including the impact of entrepreneurial behaviour on the growth of the economy. However, it has been proved that there were both similarities and differences in the combination of entrepreneurial cognitive factors as identified and as applied by the intrapreneurs ‘now turned’ entrepreneurs.

Consequently, this study sought to enhance the understanding of the peculiarities or similarities of the entrepreneurial cognitive factors as examined in each stage of the entrepreneurial journey. On the basis of the empirical findings, the numbers of policy implications and recommendations have been suggested.

The evidence in this study, beyond the recommendation for easy access to the funding, emphasised other vital supports for stakeholders including the potential or emergent entrepreneurs, policymakers and other indirect entrepreneurial contributors to further the development of entrepreneurship in South Africa. In other words, the outcomes of this study shed light on areas that would strengthen the policy framework of the government in aligning their thinking and actions to specific areas of entrepreneur’s need.

While this study has made some progress towards advancing the body of knowledge regarding the lived experiences of intrapreneur ‘now turned’ entrepreneur in South Africa, certain agenda for future investigation in the entrepreneurial domain are presented.

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APPENDICES

APPENDIX 1: RESEARCH ETHICS APPROVAL AND SIMILARITY INDEX REPORT

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**APPENDIX 1: SIMILARITY INDEX REPORT AND RESEARCH ETHICS
APPROVAL**

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UNISA DEPARTMENT APPLIED MANAGEMENT RESEARCH ETHICS REVIEW
COMMITTEE (DAM-RERC)

Date: 28 August 2019

Dear Mr Bolarinde Mathew Akinbinu

ERC Reference # :
2019_CEMS_DAM_015
Name: Bolarinde Mathew Akinbinu
Student #: 64087123

**Decision: Ethics Approval from
August 2019 to August 2022**

Researcher(s): Bolarinde Mathew Akinbinu
073 898 4636 / 64087123@mylife.unisa.ac.za

Supervisor (s): Prof CC Ngwakwe
078 080 1944 / 015 268 4252 / collins.ngwakwe@ul.ac.za

Prof GE Chiloane-Tsoka
072 858 9257 / chiloge@unisa.ac.za

Working title of research:

Entrepreneurship: The phenomenological study of the lived experiences of intrapreneurs 'now turned' entrepreneurs in South Africa.

Qualification: PhD Business Management (Entrepreneurship)

Thank you for the application for research ethics clearance by the Unisa DAM Ethics Review Committee for the above mentioned research. Ethics approval is granted for three years.

*The **low risk application** was **reviewed** by the DAM Ethics Review Committee in August 2019 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was approved on the 28th of August 2019.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.



2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the DAM Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No field work activities may continue after the expiry date (08/2022). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **2019_CEMS_DAM_015** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,



Mrs C Poole
Chair of DAM-RERC
E-mail: damrerc@unisa.ac.za
Tel: (012) 433-4668



Prof M Mogale
Executive Dean: CEMS
E-mail: mogalmt@unisa.ac.za
Tel: (012) 429-4419

APPENDIX 2: PARTICIPANTS INFORMATION SHEET AND CONSENT FORM



PARTICIPANT INFORMATION SHEET

Ethics clearance reference number:

Research permission reference number:

20th June 2019

Title: Entrepreneurship: The phenomenological study of the lived experiences of intrapreneurs ‘now turned’ entrepreneurs in South Africa.

Dear Prospective Participant

My name is Akinbinu, Bolarinde Mathew and I am doing research with Germinah Evelyn Chiloane-Tsoka, a Professor in the Department of Applied Management in the University of South Africa and Professor Collins Ngwakwe, a Professor in the Turfloop Graduate School of Leadership in the University of Limpopo towards a PhD at the University of South Africa. We have funding from the University of South Africa for the purpose of the above-mentioned research study. We are inviting you to participate in a study entitled “Entrepreneurship: The phenomenological study of the lived experiences of intrapreneurs ‘now turned’ entrepreneurs in South Africa “.

WHAT IS THE PURPOSE OF THE STUDY?

This study is expected to collect important information that could assist in ascertaining the reasons that spurred intrapreneurs from the existing firm to transition into entrepreneurship in South Africa and how their entrepreneurial cognition or mindset influences their decision-making process which resulted in individual enterprise performance.

WHY AM I BEING INVITED TO PARTICIPATE?

The department of trade and industry is responsible for commercial policy and industrial policy, promoting economic development among others, hence business owner like you that operate at the micro, small and medium level are at the mercy of the dti for regulations at it affects your enterprises. Therefore, the researcher contacts you via the department of trade and industry as possible participants for the intended fieldwork. You are therefore required to assist in responding to series of questions that allow for better understanding of what spurred you in transition to entrepreneurship and how your entrepreneurial cognition influenced own decision-making process. Thirty (30) participants are required for this research

WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?

You are expected to provide responses to quantitative based questionnaires and semi-structured interviews. In other words, the research will involve semi-structured interviews using audio taping and questions will revolve around the following:

- (i) What are the reasons that prompted the selected intrapreneurs within existing firms in South Africa transition into entrepreneurs? And what are the challenges faced in taking off as an entrepreneur?
- (ii) What are the values, beliefs, attitudes, cognitions and assumptions of such entrepreneurs? And how do these shape their decision-making ability?
- (iii) How does the entrepreneur's behaviour impact on the growth of their ventures?
- (iv) What framework can enhance the understanding of the dynamics of the transition from intrapreneurship to entrepreneurship?

The duration for both quantitative and qualitative data collection on the basis of the above-stated questions is 60 minutes. While quantitative questions will take ten (10) minutes, the semi-structured interview will be carried out within 50 minutes.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

The participation is voluntary and that there is no penalty or loss of benefit for non-participation.

In other words, participants are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a

written consent form. You are free to withdraw at any time before completing the questionnaires. However, after completing the questionnaires, it is assumed that you will endeavour to complete the research process. While the questionnaires may clearly indicate the identity of the participant, nevertheless the researcher will anonymise your personalised data.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

Upon the investigation of the lived experiences of intrapreneur ‘now turned’ entrepreneur in South Africa, the intended benefits that will accrue to you includes awareness creation of your inherent cognitive factors that influences your entrepreneurial decision-making process, and copy of the thesis for your organisational use, upon request.

ARE THERE ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?

No injury or harm is envisaged. The researcher will secure your consent and protect your identity without seeking to influence you in whatever way. Data to be collected from you will be recorded and stored in a device protected with a password and will only be accessed by the researcher and the supervisors for research purposes only.

The researcher-participants relationship will be based on the same principle. Neither harm nor vulnerability is envisaged when this study is conducted.

In other words, your inputs and rights in this study will be protected by the researcher as much as possible.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

While your information will be kept confidential, your name will not be recorded anywhere and no one will be able to connect you to the answers you provide. Your responses will be given a code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Your answers will be reviewed by people responsible for making sure that research is done properly, including the transcriber, external coder, and members of the Research Ethics Review

Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

It is worthy of note that your anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings. A report of the study may be submitted for publication, but your name will not be identifiable in such a report.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a period of five years in a locked filing cabinet for future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. After five (5) years expiry date, hard copies will be shredded and/or electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

For participating in this study no payment or reward is involved neither any financial obligation.

