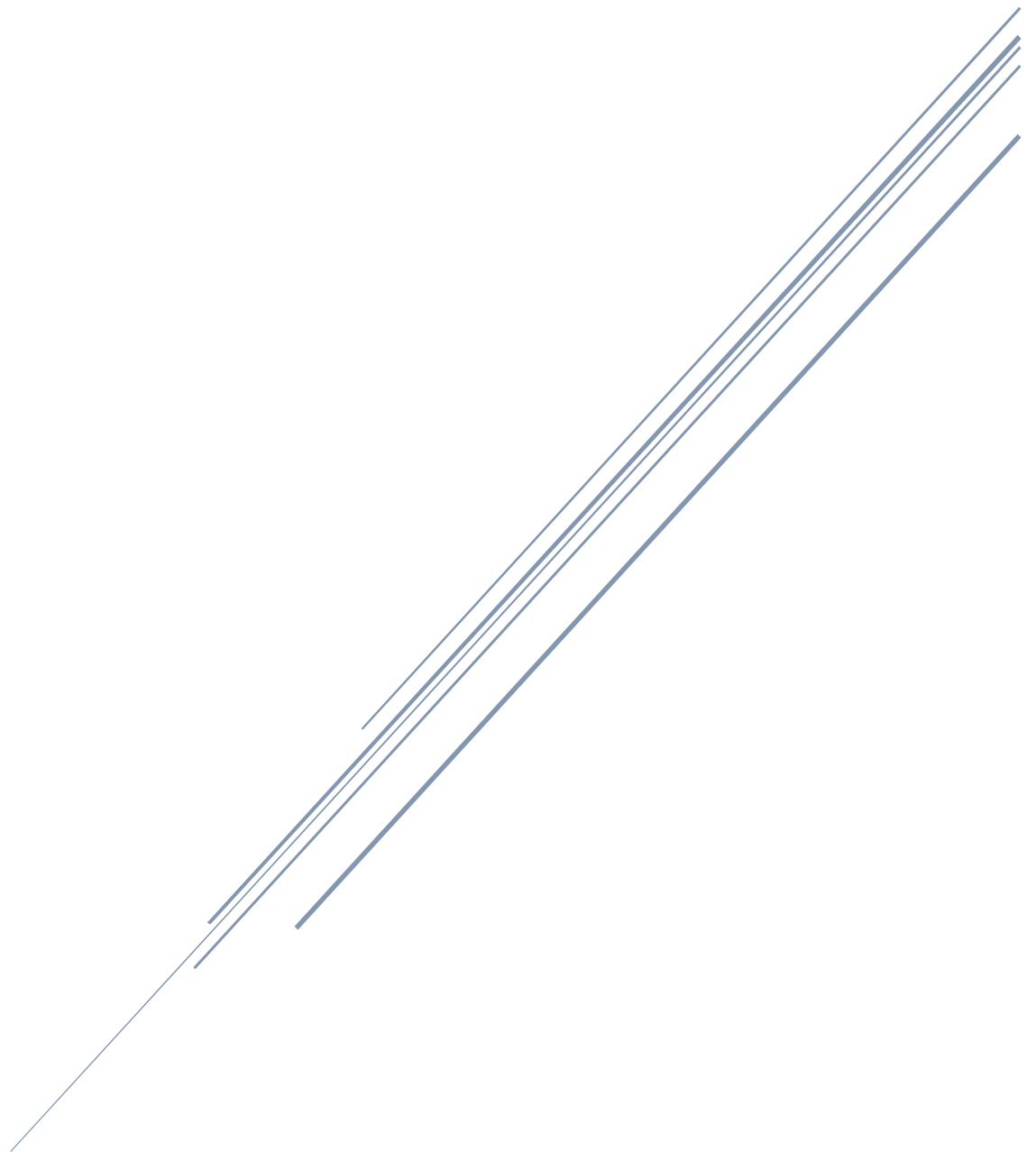


**The Impact of Corporate Entrepreneurship and Internal
Organisational Environment on the Performance of the
Hospitality and Tourism Industry of Developing Economies**

VISIONS FOR THE FUTURE: THEORETICAL PERSPECTIVES ON
MANAGEMENT LCDB7006



Student Number: 1812442

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1- Introduction

Due to the effect of globalisation, trade liberalisation and technological advances, business environment across the globe, has developed incredibly dynamic, severely unpredictable and extremely competitive (Kuratko, Ireland & Hornsby, 2004). These advancements converted the world to a boundary-less marketplace, where businesses contest globally and beyond the national borders. As a result, the span of the competition has immensely expanded creating abundant challenges to the organisations. To address these challenges, organisations need to exercise entrepreneurial performances and encourage an active organisational environment to survive and uncover a competitive advantage (Otache & Mahmood, 2015). It is believed that entrepreneurial activities are a source of vitality and a competitive advantage for most of the business organisations, which drive for better performance (Lumpkin & Dess, 1996; Kuratko et al., 2004; Antoncic & Hisrich, 2004; Wang, 2008; Mohamad, Ramayah, & Puspowarsito, 2011). These entrepreneurial behaviours and concurrent initiatives among the employees of the organisations or corporations are primarily referred to as corporate entrepreneurship (CE) behaviours.

