

Corporate **Entrepreneurship**

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CORPORATE ENTREPRENEURSHIP



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Preface

A country's economic growth depends on its ability to create avenues for the establishment of business ventures. Innovation coupled with market acceptability is the fundamental requirement for economic stability. This happens when more number of entrepreneurs venture into starting new businesses, thereby creates job opportunity. For the success of a corporate, the mindset of employees working in it should be moulded to perform more effectively. They should be motivated to have ownership attitude, with in their organization. This mindset facilitates the employees to contribute for their organizations growth, in terms of innovative product ideas, production processes and operational procedures. All these initiatives ultimately results in higher profit and better competitive position. This is the basic idea of 'Corporate Entrepreneurship'.

'Corporate Entrepreneurship', as a concept encourages employees to involve whole heartedly in their organisation from policy making to marketing strategy. Companies redesign their structure and policies, to provide more freedom to the employees to voice their ideas and opinions. In this context, research studies focussing on the factors influencing the success of corporate entrepreneurship are carried out in the western context. However, research on Indian context, specifically focussing on the role of middle managers is very few.

This book is the outcome of a scientific study carried out to examine the dimensions that effect employee's attitude towards greater commitment. The environment which fosters a sense of team work among the staffs are explored. The research was carried out with middle level executives working in manufacturing sector as respondents. This book provides a clear picture about research design with instruments chosen for data collection. Suitable statistical tools are employed to analyse the data to offer meaningful interpretations. All the end, practical solutions are given to answer the objectives framed for this study. This book offers insights to research scholars and solutions to the practical problems for corporate leaders. We are sure that this book would help to widen the existing body of knowledge on 'Corporate Entrepreneurship' an eye opener for future studies.

Happy Reading and Learning

Dr. M. Banumathi
Dr. C. Samudhra Rajakumar

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CHAPTER-1

INTRODUCTION

BACKGROUND OF THE STUDY

Entrepreneurship is an important element in the economic development of a country. Scholars and practitioners have shown interest in the concept since 1960's, due to its positive effect on firms' performance (Miller and Frieson, 1972). In the 20th century, economist Joseph Schumpeter (1883-1950) focused his attention on how the entrepreneurs' drive for innovation created upheaval change in product development and manufacturing process to bring useful products at affordable prices. The term entrepreneur is used to describe men and women who establish and manage their own business. It refers to the process whereby an organization creates new business units or instigates renewal within that organization (Sharma and Chrisman, 1999).

Today, corporate entrepreneurship has become an extremely significant concept, for which many experts use various terms, all of which actually refer to the same concept. These terms include intrapreneurship, internal corporate entrepreneurship, venture management, corporate venturing, strategic renewal, and internal corporate venturing (Zahra, Jennings and Kuratko, 1999; Ferreira 2001).

Corporate entrepreneurship is seen as the process whereby an individual or a group creates a new venture within an existing organization, revitalizes, and renews an organization, or innovates (Antoncic and Hisrich 2001). The opinion given by Zahra (1996) suggests that corporate entrepreneurship is a formal or informal activity aimed at creating new businesses in established firms through product and process innovations and market developments. Zahra (1991) further notes that corporate entrepreneurship is the art of creating innovative ideas within a corporation and materializing them to make profit.

The research in the field of entrepreneurship in the last decade has increasingly focused on corporate entrepreneurship within the boundaries of existing organizations and the persons responsible for executing it (Timmons, 1989). Majority of research on corporate entrepreneurship have focused on issues such as diagnosing the process benefits (Zahra and Covin, 1995), defining the phenomenon (Sharma and Chrisman 1999), identifying the attributes a company should have for promoting corporate entrepreneurship (Miller, 1983; Covin and Slevin, 1989), defining the role of managers as a catalyst in the process, establishing the antecedents of corporate entrepreneurship (Guth and Ginsberg, 1990), measuring the outcome of corporate entrepreneurship programmes (Kuratko, et al., 1990; Zahra, 1991; Covin and Slevin, 1996), and examining the mediating and moderating effects of latent variables (Lumpkin and Dess, 2001). Nevertheless, there are still inconsistencies regarding the dynamics of combined effects of various factors on corporate entrepreneurship, such that the outcome has still not been adequately explained.

The purpose of this study is to investigate the influence of important antecedents on corporate entrepreneurship and the subsequent consequences. Based on the scrutiny of the available literature, variables such as high performance work system, emotional intelligence, and entrepreneurial orientation have been chosen as antecedents, and their influences on corporate entrepreneurship have been examined. In line with the current trend of adding intervening variables to understand the latent relationships, this study examines the mediating effects of organizational learning capability and creativity in explaining high performance work system corporate entrepreneurship relationship and entrepreneurial orientation corporate entrepreneurship relationship. Finally, an attempt has been made in this research work to develop a corporate entrepreneurship model and to validate it through the structural equation model.

1.1 DEFINITIONS OF ENTREPRENEUR AND ENTREPRENEURSHIP

Researchers have been inconsistent in their definitions of entrepreneurship (Gartner, 1988). Definitions have emphasized a broad range of activities including the creation of organizations (Gartner, 1988), the carrying out of new combinations (Schumpeter, 1934), the exploration of opportunities (Kirzner, 1973), the bearing of uncertainty (Knight, 1921), the bringing together of factors of production (Hornaday, and Bunker, 1970), need to have innovation as the specific instrument of entrepreneurs (Drucker, 1985), the location of the entrepreneur in a new or existing company (Churchill, 1992), and the driving force of the dynamic market process (Kirzner, 1997).

Joseph Schumpeter equated entrepreneurship with the concept of innovation applied to a business context. As such, the entrepreneur moves the market away from

equilibrium. Schumpeter's definition also emphasized the combination of resources. Israel Kirzner (1997) states that an entrepreneur recognizes and acts upon market opportunities. The entrepreneur is essentially an arbitrageur. In contrast to Schumpeter's viewpoint, the entrepreneur moves the market toward equilibrium.

Entrepreneurship is the process of identifying, developing, and bringing a vision to life. The vision may be an innovative idea, an opportunity, or simply a better way to do something. The end result of this process is the creation of a new venture, formed under conditions of risk and considerable uncertainty (Vesper, 1980). In summary, entrepreneurship is often viewed as a function which involves the exploitation of opportunities which exist within a market. Such exploitation is commonly associated with the direction and/or combination of productive inputs (Knight, 1921). Entrepreneurs usually are considered to bear risks while pursuing opportunities, and are associated with creative and innovative actions (Gartner, 1988). In addition, entrepreneurs undertake a managerial role in their activities. An individual may perform an entrepreneurial function in creating an organization, but later is relegated to the role of managing it without performing an entrepreneurial role (Venkatraman, 1989). Finally, individuals within organizations (non-founders) can be classified as entrepreneurs since they pursue the exploitation of opportunities. Thus, entrepreneurship is appropriately considered to be a form of entrepreneurship (Naman and Slevin, 1993).

1.2. CORPORATE ENTREPRENEURSHIP

Corporate Entrepreneurship is a means to enhance the innovative abilities of the employees and increase corporate success through the creation of new corporate ventures.

Pinchot (1985)

During the 18th century, the economists Jean-Baptist and Joseph Schumpeter introduced the concept of corporate entrepreneurship which is derived from the French language. Corporate entrepreneurship is entrepreneurship within an established business organization. It is the process of creating value by bringing together a unique package of resources to exploit and pursue opportunities. The process of corporate entrepreneurship is to follow and take advantages of opportunities not considering what resources they possess (Burglemann, 1983). It is concerned with idea recognition and making opportunities into businesses. It is often explained as a process that goes on inside an existing firm and that may lead to new business ventures, the development of new products, services or processes and the renewal of strategies, administrative techniques, and competitive postures (Hisrich and Peters, 1984). Sathe (1985) argues that corporate entrepreneurship is a process of organizational renewal. It has emerged as a much needed ingredient contributing towards the growth of any organization under a changing business environment.

Zahra (1993, 1995) explains corporate entrepreneurship as the sum of a company's innovation, renewal, and venturing efforts. Innovation involves creating and introducing products, production process, and organizational systems. Renewal means revitalizing the company operations by changing the scope of its business, its competitive approaches or both. It also means building or acquiring new capabilities and then creatively leveraging them to add value of shareholders. Venturing means that the firm will enter new businesses by expanding operations in existing or new markets.

The concept of corporate entrepreneurship has been evolving for the last three decades. Researchers have suggested that the pursuit of corporate entrepreneurship requires established companies to strike a balance between engaging in activities that make use of existing knowledge, while at the same time challenging themselves to embark upon new adventures, seeking new knowledge and opportunities to rejuvenate themselves (Floyd and Woolridge, 1990). The perspective of entrepreneurship as a continuum is evident in Covin and Slevin's (1989) distinction between conservative (risk averse, non-innovative, and reactive) firms

and entrepreneurial (risk taking, innovative, and proactive) firms. Environmental uncertainty, turbulence, and heterogeneity lead to operational challenges for organizations. To cope with the challenges of developing and nurturing both today's and tomorrow's core competencies, firms increasingly rely on effective use of corporate entrepreneurship (Covin and Miles, 1999).