HAS THE STUDY RECEIVED ETHICS APPROVAL?

This study has received written approval from the Research Ethics Review Committee of the University of South Africa (Unisa). A copy of the approval letter can be obtained from the researcher if you so wish.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, please contact Akinbinu, Bolarinde Mathew on 073 898 4636 or 64087123@mylife.unisa.ac.za. Should you require any further information or want to contact the researcher about any aspect of this study, please use the above-stated contact details.

Should you have concerns about the way in which the research has been conducted, you may contact Professor Germinah Evelyn Chiloane-Tsoka on 072 858 9257 or chiloge@unisa.ac.za. Contact the Research Ethics Administrator of the Unisa Research Ethics Review Committee (012 429 3677 or URERC@unisa.ac.za). The deputy chairperson of URERC can be contacted at: Visagrg@unisa.ac.za, if you have any ethical concerns.

Thank you for taking time to read this information sheet and for participating in this study.

Thank you.



Akinbinu BM

CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the <insert specific data collection method>.

I have received a signed copy of the informed consent agreement.

Participant Name and Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name and Surname: Bolarinde Mathew Akinbinu

Researcher's signature..........Date...20th June 2019

APPENDIX 3: RESEARCH INSTRUMENTS



QUANTITATIVE DATA COLLECTION INSTRUMENT - QUESTIONNAIRE STRICTLY CONFIDENTIAL

The aim of this questionnaire is to investigate reason(s) the selected intrapreneurs within existing firms in South Africa transitioned into entrepreneurs with attended 'start-up' challenges as entrepreneurs and to describe the deeply held values, beliefs, attitudes, cognitive factors and assumptions of such entrepreneurs in relation to decision-making ability while examining how entrepreneurial behaviour impact the growth of own venture.

Note:

Secrecy: The data (Information) to be collected from your responses will be kept confidential for the exclusive use of my research purpose at UNISA. In other words, your identity will not in any way be disclosed from the outcomes of the study.

Outcomes: All responses will be collated and statistically developed for further integration into the study research findings while a copy of the general outcomes of the research study will be made available to you upon request. Please provide an honest response to each of the questions below by marking with an **X** in the box that corresponds with your answer.

Your responses will assist in the identification as well as the evaluation of the reasons intrapreneurs 'now turned' entrepreneurs transitioned into own enterprise couple with the attended challenges when transitioned.

You have been chosen as a participant in this study because the researcher believes that you possess a great deal of information on the subject under review.

Quantitative Research Questionnaires

SECTION 1: DEMOGRAPHIC VARIABLES

1. Please indicate the current location of your venture / enterprise

Johannesburg	1
Pretoria	2
Sandton	3
Vereeniging	4
Vanderbijlpark	5
Germiston	6
Roodepoort	7
Centurion	8
Krugersdorp	9
Kempton Park	10
Soweto – (Orlando East)	11
Others	12

2. Age group

25 ~ 30 Years	1
31 ~ 35 Years	2
36 ~ 40 Years	3
41 ~ 45 Years	4
46 ~ 50 Years	5
51 ~ 55 Years	6

3. Please indicate your educational background

Post Graduate	1
Degree	2
Diploma	3
Matric or below	4
Others	5

4. Please indicate your type of industry

Business services	
Finance related	

5. Please indicate your level of experience

Top management	1
Senior management	2
Middle-level management	3
Junior level Management	4
Others	5

6. Please indicate your areas of experience

Finance	1
Marketing	2
Production	3
Human resources	4
Supply or logistics	5
Others	6

SECTION 2: INVESTIGATE REASONS THAT PROMPTED THE SELECTED INTREPRENEURS WITHIN EXISTING FIRMS IN SOUTH AFRICA TO TRANSITION INTO ENTREPRENEURS.

Your candid responses to the statements in this section will assist in assessing the reasons the selected intrapreneurs disengaged from existing firms in South Africa into entrepreneurs. Using a scale of 1-5 where 1 means Strongly Disagree and 5 means Strongly Agree indicate with an X the extent to which you agree with each statement. Note that all statements have to be rated.

Supporting Questions for section 2:

1. To what extent do you think personal entrepreneurial characteristics influenced your transitioning into starting own venture / enterprise?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Vision	1	2	3	4	5
Independence	1	2	3	4	5
Need for achievement	1	2	3	4	5

2. To what extent do you think organisational factors influenced your transitioning into starting own venture / enterprise?

	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree
Organisational support	1	2	3	4	5
Bureaucracy	1	2	3	4	5
Conflict	1	2	3	4	5

Conflict is one of the types of agency problem that exist between company's management and the company's stakeholders. The stakeholders include the employees or intrapreneurs working in an existing organisation. This issue is discussed fully in agency theory.

3. To what extent do you think entrepreneurial mindset influenced your transitioning into starting own venture / enterprise?

	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree
Educational mindset	1	2	3	4	5
Career mindset	1	2	3	4	5
Business entry mindset	1	2	3	4	5

SECTION 3: EXPLORE THE CHALLENGES FACED IN TAKING-OFF AS AN ENTREPRENEUR.

4. To what extent do you think that your inability to develop economic viability concepts before disengaging posed challenges while transitioning?

	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree
Generating viable business idea concept	1	2	3	4	5
Research concept	1	2	3	4	5
Business plan concept	1	2	3	4	5

5. To what extent did your former employer create any bottleneck while disengaging from intrapreneurship?

	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree
Offered more benefits	1	2	3	4	5
Offered more specialised project	1	2	3	4	5
Rejected resignation	1	2	3	4	5

6. To what extent do you think the government policy thus far supported your endeavour in growing your own venture / enterprise?

	Strongly Agree	Disagree	Neutral	Agree	Strongly Agree
Fair legislation	1	2	3	4	5
Access to funding	1	2	3	4	5
Transparent tender policy	1	2	3	4	5

Qualitative Research Questionnaires:

SECTION 4: EXAMINE THE VALUES, BELIEF SYSTEM, ATTITUDES, COGNITIVE FACTORS AND ASSUMPTIONS OF SUCH ENTREPRENEURS AND HOW DO THESE SHAPE THEIR DECISION-MAKING ABILITY.

Using a scale of 1-5 where 1 means Strongly Disagree and 5 means Strongly Agree, indicate with an **X** the extent to which you agree with each statement. Note that all statements have to be rated.

Supporting questions for section 4:

- **These questions are about opportunities assessment or evaluation**

7.0 How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making on issues related to **opportunity assessment or evaluation?**

7.1 Do you believe knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influences your decision-making process on issues related to **opportunity assessment or evaluation?**

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

7.2 In your assessment of opportunities, why would you suggest that knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influenced your decision-making process on issues related to **opportunity assessment or evaluation?**

7.3 From your business experience, what do you think the nascent or emerging entrepreneur should do to better prepare them to evaluate opportunities?

