ABSTRACT

In order to face the challenges in an ever changing business environment employers need to resort to Entrepreneurial Orientation for employees (EOE), which is considered as one of the areas, where the employees can focus their efforts for the better performance of the employees in their organisations.

The study contributes a new term to management literature, namely, "Entrepreneurial Orientation for Employees" (EOE) and to the field of management research. Entrepreneurial Orientation (EO) deals with the orientation of entrepreneurs whereas as EOE deals with orienting the employees entrepreneurially.

EOE approach precisely augments the roles of employees in the organisation as the employee becomes a unit of the organisational system and contributes to the overall growth of the organisation. EOE training imparts the entrepreneurial characteristics essential for the employees. The traditional role of employees as order-takers from employers, without owning any responsibility towards their jobs is expected to vanish, when the employees are trained to think and act like entrepreneurs.

The need for the study arises from the fact that, if the employees are trained to think and act like entrepreneurs ignoring the traditional role of order-takers, their perception will undergo a transformation. Such empowered employees will contribute to the enhancement of their own individual
performance which in turn will result in the growth of the organisation and its
development. Based on the study objectives, the EOE Training modules were
designed with achievement motivation, affiliation need, commitment,
creativity, decision making, risk taking propensity, tolerance for ambiguity,
learning and development, locus of control, training and development as EOE
factors to find the Pre and Post-EOE scores, using training intervention on the
employees to measure their performance.

A business dynamics model in EOE was developed. It was subjected
to simulation exercises with reference to various policy issues. The model
testing and verification was done using Vensim software. The simulation
results of various policy issues yielded a pair of new benchmark indices,
namely, Entrepreneurial Orientation for Employees’ Index (EOEI) and
Organisational Performance Index (OPI), as a result of a case study
undertaken by EOE training intervention. The model facilitates the
measurement of both individual employee performance as well as
organisational performance.

The Case study method was adopted for imparting the EOE training
to the employees in an IT/ITES Sector organisation based at Chennai, a
metropolitan city in India. A convenience sampling procedure was followed,
and a validated EOE Questionnaire was used as the survey instrument to
collect data from the respondents. The EOE Training Effectiveness
Questionnaire was administered to the reporting authorities of the participant
employees, who were EOE trained to ascertain the employees’
performance post EOE training.
An SPSS package was used to analyse the data, the hypothesis testing was performed on the Pre and Post-EOE trained employees, and the results were summarised. The significant finding was that, statistically there is a significant difference due to the EOE Training programme imparted with respect to the performance of the employees. The time frame for imparting the initial EOE training, and the retraining time after EOE training were simulated, and the results were summarised. Any organisation can customise and utilise the business dynamics EOE model as per its requirements.

The policy planners, human resource strategists and management consultants can utilise the business dynamics EOE model for effective decision making, budgetary allocations towards training initiatives and so on. The EOE business dynamics model contributes to the development of two indices, namely, Entrepreneurial Orientation for Employees’ Index (EOEI) and Organisational Performance Index (OPI). Any organisation can customise and utilise the business dynamics EOE model, pertaining to the time frame for imparting initial EOE training and retraining time after EOE training etc, as its requirements.

The human resource planners can use this model for forecasting the manpower needs as well as skill development, employee empowerment and organisational development. The contribution of the research study is that it offers ample scope for future researchers to undertake newer initiatives in the pioneering domain of EOE Training for employees in various industries, and also in different geographies.