Corporate entrepreneurship (CE) is similarly denoted to 'intrapreneurship' or 'corporate venturing', and has been instigated in established corporations or organisations in order to acquire profitability (Covin & Slevin, 1989; Zahra, 1991), foster innovative culture (Baden-Fuller, 1995), strategic restoration (Guth & Ginsberg, 1990) and organisational success at international fronts (Birkinshaw, 1997). However, Sathe (1989) defined CE as a process that could be used for the renewal of organisational. Other researchers describe CE as an activity of entrepreneurial behaviour that entail organisational endorsements and commitment of resources to bring out innovative, new idea to form a product or to improve a process or to bring modernisation to the organisation (Alterowitz, 1988; Burgelman, 1984; Covin and Miles, 1999; Kanter, 1985; Zahra and Covin, 1995; Naman and Slevin, 1993). Therefore, the construct of corporate entrepreneurship is well entrenched with innovation and internal organisational context.

Innovation could take place in different forms. Damanpour (1991, p. 556) explained innovation as, "....the generation, development, and implementation of new ideas or behaviours. Innovation can be a new product or service, a central system, or a new plan or program of organisational members." Consequently, innovation is believed to be the central element for any organisation to overcome the challenges of global competition and conquest vigorous competitors. In this viewpoint, CE focuses on galvanising and enriching the capability of a company to obtain inventive ideas, develop relevant skills and explore individual and organisational potentials. Hence, the study acknowledges this description of corporate entrepreneurship, recognising the challenges of stimulating entrepreneurship within the existing organisation. These challenges are required to have an in-depth understanding of the domestic environment or the internal conditions of the organisation.

Researches on corporate entrepreneurship have suggested that internal environmental factors of the organisations play a significant role in fostering CE (Covin and Slevin, 1991). Through the lenses of

resource based-view theory, organisational resources which are difficult to replicate and rare in its nature are accounted as a valid source to breed a competitive advantage to the organisation that could help in improving the performance of the organisation (Barney, 1991). In light of this view, the construct of CE is perceived as one of the valuable resources of the organisation which can contribute a competitive advantage above opponents in the competitive world market. Accordingly, corporate entrepreneurial behaviours substantially help to increase organisational performance (Lumpkin & Dess, 2001). The attributes of CE is believed as a source that revitalises and helps the continuity of the business; the concept of CE is viewed as a strategy that could be used for both growth and competitive strategies.

According to Peters & Waterman, (1982) and Covin & Slevin, (1991a), entrepreneurship is considered as a reliable critical feature of most high-performing companies. The work has further strengthened this opinion of Antoncic and Hisrich (2004b); who revealed that a company's wealth creation, profitability and growth, have a strong, positive and significant correlation with the application of corporate entrepreneurship. Therefore, to compete for the new global and technological challenges, rapid transformations that occur to the flow of information and communication, robust business complexity and removal of trade barriers due to global connectivity are some considerations that organisations need a persistent watch on better alternatives for sustainable competitive advantage. To address these issues, corporate entrepreneurship (CE) remains as one of the strategies that could be used for the improvement of overall organisational growth, high performance and competitive position.

Recent literature has shown researchers extreme interest in the subject of CE and organisational performance (Rauch et al., 2009, Karacaoglu, Bayrakdaroglu, & San, 2012). Some scholars suggest that CE helps to more exceptional organisational performance. According to Karacaoglu et al., (2012), Mokaya, (2012) and Zhang & Zhang, (2012), CE constructs a positive relationship with performance. However, Covin, Slevin, & Schultz, (1994), George, Wood JR, & Khan, (2001), Shamsuddin, Othman, & Shahadan, (2012) declared an insignificant negative association in between CE and performance. Therefore, it is believed that the association between CE and organisational performance are indecisive (Karacaoglu et al., 2013).

Different opinions on the association of CE on corporate performance have been recognised. Some researchers strongly believe that the association between CE and business performance are depended on the application of critical and strategic orientation of the business. It includes organisational employee orientation, learning orientation and market orientation (Kwak et al., 2013; Zhao et al., 2011; Wang, 2008). According to Rutherford & Holt, (2007), many researchers believe that if the organisation is linked with other strategic business orientations, CE will develop a more positive effect on the performance. On the other hand, other researchers believe that the impact of CE on organisational performance heavily relies on a collection of distinctive factors; like external environment, reward system, organisational structure, top management support, organisational resources, organisational culture, and organisational competencies. Some other researchers argued that the constant engagements in entrepreneurial behaviours never promise continuity of superior performance; especially in emerging economies (Tang & Tang, 2010, Tang et al., 2008).

