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The internal circumstances that encourage corporate entrepreneurship in the accounting profession in the Northern Region of Malaysia

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ABSTRACT

The word "corporate entrepreneurship" refers to entrepreneurial activity within the organization. Corporate entrepreneurship is valuable to the degree that it is used as a tactic to engage in a continuous process of entrepreneurial actions to obtain a strategic edge. In today's competitive economy, a lack of entrepreneurial behavior can be a blueprint for failure. With that in mind, this research, through an examination of the literature and quantitative empirical analysis, focused on the relationships between corporate's internal elements and the context of corporate entrepreneurship in the accounting profession. Furthermore, the study also determines the most crucial corporate's internal element that impacting corporate entrepreneurship in the accounting profession. All criteria were met to ensure that the research was conducted according to ethical research principles. Data was collected using a structured questionnaire selected from Corporate Entrepreneurship Assessment Instrument (CEAI) 48 Likert-style, where 553 respondents from the accounting profession participate in the survey. The study found that positive and significant relationships exist between all corporate's internal elements: organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture. This study provides guidance and insight to the accounting profession into fostering entrepreneurial success and the impact of the five corporate's internal elements in achieving sustainability and a competitive edge. It is recommended that further research be undertaken to examine the interaction between external factors which have a certain degree of effect. More precisely, the models should examine the relationship between internal and external factors which have the most significant influence in the sense of corporate entrepreneurship.

Keywords*:* Organization Structure, Rewards and Recognition Policies, Time and Resources Available, Management Support, Organizational Culture

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BACKGROUND AND INTRODUCTION

Technology continues to grow, the enormous technological changes such as data automation, blockchain, artificial intelligence (AI), and other mainstream technologies like cloud computing are bringing about what some call the "Transformation Economy," The essence of the jobs that accountants do will evolve as AI, and machine learning become more sophisticated. Automation is nothing new, though, to any degree, the accounting profession will not be the first or last to be automated. The way through these paradoxes requires fostering and encouraging entrepreneurial spirit within employees (Kuratko et al., 2015). The importance of organizational creativity lies in the degree to which participating in an evolving phase of entrepreneurial behavior for a strategic advantage becomes a corporate policy (Vanhaverbeke & Peeters, 2005).

For several years, accounting standards and guidelines have been developed and do not alter over time. Significant technological innovations, however, cause professions to change continuously. Many digital technologies that did not exist ten years ago are now widely used in the accountancy field with technical advancement (Tekbas, 2018; Kumar Doshi et al., 2020). According to the future job survey 2020 presented in The World Economic Forum, data analysts and scientists, AI and machine learning professionals, robotics engineers, software and application developers, and digital transformation professionals are among the most in-demand occupations (World Economic Forum, 2020). At the other end of the spectrum, the fields expected to become more obsolete by 2025 are essentially consistent with the job positions listed in Frey and Osborne's 2013 report. The finding stated that 702 work titles are at risk of being substituted by new technology. Among the top in the list are the accountants and auditors, which are extremely likely to be transformed and digitalized in the near future (Frey & Osborne, 2013).

Accounting is historically the art of tracking, classifying, summarizing, and documenting data and interpreting the findings in a way that encourages users' decision-making. As a profession, accounting has also been conceptualized as a structured set of operations that gathers, calculates, identifies, evaluates, and records financial information about an economic organization (Friday & Japhet, 2020). However, with the massive technological developments, the accounting industry, like other industries, needs to be innovative to sustain itself in the market. Thus, corporate entrepreneurship is the

most dynamic mode of transition processes, which is supposed to accelerate coordinated improvements in organizational structure and culture to promote employees' entrepreneurial behavior (Covin et al., 2000; Ireland et al., 2009).

This study focuses on the professional corporate entrepreneur: accountant responsible for conventional career breakthrough and practicing the established accounting standards and guidelines for many years and remain the same. Given the fundamental role of the professional corporate entrepreneur in creating disruptive innovation, it is of tremendous importance to management to consider how professional accountants are inspired. This study builds on the literature in organizational behavior to educate and broaden our understanding of professional accountants' motivation to incorporate entrepreneurship studies. Five internal environmental dimensions are theoretically derived and empirically validated from which we can inspire corporate entrepreneurship behavior: organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture. The researchers make use of the Corporate Entrepreneurship Assessment Instrument (CEAI), developed by Hornsby, Montagno, and Kuratko in the year 1992, to assess the five essential internal circumstances (Hornsby et al., 1999).

