



# Research on the Construction of Post Entrepreneurship Competency Model of Enterprise Employees

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**Abstract.** The importance of post entrepreneurship to the growth and development of individuals and enterprises has become increasingly prominent. The research on the competency model of post entrepreneurship is still blank. Based on clarifying the definition of post entrepreneurship, this paper constructs a competency model for enterprise employees by collecting and analyzing second-hand data, using the Critical Incidents Technique to carry out in-depth interview to obtain first-hand data, and analyzing and coding interview data with the help of coding procedures of Grounded Theory, which is a unified whole composed of seven dimensions and 35 competencies. After the scale development and pre-testing, a formal questionnaire was formed, and 699 valid questionnaires were collected in the formal survey. The validity of the model was verified by exploratory factor analysis (EFA), confirmatory factor analysis (CFA), correlation analysis and regression analysis of the questionnaire data.

**Keywords:** post entrepreneurship · competency · competency model

## 1 Introduction

For more individuals, starting their own business has a high threshold in terms of capital, technology, experience, talents, etc., which deters them. Post entrepreneurship has become an important choice for employees to create their own careers and realize the value of life. Post entrepreneurship was first proposed in the early 21st century, and its concept originated from the theory of intrapreneurship. The research on post entrepreneurship is still in its infancy. Research on post entrepreneurship in the field of management is very rare. The research on the construction of post entrepreneurship competency model has not been found.

Based on the clear definition of post entrepreneurship, this paper constructs a competency model of post entrepreneurship through the collection and analysis of second-hand data, in-depth interviews, and data analysis and coding, which is a unified whole composed of physical and mental health, goal consistency, noble personality, positive mentalities, innovative spirit, work ability, continuous effort and 35 competencies. In order to

verify the effectiveness of the model, the questionnaire survey method was used to obtain data. The empirical test results show that there is a significant medium-high correlation between the seven dimensions and employees' performance of post entrepreneurship, and the dimensions of continuous effort and goal consistency have the greatest impact on employees' performance of post entrepreneurship.

On the one hand, this study clarifies the difference between the post entrepreneurship and intrapreneurship. On the other hand, this study enriches the research on post entrepreneurship in the field of management.

## **2 Literature Review**

Post entrepreneurship was first proposed by Zhu (2007), who holds it is consistent with the connotation of intrapreneurship. At present, there is no consensus on the concept of post entrepreneurship. This study holds post entrepreneurship is not only related to but also significantly different from intrapreneurship. The main differences between them are shown in Table 1. At present, the research on post entrepreneurship mainly focuses on innovation and entrepreneurship education in colleges and universities, but the related research in the field of management has not yet appeared.

McClelland (1973) argues that competency are the deep-seated personal characteristics that distinguish between high performers and average performers in a specific job and organizational environment, including knowledge, skills, abilities, traits, or motivations. Competency model refers to an organic combination of competency elements with a certain structure that individuals need to achieve high work performance in a certain task or position. At present, the more recognized competency models include Iceberg Model and Onion Model.

This study puts forward the following definition: Post entrepreneurship of enterprise employees refers to the thinking and behavior model of the realization of self-value creation and self-growth, as well as the work process that employees, for the establishment of their own career, within the enterprise and in their own posts, actively and creatively discover the problems, integrate internal and external resources, creatively form a plan, thus high-quality and efficient complete the job responsibility.

## **3 The Construction of Post Entrepreneurship Competency Model for Enterprise Employees**

### **3.1 Collection and Analysis of Second-Hand Data**

This research collects a large number of biographies, personal deeds and growth stories, and self-cultivation works related to post entrepreneurship. Through in-depth analysis of the second-hand data, 50 competency entries of post entrepreneurship were finally extracted, which provided a basis for the next work.

