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## WHAT MAKES CORPORATE ENTREPRENEURS ROLL UP THEIR SLEEVES? ON THE SOURCES OF INTENTION AND EFFICACY OF ENTREPRENEURIAL EMPLOYEES (SUMMARY)

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## ≈ SUMMARY ≈

**WHAT MAKES CORPORATE ENTREPRENEURS ROLL UP THEIR SLEEVES? ON THE SOURCES OF INTENTION AND EFFICACY OF ENTREPRENEURIAL EMPLOYEES**

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**Principal Topic**

CE research has identified several organizational factors that create a positive environment for CE (e.g., Hornsby, Kuratko & Zahra 2002). However, the critical question of how they influence employees to engage in CE remains largely unanswered. Especially in the early phases of innovation, employees have to drive ideas and opportunities entrepreneurially without clear guidance or structure (Kim & Wilemon 2002). We therefore argue that deeper understanding of an environment's effects on CE can be achieved by applying an intention-based perspective.

We apply the theory of mixed control (Monsen & Urbig 2009; Urbig & Monsen 2009) to explain how an individual's self-efficacy and the external efficacy provided by the environment foster employee's intention to develop an innovation idea (Ajzen 1991). The theory predicts that the effect of both sources of efficacy will depend on the level of control the individual has over the situation: Control should positively moderate the effect of self-efficacy, while negatively moderating the effect of external efficacy.

**Method**

We conducted a survey among the German employees of a multi-national corporation that designs every aspect of the organization to foster innovation and entrepreneurship. The focal action is the development of an innovation idea, which is then submitted for decision to the business management. The intention measure is self-developed following Ajzen (2006), while all other measures are taken from extant literature, and adapted to the setting. For triangulation, we use data about the employee's actual participation in idea development. The survey data is analyzed descriptively and hypotheses are tested using multiple regression analysis.

**Results & Implications**

Our analyses show a positive effect of the self-efficacy to plan and of management support on intention. In line with theory, we find a negative interaction effect between control and management support. Surprisingly, we also discover a negative interaction between control and the self-efficacy to mobilize resources.

Our results implicate that raising self-efficacy may be a way to activate corporate entrepreneurs complementary to orientating an organization towards CE. Furthermore, the management style applied should be contingent on whether employees perceive their control as low.

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