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Innovation and Entrepreneurship

INNOVATION AND ENTREPRENEURSHIP

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CORPORATE INNOVATION AND ENTREPRENEURSHIP

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Abstract

We got a terrific chance to contrast two distinct work processes in which the same corporate personnel were involved. This business was the ideal subject for investigation for a number of reasons. First off, a corporation typically operates using an individual work procedure and a Key Account Manager (KAM) relationship with the client. The employee in charge of delivering the offer package and concluding the deal with the client is KAM. KAM makes contact with certain company employees from various divisions to generate this package for the consumer. In this study, this form of working is referred to as the individual work process in Wackes, where KAM serves as the intermediary between the business and the client. Company knowledge

Key Words: Process, company, customer etc.

Findings on each Component Presented with Management Support

According to the company's history, the majority of entrepreneurial operations that have taken place over the past few years, such as acquisitions and mergers, redefining the organization's area of activity, and market development, have been started at the top management level. It appears that the workforce has been informed of the management's support for innovation via this readiness to develop. Because EHA results indicated that staff members thought management provided strong support for entrepreneurship (Martinkut & Skandarioon, 2012).



This point of view was also confirmed by the people who were involved in the teamwork process as well. They did not mention any significant changes in the management's attitude or reaction towards innovative ideas when they were asked to compare when the idea came from a teamwork process or individual work process. One interesting and important point that was noticed about the teams was the presence of one or more person from the management committee as a member in these teams.

Work Discretion

EHA showed that the company enjoys a very high rate of work discretion and respondents mainly agree that they have a high level of work autonomy in Wackes (Martinkutė & Skandarioon, 2012). One of the main reasons for having such autonomy is the long experience of most of the people in the industry which has taught them how to work. The other factor of high level of autonomy might be flat structure of organization, because there are not so many layers in the structure and strong bureaucracy (solid hierarchical structure and complicated and time consuming approval cycles) does not exist.

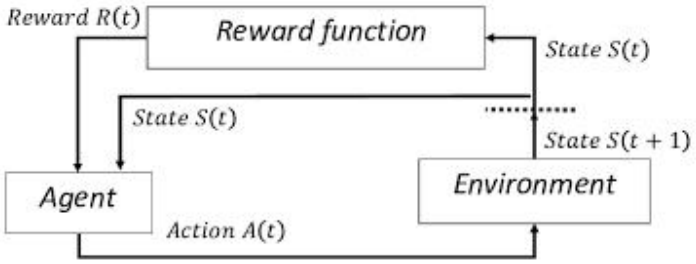
This issue was also supported by the research-related data. For instance, the majority of employees claimed that although the organisation has a job description for the specific role, it hasn't been updated in a while and isn't now really relevant. Others claimed that the current job descriptions are quite ambiguous and do not place any restrictions on the employee. The opinions of certain individuals who said that their position lacked a job definition were more intriguing to hear. One employee said, for instance, "you can plan for your tomorrow's work, but it will become invalid before 10 o'clock in the next morning, because everything might change and you never know what."

As it was mentioned before, the same people in the company are involved and working in both work process. When we wanted to compare if there is a big difference of work discretion between work processes, basically there was no big distinction. This was mentioned by several employees of the company: "we were dividing the job in the team, but it was my own decision how to do my part" or "it was up to me to decide how my job should be done".

During our interviews there was just one case when interviewee mentioned that "the mistake made by one of the team members made the management team very angry", but there was no harsh reaction or severe consequence to this mistake.

Reward and Reinforcement Systems

The results of EHA showed that employees feel appreciated for the efforts they show in their daily work. But the high standard deviation shed some doubts on the validity of the result. One of the possible explanations for such uncertainty in the results was the differences in departments that employees belong to. We had an assumption that there might be some employees in the company who receive bonus for their work (most often it happens for the people from Sales department in the organizations). The other reason that answers related to this factor varied so widely was the language barrier in the organization. As it was mentioned earlier, despite the fact that company is going global, the organization is still very Swedish and some people might had misunderstanding about the questions of the questionnaire. Thus, there was a need for further investigation in this field (Martinkutė & Skandarioon, 2012).



After the first interview, which was made for this study, we understood that there is no a financial bonus or rewards offered to employees for their work performance. Further questions revealed that actually there was no appraisal system, to evaluate the employees' performance in his/her work, except the yearly budget which was fixed for the sales people and it was mainly their own prediction. The only financial reward which was mentioned by the managers was the promise of the one month extra salary for everyone if the company reaches a specific target in

Nevertheless, people from top management claimed that this suggestion for reward was not very welcomed by employees and they received some negative feedback in this regard (interview with CEO). The other reward system mentioned by the managers was the yearly trips organized by the company. These types of trips were organized once in a year to different countries and top management of the organization had several intentions behind this method of motivating employees. First of all, these trips were organized as a team building activities to gather employees from different offices together. Secondly, there were conferences, exhibitions, and seminars organized during these trips in order to gain some new ideas for products and services that company provides. Although this technique of motivation system sounded like a good reward for employees, not everyone

in the company were happy about them. For most of the employees these trips were considered like work trips. Moreover, sometimes these trips were

organized on weekends or holidays without any overtime payment, so employees did not appreciated it very much.