**Table 1.** The difference between post entrepreneurship and intrapreneurship (Source: made by the author)

Category	Intrapreneurship	Post entrepreneurship
Range	Mainly carried out within the enterprise	It can be carried out in various positions in various economic and social organizations
Subject	Can be an individual or a team	Emphasize on individuals working in a post
Level	It is more of a concept of enterprise level, and more attention is paid to the growth and development of enterprises	It is more of an individual-level concept, paying more attention to the growth and development of the individual
Essence	A process of activity about innovation	In addition to being an activity process, it is more of a mode of thinking and behavior to cope with and complete work tasks
Result	It is mainly to generate new business, new products, new processes, or various innovative processes, and ultimately promote the improvement of enterprise performance	It emphasizes that individuals create their own careers and realize their own life value on the basis of completing the work of the post, and in this process, it will inevitably be accompanied by the improvement of personal work performance and the performance of the entire enterprise

### 3.2 In-Depth Interviews

This study chooses the Critical Incidents Technique to conduct the interview. The interviewees selected are senior executives. The interview questions mainly focus on the events in which the interviewee is greatly affected in the process of personal growth including both success and failure. The interview period was from December 22, 2021 to July 5, 2022, with a total of 7 interviewees. The duration of each interview is controlled between 1–2 h. After the interview, the audio recording is converted into text materials, and the text materials are carefully sorted out, trying to maintain the originality of the expression, and finally forming more than 100,000 words of interview materials.

### 3.3 Coding Interview Data

For the interview data, this paper uses the coding procedures of Grounded Theory to encode it with the help of Nvivo11, which is a qualitative analysis software.

Open Coding: 35 primary categories are extracted, that is, 35 competencies, as shown in Table 2. Axial Coding: through comparative analysis of the differences and connections between 35 competencies, this paper finally summarizes seven main categories, that is, seven dimensions, as shown in Table 2. Each of the seven dimensions has different connotations, as shown in Table 3. Selective Code: “Post Entrepreneurship Competency”

**Table 2.** Seven dimensions and 35 competencies (Source: made by the author)

Dimensions	Competency
Physical & mental health	physical health, mental health
Goal consistency	individual goal clarity, organizational goal understanding, individual-organizational goal fit, organizational goal commitment
Noble personality	altruism, integrity, honesty, modesty, self-reflection, empathy, responsibility, gratitude
Positive mentalities	achievement motivation, proactiveness
Innovative spirit	innovative awareness and ability, openness, growth thinking, self-confidence, courage, communication and expression ability, aesthetic ability
Work ability	professional knowledge and skills, independent thinking ability, problem discovery awareness and ability, learning ability, decision-making ability, cooperation awareness and ability, resource integration ability
Continuous effort	enthusiasm, concentration, self-control, willpower, self-drive

is the core category of this article, which dominates the seven dimensions into a closely related whole.

### 3.4 The Competency Model of Post Entrepreneurship for Enterprise Employees

This paper constructs a competency model for employees' post entrepreneurship (see Fig. 1), which is a unified whole composed of seven dimensions and 35 competencies. Among them, physical and mental health and goal consistency are the basic prerequisites for employees to achieve post entrepreneurship; noble personality and positive mentalities are important cornerstones; innovative spirit and work ability are the strong support; continuous effort is the key.

## 4 The Empirical Test of the Competency Model of Post Entrepreneurship for Enterprise Employees

### 4.1 Scale Development and Pre-testing

Since there is currently no maturity scale for reference, this study needs to develop relevant scales. There are 150 items in the initial scale of employees' competency of post entrepreneurship and 7 items in the initial scale of performance of post entrepreneurship. All the scales are in the form of Likert five-level scale. The pre-test questionnaire was distributed to employees in the enterprise from September to October 2022. Using the online questionnaire platform, 93 valid questionnaires were finally obtained after sifting. After the refinement, this study developed a formal questionnaire and used it in a large-scale formal survey.