The concept of corporate entrepreneurship has been analyzed from different theoretical perspectives by academicians, and the outcome mostly focuses on the link between the employees' entrepreneurial attitude, probable growth of firms, expansion of market, and overall performance. Typically, their definitions revolve around the concept that corporate entrepreneurship involves transformation of stagnant businesses into dynamic activities (Jennings and Lumpkin, 1989; Schendel, 1990), is an organizational process transforming individual ideas into collective actions, increases organizational progress through optimal performance (Barret, 1998), is a way to recreate economic capabilities (Danka, 2000), shows the behavioural intentions different from the routine practices (Antoncic and Hisrich, 2001), and describes the employee's entrepreneurial behavior within a stable organization (Jones and Butler, 1992).

Similarly, several authors view corporate entrepreneurship as the diversification and escalation of businesses (Nayager and Van Vuuren, 2005) leading to the development of new businesses within existing companies to enhance competitiveness, productivity, and profitability (Morris et al., 2008), a strategy enacted in organizational settings and discovery of opportunities, has a lasting effect on company's growth, and in the words of Botha and Nyanjom (2011), it involves a constant reinvention of unique business projects which requires recognizing and exploiting the opportunities.

In a nutshell, when the external environment is characterized by intensified global competition, dynamic change, and increasing uncertainty, the need for organizations to become more innovative to survive and grow is increasing rapidly. In this context, corporate entrepreneurship is more relevant as a viable means for existing organizations to continuously explore and exploit previously unexploited opportunities, thereby moving the organization to a new state of being (Stevenson and Jarillo 1990). Table 1.1 provides a consolidated list of definitions given by various academicians.

THE DIMENSIONS OF CORPORATE ENTREPRENEURSHIP

Scanning of literature in the field of corporate entrepreneurship provided ample evidence about the development of dimensions to measure corporate entrepreneurship. Based on the definitions and theoretical perspectives available in the literature, the first categorization was suggested by Hornsby et al., (1990) through their Intrapreneurial Assessment Instrument (IAI). Research in the 1990's (Vesper, 1990; Stevenson and Jarillo, 1990) concluded that entrepreneurship is an organization focused strategy, behavioral modification, opportunity exploitation, and resource optimization. Building on this conceptual foundation, Stevenson and Jarillo, (1990) identified three dimensions to capture intrapreneurship attitude. According to them, management support, organizational structure, and resource availability are the dimensions of corporate entrepreneurship.

The next stage of progress in identifying the determinants of corporate entrepreneurship was seen in 1991 through the contributions made by Covin and Slevin. They stressed the importance of organizational phenomenon and individual traits to measure corporate entrepreneurship. They argued that creation of new business within an organization, refining the company's products, and developing new markets are the salient characteristics of intrapreneurship. Obviously, these three aspects are combined together to form the first dimension new business venturing. The next two dimensions are related to product innovativeness and process innovativeness. Innovativeness dimension refers to product and process innovation with emphasis on development and innovation.

A note-worthy development in determining the dimensions of corporate entrepreneurship was reported in 2001. Antoncic and Hisrich, modified the dimensions suggested by Covin and Slevin (1991). They retained the first dimension (new business venture) and merged product and process innovation into a single dimension. In the late 1990's, the contributions made by Lumpkin and Dess (1996) and Knight (1997) revealed the importance of adding two more aspects (risk-taking and competitive aggressiveness) as additional dimensions of corporate entrepreneurship.

Antoncic and Hisrich (2001) argued that intrapreneurs should be bold enough to take risks by conducting experiments, and the initiatives should come out naturally. They termed this as proactiveness. Proactiveness “refers to the extent to which organizations attempt to lead rather than follow competitors in key business areas as the introduction of new products or process, operating technologies, and administrative techniques” (Covin and Slevin 1986). According to them, the four determinants are new business venture, process innovation, strategic renewal, and proactiveness. These dimensions are distinct in terms of the activities and orientation and form the basis of explaining the intrapreneurship behavior. A brief explanation of about these dimensions of the construct developed by Antoncic and Hisrich (2001) is given below.

- 1. New business venturing:** It refers to the tendency and performance attention of organizations to activity in the other business areas that are related to current areas. In fact, developing the realms of organizational activities that are used for producing new products and offer his new services result in entering new working areas and so on (Zahra 1991).
- 2. Process innovativeness:** Corporate entrepreneurship consists of changing in the process of production or offering of products and services and also processes of doing activities. In other words, every change in the process of production or the process of doing activities that are able to decrease costs or increasing of speed and productivity can be considered as corporate entrepreneurship (Covin and Slevin 1991).
- 3. Self renewal:** Self renewal refers to the ability of compensating and rebuilding of organization by itself. It is to introduce deficient to obviate them (Guth and Ginsberg 1990).
- 4. Proactiveness** “refers to the extent to which organizations attempt to lead rather than follow competitors in such key business areas as the introduction of new products or process, operating technologies, and administrative techniques” (Covin and Slevin 1986).

CORPORATE ENTREPRENEURSHIP ASSESSMENT INSTRUMENT

Hornsby, Kuratko, and Zahra, (2002) integrated the previous three categorizations (Hornsby et al., 1990; Covin and Slevin, 1991; Antoncic and Hisrich, 2001) and developed Corporate Entrepreneurship Assessment Instrument (CEAI) to measure corporate entrepreneurship. This instrument consists of five dimensions, and their meanings are explained as follows: management support, work discretion, reward/reinforcement, time availability, and organizational boundaries.

- 1. Management Support:** It is intention of managers to promote entrepreneurship attempts in an organization that contains introduction and patterning new ideas and providers of them, preparing required resources, professional view points about innovations and supporting innovators. The willingness of senior management to facilitate and promote entrepreneurial activity in the organization, include championing innovative ideas as well as providing necessary resources, expertise or protection.
- 2. Work Discretion:** Intermediate managers should have access to the environment that supports controlled risk-taking when failure and entrepreneurship activities are possible.
- 3. Reward/Reinforcement:** The literature stresses that an effective reward system that spurs entrepreneurial activity must consider goals, feedback, emphasis on individual responsibility, and results-based incentives. This factor, therefore, highlights the middle managers' role in this regard. Intermediate managers should benefit the effective rewarding system. It is a system that invokes entrepreneurship activities and pays attention to ideals and performance feedbacks that emphasis is personal responsibility and based on results allocates rewards. The literature stresses an effective reward system that spurs entrepreneurial activity
- 4. Time Availability:** Middle managers must perceive the availability of resources for innovative activities to encourage experimentation and risk taking. It is necessary that intermediate managers provide resources for renewal activities and encourage having experience in creating new initiatives.
- 5. Organizational Boundaries:** Organizational structure should speed up management mechanisms for evaluation, selection, and applying ideas. The organizational boundaries must foster the administrative mechanisms by which ideas are evaluated, chosen, and implemented.

In addition to the categorizations of the dimensions of corporate entrepreneurship discussed so far, few others are also noted in the literature. For instance, Robichoud (2001) looked corporate entrepreneurship as the two dimensions of “personal entrepreneurship behaviors” and “organizational structure” and in this way Muller (2005) added “organizational culture” yet another dimension of corporate entrepreneurship. Other researchers (Varona, 2002) considered corporate entrepreneurship that contains the degree of creativity in organizations, offering ideas and risk taking.

Afterward Zotto and Gustaffson accepted this view and offered other components such as pioneering and compatibility to explain corporate entrepreneurship. There are many classifications regarding measuring corporate entrepreneurship and the most widely used is Corporate Entrepreneurship Assessment Instrument (CEAI) proposed by Hornsby, Kuratko, and Zahra (2002).

HIGH PERFORMANCE WORK SYSTEM

High performance work system is defined as a system of HRM practices that increase the employee's empowerment, knowledge skills, and incentives that ultimately motivate them to achieve greater performance.

Becker and Huselid (1998)

High performance work system has attracted great interest in recent years as the source of competitive advantage in the complex business environment. Pfeffer (1998) strongly suggest that high-performance work systems assume that employees as a primary source of competitive advantage that is difficult to imitate and that workers are capable of continuous improvement and will perform at higher levels if they are motivated. Leana and Van Buren (1999) suggest that employment practices akin to High Performance Human Resource Practices (HPHRP) foster high-quality exchange relationships, leading employees to assume the role of good organizational agents.

Employees are the main source for an organization, and their value is in their rare, inimitable, and non-replacement behaviors. High performance work system has been considered a potential source of corporate competitive advantage, and an increasing number of studies emphasize on the effects of high performance work system. The main idea behind high performance work system is to create an organization based on employee involvement, commitment, and empowerment instead of employee control (Tomer 2001). High performance work system in organizations manages their people and systems in an integrated manner rather than a traditional piecemeal approach and increase corporate performance with the help of its employees (Anand, 2001).

High performance work systems are said to be ensuring superior employee output through the system's set of human resource management practices selecting, developing, and retaining workforce comprising of individuals this possess superior abilities, and motivating these individuals to apply their superior abilities in their work related activities; and whose work-related activities result in these organizations achieving superior organizational performance and sustainable competitive advantage (Becker and Huselid 1998; Delery and Doty,1996). Way (2002) defines high performance work system as a group of interconnected human resource practices that aid in eliciting superior employee outputs. defines staffing, compensation, flexible job assignments, teamwork, training, and communication as the practices of high performance work system.

