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AN INTERNATIONAL VALIDATION OF THE CORPORATE ENTREPRENEURSHIP ASSESSMENT INSTRUMENT (CEAI) (INTERACTIVE PAPER)

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≈ INTERACTIVE PAPER ≈

AN INTERNATIONAL VALIDATION OF THE CORPORATE ENTREPRENEURSHIP ASSESSMENT INSTRUMENT (CEAI)

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Principal Topics

Researchers created the Corporate Entrepreneurship Assessment Instrument (CEAI) to measure organizational readiness for corporate entrepreneurship (Hornsby, Kuratko, & Montagno, 1999; Hornsby, Kuratko, Shepherd, & Bott, 2009; Hornsby, Kuratko, & Zahra, 2002). However, while cross-cultural validations have been conducted for the conceptually related Entrepreneurial Orientation (EO) construct (Knight, 1997; Kreiser, Marino, & Weaver, 2002; Runyan, Ge, Dong, & Swinney, 2012), the CEAI has not yet been validated across substantially different national cultures around the globe. In addition, while prior applications have focused on either measuring entrepreneurial action at the business unit level (Hornsby et al., 2009) or at the individual level (Hornsby et al., 1999), no prior study to our knowledge has examined business unit and individual level entrepreneurial outcomes in parallel.

Method

We surveyed 1110 managers representing 70 nationalities, who were participating in an executive education program conducted by a large European business school operating in nine countries: UK, Switzerland, Greece, the United Arab Emirates, Bahrain, Oman, Malaysia, Singapore and Hong Kong. Data was collected over three different cohorts between 2012 and 2015. Applying a split sample approach, survey responses were randomly split into two equal sized groups. With the first half-sample, we validate and refine the CEAI instrument. With the second half-sample, we test the CEAI in predicting entrepreneurial preferences and behavioral outcomes at both the individual and business unit levels.

Results and Implications

First, the 48 original CEAI items were examined with exploratory factor analysis, to identify a reduced set of 20 items, representing 4 items for each of the five CEAI factors. We computed goodness-of-fit parameters for the 18 item / 4 factor Hornsby et al. (2013) model and the current 16 item / 4 factor model, finding the goodness-of-fit of the current model to be superior in all respects (RMSEA, SRMR, GFI, and CFI). Second, multivariate GLM regression analysis was conducted to test the predictive validity of our reduced scale for a range of individual and business unit level dependent variables. Overall, the strong performance of the managerial support dimension and the weaker performance of the other CEAI dimensions are consistent with Hornsby et al. (2013). In summary, our revised CEAI scale is robust for managers from 70 different nationalities, working and studying in nine countries in three culturally distinct regions of the world (Europe, Gulf States, and Southeast Asia).

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