

CEOs' Entrepreneurship in Relation to Reaction to Organizational Change

Asta Pundzienė¹, Jurga Duobiene²

¹ ISM Vadybos ir ekonomikos universitetas
Ožeškienės g. 18, LT-44029, Kaunas

² Kauno technologijos universitetas
Laisvės al. 55, LT-44309, Kaunas

This article presents the results of the research conducted in Lithuania and dealing with 48 CEOs' entrepreneurship possible correlations and their reaction to organizational change. The research is based on analysis of scientific literature and conclusions.

This article makes it possible to cast a new sight at entrepreneurship. The main methodological approaches based on the idea that entrepreneurs can be not only independent business owners or agents, but all who really implement new ideas and their functions (Gross, 2005) As scientific literature clearly distinguishes the main concrete entrepreneurial traits, this allows to survey their intensity whose certain level makes it possible to identify the traits of an entrepreneur, a person and a potential entrepreneur. Entrepreneurs are more frequent among CEOs than among others (Robinson et al, 1991; Sharma and Chrisman, 1999; Cromie, 2000; Usbasaran et al, 2001; Yursever, 2003).

The other aspect of the research concerns organizational change. Bearley and Johnes (1995) hold that an organization is in a constant change state, therefore a very significant factor influencing a change process is an effective change management. This depends on CEOs. Each CEO tends to react to organizational change in some ways. The problem of this article is embedded in the relationship between CEOs' entrepreneurship and their reaction to change as entrepreneurship is first of all related to innovations that bring changes into organizations (Zhao, 2005).

As the aim of this article is to analyze and research CEOs' entrepreneurship and reaction to organizational change, the results of empirical research have revealed that not all three CEOs' personality traits - need for achievement, risk propensity, and locus of control - are interrelated. Positive correlation relations have been found only between risk propensity and need for achievement. But only locus of control correlates with reaction to organizational change – the greater locus internality, the higher CEOs' support to organizational change, and CEO's resistance to it decreases.

The subject of the article is the relation between CEOs' entrepreneurial personality traits identifying their intensivity levels and their reaction to change. The first chapter is devoted to CEOs' entrepreneurship and reveals the main personality traits, the second part reviews the main theoretical concepts of the reaction to organizational change. This work analyses three personality features – the need for achievement, locus of control, and

risk propensity. Together with innovation, which is not dealt with in this article, these features are considered to be the main psychological traits (Brockhaus, 1980; McClelland, 1987; Cromie, 2000). The results of this research have revealed that CEOs tend more to support changes than to oppose them, however, both resistance and support of change are rather similar among entrepreneurial CEOs and among non-entrepreneurial CEOs.

This research has been carried out according to the methods of Orlov (1978), Jackson (1994), Rotter (Бажин et al, 1983), Bovey and Hede (Pundzienė, 2000), and their adaptation questionnaire allowing to assess the need for achievement, locus of control and its internality, risk propensity as well as the intention to resist and support changes. The research is based on systematic and comparative analysis of literature. Empirical research is substantiated by the questionnaire data and the analysis of the research results has been carried out by means of SPSS packet using the statistical criteria of linear logistic regression indices and their groups' comparison as well as by means of the analysis methods relationship correlation.

Keywords: CEOs' entrepreneurship, risk propensity, need for achievement, locus of control, reaction to organizational change.

Introduction

Organizational change is an empirical observation in an organizational entity of variations in shape, quality or state over time, after the deliberate introduction of new ways of thinking, acting and operating (Van de Ven and Poole, 1995; Schalk et al, 1998). Rapid globalization processes, technological development and the constant change of surroundings have made changes an inseparable part of the existence of contemporary organizations. The general aim of organizational change is an adaptation to the environment or an improvement in performance (Leana and Barry, 2000; Keck and Tushman, 1993). Successful organizational changes condition effective organizational performance, the later being the objective of every business organization.

The people working in the organization are the first to face organizational changes. A concrete change is perceived and then it leads to some kind of emotions and later there comes a decision to react to the change. (Dunham et al, 1989; Piderit, 2000). Different authors (Bearley and Johnes, 1995; Vakota et al, 2003; Bovey

and Hede, 2001; Nadler, 1998) present various reactions to change typology, however, having generalized them; it is possible to single out the main two types: resistance to change and their support. Realizing changes, it is usual to seek employees' support and approval as well as to look for the ways to escape or reduce opposition to them.

At the top of change management there is the leader who is responsible for change implementation. However any CEO is not only a member of the organization, but he or she is a personality with characteristic features. Thus, CEO is apt to certain reaction to change. CEO's personality plays a very important role in these processes. Among CEOs there are a considerable number of entrepreneurs, although any individual could be characterized by some entrepreneurship intensity features (Robinson et al, 1991; Sharma and Chrisman, 1999; Cromie, 2000; Usbasaran et al, 2001; Yursever, 2003). Jucevičius (1998) states, that organization entrepreneurship is one of the main important features of modern organization. **The problem** of this article is the question about relationship between CEOs' entrepreneurship and their reaction to change. Entrepreneurship is widely discussed, but this issue is often put aside, although entrepreneurship is first of all related to innovations that always bring changes to the organization (Zhao, 2005).