The objectives of this study:

1. Examining the relationships between organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture in the context of corporate entrepreneurship in the accounting profession.
2. Evaluating the most important factor (organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture) that impacting corporate entrepreneurship in the accounting profession.

In order to accomplish the above objectives, the researchers developed the following questions:

1. What is the impact of organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture in corporate entrepreneurship?
2. What is the most important factor (organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture) that impact the fostering of corporate entrepreneurship?

UNDERPINNING THEORY

The human resources theory (HCT) is the theoretical foundations of this research. Human capital has been considered in individual-level analyses incorporate entrepreneurship (Guerrero & Peña-Legazkue, 2013). According to this definition, human capital resources are the "training, expertise, judgment, intellect, relationships, and wisdom of individual managers and employees in a company" (Barney, 1991). Overall, HCT indicates that businesses with a higher level of human capital built through proximity to workers with advanced degrees and comprehensive personal knowledge perform better. Consequently, intellectual capital is a significant source of strategic advantage (Coleman, 1988; Javalgi & Todd, 2011).

LITERATURE REVIEW

In the 1980s, researchers conceptualized corporate entrepreneurship as entrepreneurial behavior requiring operational prohibitions and financial investments to establish new value-creating technology types (Kanter, 1985). In big corporations, successful innovators often act as in-house entrepreneurs, leading initiatives as individual innovators might do (Pinchot, 1985). Corporate entrepreneurship has been defined as recognizing and exploiting potential business opportunities involving new products, markets, and technology in a broad, diverse organization (Sathe, 1989). More comprehensive definitions began to take shape in the 1990s, such as corporate entrepreneurship being the sum of a business's innovation, regeneration, and venture activities (Zahra, 1996; Barringer & Bluedorn, 1999). Corporate entrepreneurship had been increasingly well established as an area of research by the beginning of the 21st century. In this decade, corporate entrepreneurship is defined as a mechanism in which a person or group of individuals discovers, pursues, and promotes innovative opportunities within the context of an existing organization and establishes a new organization, renews the organization, or incorporates developments in the product and process (Vargas-Halabí et al., 2017).

Organization Structure

The word 'Structure' defines the systematic ways an organization coordinates people and activities. Organizations need a systematic structure; however, most of the systematic structure brings a negative impact in creating corporate entrepreneurship. In the early 1990s, researchers such as Kuratko and Hornsby concluded that corporate structure was a significant element in motivating middle managers to behave in an entrepreneurial way (Kuratko et al., 2001). Studies suggest that the more the corporate system is infused with hierarchical levels, the more top-down management is generated, and contact networks are restrictive. The researchers argued that this contributes to inflexibility, which negatively impacts attention to entrepreneurship and innovation at all organizational levels (Morris & Kuratko, 2002). In today's dynamic market climate, traditional organizational structures based on rigid hierarchies and well-established borders are no longer sufficient for entrepreneurial organizations. Instead, a standard method of creating a creative organization has been the boundary-less structure (Devanna & Tichy, 1990; Váchal & Talíř, 2020).

H1: Organization structure has a positive impact in corporate entrepreneurship.

Rewards and Recognition Policies

Entrepreneurship is stimulated in the organization where the required performance assessment and discretionary incentives are in place. Reward and reinforcement are perceived to be critical factors within the organization for promoting market practices. Rewards and encouragement inspire employees to engage in creative, constructive, and risk-taking behavior (Hancer et al., 2009; Ireland, Covin and Kuratko, 2009). Rewards can be extrinsic, such as daily compensation, incentives, the share of benefit, stock, or company shares. Another type of rewards is intrinsic rewards

such as job stability, bonuses, extended job duties, mobility, public or private appreciation, extra time to focus on pet projects, funds for research, or conference trips where employees can learn more about their entrepreneurship philosophy (Morris et al., 2011). Hancer et al. (2009) clarify that the use of reasonable incentives will increase managers' capacity to accept the risk associated with entrepreneurial activity. If good work is not acknowledged and promoted, no employees will be willing to take risks (Kearney et al., 2009).

