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## INTERNAL DRIVERS OF CORPORATE ENTREPRENEURSHIP (SUMMARY)

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## SUMMARY

### INTERNAL DRIVERS OF CORPORATE ENTREPRENEURSHIP

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#### **Principal Topic**

The main purpose of this study is to identify the characteristics of internal environment to enhance corporate entrepreneurship (CE). We used a sample size of 39 firms all over India. We identified 500 firms practicing CE on the basis of number of products, markets, and services and compared their characteristics of internal environment with the CE outcomes. In order to measure the CE outcomes, we adopted the model of Hornsby et al (2002), Kuratko et al (2005), Zahra (1991), and Sathe (2005). We identified 181 respondents from these firms. This study observed that the role of various dimensions including risk-taking propensity, intelligence generation and dissemination, management support, work discretion, rewards, organization flexible boundaries and time availability are critical success factor for CE success.

#### **Method**

In order to investigate the existence of internal organizational factors that encourage corporate entrepreneurship, three analyses were conducted. An exploratory analysis was conducted to investigate the existence of the factors. Factor analysis was conducted to cross validate the findings of the analysis. Reliability test was also conducted. This study involved 181 midlevel and top-level managers.

#### **Results and Implications**

This study adds to the literature on corporate entrepreneurship by recording the existence of an underlying set of seven organizational factors that should be recognized in promoting entrepreneurial activities within an organization. The five factors identified by Hornsby et al. (2000) through CEAI (Corporate Entrepreneurship Assessment Instrument) were management support, work discretion/autonomy, rewards/reinforcement, time availability, and flexible organizational boundaries which represent a parsimonious description of the internal organizational factors that influence entrepreneurial activity within established companies. These five factors accounted for 46% variance in the corporate entrepreneurial activities (Hornsby et al., 2000). The inclusion of two factors i.e. risk-taking propensity and intelligence generation and dissemination explained the variance of 76%. From a theoretical perspective, the current research provides an important exploratory step toward understanding the internal factors that stimulate corporate entrepreneurship.

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