High performance work system (HPWS) is a means to optimally manage the human resources toward realizing the business goals and maximizing firm performance (Becker and Huselid, 1998; Bae et al., 2003; Combs et al., 2006). The notion of a high-performance work system constitutes a claim that there exists a system of work practice for core workers in organizations that leads to superior performance (Cappelli and

Neumark, 2001). Most SHRM literature agreed on the important of human resource practices and their contribution to organizational performance (Delery and Shaw, 2001).

High performance work system adopted in firms is characterized by various factors, and academicians (Snell and Dean, 1986; Pfeffer, 1994; Delery and Doty, 1996; Becker and Huselid, 1998; Way 2002) identified different sets to measure it. Table 1.2 depicts the key dimensions suggested by them.

Table-1.2: Dimensions of High performance work system

Author and Year	Dimensions
Snell and Dean (1992)	Selective staffing, Comprehensive training, Performance appraisal, Internal career opportunities, reward practices, job security and Employee empowerment.
Pfeffer (1994)	Recruiting, Training and skill development, High wages and incentive pay, Information sharing, Participation and empowerment, Teams and job redesign, and Promotion.
Heselid (1995)	Information sharing programs, Formal grievance procedures, profit and gain-sharing plans, formal performance appraisal, incentive compensation, selection, training, and design of work.
Delery and Doty (1996)	Internal career opportunities, Training, Result-oriented appraisals, Employment security, Participation and Profit- sharing.
Becker and Huselid (1998)	Training, Information sharing, Interdepartmental services, Teams and participation, Services discretion, pay, Job design for quality work and Performance appraisal.
Way (2002)	Staffing, Compensation, Job assignments, Teamwork, Training and Communication.

Source: compiled from literature

The above mentioned authors developed 21 items for managing people, which are often viewed as the components of high performance work system. The major practices comprise training and skill development, and reward practices, information sharing, employee empowerment, job security, and internal career opportunities, and performance appraisal. Their conceptual meanings are explained below.

- 1. Employee Empowerment:** It is a property of the relationship between an organization and its employees. An "empowered employee" is one who is fully absorbed by and enthusiastic about his their work and so takes positive action to further the organizations reputation and interests. An organization with "high" employee empowerment might therefore be expected to outperform those with "low" employee empowerment.
- 2. Reward Practices:** Reward management consists of analyzing and controlling employee remuneration, compensation, and all other benefits for the employees. Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay, and team reward.
- 3. Performance Appraisal:** The variables, opportunity for overcoming weakness, high frequency of appraisal, beneficial performance, discussions with superiors, the kind of performance measurement system, and relevant aspects included in the appraisal are clustered into this pattern. This is a kind of performance appraisal focused on developmental purposes mainly facilitating performance- oriented discussions between managers and employees, and as a result, the desired skills for achieving organizational goals are accomplished.
- 4. Information Sharing:** An enterprise that makes real a shared culture that is in actual fact unbreakable through information flow will be a competitive one. When the sharing of information is a vital component of the entire enterprise's culture, it can certainly impact the effectiveness of the enterprise. When people work together, share ideas, and build on one another's ideas for the benefit of the enterprise, the lack of communication and information sharing disrupts works and brings about enterprise mediocrity.

5. **Job Security:** Job security is “the degree to which an employee could expect to stay in his/her job over an extended period of time” (Delery and Doty 1996). Usually, job security arises from the terms of the employment contract or labor legislation that prevents arbitrary termination and layoffs. Job security can be enhanced by well-devised human resource planning and flexible organizational structure.
6. **Internal Career Opportunities:** Internal career opportunities send a signal that the firm has a long-standing commitment to its employees. The characteristics of firms which create an internal labor market are mainly hiring from within the organization and extensively using internal career ladder (Delery and Doty 1996). In this kind of firm, supervisors should be responsible for knowing their subordinates’ career expectations. Gaffney (2005) indicates that internal career opportunities ensure employees’ experiencing personal and professional growth within the firm. Therefore, employees will be more satisfied with the firm and tend to stay longer. On the other hand, outstanding employees who have less internal career opportunities may have a sense of alienation and plan to quit from the firm.

EMOTIONAL INTELLIGENCE

Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

- Mayer and Salovey (1997)

Emotional intelligence includes cognition of our own feeling and employing it to make appropriate decisions. In other words, it shows capability of managing our own temperament and mental status and controlling tensions (Goleman 1995). Emotional intelligence reflects psychological aspects intervening in human behavior and is related to social intelligence. Goleman (1998) defines emotional intelligence as the capacities to organize one’s their feelings and the feelings of others, be self- motivated, and manage emotions well in ourselves and in conjunction with others.

According to Mayer and Salovey (1995), emotional intelligence considers the intersection between two fundamental components of personality: the cognitive and the emotional systems. The author (1997) portray emotional intelligence as perceiving emotions, reaching emotions and regulating them to understand the emotions reflectively, and helping thoughts, understanding emotions, and emotional knowledge to enhance emotional and intellectual development. Mayer and Beltz (1998) stress the point that individuals should perceive the emotions in themselves and the emotions in others to understand emotional meanings and manage emotions.

Dalip Singh (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and use emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes areas like personnel selection, development of employees, teams, and the organization (Mayer and Salovey, 2001). Emotional intelligence refers to a person's ability to detect and manage emotional cues and information. Reuvan Bar (2007) disclose that the effective use of emotional intelligence requires. The statement contains three categories of skills, such as personal skills (self managing), and social skills (dealing with a relationships), and the desired response of others).

Existing literature suggest that emotional intelligence is the product of two main skills, personal and social competence. Personal competence focuses more on you as an individual, and is divided into self-awareness and self-management. Social competence focuses on how you behave with other people, and is divided into social awareness and relationship management. Emotional intelligence involves the capacity to accomplish faithful analysis about emotions and the capacity to employ feelings, emotions, and emotional knowledge to augment thought, incorporating particular expertness and suggesting that this distinctive expertness may also be considered as constituting a united, general emotional intelligence.

To conclude, in today's complex business scenario, organizations have to manage change in an effective way. This requires a system to manage the emotional behavior of employees and direct their attitude towards achieving the goals of their firms. In that perspective, emotional intelligence plays an important role in helping the managers and employees to cope with this dynamic change in the business environment. The organizations must coach their employees in developing their interpersonal skills and to perform effectively on the job with other employees in the organization. Employees need to strengthen their emotional intelligence skills apart from technical skills, to enhance their productivity on the job.

Dimensions of Emotional Intelligence

Goleman (1998) states that emotional intelligence is a multidimensional concept, which includes the components of self-awareness, self-regulation, motivation, empathy, and social skills (refer figure 1.1) Self-awareness is associated with the ability to recognize emotions, moods, and impulses experienced by a person and cause.