H2: Rewards and recognition has a positive impact in corporate entrepreneurship.

Time and Resources Available

As corporate entrepreneurial activity research has increasingly grown, various researchers have identified the value of internal organizational aspects to facilitate and encourage an innovation climate (Kuratko et al., 2001; Hornsby et al., 2009). Corporate entrepreneurship implementation should be assisted by the availability of resources, including time, to promote the implementation of the experiment or research to develop new products and services (Covin & Slevin, 1991; Hisrich & Kearney, 2012). Time is a crucial variable and resource, employee workloads should be structured on the premise that there is ample time to perform innovative entrepreneurial experiments to encourage corporate entrepreneurship (Hough & Scheepers, 2008). Employees need to realize the availability of tools available for corporate entrepreneurship practices in order to recognize an entrepreneurial act (Kreiser et al., 2002).

H3: Time and resources available has a positive impact in corporate entrepreneurship.

Management Support

Management support is characterized as the willingness of management to encourage entrepreneurial activity, including promoting creative ideas and the provision of resources needed by individuals to take entrepreneurial actions. Receptivity to employee ideas, promotion of innovative ideas, management encouragement, financial support, award of ideas, and unconditional support was assessed by management support (Hornsby et al., 2013). In order to inculcate a culture of creativity among workers at a lower level, management must demonstrate positive actions towards entrepreneurial initiatives. Failure to do so could lead to less entrepreneurial activity (Kuratko & Audretsch, 2013). Management support can be referred to the degree to which it is viewed that top managers encourage, promote and promote entrepreneurial activity, including the promotion of creative ideas and the provision of the resources needed by individuals to take entrepreneurial acts (Kuratko et al., 2014).

H4: Management support has a positive impact in corporate entrepreneurship.

Organizational Culture

Culture has been identified as an essential element in encouraging the entrepreneurial practices of an organization, and corporate entrepreneurship organizations are more successful than those that are not (Morris et al., 2009). Organizational culture integrates a framework of values and practices as a soft component of organizational development and a variety of related motivating factors that promote its effective implementation. Instead of being centralized at higher levels, organizational culture must be inculcated from employees at the organizational level and spread to the other domains of the organization. One of the essential factors conceived in the Organizational Culture is risk-taking, which defines the middle managers' ability to take risks and demonstrate a tolerance for failure when it happens (Kanter, 1985; Sathe,1989; Burgelman, 2015). "A key element of sustainable business performance is the culture that enables people to bring fresh ideas and tolerate risk" (Wang et al., 2008). Understanding the fundamental values of these cultures and understanding the essential powerful elements within them will lead to productive inventions.

H5: Organizational culture has a positive impact in corporate entrepreneurship.

Research Model

The following conceptual model describes the relationship between organization structure, rewards and recognition policies, time and resources available, management support, organizational culture, and corporate entrepreneurship in the accounting profession.

Figure 1: Research model

Methodology

In this study, the researcher's study population is all chartered accountants in Malaysia's northern region, registered under the Malaysian Institute of Accountants (MIA). At the time of the study, the total number of the study population is 4,159 members based on the online live statistic of all registered chartered accountants in Malaysia who registered under the association. The method for the sample size calculation for this research is Robust Approach which using the online sample size calculator where the confident level was set at 95% and the confident interval was set at 4% for this research. In this study, the researcher only focuses on one occupation, which is the accounting profession. Hence, the sampling technique that applies in this study is the Purposive non-probability sampling technique. The researcher uses Homogenous sampling that only chooses those who work in the accounting profession to participate in the survey. The research instrument that will be used for this study is a survey form created through online Office 365 Survey Form with two sections (Section A and B), which measured on a 1 to 5 Likert scale, ranging from 1= strongly disagree to 5 = strongly agree. The survey questionnaire consisted of thirty-five (35) questions to measure corporate entrepreneurship's internal circumstances and entrepreneurial orientation. The survey questionnaire was distributed through MIA and also Alumni A total of 553 sets of data was compiled through the period, and no data was missing. Researchers conducted descriptive analysis, reliability testing (Cronbach Alpha), and inferential

analysis (ANOVA, Linear Regression, and Multiple Linear Regressions) to analyze the data.