Even among CEOs there are not many classical entrepreneurs, but Schumpeter's entrepreneur's definition (Gross, 2005) allows to view him as the totality of specific entrepreneurial personality traits. Schumpeter's entrepreneur is not a category of a person, but a temporary abstraction. The entrepreneur element is present only as long as the combination of new inputs is under way. Schumpeter (Gross, 2005) considered economic development as a discrete dynamic change brought by entrepreneur by instituting new combinations of production, i.e. innovation. An innovator utilizes inventions and discoveries in order to make new combinations.

The aim of this article is the research of CEO entrepreneurship and reaction to organizational change according to review of scientific literature about entrepreneurship and organizational change.

The subject of the article is the relation between CEOs' entrepreneurial personality traits identifying the levels of their intensity and reaction to change. This work analyses three personality features: the need for achievement, locus of control, and risk propensity. Together with innovation, which is not considered in this article, these features are referred to as the main features of entrepreneur personality (Brockhaus, 1980; McClelland, 1987; Cromie, 2000).

Research methods. Research is based on systematic and comparative analysis of literature. Empirical research is substantiated by the questionnaire data, and the analysis of the research results is based on various statistical methods: linear logistic regression indices, the comparison of group indices by means of statistical criteria and the analysis of correlation relationship.

CEOs' entrepreneurship

Hirsch and Peters (1986) define entrepreneurship as the process of a new value creation that is in the focus of

the entrepreneur's attention, and the entrepreneur assigns to it necessary time and efforts taking psychological, financial or social risk, and enjoying monetary benefit and personal satisfaction. According to Schumpeter's entrepreneur's definition, entrepreneur can be not only independent business owners and agents, but even those who really realize new ideas, new combinations, creation functions, i.e. managers, leaders, the members of director board of those who possessing some part of organization shares can influence decisions (Gross, 2005). According to Jucevičius (1998), it is a principal methodological position quite different from the popular approach to entrepreneurs as business owners who have established business and manage it.

Entrepreneur is characterized by some psychological features. Different authors consider them to be various, and they are numerous. However, all authors acknowledge that the main traits are such psychological characteristics as the need for achievement, locus of control and risk propensity. These traits are supplemented by innovation, creativity, the need of autonomy, proactiveness (Cromie, 2000; Utsch and Rauch, 2000; Diaz and Rodriguez, 2003).

Entrepreneurship is characterized by different intensity. Strong entrepreneurs possess the traits that are clearly expressed. The decrease of entrepreneurship intensity causes the reduction of these traits: their number, the level of expression, occurrence frequency. Weaker entrepreneurs are not active in business, they tend to be involved into easily controlled activity, they do not like unforeseen and unpredicted cases, they seldom enjoy opportunities (Webster, 1977). Different researches have shown that the entrepreneur is characterized by strong need of achievement, average risk propensity and internal locus of control (McClelland, 1987; Chell, 1991; Cromie, 2000; Diaz and Rodriguez, 2003). However, according to Schumpeter's logic, it is possible to state that we all are characterized by the need for achievement, the latter being from rather weak to very strong, as well as by a certain level of risk propensity and locus of control that are more or less internal.

Need for achievement. Need for achievement is considered to be a basic trait of entrepreneur (Johnson, 2000). This is the person's aptitude to be successful. It reflects a person's life style. McClelland (1987) holds that people with a strong need for achievement become the best leaders, although they can require too much from their employees. However, they behave this way only because they think them to be the same as they are, i.e. they also have a strong need for achievement and are orientated towards results, but really most people are different.

The researches of the need for achievement (McClelland, 1955) have revealed a lot of peculiarities possessed by people with strong need for achievement. The people having a strong need for achievement consider achievement to be much more important than material or financial reward. Seeking achievement or task fulfilment produce greater personal satisfaction than recognition or appraisal. Financial reward is assessed as a success dimension but not as a result. People with a strong need for achievement always look for improve-

ment, i.e. how to better fulfil work. Therefore they should be familiar with organizational change. Security is neither the primary power nor circumstance. Thus, this personality trait relates with risk propensity.

Need for achievement is a driving force of a personality that constantly stimulates new aims, ideas. If organizational objectives coincide with those of a person, he will be especially useful to the organization because he will strive for his aim relying on all his knowledge and skills.

Risk propensity. It is the trait of a cognitive style when man is disposed to behave in a risky situation (Jackson et al, 1972). Both the entrepreneur and any other businessman cannot escape risk because of unstable business environment, but it is the entrepreneur, who takes the responsibility where he is sure in his strengths and is self-reliable as he is influenced by the third trait – internal locus of control (Blockhaus, 1980). However, his inclination for risk is not only the trait determined by the situation of indetermination. Risk is always assessed very thoroughly. Therefore the entrepreneur's risk propensity is average although very strong. Such persons often share risk with their partners, creditors and clients (Cromie, 2000). The entrepreneur often looks as a person who takes risk, however, he chooses a very serious and balanced risk (Chell, 1991).

Zukerman's and Kulman's (2000) research revealed that individuals are different in their risk propensity. Risk propensity does not change with the changing situation, therefore the conclusion has been drawn that it is more related to the personality than to a concrete situation.