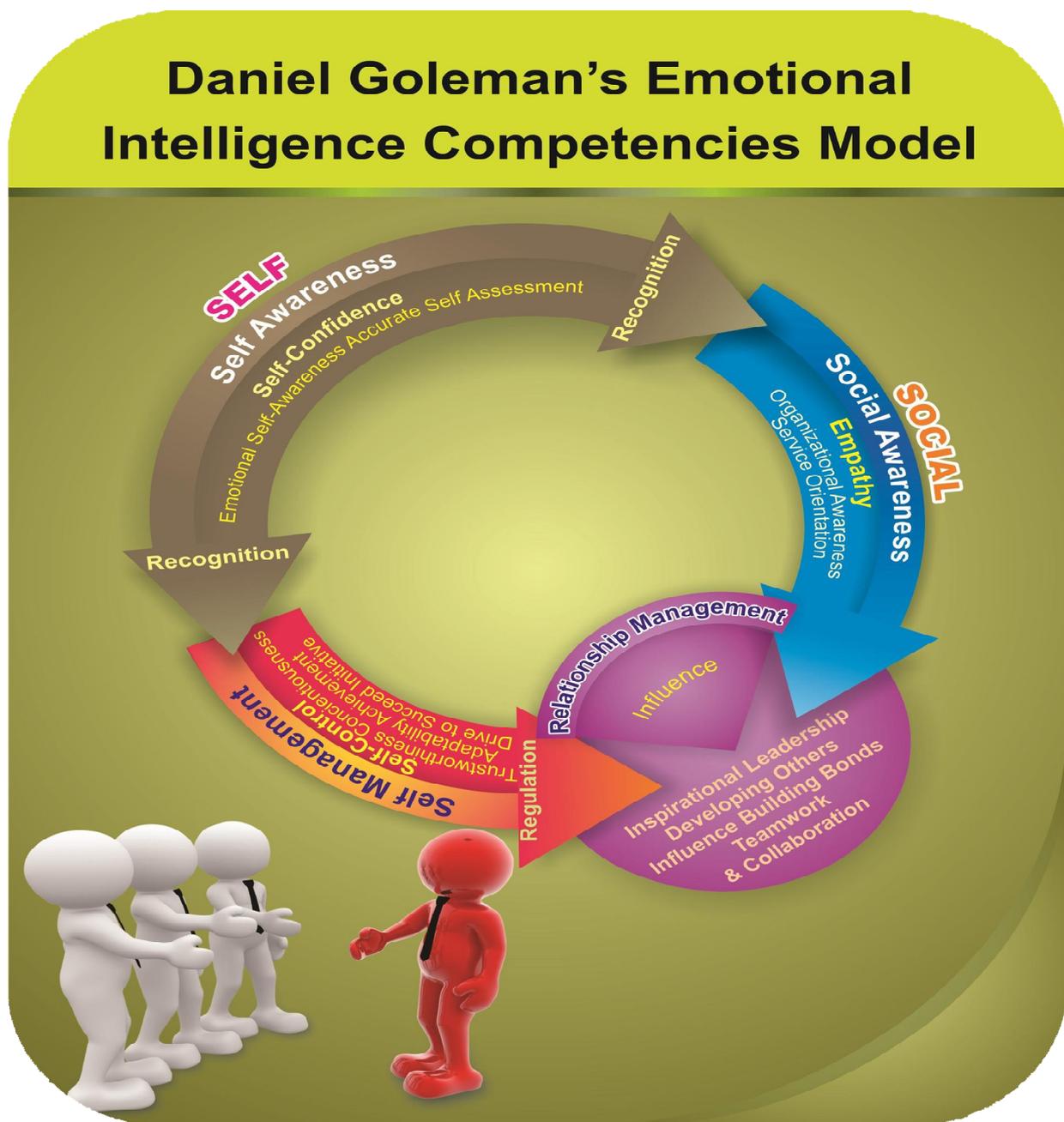


Figure-1.1: Daniel Goleman Emotional Intelligence Competencies Model

The following lines describe the five components of emotional intelligence at work, as developed by Daniel Goleman (1988).

- 1. Self-awareness:** The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Hallmarks of self-awareness include self confidence, realistic self-assessment, and a self-deprecating sense of humor. Self-awareness depends on one's ability to monitor one's own emotional state and to correctly identify and name one's emotions.
- 2. Self-regulation:** This is the ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.
- 3. Motivation:** A passion to work for internal reasons that go beyond money and status-which are external rewards, such as an inner vision of what is important in life; a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity. A propensity to pursue goals with energy and persistence. Hallmarks include a strong drive to achieve, optimism even in the face of failure, and organizational commitment.
- 4. Empathy:** The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. Hallmarks include expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers. (In an educational context, empathy is often thought to include, or lead to, sympathy, which implies concern, or care or a wish to soften negative emotions or experiences in others).
- 5. Social Skills:** Social skills included proficiency in managing relationships and building networks, and an ability to find common ground and build rapport.

Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.

Wong and Law (2002) differed from Daniel Goleman's model and proposed self-emotion, other's emotion, use of emotion, and regulation of emotion to capture emotional intelligence. Their meanings are explained below.

- 1. Self-emotion appraisal:** individuals' ability to understand and express their own emotions.
- 2. Other's emotion appraisal:** measures peoples' ability to perceive and understand the emotions of others.
- 3. Use of emotion appraisal:** denotes individuals' ability to use their emotions effectively by directing them toward constructive activities and personal performance.
- 4. Regulation of emotion appraisal:** refers to individuals' ability to manage their own emotions.

Entrepreneurial Orientation

Entrepreneurial orientation refers to a firm's strategic orientation, acquiring specific entrepreneurial of decision-making styles, practices, and methods.

Lumpkin and Dess (1996)

Entrepreneurial orientation is one of the most popular concepts within the studies of entrepreneurship. It refers to the strategy making process which provides organizations with entrepreneurial activities and decisions. This concept captures different practices, activities, and decision making skills that help firms to create value and perform effectively (Lumpkin and Dess, 1996).

Entrepreneurial orientation is defined as the firm's degree of proactiveness (aggressiveness) in its chosen product-market unit and its willingness to innovate and create new offerings". Entrepreneurial orientation refers to the procedures, systems, and decision-making activities that lead to new entry as characterized by the following dimensions: a propensity to act autonomously, a willingness to innovate and take-risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities (Lumpkin and Dess, 1996), and the main ideology is facilitating the pursuit of opportunities. Schuler (2001) explained that entrepreneurship is an innovation creation activity to produce new product in an existing organization.

Academicians treat entrepreneurial orientation as a multidimensional construct which is applied at the firm level. This attribute represents a frame of mind and a perspective about entrepreneurship and innovation reflected in a firm's ongoing processes and organizational culture. In this study, entrepreneurial orientation refers to the tendency of firms to have entrepreneurial activities while corporate entrepreneurship points out to the actual entrepreneurial activities. In companies where entrepreneurial orientation is strong, the leaders and the culture jointly generate a strong impetus to innovate, take risks, and aggressively pursue new venture opportunities (Dess and Lumpkin, 2005).

Contributions from the academician, finally shortlisted three dimensions to represent entrepreneurial orientation, which are used in our study on explained below. The individual dimensions of entrepreneurial orientation are classified as innovation, risk-taking, and proactiveness. Innovativeness refers to willingness to support creativity and experimentation in introducing new products/services besides novelty, technological leadership, and R&D in developing new processes. Secondly, risk taking means tendency to take bold actions such as venturing into unknown new markets, committing a large portion of resources to venture with uncertain outcomes, and/or borrowing heavily.

Lastly, proactiveness is defined as an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment. A successful entrepreneur in establishing his business does not only depend on his role but also on his orientation toward the organization itself; thus, entrepreneurial orientation is an important part since it can assist an individual to adapt to his working environment. Final conclusion that can be drawn from the literature is, that the strategic decisions of the leaders that integrate these three dimensions, are the key impetus to generate growth.

CREATIVITY

Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others.

Robert E. Franken (2008)

To have an edge over competitors, organizations strive hard to be different by consistently introducing innovative products. All innovation begins with creative ideas. As creativity is an important source of organizational innovation as well as competitive advantage (Amabile, 1998, Oldham and Cummings, 1996), organizations are increasingly seeking to foster it. Creativity is the act of turning new and imaginative ideas into reality and going beyond new products, new services and new processes (Cook, 1979). It is characterized by the ability to perceive new ways to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate solutions. Creativity involves two processes: thinking, then producing. If you have ideas, but don't act on them, you are imaginative but not creative.

There are many definitions of creativity. A number of them suggest that creativity is the generation of imaginative new ideas involves a radical newness, innovation or solution to a problem (Amabile, 1988), and actualizes a person's potential, through the integration of the logical side with the intuitive side. Creativity is showing imagination and originality of thought in moving beyond everyday thinking.

Creative thinking in a disciplined manner can play a real role in innovation. “Creativity and innovation are normally complementary activities, since creativity generates the basis of innovation, which, in its development, raises difficulties that must be solved once again, with creativity. It is not possible to conceive innovation without creative ideas, as these are the starting point” (European Commission 1998).

A third set of definitions propose that a creative solution, either new or recombined, must have value (Higgins, 1999). A novel idea is not a creative idea unless it is valuable or it implies positive evaluation. Creativity is the firm’s ability to generate useful ideas to address rapidly changing opportunities and threats by making timely and market-oriented decisions, and to frame breaking changes in its resource base. Furthermore, Weinzimmer, Michel, and Franczak (2011) suggest the firm’s ability to enact creativity at the main level of firm–level performance. In this vein, describes creative dynamic capability as consisting of a firm’s potential to initiate and create.

Creativity scholars have created a vast body of literature regarding a large number of contextual and individual factors, which can enable or inhibit the generation of creative ideas. According to in-depth discussions made by scholars, creativity is considered as the ability to think up and design new inventions, produce works of art, solve problems in new ways, or develop an idea based on an original, novel, or unconventional approach. The academicians stress the need to have creativity inhibited in the minds of employees to face stiff challenges from the external forces and to manufacture products at lesser cost. To conclude, creativity, as a strategic asset, acts as a base for competitive advantage, is and a source for firm growth.

ORGANIZATIONAL LEARNING CAPABILITY

Organizational learning capability is defined as the organizational and managerial characteristics of factors that encourage learning process or enable an organization to learn while knowledge performance can be explained as the ability of individual, group and organization to understand what they have learned.

Argyris and Schon (1978) focused on organizational members and defined organizational learning as a process of detecting errors and anomalies by members in organization, which could remodel and amend organizational action. Organizational learning can be considered as the actions to explore or develop relevant skills and knowledge based on experiences and activities in the past, and use these skills and knowledge in subsequent operations, in order to enhance the competitiveness of the organization and performance. Huber (1991) classified organizational learning processes from the knowledge perspective. It implies more than learning by individuals or leaders; for organizational learning, the new knowledge and capacities must become part of the organizational repertoire of interpretations, systems, and actions (Ulrich et al., 1993; Nevis et al., 1995).

Learning capability is defined in broad terms as formal and informal processes and structures that are aimed at acquiring, sharing and using knowledge or skills within a firm (Dibella, Nevis, and Gould, 1996). Organizational learning refers to the capacity of organizations to build new awareness, strategies, and capacities on the basis of their own and others’ experience. Goh and Richards (1997) define it as the organizational and managerial characteristics or factors that facilitate the organizational learning process or allow an organization to learn. The distinguished four stages of organizational learning: knowledge access, knowledge distribution, knowledge interpreting, and memory organizing.