7.4 Please rate the listed **elements**. (Tick where appropriate).

Knowledge	1	2	3	4	5
Experience	1	2	3	4	5
Belief system	1	2	3	4	5
Aspiration and attitude	1	2	3	4	5
Value	1	2	3	4	5
Self- perception	1	2	3	4	5
Social network	1	2	3	4	5
Heuristic	1	2	3	4	5
Biasness	1	2	3	4	5
Over-confidence	1	2	3	4	5
Optimism	1	2	3	4	5
Emotion	1	2	3	4	5
Metacognition	1	2	3	4	5

- **These questions are about entrepreneurial entry**

8.0 How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making on issues related to **entrepreneurial entry**?

8.1 Do you believe knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influenced your decision-making process on issues related to **entrepreneurial entry**?

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

8.2 How would you then explain the influence that your knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition had on your decision-making process that result into **starting own entrepreneurial venture**?

8.3 What other advice, in relation to the afore-mentioned **elements**, would you offer an intrapreneur to assist him/her in **starting own venture**?

8.4 Please rate the listed **elements**. (Tick where appropriate).

Knowledge	1	2	3	4	5
Experience	1	2	3	4	5
Belief system	1	2	3	4	5
Aspiration and attitude	1	2	3	4	5
Value	1	2	3	4	5
Self-perception	1	2	3	4	5
Social network	1	2	3	4	5
Heuristic	1	2	3	4	5
Biasness	1	2	3	4	5
Over-confidence	1	2	3	4	5
Optimism	1	2	3	4	5
Emotion	1	2	3	4	5
Metacognition	1	2	3	4	5

- **These questions are about opportunity exploitation or utilisation**

9.0 How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making on issues related to **opportunity exploitation or utilisation**?

9.1 Do you believe knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influenced your decision-making process on issues related to **opportunity exploitation or utilisation**?

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

9.2 What are the reason(s) to support your answer?

9.3 What will you advise an emerging entrepreneur to do, in relation to the **elements** stated, before **exploiting opportunities**?

9.4 Please rate the listed **elements** (Tick where appropriate).

Knowledge	1	2	3	4	5
Experience	1	2	3	4	5
Belief system	1	2	3	4	5
Aspiration and attitude	1	2	3	4	5
Value	1	2	3	4	5
Self-perception	1	2	3	4	5
Social network	1	2	3	4	5
Heuristic	1	2	3	4	5
Biasness	1	2	3	4	5
Over-confidence	1	2	3	4	5
Optimism	1	2	3	4	5
Emotion	1	2	3	4	5
Metacognition	1	2	3	4	5

- **These questions are about decision-maker or entrepreneur**

10.0 How did knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influence your decision-making **as decision-maker or entrepreneur**?

10.1 Do you believe knowledge, experience, belief system, aspiration and attitude, value, self-perception, social network, heuristics, biasness, over-confidence, optimism, emotion and metacognition influenced your decision-making process as **decision-maker or entrepreneur?**

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

10.2 Would you please explain how such **elements** manipulate your decision-making process?

10.3 What counsel would you offer an emerging entrepreneur on how such **elements** can influence their decision on exploiting opportunities when the need arises?

10.4 Rate the listed **elements** (Tick where appropriate).

Knowledge	1	2	3	4	5
Experience	1	2	3	4	5
Belief system	1	2	3	4	5
Aspiration and attitude	1	2	3	4	5
Value	1	2	3	4	5
Self-perception	1	2	3	4	5
Social network	1	2	3	4	5
Heuristic	1	2	3	4	5
Biasness	1	2	3	4	5
Over-confidence	1	2	3	4	5
Optimism	1	2	3	4	5
Emotion	1	2	3	4	5
Metacognition	1	2	3	4	5

SECTION 5: HOW DOES THEIR ENTREPRENEURIAL BEHAVIOUR IMPACT THE GROWTH OF OWN VENTURE?

Supporting questions for section 5:

11.0 How does your entrepreneurial behaviour or action align with or support your decision relating to opportunity assessment, entrepreneurial entry and growth of venture?

11.1 Do you believe your entrepreneurial behaviour or action aligned with or support your decision relating to opportunity assessment, entrepreneurial entry and growth of venture?

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

11.2 In your understanding, explain how your entrepreneurial behaviour or action would align with or support your decision relating to opportunity assessment, entrepreneurial entry and growth of venture?

11.3 Please rate the following (Tick where appropriate)

Entrepreneurial behavioural support decision relating to opportunity assessment, entrepreneurial entry and growth of venture?	1	2	3	4	5
---	---	---	---	---	---

12.0 What is the socio-economic implication of the above questions (11.1) ~ (11.3) above in maximizing gains and subsequent wealth creation for the enterprise?

12.1 Do you believe the above questions (11.1) ~ (11.3) assist in maximizing gains and subsequent wealth creation for your enterprise?

Yes	<input type="checkbox"/>	No
-----	--------------------------	----

12.2 Kindly provide justifiable reasons for your answer.

12.3 Please rate the following (Tick where appropriate).

The above questions 11.1 ~ 11.3 assist in maximizing gains and subsequent wealth creation for your enterprise	1	2	3	4	5
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**THANK YOU FOR YOUR TIME AND VALUABLE CONTRIBUTION
GOD BLESS YOU**

Akinbinu BM –Student number: 64087123 Co-supervisor: Prof Chiloane-Tsoka

Sign and Date: *UBGAL*

03/06/2019

Sign and Date:

APPENDIX 4: STATISTICS REPORTS

Table I: Non-cognitive factors

Personal entrepreneurial characteristics	% Disagree 5.5	%Neutral	% Agree
Vision	3.2	6.5	90.3
Independence	6.5	9.7	83.8
Need for achievement	3.2	6.5	90.3
Organisational factors	% Disagree 5.6	%Neutral	% Agree
Organisational culture	22.6	19.4	58
Bureaucracy	16.1	9.7	74.2
Conflict	22.6	38.7	38.7
Personal entrepreneurial mindset	% Disagree 5.7	%Neutral	% Agree
Educational mindset	22.6	16.1	61.3
Career mindset	9.7	22.6	67.7
Business entry mindset	3.2	3.2	93.6
Economic viability concepts inability	% Disagree 5.8	%Neutral	% Agree
Generating viable business idea concept	29.1	22.6	48.3
Research concept	48.4	19.4	32.2
Business plan concept	48.4	29	22.6
Employer's bottleneck	% Disagree 5.9	%Neutral	% Agree
Offered more benefits	32.2	35.5	32.3
Offered more specialised project	35.5	41.9	22.6
Rejected resignation	38.8	35.5	25.7
Government policy support	% Disagree 5.10	%Neutral	% Agree
Fair legislation	32.2	38.7	29.1
Access to funding	29.1	9.7	61.2
Transparent tender policy	61.3	22.6	16.1

