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UNDERSTANDING FIRM-LEVEL ENTREPRENEURSHIP: A STUDY OF EXPLORING THE CONSTRUCT AND ITS RELATIONSHIP WITH CONTEXTUAL FACTORS (SUMMARY)

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≈ SUMMARY ≈

**UNDERSTANDING FIRM-LEVEL ENTREPRENEURSHIP:
A STUDY OF EXPLORING THE CONSTRUCT
AND ITS RELATIONSHIP WITH CONTEXTUAL FACTORS**

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Principal Topic

As Zahra, Jennings and Kuratko (1999) suggests there is a gap in the literature regarding the proper refinement of the corporate entrepreneurship construct and clear distinctions between actual behaviors, orientations, or attitudes. Additionally, its relationships with other organizational conduct variables are underdeveloped (Zahra et al., 1999). This study aims to understand firm-level entrepreneurship with its organizational level relationships of top management leadership, organizational culture, and organizational performance. Initial literature review suggested that top management leadership and organizational culture are predictors of firm-level entrepreneurship which incorporates both orientation towards entrepreneurship and different entrepreneurial activity types which then affects organizational performance.

Method

The study adopts both qualitative and quantitative methods to examine firm-level entrepreneurship and its relationships with a number of constructs. As part of the qualitative research, four case studies are conducted. Two manufacturing companies and two service companies participated in the study. Several interviews are conducted with key informants in the ten month period. In each case study an entrepreneurial story is focused on to understand the process with its organizational correlates. As part of the quantitative research, a conceptual model is proposed. Four semi-structured interviews and four focus groups are conducted for item development. The questionnaire developed to test the hypothesized relationships in the conceptual model. A professional market research company carried out the data collection. The data are collected mostly from multiple respondents in each company. The final sample included 324 respondents from 118 companies.

Results and Implications

The findings of qualitative and quantitative research suggest that there are different types of entrepreneurial activities in organizations and the most important influencing factor of firm-level entrepreneurship is top management leadership. Organizational culture also has an influence on firm-level entrepreneurship, but the findings suggest that the leader creates an organizational culture which then stimulates entrepreneurial activities in the organization. Internal mechanisms, such as management support has a predictive influence on firm-level entrepreneurship. Moreover, strategic orientation of the company also determines the type of entrepreneurial activity engaged in. With respect to outcomes, firm-level entrepreneurship affects organizational performance but the effect changes depending on the activity and the performance indicator in consideration.

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