The concepts of organizational learning and learning organization did not emerge until the 1980s, but their scientific background and principles can be traced back into many perspectives of management.

Organizational learning, learning capacity, and learning organization are management concepts that academicians have long been thinking about. Organizational learning is the development of new knowledge or insights that have the potential to influence behavior (Bontis et al., 2002). Organizational learning capability is considered as the ability of an organization to implement the appropriate management practices, structures, and procedures that facilitate and encourage learning (Goh, 2002).

Learning is at the heart of company management and has become the essence of productive activity, being a need more than a choice in today's conditions. Learning capability is the set of organizational systems and structures put in place for managing the renewal and flow of knowledge. Davidsen (2001) argued for the measurement and modeling of organizational learning based on a socially-situated, information processing view of learning. Organizational learning is measured as capability (considering some facilitating factors) or as a process. Organizational learning capability is explained as organizational and managerial characteristics that facilitate the organizational learning process or allow an organization to learn (Chiva et al., 2007).

DIMENSIONS OF ORGANIZATIONAL LEARNING CAPABILITY

Chiva and Algre (2007) developed a framework that identified five dimensions to represent organizational learning capability.

- 1. Learning:** It is the act of acquiring new, or modifying and reinforcing, existing knowledge, behaviors, skills, values, or preferences, and may involve synthesizing different types of information.
- 2. Experimentation:** is defined as the degree to which new ideas and suggestions are attended to and dealt with sympathetically (Nevis et al., 1995). Experimentation involves trying out new ideas, being curious about how things work, or carrying out changes in work processes.
- 3. Interaction with the external environment:** is defined as the scope of relationships with the external environment. The external environment of an organization refers to factors that are beyond the organization's direct control or influence (Bapuji and Crossan, 2004).
- 4. Dialogue:** is defined as a sustained collective inquiry into the processes, assumptions, and certainties that make up everyday experience (Isaacs, 1993) vitally important to organizational learning (Dixon, 1997).
- 5. Participative decision making:** refers to the level of influence employees have in the decision-making process (Cotton et al., 1988). Organizations implement participative decision making to benefit from the motivational effects of increased employee involvement, job satisfaction, and organizational commitment (Scott-Ladd and Chan, 2004)

RESEARCH GAP

Corporate entrepreneurship is becoming increasingly important for the competitiveness of organizations to face the challenges of rapidly changing market demand. Corporate entrepreneurship activities are regarded as important for the advancement and growth of firms. (Barringer and Bluedorn, 1999; Hornsby et al., 2002). The analysis of existing literature on entrepreneurship has shown that many researchers have paid attention to corporate entrepreneurship (Hornsby, 2002), which is important for the effective performance of business, and under certain conditions, corporate entrepreneurship. Although many empirical studies on corporate entrepreneurship were conducted during the last several decades, there still exist some research gaps that are needed to be filled in. Based on the review of literature, the following research gaps are identified. Much of the existing literature investigated different variables and contexts in which corporate entrepreneurship is influenced by a group of antecedents. There is still little understanding on the effect of mediator that connects the antecedents and corporate entrepreneurship.

First, high performance work system is considered an antecedent in this study which is found to influence corporate entrepreneurship (Antoncic, 2005). Research works exploring high performance work system suggest that mediators play an important role in corporate entrepreneurship measurement. Prior research studies show that organizational support (Antoncic, 2008), procedural justice (Dizgah et al., 2011), organizational citizenship behavior, (Dizgah et al., 2011) and middle managers/executives knowledge (Micheal Mustafa et al., 2013), have effectively acted as a mediating variable between high performance work system and corporate entrepreneurship relationship.

Many studies reveal that organizational learning capability positively influences corporate entrepreneurship (Sally Sambrook and Clair Roberts, 2005; Mohammad Reza Rouniasi et al., 2013). Few studies have provided evidences that organizational learning capability is found to be a significant mediating variable between entrepreneurial orientation and corporate entrepreneurship (Hao Jiao et al., 2010), entrepreneurial orientation and performance (Josquin, 2012; Chiva, 2008), and market orientation and organizational performance. Despite the rapidly expanding number of studies referring to high performance work system and corporate entrepreneurship relationship, empirical examination of the mediating effect of organizational learning capability has not been carried out so far.

Studies divulge that ‘dialogue’ has emerged as the most significant dimension of organizational learning capability that influences corporate entrepreneurship (Josquin and Chiva, 2012; Becker Huseliod, 1998). Extending this finding, the researcher felt that organizational learning capability can be a significant mediator in high performance work system – corporate entrepreneurship relationship because, for high performance work system to influence corporate entrepreneurship, “a conducive environment to the employees for learning and experimenting their ideas,” is essential. This dimension is used to measure organizational learning capability. Hence, it is postulated that the mediating effect of organizational learning capability would be more relevant to high performance work system – corporate entrepreneurship relationship than entrepreneurial orientation – corporate entrepreneurship relationship. There is no research study presently available which has examined the above mentioned prediction, and this research gap is addressed in this study.

Entrepreneurial orientation is the second antecedent included in this study. Extant literature on corporate entrepreneurship states predominantly that entrepreneurial orientation has emerged a strong predictor of corporate entrepreneurship (Miller and Freiesen, 1982; Covin and Slevin, 1986; Covin and Slevin, 1989). This is because of the fact that the characteristics of entrepreneurial orientation (proactiveness, risk-taking and innovativeness) are the fundamental aspects that augment corporate entrepreneurship behavior. However, in the Indian context, this needs to be tested, and this study paves way for this.

Besides entrepreneurial orientation, another factor that influences corporate entrepreneurship is creativity. It has been established that “creativity” is a major factor influencing entrepreneurial attitude, and sufficient studies are available that prove the positive relationship between creativity and corporate entrepreneurship (Judy Matthews, 2007; Friday and Okpara, 2007; Daniel Yar Hamidi et al., 2008). In spite of the existence of literature on “creativity” acting as an independent variable, studies showing it as a mediator is not available, with one exemption. Mohammed and Hanane (2012) have found the mediation impact of “creativity” on the relationship of emotional intelligence and entrepreneurial orientation. Despite the impressive body of research on the association of creativity with corporate entrepreneurship, its mediation effect between entrepreneurial orientation and corporate entrepreneurship is unexamined. This study aims to address this gap.

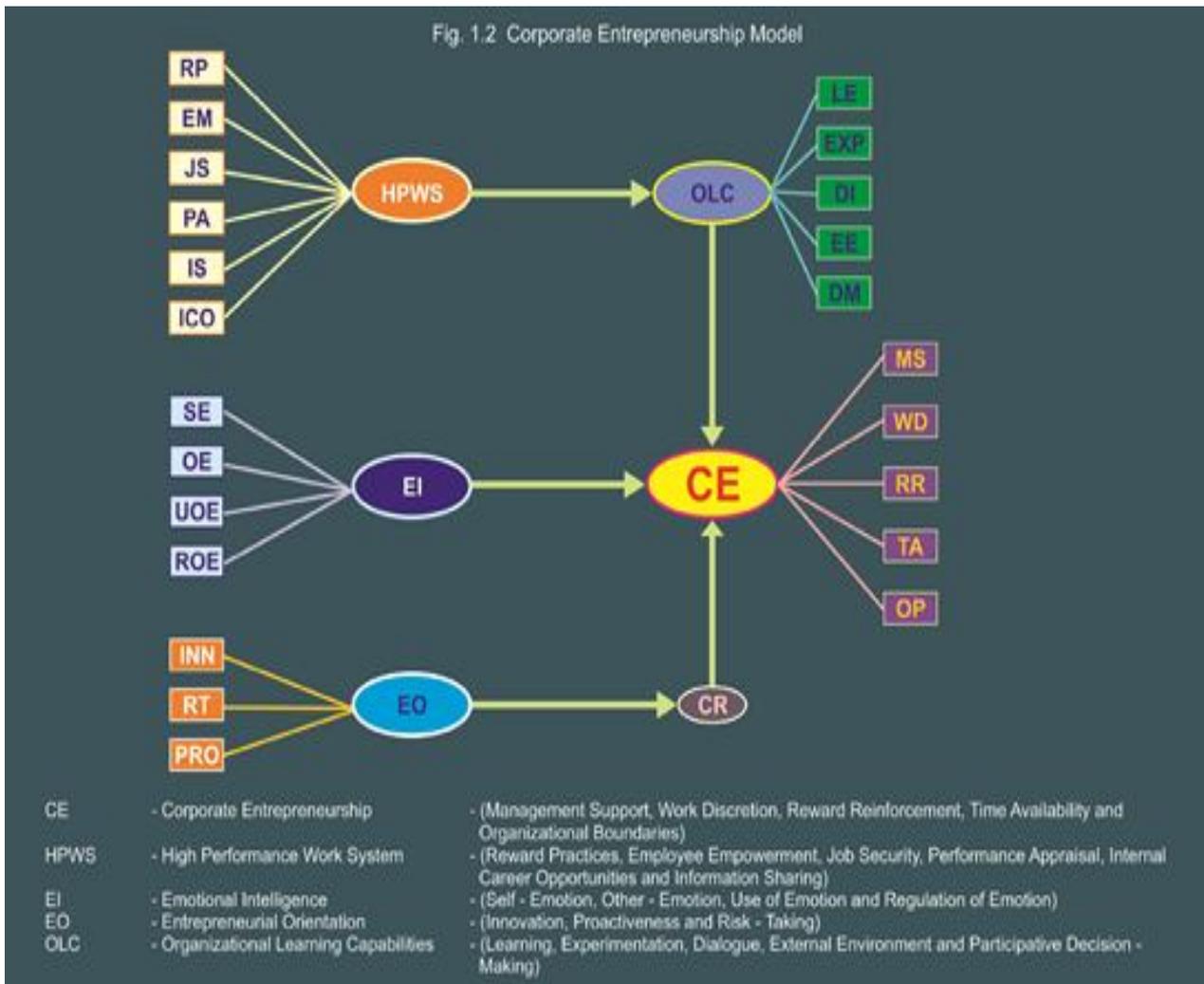
Emotional intelligence is the last antecedent of corporate entrepreneurship used in this study. One of the factors involved in measuring corporate entrepreneurship is the staff’s high emotional intelligence, which is a non-cognitive psychological dimension (Aminreza Kamalian et al., 2011). Research along these lines has identified that emotional intelligence is highly correlated with corporate entrepreneurship.