A widely-used risk classification has been done by Jackson (Jackson et al, 1972). Having combined physical, social, ethic and financial types of risk, it is possible to speak about a general risk propensity. In business risk propensity is important because it is connected with the implementation of new ideas and new decisions. The more individual is inclined to risk, the more he is disposed to innovations. Of course, risk propensity should not be extreme, otherwise it will not bring expected results. There always exists indetermination in change situation, therefore those who do not distinguish themselves in risk propensity tend to resist changes (Pundzienė, 2002). Thus, risk propensity becomes an important personality trait for successful change implementation.

Locus of control. This personality characteristic expresses a general man's attitude to those aspects that define his life. This trait shows the scope of the man's responsibilities. According to Rotter (1966), all people could be classified in accordance with this trait in the continuum from internal to external locus of control. Researches have proved that entrepreneurs are characterized by a strong internal locus of control (Diaz and Rodriguez, 2003). These people consider themselves to be responsible for everything that happens in life, be it good or bad. They believe that everything depends on their efforts.

Research of the people with different subjective control types manifest the fact that persons with low subjective locus of control index consider themselves to be egoists, dependent, indecisive, distrustful, insincere, irri-

tated. People with the high index of subjective locus of control view themselves as good, independent, decisive, true, capable, sincere, and not outrageous. Thus, subjective locus of control is related to the man's feeling of his powers, dignity, responsibility for what is going around, self-respect, social maturity and personal independence (Cromie, 2000).

Cromie (2000) research has shown the relationship between the need of achievement and locus of control. Those people who possess a strong need of achievement are characterised by internal locus of control. People with not strong need of achievement are characterised by external locus of control. The first group of people who have undergone research have been entrepreneurial CEOs, and the second group – non-entrepreneurial CEOs. These two groups differed not only in the level of achievement need, locus of control, but also in risk propensity. Entrepreneurs are characterised by a stronger risk propensity than the other managerial group.

Reaction to organizational change

Any person is apt to react to changes. This attitude influences the reaction to any change in the organization. This attitude usually includes cognitive, emotional and behavioural components. The reaction to change also embraces these three components. Any change raises the same chain reaction: the person perceives the change, emotions and decides to react to the change in one way or another (Dunham et al, 1989; Piderit, 2000).

Bearley and Johnes (1995) conducted the research that showed that organizations are in constant change, therefore employees react to change. They single out three types of reaction: *supportive* (moving toward change), *neutral* (moving away from change), and *resistant* (moving against change).

Bovey and Hede (2001) present a unified model of reaction to change. This model includes only two types of reaction: supportive and resistant. In this case reaction to changes is analysed in the aspect of an intended behaviour. Behaviour could be between active-passive and open-closed. Figure 1 presents behaviour types.

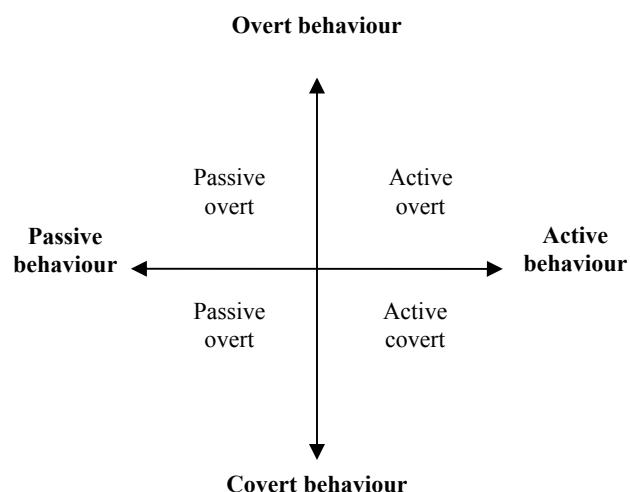


Figure 1. Behaviour types
(adapted according to Bovey and Hede, 2001)

Change support and resistance can manifest themselves in any of these types (Pundzienė, 2002):

Passive overt behaviour:

- Changes are supported by accepting them and agreeing.
- Resistance to changes is passive: changes are observed, some kind accepted, however, nothing else is done to support them.

Passive covert behaviour:

- Changes are supported passively and even with a negative attitude, trying to give in, complain.
- Changes are met with resistance; they are ignored trying to avoid them.

Active overt behaviour:

- Change support includes initiative and care of changes.
- Resistance to changes is expressed by the intention to resist and disagree with them, to argue or even to hinder.

Active covert behaviour:

- In this case, support of changes most often means cooperation.
- Changes are opposed through procrastination, sabotage, manipulation.

Not only CEOs but also other employees express their reaction to changes and influence implementation. It is quite natural, that organization leaders are interested in planning changes and their successful introduction, however, human factor can be fatal. There are a lot of discussions in scientific literature about resistance to changes and means of overcoming and stimulating

changes. However, there appear new approaches to these issues. Vakota et al (2003) hold that organizations are to understand that employees should doubt about changes, discuss their relevance, necessity and use. Organizations need employees of CEOs' level whose thinking is not limited, who are able to manage their emotions, solve conflicts, adapt, i.e. to possess features necessary in changing situation. Such traits include the need for achievement, risk propensity and locus of control.