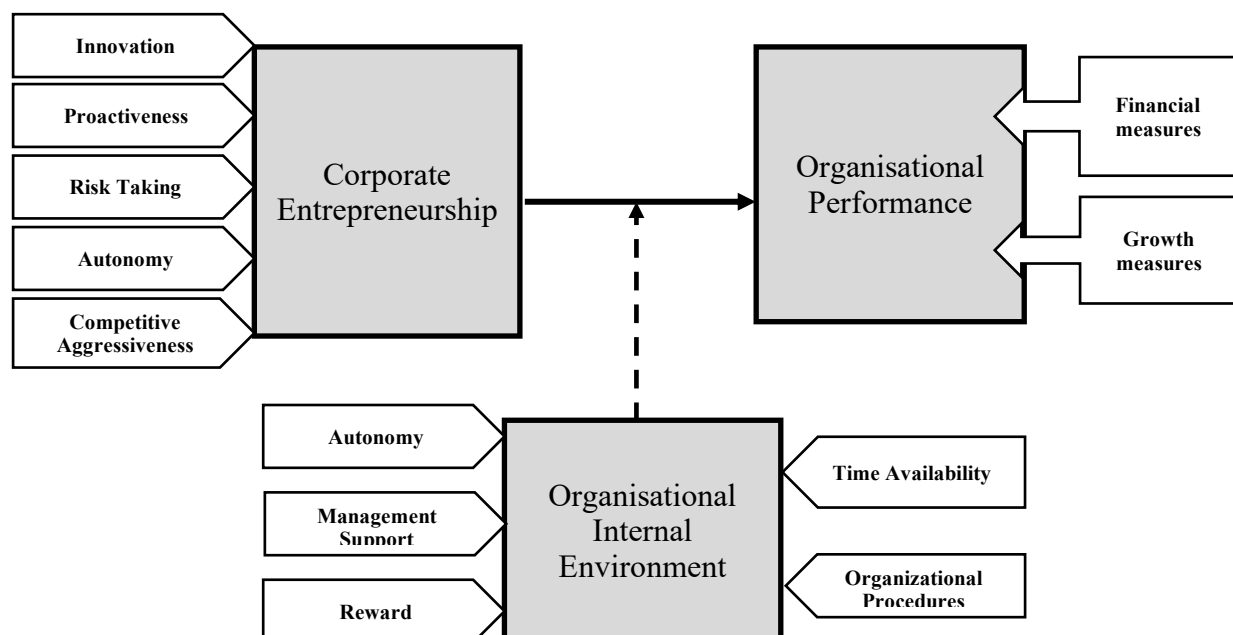
Because of the continuous change and increase of competitive influences on today's hospitality industry, businesses are facing challenges in leveraging their growth and maximising the profit. Consequently, organisations have to face more taxing clients, contemporary policies, and technological challenges. These critical factors are a burden for the hotels which leads to change the hotel landscape significantly, experiencing different provocations and creating more intense demands for hoteliers and other organisations in the industry. Therefore, hoteliers need to be more innovative in service delivery (Giri & Tse, 2006), employ and make good use of marketplace openings (Ireland et al., 2001) and, maintain long-lasting connections with customers (Groenroos, 1991; Levitt, 1983).

This study aims to examine corporate entrepreneurship in the context of the hospitality and tourism industry in developing countries. This paper suggests a framework which explains the effect of Corporate Entrepreneurship (CE) via Internal Organisational Environment (OIC) on the performance of the hospitality and tourism industry of the developing economies. This framework is built on the evaluation of widespread literacy. It is believed that organisational performance has a high degree of effect from the corporate entrepreneurship and internal organisational conditions based on the recommended framework.

2- Theoretical Framework of the Research

Figure:1 (Theoretical Framework of the study) demonstrates the relationships among the variables that have been analysed in this paper. In this framework, the solid lines are used to illustrate the direct link among the dimensions of CE and dimensions of organisational performance. In other words, this says that CE is assumed to create or have a meaningful and direct impact on organisational performance. The dotted line in the diagram shows the moderating effect of the internal organisational environment on the relationship between CE and business performance. It implies that the association of CE and organisational performance is dependent on the factors of the internal organisational environment. Moreover, it concludes that the internal organisational environment affects both CE and business performance.

Figure 1: Theoretical Framework of the study



3- Context

The global economic orientation has been shifted more towards service industries, which has considerable implications to both at the businesses and national economies. According to the World Bank report (2017), the service sector has become the driving force that highly contributes to the growth of the economy, sharing 56.9 % of services in developing countries and 74% of developed countries of GDP in 2015. The term, 'developing countries' has been referred to in different names; as 'third world', 'poor countries', 'the South', 'underdeveloped countries', 'periphery', and 'less-developed countries', which are common tags which has been used to identify the countries belonging to the same group. Classification and ranking of the economies is a tough job and is undoubtedly a political matter (Weaver, 1998). Therefore, for this study, developing countries are referred to the non-OECD countries following the classification of world economies by the World Bank (World Bank, 1998). According to UNDP (1998), it is highly essential to acknowledge the fact that high-income countries among non-OECD nations are not recognised as developed owing to their comparatively low human development measures.

Among the industries that have been contributing to the developing economies, the hospitality and tourism industry is an essential contributor in several means. According to the WTTC report (2019), the hospitality industry is a powerful engine for the economic development of nations and job creation around the world contributing US\$2.6 trillion dollars and almost 119 million employment to the industry. Considering this broader inductive and indirect effects, the sector has given US\$8.3 trillion to the world economy, sharing 10.2% of the global GDP and creating about 10% of the jobs in the world economy (WTTC report, 2019). Therefore, it is believed that the hospitality and tourism sector exhibits a vital role by uplifting the socio-economic conditions of most developing nations and contributes to the national GDP significantly. According to Tang and Tan, (2013) & Webster and Ivanov, (2014), the hospitality industry in many developing economies is a pivotal engine for socio-economic growth and has outperformed during the events of economic and political uncertainty. Especially, hospitality and tourism-related enterprises play a crucial role in supplying of interrelated services, stimulating the economy, job creation, destination promotion, and image building, (Gurel et al., 2010; Carlisle et al., 2013; Hallak et al., 2015).

The countries falling into this category of developing economies have varieties of potentials that could be promoted for tourists and flourish the industries. Some of the countries are comprised of local and international hotel chains and well established independent hotels. Some have the most luxurious brands of the world and attractive packages of services that compete in world class. However, some of these hotels are struggling to differentiate them from others in the market, in retrieving global-market customers, maintaining brand loyalty and collectively in gaining sustainable competitive advantages to maintain their market position and assist them to increase their rates. Despite cultural orientations, geographical locations, political dynamism, exposure of technology, availability of resources, employees educational background and awareness of global market and trends, are some of the related factors that contribute the uncertainty to these economies.

