DOES ONE SIZE FIT ALL? THE IMPACT OF ORGANIZATIONAL SIZE ON CORPORATE ENTREPRENEURSHIP (INTERACTIVE PAPER)

Robert S. Nason  
Syracuse University, USA

Donald F. Kuratko  
Indiana University, USA, dkuratko@indiana.edu

Jeffrey S. Hornsby  
University of Missouri-Kansas City, USA

Recommended Citation
Nason, Robert S.; Kuratko, Donald F.; and Hornsby, Jeffrey S. (2014) "DOES ONE SIZE FIT ALL? THE IMPACT OF ORGANIZATIONAL SIZE ON CORPORATE ENTREPRENEURSHIP (INTERACTIVE PAPER)," Frontiers of Entrepreneurship Research: Vol. 34 : Iss. 16 , Article 22.  
Available at: https://digitalknowledge.babson.edu/fer/vol34/iss16/22

This Interactive Paper is brought to you for free and open access by the Entrepreneurship at Babson at Digital Knowledge at Babson. It has been accepted for inclusion in Frontiers of Entrepreneurship Research by an authorized editor of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.
DOES ONE SIZE FIT ALL? THE IMPACT OF ORGANIZATIONAL SIZE ON CORPORATE ENTREPRENEURSHIP

Robert S. Nason, Syracuse University, USA
Donald F. Kuratko, Indiana University, USA
Jeffrey S. Hornsby, University of Missouri-Kansas City, USA

Principal Topic

While the term corporate entrepreneurship (CE) generally is assumed to concern large firms, CE also exists within small firms, although perhaps with different antecedents and outcomes (Nason, McKelvie & Lumpkin, 2013). For instance, Fini et al. (2012) state that CE activities in smaller firms may be driven more by grassroots initiatives as opposed to top-down, management driven processes. Indeed, many larger firms have engaged in intentional tactics to “act smaller” to stimulate entrepreneurial activity (Kuratko, et al., 2001). In this study, we examine how organizational size affects CE activities. We build upon the extant literature on CE antecedents to explicate how and why there are differences across organizations of different sizes. We explore CE antecedents as part of the CEAI dimensions and link them to outputs such as product launches and financial performance.

Methods

We employ a dataset of 773 firms from multiple industries and the entire spectrum of firm sizes. We use multi-item validated measures of CE (Hornsby et al., 2013), including the four CEAI dimensions: Management Support, Work Discretion, Rewards & Reinforcement, and Time Availability. We also capture the innovative activities of the firm such as the number of new products brought to market, the speed of bringing these to market, and the ability to respond to market developments. Finally, we acquire firms’ satisfaction with financial performance.

Results and Implications

Our results show that organizational size is an important delineating factor in CE antecedents and outcomes. There are two main implications of this. First, these findings provide empirical support for the conceptual argument that size offers an important source of heterogeneity in CE (Nason, et al., 2013). Second, whereas previous research has tended to adopt a more universal approach to CE with regard to size, we reveal important size-dependent differences on both CE antecedents and outcomes, such as smaller firms offering greater work discretion and larger firms offering higher rewards and reinforcement. Combined, we show that one size does not fit all in CE, which has implications for future theorizing, research questions, and empirical approaches to CE research.

CONTACT: Donald F. Kuratko; dkuratko@indiana.edu; (T) +1-812-855-4248; Kelley School of Business, Indiana University, 1309 E. Tenth St., Bloomington IN, 47405.