Entrepreneurial Orientation and Performance in Teams: Moderating Role of Team Trust

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Abstract: The purpose of this research was to analyze the moderating role of team trust in the relationship between entrepreneurial orientation and performance in teams. Design/methods/approach: The conceptual framework for this research was a theory of the social exchange as well as organizational citizenship and extra-role behaviour theories. The study is aimed at determining the role of team entrepreneurial orientation and team trust in explaining differences in team workplace performance. The set of research proposals identifies (1) how team entrepreneurial orientation and team performance are related to each other, (2) how the relationship between team entrepreneurial orientation and team workplace performance is moderated by team trust. The method used for carrying out empirical research was CAWI. We used data concerning about 55 teams from the Electro-Energy Company were collected. Data were gathered from managers. The National Science Centre funded the project in Poland allocated based on a decision DEC-2014/15/B/HS4/04326.

Findings: The results of the hierarchical regression analyses revealed that team entrepreneurial orientation is related to high levels of team performance. The variation in the team entrepreneurial orientation–team performance relationship was explained by team trust: the higher the level of increasing confidence in the team, the stronger the relationship between entrepreneurial orientation and performance in that team. We can conclude that employees may reciprocate for favourable relationships with managers by exhibiting extra-role entrepreneurial behaviour which, by increasing entrepreneurial orientation in the team, is possible to enhance team performance.

Limitations and future research directions: Certain managers may view high performing teams as more deserving of benevolence. A further limitation of this study was a focus on a single level of analysis. It will be important to extend our research to include multiple teams in multiple organizations. Different backgrounds may have an impact on the estimated relationships.

Keywords: team entrepreneurial orientation, team performance, team trust