**Table 3.** Connotations of the seven dimensions (Source: made by the author)

Dimensions	Competency
Physical and mental health	Include two competencies: physical health and mental health
Goal consistency	Employees need to clarify personal goals and understand the organizational goals, and align personal goals with organizational goals
Noble personality	The moral qualities that take altruism as the core to make decisions and carry out one's own actions
Positive mentalities	Work hard and improve yourself actively in order to achieve valuable predetermined goals, actively identify and foresee opportunities or difficulties in work and take various ways to deal with them
Innovative spirit	On the basis of being open to all kinds of ideas and things, in order to solve problems or improve things, make use of all the existing knowledge and experience information, bravely and confidently produce valuable new ideas or new things
Work ability	Some important basic abilities that employees need to possess in order to complete some specific tasks
Continuous effort	Being enthusiastic about work, using time effectively, controlling oneself to focus on current goals and tasks, free from external interference, not being discouraged in the face of difficulties and setbacks and bravely overcoming them, and driving oneself to make persistent and continuous long-term efforts to achieve predetermined goals

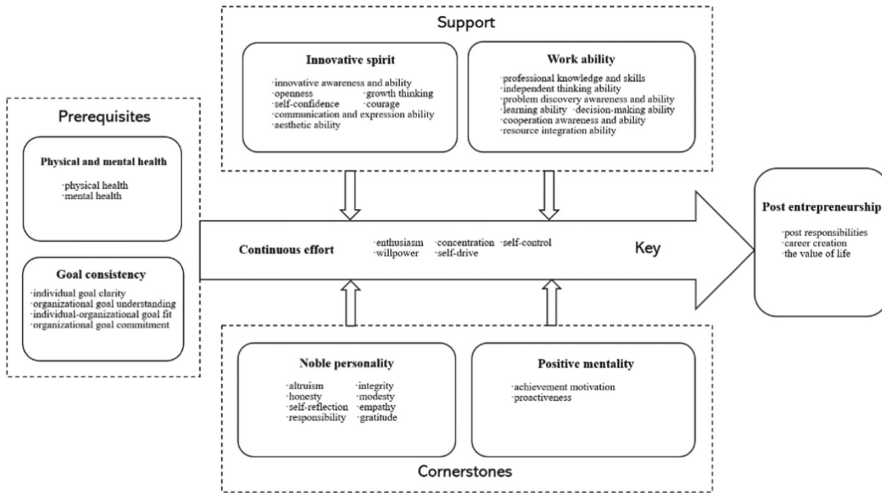
## 4.2 Formal Survey

The formal questionnaires are distributed to people working in enterprises. The questionnaire was collected from October to December 2022. Finally, 699 valid questionnaires were selected.

## 4.3 Data Analysis

### Exploratory Factor Analysis

The Cronbach's  $\alpha$  of the competency scale is 0.984, the reliability is very ideal, and the KMO value is 0.975. The Bartlett's Test of Sphericity is significant ( $p = 0.000 < 0.5$ ), so the questionnaire is suitable for factor analysis. The variance explanation of the seven common factors is 65.426%. The items contained in the seven common factors correspond to the seven dimensions. The corresponding Cronbach's  $\alpha$  is 0.925, 0.943, 0.905, 0.931, 0.927, 0.798, 0.852, respectively, indicating that the items contained in each



**Fig. 1.** Competency model of post entrepreneurship (Source: made by the author)

dimension are consistent. Therefore, the above analysis verifies that the 35 competencies have seven dimensional structures.

**Confirmatory Factor Analysis**

Taking the seven dimensions as latent variables and the items contained in each dimension as observed variables, 500 samples from the valid questionnaire were selected as data analysis samples to build a Structural Equation Model. The main goodness-of-fit indices of the model is shown in Table 4. On the whole, the overall goodness-of-fit of the seven-dimension model is good and has good structural validity. The results of convergent validity analysis of the seven dimensions are shown in Table 5. Overall, the seven dimensions have good convergent validity.