Predominantly in the event of uncertainty or environmental dynamism, businesses need to be more innovative in offering new services and developing different products, upgrading the current processes

and establish new strategies for the survival of the business and compete in the market. Some researchers advocate that the role of CE on organisational performance will get exceptionally intense when businesses are forced to operate in dynamic environments (Moreno & Casillas, 2008). In other words, entrepreneurial orientated large firms are believed to be achieving better performance when the environment becomes dynamic (Lumpkin & Dess, 2001). According to Miller, (1988) and Zahra, (1993), dynamicity of the situation inspires businesses to engage in innovation than those businesses operating in stable settings. Organisations who fail in responding to the challenges faced due to the environmental dynamism will face the consequence of losing sales and market shares; consequently, the opponents will take over the business (Miller, 1988). Therefore, revolutionary technologies and innovative activities are the keys to face the dynamism or uncertainty, which will also be counted as an advantage for the business over its competitors (Zahra, 1996, Zahra & Bogner, 2000). However, the willingness to face the challenges or firm's innovative behaviours depend on the organisational context or the internal environment of the organisation. The efficacy of these internal conditions is tinted with the textures of the dynamism of the industry and the context.

Despite the upswing in the interest of entrepreneurship in the hospitality and tourism industry, limited studies have found on the development of entrepreneurship research in this industry (Fu et al. 2019). Li (2008) and Solvoll et al., (2015) believe that the entrepreneurship articles in the area of hospitality and tourism industry are inadequate, which implies that entrepreneurship in this area is presently rich in practice nonetheless weak in theoretical progress.

4- Corporate Entrepreneurship

Entrepreneurship is perceived as a fundamental phenomenon due to its impact on the survival and development of the many business organisations thus; it is referred as a driving force of the businesses in contemporary economies and development of the society (Bosma and Levie, 2010; Zahra, 1995; Bosma et al., 2009). The concept of entrepreneurship has been described by many authors and from diverse perspectives. Shapero described it as a behavioural type, which embodies individuals and organisations taking the initiative in organising of economic machinery to turn up the situations and the available resources into practical and useful account; besides accepting the associated risks (Kuratko, 2009). However, Ronstadt perceived it as an organisational process, which creates wealth by people or employees assuming the risks in delivering a reasonable value for a product (Kuratko, 2009). After summarising these descriptions, Kuratko (2009) defined entrepreneurship as a vibrant process which brings change and entails passion and energy to create and implement new ideas and bring out creative solutions.

From the literature and the entrepreneurship definitions, CE could be considered as a construct of entrepreneurship within the current organisational setup. Entrepreneurship could be manifested by itself for the evolution of a new company, or it could be through corporate behaviours in the existing business, which could be referred as corporate entrepreneurship (Sharma and Chrisman, 1999). CE is perceived to be used in different situations as an activity, an individual characteristic, a process, a strategy or any combination of both (Rutherford & Holt, 2007). Miller (1983) and Lumpkin & Dess (1996) perceive CE as an organisational process, a style and method that guided businesses to perform in an entrepreneurial style.

Corporate entrepreneurship (CE) is depicted as an essential process that facilitates organisational efforts to welcome innovations to manage the organisation effectively with the competitive realities of the global environment. Prominent thinkers are bypassing the conventional boundaries to become the pioneers of innovation in terms of processes, business models, value chains of the business and generally all the aspects of management (Govindarajan & Trimble, 2005). Therefore, CE and innovation are two attractive constructs of contemporary leaders and managers in several boardrooms of organisations (Morris, et al., 2011). Kuratko, et al., (2012), suggests that the organisations exhibiting CE are naturally regarded as dynamic and flexible businesses which are prepared for any of the new business opportunities that can take when they arise. Those organisations continuously search for innovative business domains and unique methods of running a business within the existing domains. According to Kuratko, et al., (2014), organisations deviating from previous routines, business models, strategies, and real environments are characteristics of these innovation-minded businesses.

The effort to improve innovation in an organisation is mostly dignified through inputs and outputs, including the amount of spending for research and development, the number of patents that the organisation owned, and the ratio of sales from innovative products on total-sales (Montfort-Mir and Camison, 2012). Even though research and development efforts and patents are applicable in some contexts, they always cannot be adapted to the hospitality and tourism industries or service sectors (Smith, 2005). According to Iorgulescu and Ravar (2013) innovations in hospitality and tourism industries are incremental which may be a result of minor adjustments of daily organisational practices. However, most of the innovations seen in the service sector are believed to be the initiatives of other economic sectors but later adjusted to the desires of the hospitality and tourism industries (Hjalager, 2002). This includes property management systems, reservation systems, and other applications for mobile phones and many other technological devices. Considering these deliberations, some of the researchers believe that CE to be an instrument that differentiates the products and services from competitors, which is a crucial element to ensure the company's growth as well as survival (Williams & Shaw, 2011). One of the significant advantages through CE is the eagerness and anticipation to use of the distinctive openings that occur, through which the organisation can introduce new products or attractive services, determine an industry standard, take the control on the prevailing market and establish new supply chain channels. In the hospitality and tourism sector, CE will be an essential element that paves the development and improvement of existing services and available products to cater tourists, and for gaining a competitive advantage (Hjalager, 2010; Tajeddini, 2010).

CE activities have significant impacts in terms of developing an innovative product, an outstanding service and a consistent processor for a business entity. According to Covin and Miles (1999), the most common dimension found in conceptualisations of CE is innovation. In the business environment, strategic decisions drive from top to bottom. Likewise, entrepreneurial activities in most organisations start from the top management when they feel there is a genuine need for a change or requirement to reshape the business orientation. The entrepreneurial leaders provide modifications and frameworks to organisations for inclusive changes that lead to innovation in the current structure (Ferreira 2002). These developments reflect the organisational capacity in expanding organisational competitiveness. In most of the organisations, innovations are created and supported within the business which helps to adjust the stability of the competition. Therefore, CE is a universal principle and a robust power for

strategic management to motivate the organisation for risk-taking, innovation and aggressiveness for innovative opportunities (Dess and Lumpkin 2005).