Past studies highlight the influence of emotional intelligence on the prediction of entrepreneurial orientation in organizations (Aminreza Kamalian, 2011). However, Nequbi and Bahadori, (2012) provided evidence that emotional intelligence cannot be used to predict entrepreneurial orientation, which is not in line with the studies quoted above. These contradictory results motivated the researcher to examine whether emotional intelligence-corporate entrepreneurship relationship is significant (or) emotional intelligence- entrepreneurial orientation relationship is significant, (or) both relationships are significant.

Studies in the field of corporate entrepreneurship were conducted in the context of western countries and the attention of Indian academicians is in the nascent stage. This triggered interest in the mind of the researcher to perform a study in the Indian context involving middle level managers (executives) to probe corporate entrepreneurship factors.

Our conceptual framework suggests that high performance work systems, emotional intelligence, and entrepreneurial orientation are the effective antecedents of corporate entrepreneurship, whereas organizational learning capability is expected to mediate high performance work system-corporate entrepreneurship relationship and creativity is predicted to mediate entrepreneurial orientation-corporate entrepreneurship relationship. Based on the discussion made, a conceptual framework has been designed and portrayed in figure 1.2.

1.2. CONCEPTUAL FRAMEWORK OF CORPORATE ENTREPRENEURSHIP



1.9. STATEMENT OF THE RESEARCH PROBLEM

In a constantly changing business scenario, firms tend to remain competitive and outperform their competitors, through seeking to grab new opportunities (Zahra, 2002). Organizations have started to instill in the minds of employees, a sense of being innovative and develop new products/services consistently. This corporate entrepreneurship initiative leads to higher performance, in addition to job satisfaction.

The development of corporate entrepreneurship in a firm is a complex issue. There are different internal and external factors that drive corporate entrepreneurship, some of which may have more impact on corporate entrepreneurship than others. It may be a difficult task for firms to develop all the antecedents due to various constraints, and this creates the problem of identification of antecedents and their impact on corporate entrepreneurship. Subsequently, creating a strong corporate entrepreneurship culture motivates the employee to stay loyal to the firm, as the innovative contributions are recognized and rewarded. The satisfied staff show higher commitment and exhibit better performance.

Middle managers play a pivotal role in corporate entrepreneurship, as their position enables them to mediate between their subordinates and top management. As mentioned by Hornsby (2009), these antecedents influence the behavior of middle managers to engage in corporate entrepreneurship activities. Besides, the need to develop new products/production process is higher in manufacturing sector (Burglemann 1983).

This empirical research investigates the influence of three antecedents (High Performance Work System, Emotional Intelligence, and Entrepreneurial Orientation) on Corporate Entrepreneurship and the impact of Corporate Entrepreneurship. The mediating and effect of intermediate variables on corporate entrepreneurship is also explored. This concept of corporate entrepreneurship is tested among the middle level managers working in the manufacturing sectors.

RESEARCH OBJECTIVES

In the light of the research gaps identified, the following objectives have been framed to take-up a study in the Indian context.

1. To understand the influence of demographic variables on corporate entrepreneurship.
2. To empirically find out the influence of high performance work system, emotional intelligence, entrepreneurial orientation, organizational learning capability and creativity on corporate entrepreneurship.
3. To investigate the mediating role of organizational learning capability on high performance work system and corporate entrepreneurship relationship, and to find out the mediating effect of creativity on entrepreneurial orientation and corporate entrepreneurship relationship.
4. Testing corporate entrepreneurship model through structural equation model.

Chapter-2

Review of Literature

REVIEW OF LITERATURE

Review of Literature is an essential part of all research. The literature can be used throughout the research in the rationale of the study, methodology, discussion, inferences and conclusions. Later it can be related back to previous researches to show how it contributes to knowledge on the topic or problem. The search and review of the literature is also critical evaluation, analysis and synthesis of the existing knowledge relevant to the research problem. A good literature review exhibits technical competencies in searching for and selecting items. It has clarify of expression in writing and arrangements of materials, undertakes argument analysis in the evaluation of existing work and is used to structure the basis for the present research. The literature is made up of various published items which include articles and editorials, thesis, textbooks, anthologies, trade literature, patents and trademarks, edited works, conference papers, official publications etc. The latest thinking on a topic or method is usually to be found in the conference literature will be necessary to identify what has already been done and what is needed to fill the gap in the knowledge.

This study tries to identify the relationship of Corporate Entrepreneurship, High Performance Work System, Emotional Intelligence and Entrepreneurial Orientation. But no significant literature exists on this specific theme, though separate studies on Corporate Entrepreneurship, High Performance Work System, Emotional Intelligence and Entrepreneurial Orientation are many as noted below, The collected literature is grouped under following heads:

- a) Corporate Entrepreneurship
- b) High Performance Work System
- c) Emotional Intelligence
- d) Entrepreneurial Orientation
- e) Creativity
- f) Organizational Learning Capability

2.1. CORPORATE ENTREPRENEURSHIP

Miller and Friesen (1982), undertook a study on “Corporate Entrepreneurship Equifinality An empirical analysis of strategy-structure-performance.” The main focus of the study was to examine the linkage of equifinality to Corporate Entrepreneurship by analyzing strategy, structure, and performance relationships. Data were collected from 1500 respondents and Correlation analysis was performed. The results indicate that both Entrepreneurial and Non- Entrepreneurial organizations with an optimum strategy-structure match tend to have a higher performance than those Entrepreneurial and non-Entrepreneurial organizations without an optimum strategy-structure match.

Kuratko et al. (1990), have done a research on “Development of an Intrapreneurial Assessment Instrument for an effective Corporate Entrepreneurial Environment.” The aim of the study was to explore the dimensions of intrapreneurship culture and to offer an instrument for assessing the effectiveness of an employee training program. The Intrapreneurial Assessment Instrument (IAI) was used to determine the internal environment of organizations, especially as it pertains to their capability to create and support intrapreneurial activity. Data were collected from 500 respondents. Tools were used by Intrapreneurship Assessment Instrument (IAI): (1) management support for intrapreneurship, (2) organizational structure, and (3) resource availability. The results identified a number of environmental factors present in organizations implementing intrapreneurial concepts. Three factor descriptions are offered as fostering Entrepreneurial activity inside corporations: (1) management support for intrapreneurship, (2) organizational structure, and (3) resource availability.

Zahra (1991), undertook a study on “Predictors and Financial outcomes of Corporate Entrepreneurship : An Exploratory Study.” The study proposed a model that identified potential environmental, strategic, and organizational factors that may spur or stifle Corporate Entrepreneurship and Corporate Financial Performance. Data were collected from 119 respondents and Exploratory Factor Analysis was performed. The Exploratory study's results indicated that: (1) environmental dynamism, hostility, and heterogeneity (multiplicity and complexity of environmental components) intensify Corporate Entrepreneurship; (2)

growth-oriented strategies are associated with increased Corporate Entrepreneurship, whereas a strategy of stability is not conducive to Corporate Entrepreneurship; (3) the scanning, formal communication, and integration components of formal organizational structure are positively related to Corporate Entrepreneurship—increased differentiation and extensive controls stifle Corporate Entrepreneurship; (4) clearly defined organizational values, whether relating to competitors or employees, are positively associated with Corporate Entrepreneurship; and (5) Corporate Entrepreneurship activities are associated with companies financial performance and reduced systematic risk.

Zahra and Covin (1995), conducted a study on “Contextual influences on the Corporate Entrepreneurship-performance relationship: A longitudinal analysis.” The main focus of the study was to identify the context-specific character of effective entrepreneurial practice, specifically Corporate Entrepreneurship appears to be a particularly effective strategic practice among firms operating in hostile business settings. Data were collected from 500 respondents and Regression Analysis was performed. The results suggested that Corporate Entrepreneurship has a positive impact on financial measures of company performance, and it is a particularly effective practice among companies operating in hostile environments.