Table II: Cognitive factors: Opportunity evaluation and Entrepreneurial entry

Stage 1: Opportunity Evaluation	Disagree	Neutral	Agree
Knowledge	0	3.2	96.8
Experience	0	3.2	96.7
Belief system	0	32.3	67.7
Aspiration and attitude	0	0	100
Value	0	3.2	96.8
Sense perception	22.6	29.0	48.4
Social network	12.9	29.0	58.1
Heuristic	12.9	54.8	32.3
Biasness	35.5	35.5	29.0
Over-confidence	29.0	48.4	22.6
Optimism	0	0	100.0
Emotion	29.0	54.8	16.2
Metacognition	16.2	48.4	35.5
Stage 2: Entrepreneurial entry	Disagree 5.11	Neutral	Agree
Knowledge	0	3.2	96.8
Experience	0	6.4	93.6
Belief system	9.7	12.6	77.7
Aspiration and attitude	0	0	100.0
Value	0	3.2	96.8
Self-perception	12.9	51.6	35.5
Social network	9.7	38.7	51.6
Heuristic	32.2	35.5	32.3
Biasness	35.5	38.7	25.8
Over-confidence	38.7	38.7	22.6
Optimism	0	3.2	96.8
Emotion	25.8	48.4	25.8
Metacognition	16.1	51.6	32.3

Table III: Cognitive factors: Opportunity utilisation and Decision-maker characteristics

Stage 3:	Disagree	Neutral	Agree
Opportunity utilisation			
Knowledge	0	0	100
Experience	0	0	100
Belief system	3.2	3.2	93.5
Aspiration and attitude	0	0	100.0
Value	0	0	100.0
Sense perception	6.5	35.5	58.1
Social network	12.9	22.6	64.6
Heuristic	9.7	19.4	71.0
Biasness	35.5	35.5	29.0
Over-confidence	45.2	38.7	16.1
Optimism	0	3.2	96.8
Emotion	38.7	22.6	38.7
Metacognition	9.7	29.0	61.3
Decision-Maker Characteristics	Disagree	Neutral	Agree
Knowledge	0	0	100
Experience	0	0	100
Belief system	3.2	3.2	93.5
Aspiration and attitude	0	0	100
Value	0	0	100
Sense perception	9.7	35.5	54.9
Social network	6.5	25.8	67.7
Heuristic	6.5	22.6	71.0
Biasness	29.0	38.7	32.3
Over-confidence	16.2	51.6	32.3
Optimism	0	0	100
Emotion	29.1	35.5	35.5
Metacognition	3.2	48.4	48.4

Table IV: Crossed variables: Vision, Independency and Achievement versus Organisational factor

Crossed variables	P-Values
1. Personal vision influence on transition? * Organisational culture influence on transition	0.629
2. Personal vision influence on transition? * Organisational bureaucracy influence on transition	0.137
3. Personal vision influence on transition? * Organisational agency influence on transition	0.877
4. Personal Independence influence on transition? * Organisational culture influence on transition	0.100
5. Personal Independence influence on transition? * Organisational bureaucracy influence on transition	0.470
6. Personal Independence influence on transition? * Organisational agency influence on transition	0.211
7. Personal achievement influence on transition? * Organisational culture influence on transition	0.788
8. Personal achievement influence on transition? * Organisational bureaucracy influence on transition	0.294
9. Personal achievement influence on transition? * Organisational agency influence on transition	0.970

Table V: Crossed variables: Vision, Independency and Achievement versus Entrepreneurial mindset.

Crossed variables	P-Values
1. Personal vision influence on transition? * Educational Mindset influence on transition	0.410
2. Personal vision influence on transition? * Career Mindset influence on transition	0.001
3. Personal vision influence on transition? * Business Mindset influence on transition	0.576
4. Personal Independence influence on transition? * Educational Mindset influence on transition	0.078
5. Personal Independence influence on transition? * Career Mindset influence on transition	0.201
6. Personal Independence influence on transition? * Business Mindset influence on transition	0.162
7. Personal achievement influence on transition? * Educational Mindset influence on transition	0.448
8. Personal achievement influence on transition? * Career Mindset influence on transition	0.099
9. Personal achievement influence on transition? * Business Mindset influence on transition	0.490

Table VI: Crossed variables: Vision, Independency and Achievement versus Business viability concepts.

Crossed variables	P-Values
1. Personal vision influence on transition? * Did business idea concepts pose any challenge while transitioning?	0.065
2. Personal vision influence on transition? * Did research concepts pose any challenge while transitioning?	0.002
3. Personal vision influence on transition? * Did business plan concepts pose any challenge while transitioning?	0.043
4. Personal Independence influence on transition? * Did business idea concepts pose any challenge while transitioning?	0.782
5. Personal Independence influence on transition? * Did research concepts pose any challenge while transitioning?	0.219
6. Personal Independence influence on transition? * Did business plan concepts pose any challenge while transitioning?	0.191
7. Personal achievement influence on transition? * Did business idea concepts pose any challenge while transitioning?	0.086
8. Personal achievement influence on transition? * Did research concepts pose any challenge while transitioning?	0.035
9. Personal achievement influence on transition? * Did business plan concepts pose any challenge while transitioning?	0.150

Table VII: Crossed variables: Vision, Independency and Achievement versus Employers bottleneck

Crossed variables	P-Values
1. Personal vision influence on transition? * Did more benefit pose any challenge while transitioning?	0.699
2. Personal vision influence on transition? * Did more specialised project pose any challenge while transitioning?	0.866
3. Personal vision influence on transition? * Did rejected resignation pose any challenge while transitioning?	0.102
4. Personal Independence influence on transition? * Did more benefit pose any challenge while transitioning?	0.287
5. Personal Independence influence on transition? * Did more specialised project pose any challenge while transitioning?	0.194
6. Personal Independence influence on transition? * Did rejected resignation pose any challenge while transitioning?	0.423
7. Personal achievement influence on transition? * Did more benefit pose any challenge while transitioning?	0.484
8. Personal achievement influence on transition? * Did more specialised project pose any challenge while transitioning?	0.849
9. Personal achievement influence on transition? * Did rejected resignation pose any challenge while transitioning?	0.327

Table VIII: Crossed variables: Vision, Independency and Achievement versus Government support policy.

Crossed variables	P-Values
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1. Personal vision influence on transition? * Is fair legislation favourable to your business?	0.090
2. Personal vision influence on transition? * Is access to funding favourable to your business?	0.814
3. Personal vision influence on transition? * Is tender policy favourable to your business?	0.621
4. Personal Independence influence on transition? * Is fair legislation favourable to your business?	0.234
5. Personal Independence influence on transition? * Is access to funding favourable to your business?	0.699
6. Personal Independence influence on transition? * Is tender policy favourable to your business?	0.440
7. Personal achievement influence on transition? * Is fair legislation favourable to your business?	0.356
8. Personal achievement influence on transition? * Is access to funding favourable to your business?	0.561
9. Personal achievement influence on transition? * Is tender policy favourable to your business?	0.302

Table IX: Crossed variables: Vision, Independency and Achievement versus Opportunity evaluation

Table 5.20: Results for Hypothesis 6

	P value
1. Personal vision influence on transition? * To what extent did knowledge influence your decision on opportunity evaluation?	0.347
2. Personal vision influence on transition? * To what extent did experience influence your decision on opportunity evaluation?	0.888
3. Personal vision influence on transition? * To what extent did belief system influence your decision on opportunity evaluation?	0.736
4. Personal vision influence on transition? * To what extent did aspiration and attitude influence your decision on opportunity evaluation?	0.763
5. Personal vision influence on transition? * To what extent did value influence your decision on opportunity evaluation?	0.922
6. Personal vision influence on transition? * To what extent did self-perception influence your decision on opportunity evaluation?	0.010
7. Personal vision influence on transition? * To what extent did social network influence your decision on opportunity evaluation?	0.222
8. Personal vision influence on transition? * To what extent did heuristic influence your decision on opportunity evaluation?	0.253