CE is chosen as an approach to the improvement of the financial performance of the business. It also helps to improve, employees confidence, alliances with other stakeholders and the establishment of an innovative work environment (Hayton 2005). Furthermore, CE is reflected as the development of a new organisation within the business as a spin-out undertaking (Hornsby et al. 1993). In other words, it is the internal renewal of the restructuring process of the organisation for increasing the performance of the organisation (Volberda et al. 2001).

In the pursuit of evaluating the concept of entrepreneurship, it is believed that the construct of CE surrounds a high degree of ambiguity. Though it is outside of the predetermined boundaries of this research, it is essential to conceptualise the concept of CE for the purpose of this study. Covin & Slevin, (1990) and Wiklund & Shepherd, (2005) has established substantial three dimensions which proved that a direct relation has established among the strategic positioning of CE and the concepts of innovation, risk-taking and proactiveness. Zahra (1993) describes CE as “a process of organisational renewal that has two distinct but related dimensions: innovation venturing, and strategic renewal.” Some other researchers like Miller (1983), Morris and Paul, 1987; Covin and Slevin, 1990; Dean et al., 1993) agreed with the view of Zahra (1993) by postulating the same three critical elements of CE: innovation, risk-taking and proactiveness. To explore the relent characteristics of entrepreneurial behaviour, competitive aggressiveness and autonomy, were introduced later into these dimensions by Lumpkin and Dess (1996).

According to Lumpkin & Dess, (1996), innovativeness is the degree to which organisations welcome new ideas, experimentation, originality, and the support lend for the creative process in initiating to offer new products and services. Proactiveness is perceived as an attitude or an approach of foreseeing changes or deviations facilitating openings in the impulsive environment, consequently enabling a competitive edge against the rivals (Hughes & Morgan, 2007; Lumpkin & Dess, 1996). Risk taking has a relation with the willingness of firm in allocating resources for the implementation of projects, that necessarily may not be real and whose expense of failure might be significant (Miller & Friesen, 1978). In defining competitive aggressiveness, Lumpkin and Dess (1996, p. 148) state “competitive aggressiveness refers to a firm's propensity to directly and intensely challenge its competitors to achieve entry or improve position, that is, to outperform industry rivals in the market- place.” Autonomy is referred to the impartiality and independence of sustaining an individual's idea and standing upon distinctive thinking and moving forward with this action to achieve its goal. In other words, autonomy depicts the ability of impartiality in handling opportunity finding (Lumpkin & Dess, 1996). The mentioned dimensions are discussed in detail.

Innovativeness

Innovativeness regards to the launching of a new service or a product, or implementation of new processes, or introduction of a strategic tactic to the business model. Works of literature on CE review has clearly shown that innovativeness is the most crucial and one of the permanent dimension of CE; thus it has been counted as the central theme for entrepreneurship concept (Baden- Fuller 1995; Covin and Slevin 1991; Thomas and Mueller 2000; Tan 2008). In general, entrepreneurs are recognised to

be motivated individuals who are creative and continuously look for new approaches and methods to develop of products, services, and approaches to a new market, and distinctive technological innovations (Schumpeter 1934). According to De Jong et al. (2003), innovativeness is mostly exhibited as an individual characteristic, which is long-lasting in different situations at the individual level. It discovers and emphasises the creativity in the developmental aspects of product or service.

Proactiveness

Proactiveness is a condition where a business foresees opportunities and manages resources to explore the opportunities ahead of others and act before other organisations observe the existence of such openings. This needs advance actions to implement the explored possibilities and perform their responsibilities in developing the market (Lumpkin and Dess 1996). It also includes the required skills and attitudes which helps the realisation of the new product, process or service, before the opponents competing in the field (Morris and Paul 1987). Therefore, it emphasises that the first mover acquires the advantage over the others in the market (Miller 1988).

Risk-taking

Risk taking is considered as the readiness to designate borrowed or own capitals to a project or a venture without having any guarantee on making a profit. Numerous researchers on CE have established “willingness to assume the risk” as the central characteristics of entrepreneurs and entrepreneurship (Begley and Boyd 1987; Koh 1996; Brockhaus 1982; Cunningham and Lischeron 1991; Lumpkin and Dess 1996). These researchers distinguish employee’s risk-taking ability as one of the chief characteristics to gamble the dangers in unclear situations. Unlike the traditional businesses, the entrepreneurial businesses exhibit confidence in innovation at the event of uncertainty in making organisational new strategies and different levels of production and marketing of the business (Miller and Friesen 1983).

Competitive Aggressiveness

Competitive aggressiveness is perceived as an aggressive attitude in the business. It indicates to the aspiration of the business to overtake the competitors by altering its existing policies, tactics or practices by deploying organisational resources. It can be explained in a way that employees are motivated for competition and demand to strengthen organisational position over other organisations using competitive attitude (Lumpkin and Dess 1996; Tan 2008). However, employees must have a winning and dynamic attitude in terms of aggressive responses and pro-active actions and established solutions for competitors (Lumpkin and Dess 2001).