The research of CEO entrepreneurial traits and their reaction to organizational change

Methodology. The research involved 48 CEOs from 31 organizations in Vilnius and Kaunas. Most organizations belong to rapidly developing private sector of information technologies; therefore the importance of changes in such business branch is obvious. The sample has been set up by using a convenient selection of respondents because of particularity of investigated population. To select the leaders at random and to achieve reliable results was not possible.

The sample comprised 46 per cent of women and 54 per cent of men. The persons researched have been classified according to the age groups (Figure 2). Most of them have been from 30 to 34 years, while the sample average has been 36.24 with st. deviation 6.063.

Figure 3 presents the grouping of respondents according to their work period in the present organization. Most respondents worked in the organization from 3 to 7 years – 88 per cent. The least number included those who work in the organization for the shortest period of time: 12 per cent of them had not worked even for 3 years, and 3 per cent of them from 1 to 3 years.

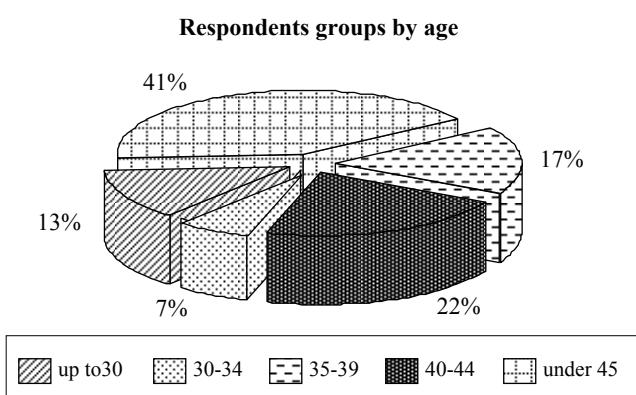


Figure 2. Distribution of respondents by age

The respondents have been asked to present information about their organization's size. The results are presented in Figure 4. Organizations are grouped according to employees' number – micro-enterprise (up to 10), small (10-49), medium (50-249), and big (from 250). Most respondents worked in medium and big organizations – 86 per cent.

Used methods. According to Orlov (Орлов, 1978), Jackson (1994), Rotter (Бажин et al, 1983), Bovey and Hede (Pundzienė, 2000) methods adaptation, there has been worked out a questionnaire that has been assigned to meas-

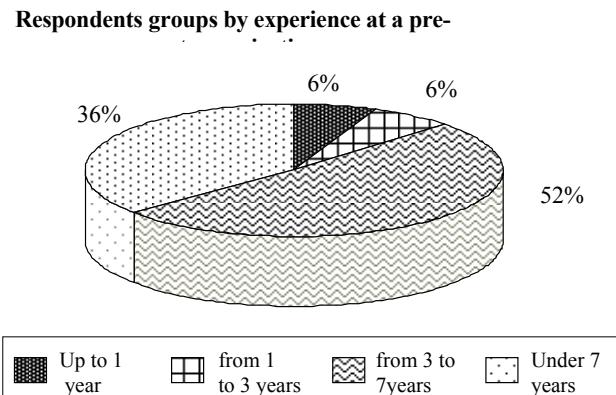


Figure 3. Distribution of respondents by experience at a current organization

ure respondents' need for achievement, locus of control, risk propensity and intention to resist and support changes.

In order to measure the *need for achievement*, there has been adapted Orlov's (Орлов, 1978) need for achievement method that includes 22 statements with "yes" or "no" answers. The respondent is to choose whether the statement presents his exact characterisation and to choose the answer. The sum of answers assessing the intensity of need for achievement is obtained. According to Orlov's (Орлов, 1978) grouping, this sum of answers helps to number him to

one of the three groups – (1) those with strong need for achievement, (2) with medium need for achievement, (3) weak need for achievement. The Cronbach's alpha reliability coefficient for this scale was 0.62.

Respondents by size of organizations

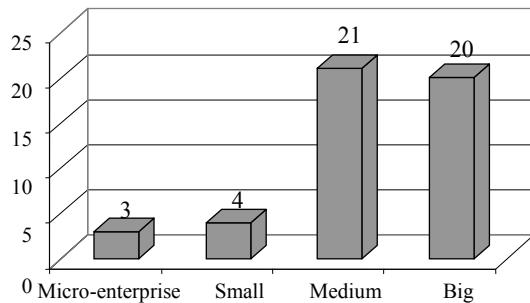


Figure 4. Number of respondents by size of their organizations

The evaluation of *risk propensity* is based on risk subscale from Jackson Personality Inventor – Revised (Jackson, 1994). This subscale is similar to the scale of measuring need for achievement. The subscale of risk propensity includes 20 statements with “yes” or “no” answers. The method is supplemented in the same way as the previously mentioned method. The intensity of risk propensity is reflected by the sum of all answers. Although Jackson (1994) classifies respondents into five categories, this research uses the classification of respondents into three categories, i.e. there have been singled out the respondents possessing (1) strong, (2) medium and (3) weak risk propensity. The Cronbach's alpha for this scale was 0.61.