9. Personal vision influence on transition? * To what extent did biasness influence your decision on opportunity evaluation?	0.014
10. Personal vision influence on transition? * To what extent did over-confidence influence your decision on opportunity evaluation?	0.013
11. Personal vision influence on transition? * To what extent did optimism influence your decision on opportunity evaluation?	0.815
12. Personal vision influence on transition? * To what extent did emotion influence your decision on opportunity evaluation?	0.613
13. Personal vision influence on transition? * To what extent did metacognition influence your decision on opportunity evaluation?	0.030

Table 5.21: Results for Hypothesis 6

	P value
1. Personal independence influence on transition? * To what extent did knowledge influence your decision on opportunity evaluation?	0.259
2. Personal independence influence on transition? * To what extent did experience influence your decision on opportunity evaluation?	0.599
3. Personal independence influence on transition? * To what extent did belief system influence your decision on opportunity evaluation?	0.535
4. Personal independence influence on transition? * To what extent did aspiration and attitude influence your decision on opportunity evaluation?	0.179
5. Personal independence influence on transition? * To what extent did value influence your decision on opportunity evaluation?	0.255
6. Personal independence influence on transition? * To what extent did self-perception influence your decision on opportunity evaluation?	0.248
7. Personal independence influence on transition? * To what extent did social network influence your decision on opportunity evaluation?	0.038
8. Personal independence influence on transition? * To what extent did heuristic influence your decision on opportunity evaluation?	0.722
9. Personal independence influence on transition? * To what extent did biasness influence your decision on opportunity evaluation?	0.242

10. Personal independence influence on transition? * To what extent did over-confidence influence your decision on opportunity evaluation?	0.146
11. Personal independence influence on transition? * To what extent did optimism influence your decision on opportunity evaluation?	0.189
12. Personal independence influence on transition? * To what extent did emotion influence your decision on opportunity evaluation?	0.536
13. Personal independence influence on transition? * To what extent did metacognition influence your decision on opportunity evaluation?	0.117

Table 5.22: Results for Hypothesis 6

	P value
1. Personal achievement influence on transition? * To what extent did knowledge influence your decision on opportunity evaluation?	0.299
2. Personal achievement influence on transition? * To what extent did experience influence your decision on opportunity evaluation?	0.644
3. Personal achievement influence on transition? * To what extent did belief system influence your decision on opportunity evaluation?	0.710
4. Personal achievement influence on transition? * To what extent did aspiration and attitude influence your decision on opportunity evaluation?	0.486
5. Personal achievement influence on transition? * To what extent did value influence your decision on opportunity evaluation?	0.307
6. Personal achievement influence on transition? * To what extent did self-perception influence your decision on opportunity evaluation?	0.002
7. Personal achievement influence on transition? * To what extent did social network influence your decision on opportunity evaluation?	0.034
8. Personal achievement influence on transition? * To what extent did heuristic influence your decision on opportunity evaluation?	0.413
9. Personal achievement influence on transition? * To what extent did biasness influence your decision on opportunity evaluation?	0.009
10. Personal achievement influence on transition? * To what extent did over-confidence influence your decision on opportunity evaluation?	0.018

11. Personal achievement influence on transition? * To what extent did optimism influence your decision on opportunity evaluation?	0.237
12. Personal achievement influence on transition? * To what extent did emotion influence your decision on opportunity evaluation?	0.561
13. Personal achievement influence on transition? * To what extent did metacognition influence your decision on opportunity evaluation?	0.501

Table X: Crossed variables: Vision, Independency and Achievement versus Entrepreneurial entry

Table 5.23: Results for Hypothesis 7

	P value
1. Personal vision influence on transition? * To what extent did knowledge influence your decision on entrepreneurial entry?	0.528
2. Personal vision influence on transition? * To what extent did experience influence your decision on entrepreneurial entry?	0.771
3. Personal vision influence on transition? * To what extent did belief system influence your decision on entrepreneurial entry?	0.805
4. Personal vision influence on transition? * To what extent did aspiration and attitude influence your decision on entrepreneurial entry?	0.443
5. Personal vision influence on transition? * To what extent did value influence your decision on entrepreneurial entry?	0.666
6. Personal vision influence on transition? * To what extent did self-perception influence your decision on entrepreneurial entry?	0.023
7. Personal vision influence on transition? * To what extent did social network influence your decision on entrepreneurial entry?	0.041
8. Personal vision influence on transition? * To what extent did heuristic influence your decision on entrepreneurial entry?	0.363
9. Personal vision influence on transition? * To what extent did biasness influence your decision on entrepreneurial entry?	0.684
10. Personal vision influence on transition? * To what extent did over-confidence influence your decision on entrepreneurial entry?	0.175
11. Personal vision influence on transition? * To what extent did optimism influence your decision on entrepreneurial entry?	0.948

12. Personal vision influence on transition? * To what extent did emotion influence your decision on entrepreneurial entry?	0.681
13. Personal vision influence on transition? * To what extent did metacognition influence your decision on entrepreneurial entry?	0.370

Table 5.24: Results for Hypothesis 7

	P value
1. Personal independence influence on transition? * To what extent did knowledge influence your decision on entrepreneurial entry?	0.486
2. Personal independence influence on transition? * To what extent did experience influence your decision on entrepreneurial entry?	0.349
3. Personal independence influence on transition? * To what extent did belief system influence your decision on entrepreneurial entry?	0.265
4. Personal independence influence on transition? * To what extent did aspiration and attitude influence your decision on entrepreneurial entry?	0.179
5. Personal independence influence on transition? * To what extent did value influence your decision on entrepreneurial entry?	0.035
6. Personal independence influence on transition? * To what extent did self-perception influence your decision on entrepreneurial entry?	0.303
7. Personal independence influence on transition? * To what extent did social network influence your decision on entrepreneurial entry?	0.217
8. Personal independence influence on transition? * To what extent did heuristic influence your decision on entrepreneurial entry?	0.642
9. Personal independence influence on transition? * To what extent did biasness influence your decision on entrepreneurial entry?	0.129
10. Personal independence influence on transition? * To what extent did over-confidence influence your decision on entrepreneurial entry?	0.121
11. Personal independence influence on transition? * To what extent did optimism influence your decision on entrepreneurial entry?	0.427
12. Personal independence influence on transition? * To what extent did emotion influence your decision on entrepreneurial entry?	0.421
13. Personal independence influence on transition? * To what extent did metacognition influence your decision on entrepreneurial entry?	0.028

