

# The Influence of Organizational and Personal Factors on Entrepreneurial Intentions of Business Professionals

**Keshab Khadka**

Assistant Professor

Graduate School of Management, Mid-West University, Birendranagar, Surkhet, Nepal

Email: ku.keshab17@gmail.com

## ABSTRACT

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*This study examines the impact of organizational and personal factors on the entrepreneurial of business professionals in the Surkhet District. This research employs an explanatory design, utilizing quantitative data and convenience sampling for data collection and analysis. Primary data were gathered using a survey questionnaire administered to 216 business professionals. Descriptive and inferential statistical methods were applied, including frequency and percentage distributions for demographic data and correlation and regression analyses to investigate the relationships between variables. The findings indicate that an innovative climate significantly enhances entrepreneurial intentions, while technical excellence shows a non-significant relationship with EI. Innovation orientation similarly exhibits minimal impact on EI and is also found to be non-significant. Conversely, job satisfaction emerges as a robust positive predictor of EI. These insights provide valuable implications for business professionals, policymakers, educators, and supportive organizations, guiding efforts to foster an entrepreneurial ecosystem conducive to sustainable business development.*

## 1. INTRODUCTION

Entrepreneurial intentions are crucial aspects of competitive advantage, representing the mindset and strategy of individuals or organizations toward identifying, creating, and exploiting market opportunities (Abebe & Alvarado, 2018; Ajzen, 1991). It involves proactive innovation, risk-taking, and resource allocation to establish market footholds (Arrighetti et al., 2016). Cultivating entrepreneurial intentions fosters adaptability, resilience, and agility, positioning entities to capitalize on emerging opportunities and outperform competitors (Bae et al., 2014). As a catalyst for sustained competitive advantage, entrepreneurial intentions enable entities to anticipate market shifts, drive innovation, and differentiate themselves effectively (Bello et al., 2018).

Entrepreneurship is vital in fueling economic growth and fostering innovation (Biraglia & Kadile, 2017). By creating new businesses, generating jobs, and introducing innovative solutions, entrepreneurs contribute to expanding markets, driving productivity, and stimulating technological advancements

(Botha & Bignotti, 2017; Buli & Yesuf, 2015). Besides that, their ventures promote competition, efficiency, and dynamic market changes, ultimately enhancing overall economic performance (Fayolle & Gailly, 2015; Cardon et al., 2009). Therefore, nurturing an entrepreneurial ecosystem with supportive policies and resources is crucial for leveraging entrepreneurship's transformative potential in driving economic growth and innovation (Antoncic et al., 2015).

Building on an extensive analysis of prior research, this study validates the four critical organizational and personal determinants that shape professionals' entrepreneurial intentions. This study delves into these determinants, specifically examining the roles of innovation climate, technical excellence, innovation orientation, and job satisfaction, as identified by Lee et al. (2011). By focusing on these elements, the research aims to provide nuanced insights into the complex interplay between organizational environments and individual characteristics, thereby elucidating their combined impact on entrepreneurial intentions within professional contexts.

Furthermore, understanding organizational and personal factors is more critical for designing effective policies and support systems to promote entrepreneurship, enabling policymakers and stakeholders to customize initiatives such as providing access to funding, mentorship programs, entrepreneurial education, and fostering an innovative culture within organizations. Addressing these factors can enhance the overall ecosystem for entrepreneurship, fostering economic growth, job creation, and innovation within communities. The study specifically focuses on the Sukhet district, aiming to identify and analyze the factors influencing entrepreneurial intentions among its business professionals. Therefore, the primary aim of this study is to assess how organizational and personal factors, including innovation climate, technical excellence, innovation orientation, and job satisfaction, influence the entrepreneurial intentions of business professionals. The attainment of this objective essentially turning points in addressing the following inquiries:

- How does innovation climate influence the entrepreneurial intentions of business professionals?
- What role does technical excellence play in shaping the entrepreneurial intentions of business professionals?
- How does innovation orientation impact business professionals' entrepreneurial intentions?
- In what ways does job satisfaction affect the entrepreneurial intentions of business professionals?