Barringer and Bluedorn (1999), did a research on “The relationship between Corporate Entrepreneurship and Strategic Management.” The research work was to examine the relationship between Corporate Entrepreneurship intensity and five specific strategic management practices, Multiple Regression analysis was used to analyse the data collected from 169 respondents. The results indicated a positive relationship between Corporate Entrepreneurship intensity and scanning intensity, planning flexibility, locus of planning, and strategic controls.

Stewart et al. (1999), had conducted a research on A proclivity for Entrepreneurship: A comparison of Entrepreneurs, small business owners, and Corporate Managers. The research work investigated the potential of psychological constructs to predict a proclivity for Entrepreneurship. Data were collected from 767 respondents and Regression Analysis was performed. The findings indicated that the psychological constructs are associated with small business ownership, but with some important caveats.

Vuuren et al. (2000), assessed the Corporate Entrepreneurship within the Pretoria East Hospital. The purpose of the study was to determine the level of intensity of Corporate Entrepreneurship (CE) and the recognition of Corporate Entrepreneurship by management within the Pretoria East Hospital. Data were collected from 301 respondents, and Correlation analysis was performed. The study analyzed Corporate Entrepreneurship five dimensions (management support, work discretion, rewards/reinforcement, time availability and organizational boundaries), which indicate whether the Pretoria East Hospital may be regarded as an Entrepreneurial organization.

Hornsby et al. (2002), had done a study on “Middle Managers Perceptions of the internal environment of Corporate Entrepreneurship Assessing: A Measurement Scale.” The main focus of the study was to describe an instrument used to empirically identify the internal conditions that influence middle manager’s participation in Corporate Entrepreneurship activities. Data were collected from two separate samples that consisted from 231 and 530 respondents. Exploratory Factor Analysis and Confirmatory Factor Analysis were performed. The results indicate that Corporate Entrepreneurship Assessment Instrument (CEAI) can be a useful tool in diagnosing a firm’s environment for Corporate Entrepreneurship, identifying areas where middle managers can make a significant difference, and develop strategies that can positively spur and sustain Corporate Entrepreneurship efforts.

Antoncic and Hisrich (2004), in their study on Corporate Entrepreneurship Contingencies and Organizational Wealth Creation, contributed to a better understanding of the relationship between Corporate Entrepreneurship and wealth creation by developing and testing a normative model, which clarifies the nature of the influence of Corporate Entrepreneurship and its environmental and organizational antecedents on organizational performance. Data were collected from 477 respondents and Confirmatory factor analysis was performed. The findings of structural equation modeling revealed that Corporate Entrepreneurship and its contingencies make a difference in organizational wealth creation, growth and profitability.

The study of Nayagar and Vuuren (2005), analyzed organizational Strategy, Structure and Culture that Supports Corporate Entrepreneurship in established organizations. The research work was to determine characteristics of organizational strategy, structure and culture that foster Corporate Entrepreneurship in large established companies. Exploratory factor analysis and Confirmatory factor analysis were performed, to analyse the data collected from 110 respondents. The show how established organizations evaluate to what extent its strategy, culture and structure would support Entrepreneurial activities and initiatives.

Heinonen (2006), studied the “Action based activities in teaching Corporate Entrepreneurship at University level. The main focus of the study was on action-based activities, the aim being to gain a deeper understanding of the students’ perceptions and of the learning outcomes. Data were collected from 569 respondents. Qualitative methods and observation techniques were performed. The findings show that all of the students claimed to have learned a lot about Corporate Entrepreneurship phenomenon.

Bharatwaj et al. (2006), investigated the Internal Drivers of Corporate Entrepreneurship. The research work was to identify the characteristics of internal environment to enhance Corporate Entrepreneurship (CE). Exploratory Factor analysis and Confirmatory Factor analysis were performed, to analyse the data collected from 181 respondents. The results observed that the various dimensions including risk-taking propensity, intelligence generation and dissemination, management support, work discretion, rewards, organization flexible boundaries and time availability are critical to Corporate Entrepreneurship success.

Antonic (2006), has undertaken a study on “Impacts of diversification and Corporate Entrepreneurship strategy making growth and profitability : A normative model.” The research work contributed to a better understanding of diversification strategy driven Corporate Entrepreneurship and performance by using a sample of 449 respondents, Correlation analysis was performed and the findings demonstrated that single business and vertical diversification make some difference in organizational growth and profitability in terms of their direct effects, but not indirectly with the mediation of Corporate Entrepreneurship strategy-making elements.

Rigtering and Weitzel (), focused on aspects of work context and employee behaviour as antecedents for intrapreneurship. The main focus of the study was to therefore takes a bottom-up approach and focus on employee behaviour and how it can be stimulated towards intrapreneurship. Data were collected from 176 respondents, and Multiple Regression analysis was performed. The structural equation model estimations indicate that formal organizational factors (horizontal participation, resource availability) affect employees’ intrapreneurial behavior, but also highlight informal factors such as trust in the direct manager.

Rutherford and Holt (2007), have done a research work on “Corporate Entrepreneurship: An empirical look at the innovativeness dimension and its antecedents.” The research work was to submit and test a model of Corporate Entrepreneurship by using 264 respondents, Correlation analysis and Regression analysis were performed. They conceptualize three antecedent categories of Corporate Entrepreneurship: process, context and individual characteristics. They test the mediating effect of Corporate Entrepreneurship on desirable individual outcomes job satisfaction, turnover intention and affective commitment. The results revealed that the model adequately explains Corporate Entrepreneurship, and that Corporate Entrepreneurship mediates the relationship between three antecedents and individual outcomes.

Rajaletchumie and Balasubramanian (2007), conducted a research to identify “The relationship among the Corporate Entrepreneurship intensity, job satisfaction and innovation in Banks in India and Sri Lanka.” The main focus of the study was to contribute to a better understanding of these complex relationships with a special focus on Private Banking Sector. Data were collected among 408 respondents, Exploratory factor analysis and Confirmatory factor analysis were performed. The results indicated that the employee satisfaction has played as a mediator between the Corporate Entrepreneurship intensity and innovation activities of Private Banks.

Aeimtitiwat and Lee (2007), studied the Corporate Entrepreneurship characteristics and organizational innovativeness of large enterprises in Thailand. The purpose of the study was to know whether there is any difference in Corporate Entrepreneurship, characteristics associated with organizational innovativeness between large enterprises in developed and developing countries. Data were collected from 110

respondents. Factor analysis and Multiple Regression analysis were performed, The results showed that there are four characteristics of Corporate Entrepreneurship (atmosphere and vision, orientation to the market, interactive learning and skunk works), which significantly correlate to organizational innovativeness of large enterprises in Thailand.

Holt et al. (2008), conducted a study on determine “Perceptions of Corporate Entrepreneurship in air force organizations: Antecedents and Outcomes.” The aim of the study was to investigate the extent to which key organizational factors related to perceptions of Corporate Entrepreneurship and subsequent outcomes associated with these perceptions. Data were collected from 337 respondents, using by Correlation analysis and Regression analysis were performed. The results indicated that appropriate rewards, management support, a supportive organizational structure, and belief in risk-taking and failure tolerance were key antecedents that were positively related to Corporate Entrepreneurship.

Burgers and Justin (2008), conducted a study on “Organizational Ambidexterity and Corporate Entrepreneurship: The differential effects on venturing, innovation and renewal process.” The research work was to focus on innovation, venturing or strategic renewal making comparison between the antecedents of all three aspects of Corporate Entrepreneurship difficult. Data were collected from 452 respondents and Correlation analysis was performed. The findings showed that organizational ambidexterity has strong and differential effects on venturing, innovation and renewal.

Scheepers et al. (2008), have carried out a study on the Nurturing of the Corporate Entrepreneurship Capability. The purpose of the study was to determine whether the salient organizational factors, identified in international Corporate Entrepreneurship (CE) literature, that Nurture Corporate Entrepreneurship Capability are applicable in the South African context. Data were collected from 315 respondents. Correlation analysis and Regression analysis were performed. The findings indicated that the strategic leadership of the enterprise should support Corporate Entrepreneurship, encourage autonomy and provide rewards for Entrepreneurial behavior to strengthen Corporate Entrepreneurship Capability.

Antonic and Prodan (2008), conducted a study on Alliances, Corporate Technological Entrepreneurship and firm performance: Testing a model on manufacturing firms. The aim of the study was to develop and test a model of Alliance-Driven Corporate Technological Entrepreneurship activities that impact organizational performance. Data were collected from 226 respondents and Multiple Regression analysis was performed. The results indicated that value of engagement in strategic Alliances for the development of Corporate Technological Entrepreneurship activities and consequential performance improvements.

Aktan and Bulut (2008), focused on aspects of Financial Performance Impacts of Corporate Entrepreneurship in Emerging Markets: A Case of Turkey. The study examined the effects of four sub-dimensions of Corporate Entrepreneurship on firms’ financial performance in Turkey. Data were collected from 312 respondents. Confirmatory factor analysis and Multiple regression analysis were performed. The results of the study provided guidelines to help investors, managers, and also academicians to comprehend the importance of Corporate Entrepreneurship well on the way to create financially successful firm performance and sustain it in developing countries.