Autonomy

Autonomy refers to situations where groups or employees are allowed freedom to explore and exploit opportunities without having any obstruction by organisational processes. The organisational environment is considered essential whereby it demands to be highly independent, and employees are allowed individual autonomy to predict their real and potential actions and explain the way that their work would be completed (Langfred and Moye 2004). According to Kuratko, Hornsby & Covin (2013), the entrepreneurial opportunity is implied by individuals with choice over how to carry out their job, and by those who stimulated to involve in carrying out experimentation.

5- Organisational Performance

According to management scholars, the performance of the business is the after-effect that any company strive for, and it is believed to be the success factor and foremost strength for any company in the competitive business environment (Serai et al. 2017). According to Abubakar and Ahmad (2010), a company's performance is considered on the degree of profit that any business achieves. However, some scholars have deliberated the idea of organisational performance in different aspects (Wiklund & Shepherd 2005; Aktan & Bulut 2008). Identifying the performance of the organisation, financial aspects are stressed continuously in related activities. Besides, the stakeholders, especially investors and shareholders persistently observe for every change in figures and are more concerned about the financial positions and share value in terms of organisational performance. Data related to financial performance (sales growth, return on investment, profitability and return on equity) are a helpful piece of information for additional measures of business performance (Zhao et al. 2011). However, some scholars believe that organisational performance should not be measured purely on financial achievements, because such assessment could mislead organisations to focus on other essential strategic goals (Jogaratnam, 2017)

Consequently, some scholars (Falola, et al. (2018), Yıldız, Baştürk and Naala et al., (2016)) described organisational performance as the organisational capability to recognise the aims and goals of the business in terms of quality products and services, high financial outcomes, a significant market share, and a long term growth and survival plan by means of appropriate policies and strategies. In supporting this view, Belgacem, (2015) believes that organisation could be considered as a successful on attaining a superior performance, only when the organisation evolves following the existing market rhythm, differentiating from others, and creating and using the opportunities available in the environment for achieving their objectives effectively and efficiently (Belgacem, (2015). These are some of the considerations of organisational growth that has elaborated by some scholars. In defining growth, Edith Penrose (1959, p. 1), one of the well-known researcher in entrepreneurship, states;

“The term “growth” is used in ordinary discourse with two different connotations. It sometimes denotes merely increase in amount, for example, when one speaks of “growth” in output, export, and sales. At other times, however, it is used in its primary meaning implying an increase in size or improvement in quality as a result of a process of development, akin to natural biological processes in which an interacting series of internal changes leads to increase in size accompanied by changes in the characteristics of the growing object.”

In supporting this notion, Hansen and Hamilton (2011) and Zahra (1993), recognises growth of a business involving economic and non-economic factors such as business size and sales (Davidsson and Wiklund, 2013), , public image, organisational reputation and goodwill, employee satisfaction and their commitment (Lumpkin and Dess (1996), job creation (Decker et al., 2014), brand and market orientation (Naldi and Davidsson, 2014, Reijonen et al., 2014; Nathan and Lee, 2013). Therefore, organisational performance is analysed including both financial and growth factors.

6- Corporate Entrepreneurship and Performance

The changing of the business environment and organisational practices need to find the impact that CE could make on organisational performance. Hence, it is not merely the interest of studying the dimensions of CE, but it is crucial to understand the level of impact that CE creates the organisational performance. To study this relationship, some research has been conducted in the past two decades. According to most researchers, CE is crucial to organisational performance and its development (Pinchot 1985, Rajshekar, et al., 2012, Barringer and Bluedorn 1999, Zahra and Covin 1995, Lumpkin and Dess 2001, Javalgi et al. 2012, Simsek et al. 2009). Most of these conclusions indicate that CE is a multidimensional structure concerning organisational performance. According to Antoncic and Hisrich (2004), Zahra (1991) and Dess and Lumpkin (2005), the typical dimensions of CE that is used in most of the researches, (innovation, proactiveness, risk-taking and competitive aggressiveness) proves that there is a strong correlation with CE and business performance, however, it never confirms the relationship with different contexts.

Studies on CE conducted by Russell & Russell, (1992); Zahra, (1991, 1993); Zahra & Covin, (1995) evaluated the influence of CE activities and its orientation on organisational performance on both aspects of profitability and growth. Most of these findings indicate that CE is a significant aspect of successful and growing organisations and it has a correlation with organisational profitability and growth. Consequently, organisations who are more oriented with OC and its practices are considered to be more profitable, make higher performance compared with other similar organisations.

The theoretical foundation of the relationship between organisational performance and CE is rooted on resource-based perspective, which implies the significance of organisational capabilities and resources for the organisational competitive advantage over the competitors (Karacaoglu et al. (2013), Danişman & Erkocaoğlu, 2007). Therefore, the dimensions of CE are tested and attained for the competitive advantage of the business that competitors find difficult to imitate. According to Wiklund, (1999), Lumpkin & Dess, (1996), Zahra & Covin, (1995), several studies carried out in developed countries to investigate the relationship on CE and organisational performance shows a strong relationship with both constructs, however, limited researches have been identified on developing or underdeveloped economies. Nevertheless, the comparison assessment carried out Antoncic and Hisrich (2001) on the effect of CE and performance among Slovenia and US in the prospective growth and profitability shows a different result. Besides, the study carried out by Danişman and Erkocaoğlu (2007) on the relationship of CE and performance in public trading companies in Istanbul Stock Exchange (ISE), as a developing market, demonstrates no substantial relationship with growth perspective, however, shows a significant relationship with some dimensions of CE and profitability.