## **2. LITERATURE REVIEW**

Numerous theoretical frameworks have been developed to understand entrepreneurial intentions, focusing on the motivational factors that drive individuals to pursue entrepreneurial activities. The fundamental theories are the Theory of Planned Behavior (TPB) and Human Capital Theory (HCT). TPB, developed by Ajzen (1991), posits that entrepreneurial intentions are influenced by attitude toward the behavior, subjective norms, and perceived behavioral control. These factors collectively shape an individual's intentions to engage in entrepreneurial activities, ultimately predicting entrepreneurial behavior.

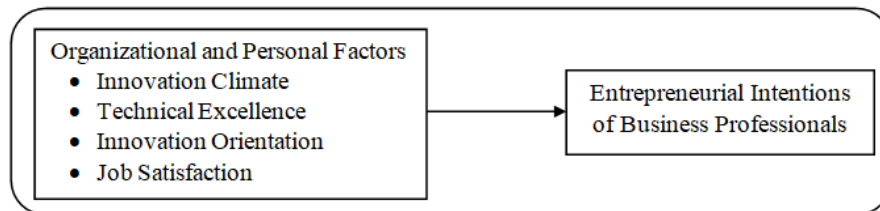
Becker (2009) propounded human capital theory to emphasize the role of individual competencies and resources, such as education, experience, skills, and knowledge, in fostering entrepreneurial intentions. According to HCT, higher levels of education and relevant experience enhance an individual's capability and confidence to start and manage a business. At the same time, specific skills like opportunity recognition and risk management are crucial in shaping entrepreneurial intentions (Linan & Fayolle, 2015).

Research on entrepreneurial intentions among business professionals highlights organizational and personal factors that significantly influence these intentions (Hueso et al., 2021). Organizational factors include corporate culture and support, which can enhance entrepreneurial intentions by fostering innovation and risk-taking, although there are inconsistencies regarding how different organizational climates impact these intentions (Linan et al., 2011). Access to resources, such as financial support and mentorship, is also essential, but there is a lack of consensus on its effectiveness. Personal factors involve psychological traits like self-efficacy, risk propensity, and proactiveness, which strongly predict entrepreneurial intentions (Solesvik et al., 2014; Moriano et al., 2012).

Moreover, demographic variables such as age, gender, and educational background also play a role, but research findings are mixed, with some studies suggesting younger individuals and males are more likely to exhibit entrepreneurial intentions (Miralles et al. et al., 2016; Barba-Sanchez et al., 2022). Despite extensive research, gaps and inconsistencies remain, particularly concerning cross-cultural variability, the need for longitudinal studies, and the development of integrative models that examine the interplay between organizational and personal factors. However, organizational factors pertain to elements within a work environment, such as innovation climate and support for technical excellence. In contrast, personal factors refer to attributes like innovation orientation and job satisfaction.

### **2.1 Conceptual Framework of the Study**

Based on the previous studies by Lee et al. (2011), the present study examines organizational and personal factors as independent variables and the entrepreneurial intentions of business professionals as the dependent variable. Consequently, the researcher has developed a conceptual framework, as illustrated in the following figure.



**Figure 1: Conceptual Framework of the Study**

### **2.2 Innovation Climate and Entrepreneurial Intentions**

The relationship between innovation climate and entrepreneurial intentions is critical in understanding how organizational environments influence entrepreneurial behavior (Lee et al., 2011). A supportive innovation climate, characterized by structures, policies, and a culture encouraging creativity and risk-taking, significantly impacts employees' entrepreneurial intentions (Huyghe & Knockaert, 2015). Research indicates that such a climate fosters employees' motivation to explore new ideas and pursue entrepreneurial activities (Sim et al., 2023). It provides necessary resources, managerial support, and a tolerance for failure, enhancing employees' confidence and entrepreneurial skills (Kromidha et al., 2022). Thus, cultivating an innovation-friendly culture is essential for organizations that drive entrepreneurial growth and innovation.

H1: The innovation climate significantly impacts entrepreneurial intentions.

### **2.3 Technical Excellence and Entrepreneurial Intentions**

The connection between technical excellence and entrepreneurial intentions is crucial in understanding how advanced skills and expertise shape entrepreneurial aspirations (Sitaridis & Kitsios, 2023; Mekhum, 2020). Individuals with high technical competence are more likely to identify innovation opportunities and feel confident developing and implementing new ideas, enhancing their entrepreneurial intentions (Lee et al., 2011). This confidence, stemming from their technical skills, bolsters their problem-solving and creative thinking abilities, essential for successful entrepreneurship (Ahmed et al., 2021). Thus, fostering technical excellence is vital for equipping individuals with the skills and confidence to pursue entrepreneurial ventures.