Figure 2: Robust Approach Method (Online Calculation for Sample Size)
Source: https://www.checkmarket.com/sample-size-calculator/

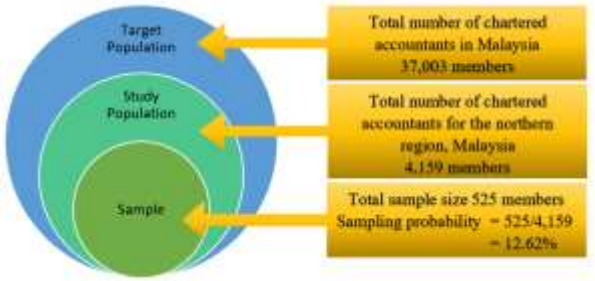

Figure 3: Summary of the Sampling Design

Results

In this study, the survey collected was fairly balanced between males and female respondents. The total number of male respondents of 278 (50.3%) and female respondents of 275 (49.7%). As for the age group, about half of the respondents, with 271 respondents (49%), were between the ages of 36 and 40 years. Following from there was the age group between 41 and 54 years old, with 102 respondents (19%). Respondents from age group below 24 years are 67 respondents (12%). The minority group of respondents are from the age groups between 25 and 35 years old, with 57 respondents representing 10% and from age group over 55 years are 56 respondents representing only 10%. Majority of the respondents have an undergraduate degree, with 301 respondents (54%). This is followed by respondents with Master qualification, 91 respondents (17%) and respondents with Diploma qualification, 78 respondents (14%). Respondents with PhD qualification total of 55 respondents (10%). Only 28 respondents with high school qualification represent the smallest group of 5% of the total population of respondents in this study. Four job range were envisaged in this study: entry-level, executive, mid-level management, and top management. The majority of 249 respondents (45%) were from the executive level. Following from there, 150 respondents (27%) were from mid-level management. Respondents from the top management level were 17%, equal to 93 respondents. The smallest number of respondents, 61 respondents (11%), were from entry-level. In term of organizational size of the respondent's current workplace. Most of the respondents, 183 respondents (33%), are from a small organization. The second more extensive group of the respondents, with 130 respondents (24%), are from medium-sized organizations. Accordingly, 90 respondents (16%) from large organizations and 77 respondents (14%) from the micro-organization size. The smallest group of 73 respondents (13%) were from the macro size organization.

Table 1: Demographic Data

Description	Frequency	Percent
Gender		
Female	275	50.3
Male	278	49.7
Age		
24 years old and below	67	12.1
25-35 years old	57	10.3
36-40 years old	271	49.0
41-54 years old	102	18.4
55 years old and above	56	10.1
Education Level		
High School Certificate	28	5.1
College Diploma	78	14.1
Bachelor Degree	301	54.4
Master Degree	91	16.5
Doctoral Degree	55	9.9
Job Range		
Entry Level	61	11.0
Executive	249	45.0
Mid-level Management	150	27.1
Top Management	93	16.9
Doctoral Degree	55	9.9
Organization Size		
Micro (0-5 Employees)	77	13.9
Small (6-75 Employees)	183	33.1
Medium (76-200 Employees)	130	23.5
Large (201-500 Employees)	90	16.3
Macro (501 Employees and Above)	73	13.2

Reliability Testing Cronbach's Alpha

In this study, Cronbach's alpha test was used to assess reliability. Table 3 shows the detail of Cronbach's alpha values for the Corporate Entrepreneurship Assessment Instrument (CEAI) assessment in this study. The results observed were Management Support with the highest Cronbach's alpha value 0.79, following with Organization Structure 0.76, Rewards and Recognition Policies 0.75, Organizational Culture 0.73, and Corporate Entrepreneurship 0.71 all represent a good internal consistency. Time and Resources Available for the assessment in this study was with the lowest Cronbach's alpha value 0.64, which represent acceptable internal consistency.