Some researches on CE and performance shows a weak association with organisational financial performances (Aktan and Bulut, 2008), others show a moderate and positive relationship (Kaya, 2006) and others show a strong correlation (Fiş and Çetindamar, 2009). These studies were carried out with examining all the dimensions of CE, and the results concluded that many of the dimensions or at least one has a relation with the organisational performance and the profitability and growth continue to be the components of organisational performance that are conceded essentially to CE (Serai et al. 2017). Therefore, all the mentioned dimensions of CE are predicted to be associated with organisational performance.

CE and its performance in the hospitality and tourism industries have been a focus of researchers only in recent years (Li, 2006). The research carried out by Jogaratnam, Tse, and Olson (1999) on the impact of entrepreneurship on the financial performance of restaurants, concluded that restaurants performance are better with entrepreneurial orientation and motivate in innovation than their competitors.

7- Internal Organisational Environment

Organisations operating in different environments are affected by the changes that emerge in the surrounding environment, both internal and external. Organisations operating in developing economies are easily distressed with the changes occur outside environment, such as the frequent financial crises and growing competitions, as a result organisations require to identify the openings to be more innovative, adaptive, and entrepreneurial to maintain their competitiveness (Barringer and Bluedorn 1999, Miller and Friesen 1978; Appiah-Adu and Singh 1998, Slater and Narver 1994). However, to meet the challenges face from the external environmental changes, and increase the intensity of competitiveness, organisations need to be prepared in applying internal adjustments to organisational settings; structures, processes, policies and encourage CE behaviours among the employees to attain a competitive advantage to the sustainability of the company.

In organisations, one of the controllable areas of CE to the organisation is creating a supportive work environment for entrepreneurial behaviours. In such an environment, employees have the chance to respond to the business opportunities and challenges instantly and on employees discretion within the established broader boundaries. Such an environment is required because, the ability and willingness to perform on an individual's intrinsic entrepreneurial qualities are built on an individual's calculated assessments (Hayton, Hornsby, Bloodgood, 2013). Organisational internal environment prescribes the observed costs and benefits related to taking particular risks, allocating time for risks, and challenging the existing procedures and practices that an entrepreneurial performance may create. Consequently, innovation is more likely to happen in the organisations where organisational knowledge is shared among the employees and individuals' entrepreneurial potential is encouraged (Hayton, Hornsby & Bloodgood, 2013).

According to Holt et al., (2007), CE relative activities are not only for employees working in function levels of the organisation, and it is critical to involve all levels of management in CE activities. Because, that is how employees who perform CE behaviours are motivated and encouraged, rather than forcefully imposing them to perform a specific behaviour and to work as a team to initiate new and improved processes and products and services (Hisrich et al., 2005).

As the literature on CE activity has progressed, several researchers recognised the vital role that variety of organisational factors play to foster and expedite innovation within a business (Hornsby et al. 2009; Kuratko et al. 2001; Kuratko et al. 1990). Considering innovation as one of the fundamental characteristics of CE, some researchers have advocated that organisational leadership, culture, human resource, and availability of other organisational resources, are critical factors that influence on CE (e.g., Hayton, 2005; Zahra, Hayton & Salvato, 2004). According to Miller (1983), macro-level factors such as the nature of the company, structure, existing environment, and the process of decision-making

have long been recognised. Miller (1983), has recognised several variables that effect to organisational, entrepreneurial behaviour, and found that even organisational type (i.e., pure, planning, and organic) moderates the link. Therefore, he established that varying conditions in an organisation are associated with the entrepreneurial strategy. Quinn (1985) studied organisational behaviour and identified several organisational antecedents to consider when pursuing innovative action, including the vision that requires for such an activity, developing an appropriate atmosphere for such activity and arranging the organisation for innovation. Hisrich and Peters (1986) founded nine characteristics which are required for productive organisational environments to effectively manage 'venture creation', including the availability of resources for experimentation, management support, and multi-functional teamwork from the establishment. One of the models that Zahra (1991) developed disclosed the organisational environment, and corporate strategy of the business as the antecedents of CE. She also established evidence of the association between these antecedents and organisational financial performance. Sathe (1989) agreed to some of the factors established by Quinn (1985) and acknowledged that innovation is significantly related to business structure, leadership support, and resource availability.

Among these varieties of factors that influence CE as well as organisational performance, for this specific research, five factors or dimensions are taken to determine the degree of organisational environment conducive to CE: (1) top management support, (2) autonomy/ work discretion (3) rewards (4) time availability, and (5) organisational boundaries. These dimensions related to the organisational environment are necessary for individuals to perceive the organisational environment as an innovation-friendly environment. Therefore, these dimensions are briefly discussed from the viewpoint of employees.

Top Management Support

It is the degree to which employees perceive the enthusiasm and acceptance of top organisational management to approve and acknowledge the entrepreneurial ideas and behaviours that employees exhibit. This includes encouraging and accepting novel ideas and offering the required resources to the employees to perform entrepreneurial actions. Researches have shown that Organisational management backing to those initiatives has a direct positive impact on business innovations of the organisation. Similarly, research shows the evidence that all levels of executives play an essential role to facilitate CE behaviours.

Autonomy / Work Discretion

It is the degree to which employees are empowered to focus on the entrepreneurial project, and the level of tolerance is in the event of failure. This delegates the power as well as the responsibility to other levels of executives and lower level workers to make their own decisions, and autonomy from excessive oversight. It is believed that entrepreneurial opportunities are best acknowledged by those who are encouraged to involve in experimentations as well as with those who are independent in their performance.

Rewards

It is the degree that employees perceive the organisation uses rewarding systems as a motivator, based on the success achieved from the entrepreneurial idea or behaviour. Different employees motivate in different ways. However, reward systems supporting risk-taking on the effort of generating new ideas

and execution of novelty are assumed a substantial influence on employee's inclinations to perform entrepreneurial activities. Research has identified that reward and availability of required resources are essential for entrepreneurial behaviour by all the levels of employees.