Locus of control evaluation is based on Rotter (1966) diagnostic methods of subjective control level (adaptation from Бажин et al, 1993). In this variant of subjective locus of control method, 44 statements are included. These statements had to be assessed according to six-point scale (-3, -2, -1, 1, 2, 3), from “quite disagree” to “quite agree”, expressing some kind of agreement or disagreement. The evaluation of locus of control is the sum of answers. This result is coded into system of ten-range point; this allows to distribute respondents into two groups: (1) those who are characterised by internal locus of control; (2) those who possess external locus of control. The general subjective locus of control scale's reliability assessed by the Cronbach's alpha was 0.86.

Hypotheses. The analysis of scientific literature has shown that the need for achievement, risk propensity and locus of control should form the set of general entrepreneurial traits. Thus, (H1) they are to correlate among themselves.

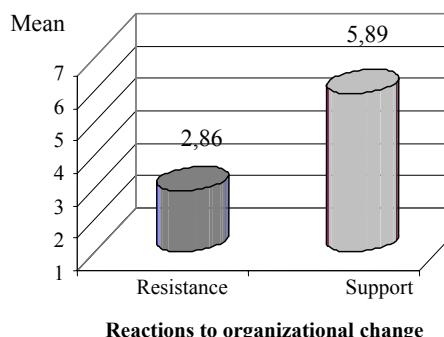


Figure 5. Means of respondents' reactions to organizational change

First of all there has been formulated the hypothesis concerning reaction to organizational change for the whole group of respondents – (H2) CEOs should be perceived as linked more to support change than resist it. As the subject of this article is CEOs' entrepreneurship, (H3) entrepreneurial CEOs more than non-entrepreneurial (those, who are not characterised by CEOs' entrepreneurship) CEOs should be perceived as tending to support organizational change than resist it.

The main hypothesis of this research is: (H4) the stronger need for achievement, risk propensity, and more internal locus of control, the more CEO is inclined to support changes, and they are less determined to resist them.

Results. Research results have not manifested the statistical reliable correlation of demographic indications with personality traits or reaction to changes.

The Chi-Square criterion ($\chi^2=8.000, p<0.02$) has shown that respondents are more characterised by weak need for achievement (31% of respondents) than by strong need for achievement (10%). Moreover, there are more respondents ($\chi^2=16.625, p<0.01$) with strong risk propensity (33%) than those with weak risk propensity (17%). This criterion has shown ($\chi^2=30.083, p<0.01$) that most respondents possess internal locus of control (90%), while external locus of control is peculiar to smaller part of respondents (10%).

The analysis of personality traits has disclosed that correlation is seen not among all researched personality traits. The increase in need for achievement strengthens risk propensity (*Pearson Correlation coefficient=0,530 and correlation is significant at the 0.01 level*).

Having analysed the relationship of personality traits with reaction to change, it became obvious that achievement need and risk propensity (being interconnected) do not correlate with the reaction to changes. The research results have shown that only control locus statistically reliably correlates with the resistance to changes and their support. The relationship of reaction to changes and locus of control is positive (*Pearson correlation coefficient=0,395, and correlation is significant at the 0.05 level*) and the connection of resistance to changes and locus of control is negative (*Pearson correlation coefficient=-0,285, and the same as before level of significance*).

The second hypothesis: CEOs are more inclined to support changes (*mean=5.89, st. deviation=0.65*) than to resist them (*mean=2.86, st. deviation=0.73*) has been confirmed (*paired samples t criterion value =-18,038, p<0.01*). The average numbers of CEOs' reactions to organizational changes are presented in Figure 5.

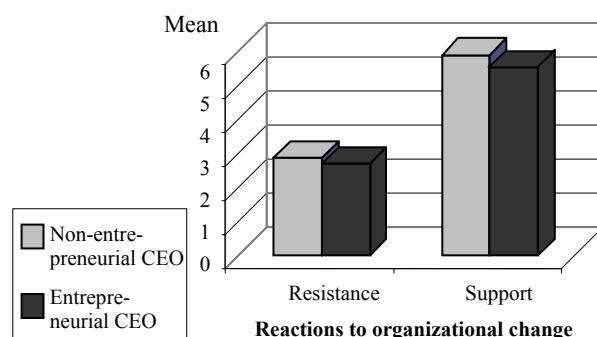


Figure 6. Means of non-entrepreneurial CEOs' and entrepreneurial CEOs' reactions to organizational

The other part of this hypothesis has not been proved. According to the research of entrepreneurs' psychological traits in scientific literature, there have been singled out entrepreneurial CEOs. There were 10 per cent possessing strong need for achievement, average risk propensity and internal locus of control. The combinations of them and a group having no such traits and intentions to resist/support changes are presented in Figure 6. Entrepreneurial CEOs were not different as compared to non-entrepreneurial CEOs neither in resistance to changes (*means correspondingly 2.72 and 2.88, st. deviation 0.88 and 0.72*) nor change support (*means correspondingly 5.60 and 5.93, st. deviation 0.71 and 0.64*).