Table 2: Cronbach's Alpha

Variable	No. of Survey Items	Cronbach's Alpha
Corporate Entrepreneurship	5	0.71
Organization Structure	5	0.76
Rewards and Recognition Policies	5	0.75
Time and Resources Available	5	0.64
Management Support	5	0.79
Organizational Culture	5	0.73

The impact of organization structure in corporate entrepreneurship

Table 3: Model Summary (Organization Structure)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.29[a]	0.08	0.08	0.29

Table 4: ANOVA (Organization Structure)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.34	1	4.34	19.91	.00[b]
Residual	47.89	551	0.09		
Total	52.23	552			

Table 5: Coefficients (Organization Structure)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	3.30	0.16		20.89	0.00
Organization Structure	0.26	0.04	0.29	7.07	0.00

Linear regression analysis was performed on the Organization Structure. The results showed that significant value in the Coefficients table (B = 0.26, p < 0.01). Hence, this variable is a significant predictor. The overall model fit was Adjusted R2 = 0.08, and 8% of the variance in corporate entrepreneurship fostering in the accounting profession can be explained by Organization Structure. Therefore, the boundary-less organization structure will increase the impact of corporate entrepreneurship fostering. The initial hypothesis is accepted.

The impact of rewards and recognition policies in corporate entrepreneurship

Table 6: Model Summary (Rewards and Recognition Policies)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.24[a]	0.06	0.06	0.30

Table 7: ANOVA (Rewards and Recognition Policies)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.99	1	2.99	33.48	.00[b]
Residual	49.24	551	0.09		
Total	52.23	552			

Table 8: Coefficients (Rewards and Recognition Policies)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	3.46	0.17		20.81	0.00
Rewards and Recognition Policies	0.23	0.04	0.24	5.79	0.00

The results showed that significant value in the Coefficients table (B = 0.23, p < 0.01). Hence, this variable is a significant predictor. The overall model fit was Adjusted R2 = 0.06, and 6% of the variance in corporate entrepreneurship fostering in the accounting profession can be explained by Rewards and Recognition Policies. Therefore, the rewards and recognition policies will increase the impact of corporate entrepreneurship fostering. The initial hypothesis is accepted.

The impact of time and resources available in corporate entrepreneurship

Table 9: Model Summary (Time and Resources Available)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.21[a]	0.05	0.04	0.30

Table 10: ANOVA (Time and Resources Available)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.40	1	2.40	26.57	.00[b]
Residual	49.83	551	0.09		
Total	52.23	552			

Table 11: Coefficients (Time and Resources Available)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	3.48	0.18		19.23	0.00
Time and Resources Available	0.29	0.04	0.21	5.16	0.00

Subsequently, through the analysis of corporate entrepreneurship fostering in the accounting profession, it was found that Time and Resources (Beta = 0.29, p < 0.01) was a significant predictor. The overall model fit was Adjusted R^2 = 0.04, and 4% of the variance in corporate entrepreneurship fostering in the accounting profession can be explained by Time and Resources Available. Therefore, an increase in time and resources available will increase the impact of corporate entrepreneurship fostering. The initial hypothesis is accepted.

The impact of management support in corporate entrepreneurship

Table 12: Model Summary (Management Support)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.48[a]	0.23	0.23	0.27

Table 13: ANOVA (Management Support)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.95	1	11.95	163.39	.00[b]
Residual	40.28	551	0.07		
Total	52.23	552			

Table 14: Coefficients (Management Support)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	2.56	0.15		17.54	0.00
Management Support	0.44	0.03	0.48	12.78	0.00

Through the performing of linear regression analysis on the Management Support. The results showed that significant value in the Coefficients table (B = 0.44, p < 0.01). Hence, this variable is a significant predictor. The overall model fit was Adjusted R^2 = 0.23 and 23% of the variance in corporate entrepreneurship fostering in the accounting profession can be explained by Management Support. Therefore, an increase in management support will increase the impact of corporate entrepreneurship fostering. The initial hypothesis is accepted.