The other rewarding system mentioned by the CEO of the company was an intrinsic reward. As he said "we appreciate a good employee's effort and encourage him, for example, on the company's intranet announcing about important targets he/she managed to achieve". These latest incentives (intrinsic rewards) are more obvious in the teams. For example, one of the staff active in one of the teams clearly remembered that "after preparing the presentation management said that this was the best presentation they have ever heard".

Time Availability

Based on the data gathered in EHA the results confirmed that there is a lack of time availability in the organization. However, the high rate of uncertainty in the answer suggested the need for further investigation and study. Our general conclusion about the company was that employees are busy simply trying to keep up with their daily jobs and routines (Martinkutė & Skandarioon, 2012).

The chapter made to answer research question of this study showed the same conclusion since everyone were saying that they are completely loaded with work. There was just one respondent saying that "you can always find time here, and people who are saying they are busy are exaggerating". On the other hand, the CEO had his own opinion about this issue saying that "while some people are really working full-time and even more, there are cases when others who lay back and wait until the job gets done by others". However, in general majority of employees who were working in the individual work process were complaining about several problems. Despite the fact that they were feeling lack of time for the daily work and routines, the

The fact that the team made sure and secured that the items mentioned in the offer is possible to provide, was also saving time since if it was not the case (as it happened sometimes in the individual work process), people who were involved in individual work process had to do the job again because of not receiving confirmation straightaway about possibility to order new products, or create new sketches, and etc.

Organizational Boundaries

As a result of EHA, we concluded that although organizational boundaries are not seriously confronting entrepreneurial activities in the firm, they are not very supportive factors for

entrepreneurship in Wackes. However, the high standard deviation in the responses in this factor made the final conclusion a little bit blurry (Martinkutė & Skandarioon, 2012).

Further questions, based on the subject of this study, in the interviews showed that the organization has a very flat structure and, as it was mentioned earlier, there exist lots of overlapping in everyone's daily job. This is mainly referring to the individual work process. For example, one KAM in his interview mentioned that "I know that SBU people are very busy, so in order to speed up the job, sometimes I take care of the job myself. I can do that mainly because I had previously worked as SBU, so I have the experience and I know how to do it and I also know how busy they are". The other respondent who is working as a SBU said: "sometimes I complete details of the order myself by asking KAMs what they want, because sometimes they forget to give all the necessary information". One more example of problem of overlapping was mentioned by Sales person saying that "sometime I find the source for the product and then ask the purchasing to negotiate terms and conditions; however they have to find the source themselves.

Conclusions

Based on the findings and analysis parts of this chapter, that were presented in chapter four and five, this study provided the empirical evidence for investigating the effects of different work processes on Entrepreneurial Climate of the company. The conclusions of this research were made by comparing the effects of two different work process (individual work process and teamwork process) on the five factors of EC (management support, work discretion, reward and reinforcement systems, time availability, and organizational boundaries). Prior to this, an Entrepreneurial Health Audit (using a quantitative method of data collection) was performed on the organization which was a great asset to this study. Rest of the information and data for this study was gathered through semi structured qualitative interviews and all these information from both studies were put together alongside with current existing literature and theories relevant to the subject and was analyzed with precaution.

Overall conclusion from this investigation is that "employing cross functional teams in the work process creates a better Entrepreneurial Climate for the organization compared to the individual work process".

As it was discussed in details in the previous chapter, cross functional teams more often enjoy more management support mainly because more resources is provided for the team. One more reason to confirm this conclusion is also the presence of one or more senior managers in the team, who brings the support of management to the team.

Executing tasks while employing a teamwork in the process, speeds up the process through preventing overlaps in the process and is very time saving since it is avoiding possible errors. The biggest difference noticed, when comparing teamwork process and individual work process and their impact on EC, was on time availability factor that is influenced by those two processes.

The analysis of the empirical data showed that teamwork process does not provide a significantly better EC in the factor of work discretion. This study indicated that there is no significant difference in the work autonomy of the team-members and non-team-members. Although this was supported by some of already existing literature, it might be different from one organization to another. However, the main conclusion based on this research is that teamwork process is not decreasing the level of the work discretion compare to individual work process.

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