**Table 4.** Goodness-of-fit indices of the overall model (Source: made by the author)

$\chi^2/df$	RMSEA	GFI	RMR	CFI	IFI	TLI
2.119	0.047	0.894	0.022	0.944	0.944	0.937

**Table 5.** Convergent validity analysis of latent variables (Source: made by the author)

Project	Physical & mental health	Goal Consistency	Noble personality	Positive mentalities	Innovative spirit	Work ability	Continuous effort
CR	0.904	0.859	0.818	0.808	0.886	0.855	0.878
AVE	0.825	0.605	0.53	0.584	0.565	0.458	0.545

**Table 6.** Correlation analysis of seven dimensions and performance post entrepreneurship

	performance	Physical & mental health	Goal consistency	Noble personality	Positive mentalities	Innovative spirit	Work ability	Continuous effort
performance	1							
Physical and mental health	.583**	1						
Goal consistency	.710**	.657**	1					
Noble personality	.664**	.528**	.704**	1				
Positive mentalities	.617**	.491**	.633**	.740**	1			
Innovative spirit	.684**	.564**	.687**	.786**	.797**	1		
Work ability	.668**	.505**	.578**	.708**	.712**	.841**	1	
Continuous effort	.774**	.564**	.678**	.700**	.672**	.790**	.795**	1

Note: \*\*. At level 0.01, the correlation is significant. Source: made by the author

### Relevant Analysis

The Pearson Product-moment Correlation Analysis of each dimension and performance of post entrepreneurship is carried out, and the results are shown in Table 6. There is a significant positive correlation between the seven dimensions and performance at 0.01 level. The correlation coefficients between the seven dimensions and performance are greater than 0.4 or 0.7, indicating that there is a medium-high correlation between the two.

## 5 Regression Analysis

The regression results are shown in Table 7. The p-values of the significance tests of physical and mental health, goal consistency, noble personality, work ability, and continuous effort were less than 0.05, and the  $\beta$  values of the standardization coefficient were greater than 0, indicating that these five dimensions had significant positive impact on performance of post entrepreneurship. The continuous effort dimension and the goal consistency dimension have a greater impact on the performance, followed by the physical and mental health, work ability, and noble personality dimensions.

**Table 7.** Results of regression analysis

model	Unstandardized coefficients		Unstandardized coefficients	t	sig.	Collinearity statistics	
	B	standard error	Beta			Tolerance	VIF
(constant).	.145	.136		1.071	.284		
performance	.081	.026	.092	3.091	.002	.536	1.865
Physical and mental health	.263	.037	.262	7.127	.000	.350	2.860
Goal consistency	.109	.052	.082	2.095	.037	.304	3.286
Noble personality	.042	.043	.038	.994	.320	.325	3.077
Positive mentalities	-.082	.061	-.071	-1.361	.174	.174	5.738
Innovative spirit	.113	.056	.090	2.027	.043	.237	4.224
Work ability	.449	.041	.446	10.863	.000	.280	3.571

Note: Dependent variable: performance. Source: made by the author

## 6 Conclusions

First, this study further clarifies and enriches the connotation of post entrepreneurship, and clarifies the difference between the concept of post entrepreneurship and intrapreneurship. Both post entrepreneurship and intrapreneurship emphasize the importance of innovation and creation, but they are significantly different in terms of the scope, range, subject, level, essence, and result. Second, this study extracts the seven dimensions and the 35 competencies of post entrepreneurship of enterprise employees. The seven dimensions are physical and mental health, goal consistency, noble personality, positive mentalities, innovative spirit, work ability, and continuous effort. Third, this paper constructs and verifies the competency model of post entrepreneurship, which is a unified whole composed of seven dimensions and 35 competencies. The data analysis results show the seven dimensions and performance of post entrepreneurship show a significant medium and high correlation, and continuous effort and goal consistency has the greatest impact on performance.

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