As there has not been found a statistically reliable correlation between need for achievement and risk propensity resistance/support changes, further analysis concerned only the relationships of locus of control with reaction to changes. The model of linear logistic regression ANOVA has been used separately for two dependent variables, i.e. intentions to resist changes and propensity to support changes. Locus of control presents a statistically reliable explanation of 8.1 per cent of resistance to changes dispersion ($p<0.05$) and 15.6 per cent support dispersion ($p<0.01$).

Thus, it is only according to locus of control that it is possible to forecast reaction to changes; however it explains only a small part of dispersion of reaction to changes. CEOs with internal locus of control often support changes and seldom oppose them than those CEOs who have external locus of control.

Conclusions

Although the personality traits presented in this article have been widely studied, however, the relationship of these personality features with changes in organizations has not been investigated. The research conducted in the field of dependence of CEOs personality traits and reaction to changes makes it possible to present a more detailed approach not only to CEOs' personality features, their reaction to changes, but to reveal theirs correlation connections. The research allows to draw these conclusions:

1. The research results make it possible to agree with McClelland's (1987) observation that most people do not possess strong need for achievement. This tendency has been noticed among leaders: *more leaders have a weak need for achievement than a strong one*. The results of the research deny the opinion presented in the scientific literature, that people with strong need for achievement should be apt to support changes, and those with weak need for achievement are to resist changes (De Fruyt and Saldago, 2003; Vakota et al, 2003).
2. Various researches show that risk propensity is also considered to be an important entrepreneur's trait (Chell, 1991; Cromie, 2000). This work presents the results that manifest that *more leaders possess strong risk propensity as compared to weak risk propensity. The majority or the leaders are characterised by an average risk propensity*. However, research *has not revealed a reliable correlation of this personality trait with the reaction*

to changes.

3. Scientific literature presents a unanimous attitude to CEOs that most leaders possess internal locus of control (Cromie, 2000; Diaz and Rodriguez, 2003). Scientific literature analyses the data about leaders' locus of control. The data has been also confirmed by this work: *most leaders possess internal locus of control*. However, hypothesis One (H1) that these three personality traits are interrelated (Cromie, 2000) has been only partially proved. There has been stated *positive correlation connections between risk propensity and need for achievement*. This has confirmed McClelland's (1955) research results. However, *reliable interactions of these two traits with locus of control have not been found*, although Diaz and Rodriguez (2003) confirm that reliable link exists.
4. The research results have proved H2 that CEOs are more inclined to support changes than to resist them. However, the third hypothesis has not been confirmed, i.e. there has been not found a reliable difference between entrepreneurial CEOs and non-entrepreneurial CEOs groups. *Both resistance to changes and their support are similar among entrepreneurial CEOs and among non-entrepreneurial CEOs*.
5. Three CEOs' entrepreneurial traits (that have been investigated) have also shown that locus of control reliably correlates with reaction to changes. The research has partially confirmed H4 hypothesis that *the more internal locus of control, the bigger is the intention to support changes, and the intention to resist them decreases*.

The article presents the investigation based on empirical research. This allows to express a new approach to entrepreneurship. The main methodological attitude is that entrepreneurs can be not the only independent business owners or agent. All those who realise new ideas could become entrepreneurs. In scientific literature there exists a very clear classification of concrete entrepreneurial traits. This allows to survey their intensity and identify the traits as entrepreneurial feature and the person as a potential entrepreneur. Although this research has not revealed a set of investigated traits and its influence on changes, however, it has been found that locus of control reliably correlates with the reaction to changes. This allows to conclude that entrepreneurship might positively influence reaction to organizational change.

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Asta Pundzienė, Jurga Duobienė

Vadovų antrepreneriškumo sasajos su reakcija į organizacinius pokyčius

Santrauka

Šiame straipsnyje pristatomi Lietuvoje atlikto 48 aukščiausiojo lygio vadovų antrepreneriškumo ir reakcijų į organizacinius pokyčius sasajų tyrimo, paremtu mokslinės literatūros analizės išvadomis, rezultatai.

Straipsnis leidžia naujai pažvelgti į antreprenerystę ir antreprenierius. Laikomasi principinės metodologinės nuostatos, kad antrepreneriais gali būti laikomi ne tik savarankiški verslo savininkai ar veikėjai, bet ir visi tie, kurie iš tikrųjų realizuoją naujų idėjų sukūrimo funkcijas (Cross, 2005). Kadangi mokslinėje literatūroje (Chell ir kt., 1991; Cromie, 2000, Diaz ir Rodriguez, 2003, Gross, 2005) aiškiai identifikuojami tam tikri specifiniai asmenybės bruožai, kurie būdingi antreprenieriams, galima tirti ne tik jų pasireiškimą, bet ir pasireiškimo lygi. Pasiektais tam tikras bruožo intensyvumo lygis leidžia tą savybę vadinti antrepreneriška, o esant tam tikrų savybių rinkiniui galima asmenį priskirti antreprenieriams. Aukščiausiojo lygio vadovai pasirinkti dėl to, kad tarp ju daugiau nei kur kitur esama antreprenirių (Robinson ir kt., 1991; Sharma ir Chrisman, 1999; Cromie, 2000; Usbasaran ir kt., 2001; Yursever, 2003).