H2: Technical excellence has a significant positive impact on entrepreneurial intentions.

### **2.4 Innovation Orientation and Entrepreneurial Intentions**

The link between innovation orientation and entrepreneurial intentions is vital in exploring how organizational cultures prioritizing innovation shape individuals' inclination towards entrepreneurship (Lee et al., 2011; Quince & Whittaker, 2003). An environment that values innovation, characterized by a culture fostering creativity, risk-taking, and pursuing fresh ideas, significantly influences individuals' tendency to pursue entrepreneurial endeavors (Bae & Lee, 2015). Research indicates that organizations emphasizing innovation encourage entrepreneurial thinking among employees and provide the necessary support and resources to transform innovative concepts into viable business ventures (Wagner, 2011). Consequently, individuals within such environments are more likely to harbor entrepreneurial aspirations and actively pursue opportunities for entrepreneurship driven by innovation (Cunha et al., 2022). Thus, nurturing a culture prioritizing innovation is pivotal in fostering organizational entrepreneurial intentions.

H3: Innovation orientation has a significant positive impact on entrepreneurial intentions.

### **2.5 Job Satisfaction and Entrepreneurial Intentions**

Job satisfaction has been a significant focus in entrepreneurial research (Lien & Hoang, 2022; Haynes & Brockman, 2009; Cromie & Hayes, 1988). Adverse organizational conditions often precipitate low job satisfaction, subsequently fostering entrepreneurial intentions. The push theory of entrepreneurship corroborates the positive correlation between low job satisfaction and the propensity to engage in entrepreneurial activities. Discontented employees are more inclined to consider entrepreneurship a viable career alternative (Na et al., 2022; Cromie & Hayes, 1991). Jeong et al. (2017) and Eisenhauer (1995) exemplify this by demonstrating that individuals are motivated to establish their enterprises when the perceived satisfaction from self-employment surpasses that of wage employment.

H4: Job satisfaction has a significant positive impact on entrepreneurial intentions.

## **3. RESEARCH METHODOLOGY**

This study adopts an explanatory research design, employing a quantitative and convenience sampling method (Creswell & Creswell, 2017; Kothari, 2004; Maxwell, 2018). Data collection is facilitated through a survey questionnaire utilizing a five-point Likert scale (Hair et al., 2021). The population comprises all business professionals in the Surkhet district, with a sample of 220 individuals selected through convenience sampling. The primary data source is a critical aspect of this study. Descriptive and inferential statistics are used for data analysis. Descriptive statistics such as frequency and

percentage are employed to analyze demographic responses, while correlation and regression analyses are conducted to examine variables outlined in the conceptual framework.

Moreover, various data reliability and validity measures, including Cronbach's Alpha, Bartlett's Test of Sphericity, and tests for normality distribution, are employed to ensure the effectiveness of the collected data (Agbo, 2010). Upon calculating the values of Cronbach's Alpha, Bartlett's Test of Sphericity, and Normality Distribution, all tests conform to the established cutoff criteria (Jiang et al., 2019). A Cronbach's Alpha value exceeding 0.70 signifies reliability in measuring constructs. Significance ( $p < 0.05$ ) observed in Bartlett's Test of Sphericity denotes the suitability for factor analysis, indicating substantial relationships among variables. Additionally, non-significance ( $p > 0.05$ ) in tests for normality distribution indicates the presence of normally distributed data, a prerequisite for various statistical analyses, particularly parametric tests.

## 4. RESULTS AND DISCUSSION

### 4.1 Descriptive Analysis

In essence, descriptive statistics serve as an essential starting point in research, providing the basic tools and insights necessary for deeper analysis, interpretation, and inference. However, the following tables and demographic characteristics of the respondents are addressed:

**Table 1**

*Personal Information of the Respondents*

Categories	Frequency	Percent
<b>Age</b>		
Less than 20 years	7	3.2
21-30 years	79	36.6
31-40 years	77	35.6
41 years and above	53	24.5
<b>Gender</b>		
Male	167	77.3
Female	49	22.7
<b>Education</b>		
Primary	55	25.5
Secondary	93	43.1
Bachelors	56	25.9
Masters and above	12	5.6
<b>Nature of Business</b>		
Trading	130	60.2
Manufacturing	7	3.2
Service	65	30.1
Agriculture	14	6.5
<b>Years of Involvement</b>		
Below five years	79	36.6
5-10 years	78	36.1
10-20 years	40	18.5
20 years and above	19	8.8