Time Availability

It is the degree that employees feel that business hour is scheduled in a way that employees get free or extra time to breed a new idea or carry out innovation. To achieve this objective, organisations need to develop the organisational hierarchy, structure and jobs functions in a way that encourage employees to carry out such efforts in achieving organisational objectives of both short and long-term. Researchers believe that the contribution of managers time to employees is a vital source to generate entrepreneurial ideas and implement such activities. For example, free time or unstructured time availability to employees or group of co-workers could result in originating a new idea and formulating how to materialise in the organisational context. To carry out innovative activities, the availability of slack resources are recognised by the employees which helps them to maintain their attention on their entrepreneurial action.

Organisational Boundaries

It is the degree that employees distinguish the adaptability of organisational limitations to different situations through which entrepreneurial activities are encouraged. For the purpose of innovation and entrepreneurial behaviour, employees need to perceive the organisational structures, procedures and processors are not an obstacle and will not hinder their entrepreneurial initiatives. It is because they boost information flow in between the inside and outside environment of the company, as well as among divisions, units and departments of the company. Nevertheless, innovative outcomes could be predictable when employees innovative behaviours are acknowledged through a purposeful and structured process. Coherent with this view, some theorists recognised the practical effects and believed they are mostly attained when uncertainty or ambiguity is retained at a controllable level. This can be accomplished by establishing boundaries and limitations that inspire organised, innovative behaviour within the company.

8- Organisational Internal Environment and Performance

The literature on CE has revealed that employees in most of the companies are full of potentials to help the companies when they are in need, especially they are rich in entrepreneurial potentials so that organisations need to adjust the internal environment to facilitate the employees performing those behaviours. Especially those adjustments into the internal context must have a significant effect on the critical variables of CE like strategic renewal, organisational rejuvenation and business model reconstruction (Morici, 2018).

According to Timmons & Spinelli, (2007), the internal organisational environment is referred as the organisational environment where employees develop their expectations on the organisation based on the attitudes and practices of leaders and managers belonging to the company. Several factors influence these perceptions of employees. Hornsby et al. (2002) have described the most instrumental five factors which are consisted of autonomy, management support, reward, organisational boundaries, and time availability. Theoretical evaluations on the relationship of organisational internal conditions and

CE has demonstrated that there is a high impact on employees performance and their CE behaviour in terms of their perception of the organisational environment. Therefore, several pieces of research have carried out to identify the underlying reality of the organisational dimensions.

To identify the impact of organisational internal context with CE, Kuratko et al. (1990) developed a useful tool and carried out an empirical analysis using these five distinguished factors that supports CE (availability of management support to pursue CE activities, the level of resources availability, appreciations and rewards, the set of boundaries and organisational structure which hinders or enables employees CE behaviour, the risks that are accepted by the organisation, and the amount of time available to the employees to perform a specific CE activity). However, Kuratko et al. (1990) never showed a positive correlation with some of the factors that tested and was reduced the five factors to three including top management support, organisational boundaries, and the availability of resources and rewards. The failure of the initial five-factor model of Kuratko et al. (1990) recognised the need for an extension of the research on the internal organisational context that leads to CE.

Zahra, (1991) verified the same hypothesis that used by Kuratko et al. (1990) with using 119 Fortune 500 CEOs. However, this research was incorporated with more factors related to the internal context of the organisation, the correlation between CE and organisational financial performance. This study examined the organisational context in terms of tangible (such as differentiation, communication, control and integration) and intangible factors that explain company values. The result established the influence of both tangible and intangible factors on CE; however, Zahra (1991) called for additional studies.

According to the study conducted by Khoza, Groenewald, and Schachtebeck (2017), among South African medium and small size enterprises, in assessing CE climate in a developing economy, confirmed that autonomy, management support, rewards and organisational boundaries positively relate with CE but time availability factor has no significant relationship with CE.

9- Conclusion and Recommendations

The intention of this paper was to conduct a literature review on the impacts of CE and internal organisational environment to the organisational performance in the hospitality and tourism sector of developing economies. The available literature on the relationship between CE and organisational performance symbolises researchers' huge interest on this topic besides, conducting researches in diverse contexts.

The expected objective of this paper was to study the past literature on the effectiveness of CE and the facilitation of internal organisational context to organisational performance. The reviewed historical and recent literature proposes several dimensions of CE that have been acknowledged by many scholars and have been adapted for years such as innovativeness, autonomy, proactiveness, risk-taking, and competitive aggressiveness. Moreover, the results have established the uncertain outcome of CE in different contexts. Many studies have established a positive bearing; however, others show a moderate outcome. Compared to the studies on CE and organisational performance, the studies on the effect of CE and internal organisational environment to performance has been found limited. The dimensions that have been commonly used for testing the internal organisational environment were

top management support, autonomy/ work discretion, rewards, time availability, and, organisational boundaries. The results shown in the current studies are not persistence and never show an outcome of the effectiveness of CE and internal organisational environment to organisational performance. Therefore, based on the available statistics and outcomes, no consensus is established on the conclusions of the effectiveness of CE and internal organisational context to performance in a different environmental context.

As an overall conclusion, this paper identifies a growing interest among researchers on CE in numerous aspects; however, it has identified the absence of theories and theoretical frameworks that could be applied in diverse contexts. Therefore, there is the need for developing and further testing existing frameworks, and logical connections on CE, internal organisational environment and organisational performance.

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