Kitas šiame straipsnyje pateikiamas tyrimo aspektas nagrinėja organizacinius pokyčius. Bearley ir Johnes (1995) teigia, kad organizacija nuolat kinta, todėl ypač svarbus veiksnys, darantis ištaką pokyčių procesui, yra efektyvus pokyčių valdymas. Pokyčių valdymo funkciją atlieka vadovai. Kaip ir bet kuris kita žmogus, vadovas taip pat turi polinkį vienaip ar kitaip reaguoti į pokyčius. Šio straipsnio **nagrinėjama problema** yra galimų sasajų tarp vadovų antrepreneriškumo ir jų reakcijos į pokyčius klausimas. Šis klausimas mokslinėje literatūroje mažai nagrinėtas, nors antreprenerystė visų pirmą siejama su naujovėmis, kurios visuomet į organizaciją įneša pokyčių (Zhao, 2005).

Šio **straipsnio tikslas** – atskleisti vadovų antrepreneriškumo ir jų reakcijos į organizacinius pokyčius sasajas.

Straipsnio tyrimo objektu pasirinkti ryšiai tarp vadovų antrepreneriškų asmenybės bruožų ir jų reakcijos į pokyčius.

Pirmais straipsnio dalis skirta antreprenerystés ir antrepreneriškų bruožų analizei. Hisrich ir Peters (1986) apibrėžia antreprenerystę kaip naujos vertės kūrimo procesą, kuriam antrepreneris skiria reikalingą laiką ir pastangas, prisiimdamas galimą psychologinę, finansinę ar socialinę riziką, ir už tai gauna piniginę naudą ir patria asmeninį pasitenkinimą. Pagal Schumpeterio antreprenorio apibrėžimą antreprenierių gali būti ne tik savarankiški verslo savininkai ar veikėjai, bet ir visi tie, kurie iš tikrųjų realizuoją naujų idėjų – „nauju kombinacijų“ – sukūrimo funkcijas: vadybininkai, vadovai, direktorių valdybos nariai ar net ir tie, kurie turėdami dalį organizacijos akcijų, gali veikti sprendimais (Cross, 2005). Pasak R. Jucevičiaus (1998), tai principinė metodologinė pozicija, labai skirtinė nei populiariai nuostatai antrepreneriais laikyti tik verslo savininkus, iškūrusius verslą ir jam vadovaujančius.

Antrepreneriui būdingi tam tikri psychologiniai bruožai. Išairūs autorai išskiria juos skirtinges, o iš viso jų galima suskaičiuoti labai daug. Tačiau visi autorai pripažįsta, kad svarbiausiomis psychologinėmis charakteristikomis galima laikyti pasiekimų poreikį, polinkį į riziką ir kontrolės lokusą, kuriuos papildo novatoriškumas, kūrybiškumas, autonomijos poreikis, proaktivumas (Cromie, 2000; Utsch ir Rauch, 2000; Diaz ir Rodriguez, 2003). Šiame darbe analizuojami trys asmenybės bruožai – pasiekimų poreikis, kontrolės lokusas bei polinkis į riziką.

Pasiekimų poreikis išskiriamas kaip bazinis antreprenorio bruožas (Johnson, 2000). Tai asmens polinkis ypač stengtis būti sekminiam ir atspindintis tokio žmogaus gyvenimo stiliumi.

Polinkis į riziką – tai kognityvinio stiliaus bruožas, rodantis, kaip žmogus linkęs elgtis rizikingoj situacijoj (Jackson ir kt., 1972).

Kontrolės lokusas apibūdina bendrą nuolatinę žmogaus nuostatą į tai, kas lemia jo gyvenimą. Šis bruožas parodo mastą, kuriuo žmogus jaučiasi išpareigojės (Rotter, 1966).

Antrasis šio straipsnio skyrius nagrinėja pagrindines teorines organizacinių pokyčių koncepcijas bei apžvelgia moksliinius šios srities tyrimus. Ivaizdus autorai (Bearley ir Johnes, 1995; Vakota ir kt., 2003; Bovey ir Hede, 2001; Nadler, 1998) pateikia skirtinges reakcijų į pokyčius tipologijas, tačiau jas apibendrinus galima išskirti dvi pagrindines – pasipriešinimą pokyčiams ir jų palaikymą. *Pasipriešinimas pokyčiams* – tai bet kuris elgesys, kuriuo stengiamasi išlaikyti status quo, kai kyla spaudimas jį keisti. Tuo tarpu *pokyčių palaikymas* atspinti pritarimą jiems, galintį pasireikšti bet kuria elgesio forma nuo aktyvaus atviro iki pasyvaus uždarо palaikymo.

Trečiojoje straipsnio dalyje aprašoma tyrimo metodologija ir pateikiami rezultatai. Tyime dalyvavo 48 aukščiausio lygio vadovai iš 31 Vilniaus ir Kauno organizacijos. Didžioji dauguma organizacijų priklauso sparčiai besivystančiam privačiam informaciinių technologijų sektorui, todėl pokyčių svarba tokioje verslo šakoje neabejotina. Imtis sudaryta naudojant patogią respondentų atranką, nes tirti aukščiausio lygio vadovai, dirbantys privačiame verslo sektoriuje.