Note: Total Sample Size = 216

Table 1 shows an in-depth demographic analysis of the respondents, segmented by age, gender, education, nature of business, and years of involvement. The sample size consists of 216 individuals. The age distribution shows that the majority are between 21 and 30 (36.6%), followed closely by those aged 31-40 (35.6%). A smaller proportion is 41 years and above (24.5%), and only 3.2% are under 20. Gender-wise, there is a significant disparity, with 77.3% of respondents being male and 22.7% female. Regarding educational attainment, 43.1% have secondary education, 25.9% hold a bachelor's degree, 25.5% have primary education, and 5.6% possess a master's degree or higher.

Regarding business nature, 60.2% of respondents are engaged in trading, 30.1% in service industries, 6.5% in agriculture, and a minimal 3.2% in manufacturing. The experience level of respondents indicates that 36.6% have been involved in business for less than five years, 36.1% for 5-10 years, 18.5% for 10-20 years, and 8.8% for over 20 years. This profile suggests a predominantly youthful and male respondent base with significant involvement in trading and service sectors, alongside a moderate to high level of educational attainment.

### 4.2 Inferential Statistics

The research methodology used inferential statistics to explore the relationships and effects of the independent variables on the dependent variable. Correlation and regression analyses were the primary methodological tools for data analysis.

**Table 2**  
*Correlation Analysis*

Study Variables	IC	TE	IO	JS	EI
Innovation Climate	1				
Technical excellence	.993**	1			
Innovation orientation	.968**	.966**	1		
Job satisfaction	.984**	.985**	.979**	1	
Entrepreneurial intentions	.975**	.975**	.973**	.983**	1

\*\* . Pearson Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents a Pearson correlation analysis to explore the relationships among five key variables: Innovation climate, technical excellence, innovation orientation, job satisfaction, and entrepreneurial intentions. The correlations are significant at the 0.01 level (two-tailed), indicating robust statistical associations among the variables. The correlation coefficients are exceptionally high, suggesting a robust positive relationship across all pairs of variables. Specifically, the correlation between innovation climate and technical excellence is .993, between innovation climate and innovation orientation, is .968, between innovation climate and job satisfaction, is .984, and between innovation climate and entrepreneurial intentions is .975. Similarly, technical excellence shows a .966 correlation with innovation orientation, .985 with job satisfaction, and .975 with entrepreneurial intentions. Innovation orientation correlates at .979 with job satisfaction and .973 with entrepreneurial intentions. Lastly, job satisfaction and entrepreneurial intentions exhibit a correlation of .983. These findings imply that improvements in any of these areas are likely associated with enhancements in the others, highlighting the interconnectedness of these constructs in the organizational context.

**Table 3***Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 <sup>a</sup>	.943	.942	.24519

a. Predictors: (Constant), JS, IO, IC, TE

Table 3 displays the model summary for the regression analysis, which includes vital statistics that provide insights into the model's explanatory power. The correlation coefficient (R) is .971, indicating a solid positive relationship between the predictors (JS, IO, IC, TE) and the dependent variable. The R Square value of .943 suggests that approximately 94.3% of the variance in the dependent variable can be explained by the independent variables included in the model. The Adjusted R Square, which accounts for the number of predictors and the sample size, is slightly lower at .942, still signifying a robust model. The standard error of the estimate, .24519, provides a measure of the accuracy of the predictions, with lower values indicating more precise estimates. These statistics collectively affirm the model's high explanatory capability and predictive accuracy.

**Table 4***Analysis of Co-variance (ANOVA)*

Model		Sum of Squares	Df	Mean Square	F	P
1	Regression	209.019	4	52.255	869.231	0.000
	Residual	12.684	211	.060		
	Total	221.704	215			

a. Dependent Variable: EI

b. Predictors: (Constant), JS, IO, IC, TE

Table 4 shows the ANOVA results for the regression model, highlighting its overall significance. The regression sum of squares (209.019) and the residual sum of squares (12.684) are divided by their respective degrees of freedom (4 for regression and 211 for residuals) to yield mean squares of 52.255 and 0.060. The resulting F-statistic is 869.231, indicating that the regression model significantly explains the variance in the dependent variable (EI) and that the predictors (JS, IO, IC, TE) collectively have a substantial impact.