The impact of organizational culture in corporate entrepreneurship

Table 15: Model Summary (Organizational Culture)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.34[a]	0.12	0.12	0.29

Table 16: ANOVA (Organizational Culture)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.07	1	6.07	72.46	.00[b]
Residual	46.16	551	0.08		
Total	52.23	552			

Table 17: Coefficients (Organizational Culture)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	3.06	0.16		19.20	0.00
Organizational Culture	0.31	0.04	0.34	8.51	0.00

When predicting the fostering of corporate entrepreneurship in accounting profession, it was found that Organizational Culture was a significant predictor. The results showed that significant value in the Coefficients table (B = 0.31, p < 0.01). The overall model fit was Adjusted R^2 = 0.12 and 12% of the variance in corporate entrepreneurship fostering in accounting profession can be explained by Organizational Culture. Therefore, an increase in the risk tolerance in one organizational culture will increase the impact of corporate entrepreneurship fostering. The initial hypothesis is accepted.

The most important factor (organization structure, rewards and recognition policies, time and resources available, management support, and organizational culture) that impact the fostering of corporate entrepreneurship

Table 18: Model Summary (Multiple Linear Regression)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.54[a]	0.29	0.29	0.26

Table 19: ANOVA (Multiple Linear Regression)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.25	5	3.05	45.13	.00[b]
Residual	36.98	547	0.07		
Total	52.23	552			

Table 20: Coefficients (Multiple Linear Regression)

Model	Unstandardized Coefficients		β	T	Sig.
	B	Std. Error			
(Constant)	1.32	0.23		5.62	0.00
Organization Structure	0.12	0.04	0.14	3.53	0.00
Rewards and Recognition Policies	0.07	0.04	0.08	1.98	0.05
Time and Resources Available	0.09	0.04	0.10	2.57	0.01
Management Support	0.35	0.04	0.38	9.73	0.00
Organizational Culture	0.08	0.04	0.09	2.04	0.04

Multiple linear regression was conducted to investigate whether the Organization Structure, Rewards and Recognition Policies, Time and Resources Available, Management Support, and Organizational Culture could be significantly explained fostering of Corporate Entrepreneurship in the accounting profession in Malaysia. The results of the multiple regression analysis indicated that the model explained 29% of the variance and that the model significantly explains fostering of Corporate Entrepreneurship, F (5, 547) = 45.13, p < 0.01.

Based on the standardized coefficient beta, Management Support (β = 0.38, p < 0.01) significantly explained more of the variances in fostering Corporate Entrepreneurship compared to Organization Structure (β =0.14, p < 0.01), Time and Resources Available (β = 0.10, p < 0.05), Organizational Culture (β =0.09, p < 0.05), and Rewards and Recognition Policies (β =0.08, p < 0.05). In conclusion, the most important element explaining the variance in fostering Corporate Entrepreneurship is Management Support and the least important element explaining the variance is Rewards and Recognition Policies.

Based on the unstandardized coefficients beta, Management Support (B = 0.35, p < 0.01) significantly predicted more of the variances in fostering Corporate Entrepreneurship compared to Organization Structure (B = 0.12, p < 0.01), Time and Resources Available (B = 0.09, p < 0.05), Organizational Culture (B = 0.08, p < 0.05), and Rewards and Recognition Policies (B = 0.07, p < 0.05) contributed significantly to the model. Hence, the most important element predicting the variance in fostering Corporate Entrepreneurship is

Management Support and the least important element predicting the variance is Rewards and Recognition Policies.

The final predictive model

Fostering of Corporate Entrepreneurship = 1.32 + (0.35 * Management Support) + (0.12 * Organization Structure) + (0.09 * Time and Resources Available) + (0.08 * Organizational Culture) + (0.07 * Rewards and Recognition Policies)

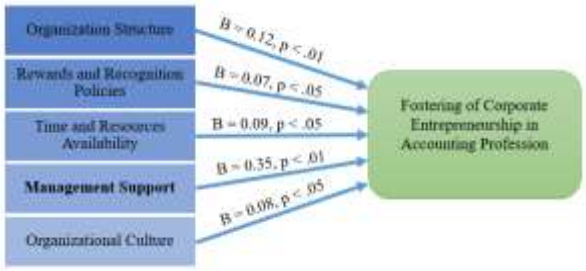

Figure 4: Framework Model and Results

DISCUSSION AND CONCLUSION

Practical Recommendations

In the era of economic transformation, it is not easy for the accounting profession to adapt to the massive transition. However, for the industry to survive in the dynamic environment, the accounting profession must emphasize the value of corporate entrepreneurship. In this section, the researcher would like to recommend three implications based on the study's top three findings: Management Support, follow by Organization Structure and Time and Resources Available.