Table 5.25: Results for Hypothesis 7

	P value
1. Personal achievement influence on transition? * To what extent did knowledge influence your decision on entrepreneurial entry?	0.034
2. Personal achievement influence on transition? * To what extent did experience influence your decision on entrepreneurial entry?	0.210
3. Personal achievement influence on transition? * To what extent did belief system influence your decision on entrepreneurial entry?	0.965
4. Personal achievement influence on transition? * To what extent did aspiration and attitude influence your decision on entrepreneurial entry?	0.167
5. Personal achievement influence on transition? * To what extent did value influence your decision on entrepreneurial entry?	0.094
6. Personal achievement influence on transition? * To what extent did self-perception influence your decision on entrepreneurial entry?	0.074
7. Personal achievement influence on transition? * To what extent did social network influence your decision on entrepreneurial entry?	0.024
8. Personal achievement influence on transition? * To what extent did heuristic influence your decision on entrepreneurial entry?	0.277
9. Personal achievement influence on transition? * To what extent did biasness influence your decision on entrepreneurial entry?	0.013
10. Personal achievement influence on transition? * To what extent did over-confidence influence your decision on entrepreneurial entry?	0.082
11. Personal achievement influence on transition? * To what extent did optimism influence your decision on entrepreneurial entry?	0.283
12. Personal achievement influence on transition? * To what extent did emotion influence your decision on entrepreneurial entry?	0.094
13. Personal achievement influence on transition? * To what extent did metacognition influence your decision on entrepreneurial entry?	0.323

Table XI: Crossed variables: Vision, Independency and Achievement versus Opportunity utilisation.

Table 5.26: Results for Hypothesis 8

	P value
1. Personal vision influence on transition? * To what extent does knowledge influence your decision on opportunity utilisation?	0.534
2. Personal vision influence on transition? * To what extent does experience influence your decision on opportunity utilisation?	0.347
3. Personal vision influence on transition? * To what extent does belief system influence your decision on opportunity utilisation?	0.956
4. Personal vision influence on transition? * To what extent does aspiration and attitude influence your decision on opportunity utilisation?	0.303
5. Personal vision influence on transition? * To what extent does value influence your decision on opportunity utilisation?	0.352
6. Personal vision influence on transition? * To what extent does self-perception influence your decision on opportunity utilisation?	0.042
7. Personal vision influence on transition? * To what extent does social network influence your decision on opportunity utilisation?	0.407
8. Personal vision influence on transition? * To what extent does heuristic influence your decision on opportunity utilisation?	0.078
9. Personal vision influence on transition? * To what extent does biasness influence your decision on opportunity utilisation?	0.478
10. Personal vision influence on transition? * To what extent does over-confidence influence your decision on opportunity utilisation?	0.333
11. Personal vision influence on transition? * To what extent does optimism influence your decision on opportunity utilisation?	0.931
12. Personal vision influence on transition? * To what extent does emotion influence your decision on opportunity utilisation?	0.014
13. Personal vision influence on transition? * To what extent does metacognition influence your decision on opportunity utilisation?	0.695

Table 5.27: Results for Hypothesis 8

	P value
1. Personal independence influence on transition? * To what extent does knowledge influence your decision on opportunity utilisation?	0.189

2. Personal independence influence on transition? * To what extent does experience influence your decision on opportunity utilisation?	0.073
3. Personal independence influence on transition? * To what extent does belief system influence your decision on opportunity utilisation?	0.841
4. Personal independence influence on transition? * To what extent does aspiration and attitude influence your decision on opportunity utilisation?	0.751
5. Personal independence influence on transition? * To what extent does value influence your decision on opportunity utilisation?	0.900
6. Personal independence influence on transition? * To what extent does self-perception influence your decision on opportunity utilisation?	0.031
7. Personal independence influence on transition? * To what extent does social network influence your decision on opportunity utilisation?	0.198
8. Personal independence influence on transition? * To what extent does heuristic influence your decision on opportunity utilisation?	0.140
9. Personal independence influence on transition? * To what extent does biasness influence your decision on opportunity utilisation?	0.105
10. Personal independence influence on transition? * To what extent does over-confidence influence your decision on opportunity utilisation?	0.652
11. Personal independence influence on transition? * To what extent does optimism influence your decision on opportunity utilisation?	0.480
12. Personal independence influence on transition? * To what extent does emotion influence your decision on opportunity utilisation?	0.226
13. Personal independence influence on transition? * To what extent does metacognition influence your decision on opportunity utilisation?	0.039

Table 5.28: Results for Hypothesis 8

	P value
1. Personal achievement influence on transition? * To what extent does knowledge influence your decision on opportunity utilisation?	0.037
2. Personal achievement influence on transition? * To what extent does experience influence your decision on opportunity utilisation?	0.228

3. Personal achievement influence on transition? * To what extent does belief system influence your decision on opportunity utilisation?	0.715
4. Personal achievement influence on transition? * To what extent does aspiration and attitude influence your decision on opportunity utilisation?	0.304
5. Personal achievement influence on transition? * To what extent does value influence your decision on opportunity utilisation?	0.318
6. Personal achievement influence on transition? * To what extent does self-perception influence your decision on opportunity utilisation?	0.024
7. Personal achievement influence on transition? * To what extent does social network influence your decision on opportunity utilisation?	0.185
8. Personal achievement influence on transition? * To what extent does heuristic influence your decision on opportunity utilisation?	0.057
9. Personal achievement influence on transition? * To what extent does biasness influence your decision on opportunity utilisation?	0.318
10. Personal achievement influence on transition? * To what extent does over-confidence influence your decision on opportunity utilisation?	0.488
11. Personal achievement influence on transition? * To what extent does optimism influence your decision on opportunity utilisation?	0.572
12. Personal achievement influence on transition? * To what extent does emotion influence your decision on opportunity utilisation?	0.369
13. Personal achievement influence on transition? * To what extent does metacognition influence your decision on opportunity utilisation?	0.562

Table X11: Crossed variables: Vision, Independency and Achievement versus Decision maker characteristics.

Table 5.29: Results for Hypothesis 9

Crossed variables	P value
1. Personal vision influence on transition? * To what extent does knowledge influence you as a decision maker?	0.456
2. Personal vision influence on transition? * To what extent does experience influence you as a decision maker?	0.250

3. Personal vision influence on transition? * To what extent does belief system influence you as a decision maker?	0.905
4. Personal vision influence on transition? * To what extent does aspiration and attitude influence you as a decision maker?	0.456
5. Personal vision influence on transition? * To what extent does value influence you as a decision maker?	0.372
6. Personal vision influence on transition? * To what extent does self-perception influence you as a decision maker?	0.106
7. Personal vision influence on transition? * To what extent does social network influence you as a decision maker?	0.061
8. Personal vision influence on transition? * To what extent does heuristic influence you as a decision maker?	0.009
9. Personal vision influence on transition? * To what extent does biasness influence you as a decision maker?	0.573
10. Personal vision influence on transition? * To what extent does over-confidence influence you as a decision maker?	0.175
11. Personal vision influence on transition? * To what extent does optimism influence you as a decision maker?	0.754
12. Personal vision influence on transition? * To what extent does emotion influence you as a decision maker?	0.082
13. Personal vision influence on transition? * To what extent does metacognition influence you as a decision maker?	0.749

Table 5.30: Results for Hypothesis 9

	P value
1. Personal independence influence on transition? * To what extent does knowledge influence you as a decision maker?	0.599
2. Personal independence influence on transition? * To what extent does experience influence you as a decision maker?	0.171
3. Personal independence influence on transition? * To what extent does belief system influence you as a decision maker?	0.676