**Table 5***Analysis of Regression Coefficients*

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	p
		Beta	Std. Errors			
1	(Constant)	.078	.078	-	1.095	.275
	IC	.409	.409	.405	4.051	.000
	TE	-.176	-.176	-.169	-1.662	.098
	IO	.029	.029	.030	.548	.584
	JS	.736	.736	.710	8.258	.000

a. Dependent Variable: EI

Table 5 shows the regression coefficients, detailing the effects of the independent variables on the dependent variable, Entrepreneurial Intention (EI). The constant term (.078) is insignificant ( $t = 1.095$ ,

$p = .275$ ), indicating an insignificant intercept. Innovative Climate (IC) has a significant positive impact on EI, with an unstandardized coefficient of .409 and a  $t$ -value of 4.051 ( $p < .001$ ). Technical Excellence (TE) shows a negative relationship with EI, but this effect is not statistically significant (coefficient =  $-.176$ ,  $t = -1.662$ ,  $p = .098$ ). Innovation Orientation (OI) has a minimal and non-significant effect on EI (coefficient =  $.029$ ,  $t = .548$ ,  $p = .584$ ). Job Satisfaction (JS) is a significant positive predictor with an unstandardized coefficient of  $.736$  and a  $t$ -value of 8.258 ( $p < .001$ ). These results indicate that IC and JS are significant determinants of EI, with JS having the most substantial impact.

## 5. RESULTS AND DISCUSSION

The relationship between innovation climate and entrepreneurial intentions is critical in understanding how organizational environments influence entrepreneurial behavior (Lee et al., 2011). A supportive innovation climate, characterized by structures, policies, and a culture encouraging creativity and risk-taking, significantly impacts employees' entrepreneurial intentions (Huyghe & Knockaert, 2015). Research indicates that such a climate fosters employees' motivation to explore new ideas and pursue entrepreneurial activities (Sim et al., 2023). This study confirms these findings, showing that innovation climate positively influences entrepreneurial intentions. However, the present study found that technical excellence shows a negative but non-significant relationship with entrepreneurial intentions. It suggests that while technical skills are essential, they may not directly influence entrepreneurial intentions without other supporting factors.

Moreover, job satisfaction has been a significant focus of entrepreneurial research (Lien & Hoang, 2022; Haynes & Brockman, 2009; Cromie & Hayes, 1988). The study aligns with this work, showing that job satisfaction significantly predicts entrepreneurial intentions. This underscores the importance of job satisfaction in fostering entrepreneurial intentions, supporting the push theory of entrepreneurship, which posits that low job satisfaction drives individuals toward entrepreneurship (Na et al., 2022; Cromie & Hayes, 1991). In contrast, the study found that innovation orientation has a minimal and non-significant effect on entrepreneurial intentions, indicating that merely having an innovation-oriented culture might not be sufficient to spur entrepreneurial intentions unless other elements are also present. In summary, the findings highlight that innovation climate and job satisfaction are significant determinants of entrepreneurial intentions, with job satisfaction having the most substantial impact.

## 6. CONCLUSIONS AND IMPLICATION

The primary objective of this study is to examine the impact of organizational and individual factors, specifically, innovation climate, technical excellence, innovation orientation, and job satisfaction, on the entrepreneurial intentions of business professionals. The findings underscore that a supportive innovation climate and high levels of job satisfaction significantly enhance entrepreneurial intentions by fostering an environment that stimulates creativity, encourages risk-taking, and motivates individuals to pursue entrepreneurial ventures. In contrast, technical excellence and innovation orientation exhibit non-significant associations with entrepreneurial intentions, suggesting that these factors alone may not suffice without complementary support mechanisms. Organizations aiming to bolster entrepreneurial intentions should prioritize the development of a supportive innovation climate through implementing policies and structures that promote creativity and risk-taking alongside adequate resource allocation. Enhancing job satisfaction via better work environments, equitable compensation, and opportunities for professional growth is also pivotal. Nonetheless, the study's reliance on self-reported data introduces potential biases, and its cross-sectional design limits the ability to establish causal relationships. Furthermore, the universality of findings across diverse industries and cultural contexts warrants caution, necessitating future longitudinal research to validate and extend these insights.



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