The first recommendation that an organization should focus on is the most significant factor, management support. The organization should make the best use of its management's abilities and creative powers in creating an innovative organizational climate. There are a few areas of management support which organizations can consider, such as encouraging the employees to come up with fresh ideas while ignoring the divisions between the departments. Managers should be encouraged to make decisions based on new ideas despite established procedures and remove rigid and inflexible processes. The organization should also promote and reinforce good risk attitudes among team leaders who take prudent risks.

The second recommendation is that an organization must relook into their current structure. Basic systems are frequently proven to boost decision-making speed and flexibility. Organizations need to encourage their managers to be more flexible when making decisions and remove the rigid and inflexible procedures. Managers should be provided with the flexibility to choose the type of work and how to perform the job. Implementing responsibilities based on individual quality of work performed will encourage lower-level employees to participate more in sharing their ideas.

The third aspect that the organization should focus on is the time and resources available in the organization. Employees' expectations about the feasibility of entrepreneurial behavior are influenced by their available time and resources. To enable individuals to collaborate with others, firms must reduce workloads, remove restraints, and remove restrictions on workers' work. Organizations should consider creating adequate time and space for employees to study and find solutions regarding complicated and time-consuming issues, offering long-term answers, organizing work properly, and providing opportunities to think about various operational problems.

Finally, since employee engagement does not happen immediately, management should consistently supply the organizational, entrepreneurial factors to ensure unwavering employee engagement. Management support and associated actions must be implemented consistently to ensure corporate entrepreneurship's long-term viability.

Theoretical Recommendations

The current study's findings imply a need for additional research to understand further the fostering of corporate entrepreneurship in the accounting profession. The analysis results show that the five internal elements do not have an equal and entirely significant impact on fostering corporate entrepreneurship. Rewards and Recognition Policies, Time and Resources Available, and Organizational Culture are not highly significant, which the significant level is not at 0.01. In the future study, other internal factors such as work discretion, proactiveness, opportunism, and creativity should be included in the frameworks to determine further the internal factors that are highly significant in fostering corporate entrepreneurship.

This study analyzes the relationships between the organizations' internal elements that incorporate entrepreneurship without looking into external environment elements. Further study is suggested to be conducted to examine the relationship between the external factors such as economic growth, political matters, customers requirement, technology change, industry regulation, and social influence.

It is proposed that a more comprehensive framework for measuring corporate entrepreneurship be developed, which considers the impact of the demographic such as gender, education level, organization size, and job range. For example, an experiment can be carried out on two groups of employees in the same range of jobs but with different income levels to further analyze the impact of the factor.

Finally, a mixing method that offers tremendous potential for discovering new aspects and the advantage of allowing researchers to discover new hypotheses is suggested to be used in future research.

Significant of The Study

This study offers guidance to the accounting profession who plan to make sure their organizational antecedents and employee entrepreneurial orientation improve overall standards of success. In order to achieve a desirable outcome, all employees need to participate in innovative activities that incorporate entrepreneurship execution. Management needs to design proper rewards and recognition policies, allocate time and resources, be willing to accept risk and create adaptive organizational boundaries to ensure employees willingness to engage in corporate entrepreneurship. Since corporate entrepreneurship fostering relies on employees' entrepreneurial behaviors, management must promote entrepreneurial behavior by raising entrepreneurial intentions.

The competitive climate in today's markets is marked by increased competition between emerging organizations and new entrants who focus on specific market segments. These shifts represent significant variations in how accounting professionals leverage their organizational antecedents and foster entrepreneurial intentions among employees to improve organizational efficiency. Management may keep their organizations accessible to different possibilities by constantly scanning for opportunities, expanding, and implementing flexible organizational structures that foster corporate entrepreneurship.

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