Tyrimas atliktas naudojant pagal Orlovo (1978), Jacksono (1994), Rotterio (Bажин et al, 1983) bei Bovey ir Hede (Pundziene, 2000) metodikas ir jų adaptacijas parengtą klausimyną, leidžiantį ivertinti tiriamojo pasiekimų poreikį, kontrolės lokuso internalumą, polinkį į riziką ir jo ketinimus priešintis ir palaikyti pokyčius. Moksliinio tyrimo pagrindimui pasirinkta sisteminė ir lyginamoji literatūros analizė. Alikiant empirinį tyrimą naudota anketinė apklausa, o tyrimo rezultatų analizė atlikta pasitelkus SPSS paketą, naudojant tiesinės logistinės regresijos, grupių rodiklių palyginimo statistiniaisiais kriteriais bei koreliaciinių ryšių analizės metodais.

Alikto tyrimo rezultatai parodė, kad galima tik pritarti McClelland (1987) nuomonei, jog daugumai žmonių nebūdingas aukštasis pasiekimų poreikis. Tarp vadovų ši tendencija taip pat pastebėta – *daugiau vadovų turėjo žemą pasiekimų poreikį, nei aukštą*. Tačiau tarp pasiekimų poreikio ir reakcijos į pokyčius patikimumų ryšių nerasta. Šie alikto tyrimo rezultatai paneigia literatūroje dažnā nuomonę, kad turintys aukštą pasiekimų poreikį turėtų labiau palaikyti pokyčius, o turintys žemą poreikį turėtų labiau jiems priešintis (De Fruyt ir Saldago, 2003; Vakota ir kt., 2003).

Ivaizdų tyrimų rezultatai rodo, jog polinkis į riziką taip pat lai-

komas svarbiu antreprenoario psichologiniu bruožu (Chell, 1991; Cromie, 2000). Šiame darbe aprašyto tyrimo rezultatai parodė, kad *daugiau vadovų turi stiprų polinkį į riziką nei silpną, o daugumai būdingas vidutinis polinkis į riziką*. Tačiau tyrimo rezultatai neatksleidė patikimos šio asmenybės bruožo koreliacijos su reakcija į pokyčius.

Moksliinėje literatūroje pateikama vienoda nuomonė apie vadovus – daugumai jų, tame tarpe ir antreprenoeriams, būdingas vidinis kontrolės lokusas (Cromie, 2000; Diaz ir Rodriguez, 2003). Tą nuomonę patvirtina ir šiame straipsnyje aprašyto tyrimo rezultatai – *daugeliui vadovų labiau būdingas vidinis kontrolės lokusas nei išorinis*. Tačiau hipotezė, kad šie trys asmenybės bruožai yra tarpusavyje susiję (Cromie, 2000), pasivirtino tik iš dalies. Nustatyti patikimi teigiami koreliacinių ryšiai tarp polinkio į riziką ir pasiekimų poreikio, ir tai patvirtina McClelland (1955) aprašomų tyrimų rezultatus. Bet nerasta patikimumų šiuo dvieju bruožų ryšių su kontrolės lokusu, nors Diaz ir Rodriguez (2003) tyrimo rezultatai rodė patikimą jų ryšį.

Atlikto tyrimo rezultatai patvirtino antrają hipotezę – *vadovai labiau linkę palaikyti pokyčius nei jiems priešintis*. Tačiau trečioji hipotezė nepatvirtino – nerasta patikimo skirtumo tarp antrepreno riškų vadovų ir nepasižyminčių antrepreno riškais bruožais vadovų grupių. *Tiek pasipriešinimas pokyčiams, tiek jų palaikymas buvo panašus ir tarp antrepreno riškų, ir tarp nepasižyminčių antrepreno riškais bruožais vadovų*.

Tačiau iš trijų tirtų vadovų asmenybės bruožų būtent kontrolės lokusas patikimai koreliuoja su reakcija į pokyčius. Tyrimas iš dalies patvirtino ketvirtąją hipotezę – tyrimo rezultatai atskleidė, kad *kuo didesnis kontrolės lokuso internalumas, tuo didėja ketinimai palaikyti pokyčius, o ketinimai jiems priešintis mažėja*. Taigi, vadovui jaučiant didesnę savo įtaką pokyčių situacijoje, tikint, kad tik nuo jo paties priklauso veiklos efektyvumas ir efektyvus pokyčių diegimas, mažėja jo pasipriešinimas pokyčiams ir didėja pokyčių palaikymas.

Nors šis tyrimas neatksleidė tarto bruožų komplekso įtakos reakcijai į pokyčius, tačiau jau tai, kad kontrolės lokusas – vienas iš tirtų bruožų – patikimai koreliuoja su reakcija į pokyčius, leidžia daryti prialaidą, kad antrepreno riškumas gali daryti teigiamą įtaką reakcijai į organizacijose vykstančius pokyčius.

Raktažodžiai: *vadovų antrepreno riškumas, pasiekimų poreikis, polinkis į riziką, kontrolės lokusas, reakcija į pokyčius*.

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