4. Personal independence influence on transition? * To what extent does aspiration and attitude influence you as a decision maker?	0.598
5. Personal independence influence on transition? * To what extent does value influence you as a decision maker?	0.598
6. Personal independence influence on transition? * To what extent does self-perception influence you as a decision maker?	0.421
7. Personal independence influence on transition? * To what extent does social network influence you as a decision maker?	0.195
8. Personal independence influence on transition? * To what extent does heuristic influence you as a decision maker?	0.000
9. Personal independent influence on transition? * To what extent does biasness influence you as a decision maker?	0.782
10. Personal independence influence on transition? * To what extent does over-confidence influence you as a decision maker?	0.445
11. Personal independence influence on transition? * To what extent does optimism influence you as a decision maker?	0.433
12. Personal independence influence on transition? * To what extent does emotion influence you as a decision maker?	0.072
13. Personal independence influence on transition? * To what extent does metacognition influence you as a decision maker?	0.077

Table 5.31: Results for Hypothesis 9

	P value
1. Personal achievement influence on transition? * To what extent does knowledge influence you as a decision maker?	0.158
2. Personal achievement influence on transition? * To what extent does experience influence you as a decision maker?	0.228
3. Personal achievement influence on transition? * To what extent does belief system influence you as a decision maker?	0.852
4. Personal achievement on transition? * To what extent does aspiration and attitude influence you as a decision maker?	0.158

5. Personal achievement influence on transition? * To what extent does value influence you as a decision maker?	0.339
6. Personal achievement influence on transition? * To what extent does self-perception influence you as a decision maker?	0.198
7. Personal achievement influence on transition? * To what extent does social network influence you as a decision maker?	0.011
8. Personal achievement influence on transition? * To what extent does heuristic influence you as a decision maker?	0.011
9. Personal achievement influence on transition? * To what extent does biasness influence you as a decision maker?	0.410
10. Personal achievement influence on transition? * To what extent does over-confidence influence you as a decision maker?	0.069
11. Personal achievement influence on transition? * To what extent does optimism influence you as a decision maker?	0.178
12. Personal achievement influence on transition? * To what extent does emotion influence you as a decision maker?	0.154
13. Personal achievement influence on transition? * To what extent does metacognition influence you as a decision maker?	0.645

1. To what extent does your entrepreneurial behaviour align with your decision? * To what extent does knowledge influence you as a decision maker?	0.004
2. To what extent does your entrepreneurial behaviour align with your decision? * To what extent does experience influence you as a decision maker?	0.003
3. To what extent does your entrepreneurial behaviour align with your decision? * To what extent does aspiration and attitude influence you as a decision maker?	0.004
4. To what extent does your entrepreneurial behaviour align with your decision? * To what extent does heuristic influence you as a decision maker?	0.044
5. To what extent does your entrepreneurial behaviour align with your decision? * To what extent does optimism influence you as a decision maker?	0.045
6. To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? * To what extent does knowledge influence you as a decision maker?	0.008
7. To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? * To what extent does experience influence you as a decision maker?	0.000
8. To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? * To what extent does aspiration and attitude influence you as a decision maker?	0.008

9. To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? * To what extent does self-perception influence you as a decision maker?	0.043
10. To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)? * To what extent does heuristic influence you as a decision maker?	0.048

Table XIII: Rotated Component Matrix

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Personal vision influence on transition?	.066	.884	-.094	.001	.006	.006
Personal Independence influence on transition?	-.061	.544	.166	.276	-.162	.637
Personal achievement influence on transition?	.132	.819	.103	-.044	-.195	.019
Organisational culture influence on transition	.129	-.123	.103	.858	.088	.028
Organisational bureacracy influence on transition	.485	-.041	.004	.717	-.090	-.250
Organisational agency influence on transition	-.518	.179	.091	.666	.026	-.047
Eduational Mindset influence on transition	.400	.376	.419	-.279	.152	-.142
Career Mindset influence on transition	-.051	.777	-.029	-.073	.387	-.149
Business Mindset influence on transition	.023	.061	.126	-.009	-.797	.214
Did businesss idea concepts pose any challenge while transitioning?	.813	.223	-.159	.144	-.115	-.185
Did research concepts pose any challenge while transitioning?	.942	.013	-.047	.018	.017	.051
Did business plan concepts pose any challenge while transitioning?	.931	-.013	-.022	.077	-.061	-.076

Did more benefit pose any challenge while transitioning?	.065	.039	.818	.032	.021	-.114
Did more specialised project pose any challenge while transitioning?	-.373	.090	.805	.104	-.053	.093
Did rejected resignation pose any challenge while transitioning?	-.060	-.160	.878	.087	-.122	.110
Is fair legislation favourable to your business?	-.246	.408	-.213	.112	.466	.329
Is access to funding favourable to your business?	-.126	-.236	-.055	-.307	.134	.782
Is tender policy favourable to your business?	-.027	.043	.112	.011	.779	.408
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 8 iterations.						

Table XIV: Rotated Component Matrix

	Rotated Component Matrix ^a											
	Component											
	7	8	9	10	11	12	13	14	15	16	17	18
To what extent does knowledge influence your decision on opportunity evaluation?	.797	.055	.159	-.086	.025	.022	.043	.151	.170	-.059	.355	-.101

To what extent does experience influence your decision on opportunity evaluation?	.758	.248	.229	.098	.085	.055	.043	- .102	.230	.043	.116	-.054
To what extent does belief system influence your decision on opportunity evaluation?	.067	.184	.060	- .198	.183	.756	.171	.054	- .016	.289	- .029	-.040
To what extent does aspiration and attitude influence your decision on opportunity evaluation?	.360	.236	.105	.070	.257	.580	.363	- .008	.000	.062	.072	-.025
To what extent does value influence your decision on opportunity evaluation?	.274	.134	- .024	- .063	.775	.168	- .103	.045	.168	.124	- .244	-.133
To what extent does self-perception influence your decision on opportunity evaluation?	.561	.269	.121	.000	- .095	.496	.057	.236	.123	.021	.014	-.246
To what extent does social network influence your decision on opportunity evaluation?	.124	.733	.292	.199	- .125	.219	.035	.148	.243	- .054	.042	.043

To what extent does heuristic influence your decision on opportunity evaluation?	- .165	.098	.412	.124	- .034	.381	.361	.289	- .099	- .110	.311	.260
To what extent does biasness influence your decision on opportunity evaluation?	.017	.085	.072	.868	- .034	.063	.149	- .008	.128	.026	- .039	-.259
To what extent does over-confidence influence your decision on opportunity evaluation?	- .021	.211	- .052	.115	.090	.303	.798	.108	- .051	.043	- .186	.023
To what extent does optimism influence your decision on opportunity evaluation?	.534	.180	.081	.126	.652	.222	- .046	.134	.049	- .001	- .058	-.251
To what extent does emotion influence your decision on opportunity evaluation?	.174	.224	- .053	- .065	- .001	.572	- .142	.395	.342	.118	.257	.212
To what extent does metacognition influence your decision on opportunity evaluation?	.088	.036	.071	- .028	.007	.148	.180	.811	- .116	- .007	.057	-.259

To what extent does knowledge influence your decision on entrepreneurial entry?	.424	.020	.147	.175	.072	.124	.039	.052	.791	- .077	- .017	-.077
To what extent does experience influence your decision on entrepreneurial entry?	.418	.072	.117	.161	.005	.062	.043	.085	.760	.253	.196	.016
To what extent does belief system influence your decision on entrepreneurial entry?	- .102	.077	.301	- .063	- .151	.683	.183	- .032	.154	.144	.369	.106
To what extent does aspiration and attitude influence your decision on entrepreneurial entry?	.161	.425	.208	.106	.118	.160	.329	- .086	.519	.230	.249	-.190
To what extent does value influence your decision on entrepreneurial entry?	.219	.184	.058	.072	.464	.144	.312	- .107	.520	.163	.257	-.152
To what extent does self-perception influence your decision on entrepreneurial entry?	.318	.288	.083	.133	.132	.600	.141	.097	.069	- .059	- .177	.283

To what extent does Social networks influence your decision on entrepreneurial entry?	.105	.738	.254	.308	.200	.140	.116	.098	.226	-	-	.174
										.130	.122	
To what extent does heuristic influence your decision on entrepreneurial entry?	.428	.215	.282	.273	-	.123	.285	.362	.211	-	.050	.320
					.207					.073		
To what extent does biasness influence your decision on entrepreneurial entry?	.073	.321	.029	.782	-	-	.216	.136	.143	.001	.056	-.013
					.071	.092						
To what extent does over-confidence influence your decision on entrepreneurial entry?	.344	.493	.196	-	-	.031	.630	.027	.027	-	-	.180
				.011	.105					.132	.059	
To what extent does optimism influence your decision on entrepreneurial entry?	.067	.075	.039	-	.459	-	-	-	.524	-	-	-.076
				.441		.046	.168	.037		.122	.163	
To what extent does emotion influence your decision on entrepreneurial entry?	.109	.175	-	.535	-	.148	-	-	-	-	.570	.064
			.035		.026		.333	.065	.046	.224		

To what extent does metacognition influence your decision on entrepreneurial entry?	.001	.060	- .059	.271	- .010	.072	.208	.811	.187	- .166	- .021	-.065
To what extent does knowledge influence your decision on opportunity utilisation?	.188	.155	.661	.024	.411	- .052	.232	- .090	.245	.169	- .009	-.004
To what extent does experience influence your decision on opportunity utilisation?	.073	.146	.628	- .030	.579	- .161	.094	.037	.145	.122	.224	.013
To what extent does belief system influence your decision on opportunity utilisation?	- .154	- .078	.241	.013	.185	.080	- .017	.045	.054	.857	.062	.154
To what extent does aspiration and attitude influence your decision on opportunity utilisation?	.229	.166	.879	.035	.030	.140	.131	.096	.055	.103	- .063	.025
To what extent does value influence your decision on opportunity utilisation?	.235	.243	.818	.127	.056	.117	.026	.029	- .090	.081	- .135	.064

To what extent does self-perception influence your decision on opportunity utilisation?	.548	.598	.270	- .008	.133	.162	.181	.092	- .182	- .030	.115	-.187
To what extent does social network influence your decision on opportunity utilisation?	.060	.814	.133	.300	.096	.203	- .020	.140	- .026	- .110	.159	.066
To what extent does heuristic influence your decision on opportunity utilisation?	.217	.773	- .004	.080	.267	.098	.023	.065	- .197	.141	.119	.161
To what extent does biasness influence your decision on opportunity utilisation?	- .110	.134	- .095	.825	.112	- .210	- .018	.071	- .002	.027	.025	.345
To what extent does over-confidence influence your decision on opportunity utilisation?	.035	.120	.102	.112	- .138	.188	.256	- .036	- .169	.241	.100	.783
To what extent does optimism influence your decision on opportunity utilisation?	.008	.010	.336	.029	.863	.037	.027	.143	- .130	.005	.013	.076

To what extent does emotion influence your decision on opportunity utilisation?	- .019	.174	.115	.695	- .023	.106	- .207	- .089	- .058	.327	.331	.131
To what extent does metacognition influence your decision on opportunity utilisation?	- .029	.148	.001	- .041	.137	- .069	- .142	.779	- .162	.397	.003	.167
To what extent does knowledge influence you as a decision maker?	.568	.095	.571	- .096	.224	.160	- .128	- .060	.276	.110	- .001	-.090
To what extent does experience influence you as a decision maker?	.766	.084	.282	- .130	- .010	- .080	- .072	- .066	.304	.004	- .083	.264
To what extent does belief system influence you as a decision maker?	.083	- .053	.077	.162	- .038	.232	.010	.150	.106	.914	.021	.000
To what extent does aspiration and attitude influence you as a decision maker?	.601	.016	.535	.040	.127	.357	- .131	- .059	.235	.007	- .125	-.110
To what extent does value influence you as a decision maker?	.346	.140	.635	- .151	.222	.138	- .113	.027	.156	.054	.280	.049

To what extent does self-perception influence you as a decision maker?	.403	.490	.272	.019	.102	.321	.102	.336	- .162	.262	.112	-.152
To what extent does social network influence you as a decision maker?	.131	.753	.147	.160	- .099	.334	- .011	.089	.287	- .049	.074	-.220
To what extent does heuristic influence you as a decision maker?	.203	.808	.027	- .049	.208	- .160	.364	.074	.122	.037	.070	.056
To what extent does biasness influence you as a decision maker?	- .280	.022	- .348	.478	.103	- .193	.456	.186	.054	.376	.093	.178
To what extent does over-confidence influence you as a decision maker?	.054	.018	.124	.055	- .053	.121	.869	.113	.121	- .025	.177	.088
To what extent does optimism influence you as a decision maker?	.041	.247	.372	- .107	.544	- .054	.151	.288	.375	.053	- .022	.099
To what extent does emotion influence you as a decision maker?	.063	.247	- .084	.243	- .136	.090	.147	.146	.210	.205	.770	.053

To what extent does metacognition influence you as a decision maker?	- .012	.280	.074	- .044	.294	.042	.010	.748	.153	.209	.039	.214
To what extent does your entrepreneurial behaviour align with your decision?	.647	.051	.308	- .099	.173	.090	.319	.101	.116	- .027	- .203	.030
To what extent does your entrepreneurial behaviour impact on the economy (wealth creation)?	.836	.275	- .075	.058	.231	.046	.024	- .047	.012	- .096	- .060	.151

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

APPENDIX 5: LETTER OF LANGUAGE QUALITY – PhD THESIS



26 September 2020

To whom it may concern,

This is to certify that I have language edited the Doctoral Thesis of **AKINBINU BOLARINDE MATHEW**, “**Entrepreneurship: The Phenomenological Study of the Lived Experiences of the Intrapreneurs ‘now turned’ Entrepreneurs in South Africa**”. This is submitted in fulfilment of the requirements for the award of the **Doctorate degree in Entrepreneurship at the College of Economics and Management Sciences, Department of Applied Management at the University of South Africa.**

The language of the thesis is suitable for submission, provided the changes are maintained which I have made in the document.

A handwritten signature in blue ink that reads 'NR Barnes'.

Dr N R Barnes

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