Sebora and Theerapatvong (2009), undertook a study on Corporate Entrepreneurship: A test of external and internal influences on managers’ idea generation, risk taking, and proactiveness. The research work was to investigate influences on the idea creation, risk taking, and proactiveness perceptions. Data were collected from 105 respondents. Correlation analysis and Multivariate analysis were performed. The results indicated that these managers idea generation was influenced by the type of product produced, the size of the company, and the extent of firm support for individual Corporate Entrepreneurship.

Ziyae and Mohamed (2009), studied the Entrepreneurship Engineering: A Structural Perspective at Manufacturing Companies in Yazd City, Iran. The aim of the study was to examine the relationship between Entrepreneurship Engineering and organizational performance. The relative priorities of organizational factors influencing Entrepreneurship Engineering were determined. Data were collected from 45 respondents and Structural Equation Modeling analysis was performed. The findings showed that Entrepreneurship Engineering as an important component can play vital role for improving organizational performance.

Srivatsava and Agarwal (2010), conducted a study on Factors Supporting Corporate Entrepreneurship: An Exploratory Study. The research work was to explore the factors supporting Corporate Entrepreneurship as perceived by the employees. Data were collected from 150 respondents and exploratory factor analysis was performed. The results revealed that the firms need not emphasize over rewards and freedom to employee, rather strive to create supportive organizational structure along with a collaborative work environment from leaders in the Entrepreneurial initiatives.

Wyk and Adonisi (2011), conducted a research on “An eight-factor solutions for the Corporate Entrepreneurship Assessment Instrument. The main purpose of the study was to investigate construct validity of Corporate Entrepreneurship Assessment Instrument (CEAI). Data were collected from 333 respondents. Exploratory factor analysis and Confirmatory factor analysis were performed. The results revealed that eight-factor scale is a powerful tool that allows management to investigate and communicate Entrepreneurial expectations and facilitate Entrepreneurial actions effectively.

Demirci (2012), undertook a study on In pursuit of Corporate Entrepreneurship: How employees perceive the role of formalization and centralization. The aim of the study was to analyze the relationship between Corporate Entrepreneurship, formalization and centralization. Data were collected from 273 respondents. Correlation analysis and Regression analysis were performed. The findings indicated that centralization and formalization have impact on the Entrepreneurial behaviors within the companies.

Ghina (2012), conducted a study on Corporate Entrepreneurship at public service sector: measurement and the influence its toward government performance. The purpose of the study was to build conceptual model of Corporate Entrepreneurship within the public service sector as a baseline to improve government performance in order to provide the best service toward society. Data were collected among 204 respondents and Regression analysis was performed. The results showed that there was a positive and significant relationship between Entrepreneurial Orientation, Entrepreneurial Leadership on job satisfaction and society satisfaction.

Mahmood and Wahid (2012), focused on aspects of Applying Corporate Entrepreneurship to Bank Performance in Malaysia. The purpose of the study was to investigate the state of Corporate Entrepreneurship among the banks in Malaysia, and to examine its consequent effect on bank business performance. Data were collected from 260 respondents and Multivariate analysis was performed. The findings revealed that significant relationship exists between Corporate Entrepreneurship and performance.

Groenewald (2012), has done a research on Assessment of teaching Corporate Entrepreneurship to Master’s level students. The aim of the study was to determine the effect of Corporate Entrepreneurship module that has been offered to master’s level of students. Data were collected from 101 respondents and Exploratory factor analysis was performed. The results indicated that there is a statistical significant difference between the Corporate Entrepreneurial styles and personalities of students that have completed the course as well as the Intrapreneurial Performance Index.

Soleimani and Shahnazari (2013), carried out of a study on Effective Factors on Corporate Entrepreneurship. The purpose of conducting this survey is to Study Effective Factors on Corporate Entrepreneurship (personal characteristics of entrepreneurship, human resource practices, organizational culture and employees' satisfaction). Data were collected from 47 respondents. Correlation analysis and Regression analysis were performed. The results show that is a positive significant relationship among all factors (personal characteristics of Entrepreneurship, human resource practices, organizational culture and employees' satisfaction) and Corporate Entrepreneurship. The proposed variables as effective factors on Corporate Entrepreneurship were confirmed in conceptual model of survey.

Agoes (2013), undertook a study on “Corporate Entrepreneurship Assessment in a Franchise Establishment: A Case Study of Sushi Tei Restaurant Bandung.” The main focus of the study was to measure the level of Entrepreneurial activities carried out by Sushi Tei Restaurant Bandung as a Franchise of the leading Japanese Restaurant in facing the industrial competition, whereas this may not have been optimally practiced before. Data were collected from 33 respondents. Tool used for data analysis was Corporate Entrepreneurship Assessment Instrument (CEAI), which consist of Five aspects: (Management Support, Time availability,

Reward/Reinforcement, Work-discretion and Organizational Boundaries). The results showed that there are still some improvements needed to be done in order for Sushi Tei Restaurants Bandung to be able to face the competition by continuously making innovation, or in other words, by optimizing its resources in implementing Corporate Entrepreneurship.

Lotz and Merwe (2013), have done a study on An assessment of selected organizational-based factors on the perceived success of agribusinesses: A Corporate Entrepreneurship perspective. The main focus of the study was to investigate the influence of selected organizational-based factors on the perceived success of agribusinesses in South Africa. The purpose of the study was to measure by means of two dependent variables, namely Business development and improvement and Business growth. Data were collected among 533 respondents, Exploratory Factor Analysis and Confirmatory Factor Analysis were performed. The results showed that the managers in the participating agribusinesses perceived the selected organizational-based factors of Strategic intent, Autonomy, Customer orientation and Rewards to have a positive influence on their Business development and improvement.

Nikolov and Urban (2013), conducted a research on Employee Perceptions of risks and rewards in terms of Corporate Entrepreneurship Participation. The purpose of the study was to Corporate Entrepreneurship widening, organizations that lack prior Entrepreneurial recognition are adopting Corporate Entrepreneurship in order to survive and succeed in increasingly competitive and financially constrained environments. Data were collected from 158 respondents and Multiple Regression analysis was performed. The results showed that the most important attribute that influences the decision to participate in Corporate Entrepreneurship is the probability of venture success, job risk, pay risk and exerted effort are deterrents to Corporate Entrepreneurship participation.

Duobiene (2013), studied the Corporate Entrepreneurship in Organizational-Life-Cycle. The aim of the research work was to develop a model for the evaluation of Corporate Entrepreneurship and Systemize relevant theoretical and empirical research in the field of Entrepreneurship and Corporate Entrepreneurship and Organizational-Life-Cycle, focused on the establishment and growth of organizations. The sample consisted of 77 respondents and Multiple Regression analysis was performed. The research results disclose differences of the development of Corporate Entrepreneurship during Organizational-Life-Cycle and might draw the attention of practitioners to the value of innovations for successful organizational development strategies.

Murimbika and Urban (2013), conducted a research to identify Strategic Management Practices and Corporate Entrepreneurship: A cluster analysis of financial and business services firms in South Africa. The research work is to combine the research domains of strategic management and Corporate Innovation by examining the impact of strategic management practices on Entrepreneurial Orientation (EO). Recognizing the importance of internal business processes that enable firm Entrepreneurial Behavior, it is hypothesized that higher levels of Entrepreneurial Orientation are positively associated with the strategic management practices of (1) locus of planning, (2) scanning intensity, (3) planning flexibility, (4) planning horizon, and (5) strategy and financial control attributes. Data were collected from 219 respondents, Cluster analysis was performed. The results provided support for the positive impact that the different strategic management practices have on Entrepreneurial Orientation. A practical consideration is for managers to leverage the strategic management practices so that the firm's position on the conservative -Entrepreneurial continuum is increased by its propensity to be innovative, proactive, and be willing to take risks when confronted by uncertainty.

Radmard et al. (2013), had done a study on Enhancing Corporate Entrepreneurship through Organizational Support. The aim of the study was to investigate the effect of perceived organizational support to Enhance Corporate Entrepreneurship. Correlation analysis was performed, to analyse the data collected from 180 respondents. The results revealed that the organizational support has a positive effect on the dimensions of Corporate Entrepreneurship.

Lwamba et al. (2013), had done a research on Exploring Innovativeness Dimension of Corporate Entrepreneurship on Financial Performance of Manufacturing Firms in Kenya. The main focus of the study is to utilize the conceptual model of Entrepreneurial Orientation performance relationship to establish the

effect of innovativeness dimension of Corporate Entrepreneurship on financial performance of manufacturing firms. Data were collected from 186 respondents, Multiple Regression analysis and Correlation analysis were performed. The findings show that innovativeness dimension of Corporate Entrepreneurship significantly affects the financial performance of manufacturing firms in Kenya.

The determinants of Corporate Entrepreneurship for firms in adventure Tourism Sector in the Eastern Cape Province of South Africa were identified by Chigamba et al. (2014), The research work was to empirically investigate the determinants of Corporate Entrepreneurship for adventure tourism firms in South Africa. Data were collected from 114 respondents. Descriptive analysis and Pearson's correlation analysis were analysed. The results showed significant positive relationships between the twelve factors and Corporate Entrepreneurship.

Asgari et al. (2014), investigated the Prioritizing Corporate Entrepreneurship Indexes in the View of BSC. The main focus of the study was to at analyzing relationship between Corporate Entrepreneurship and performance based on BSC model. Descriptive and inferential methods, to analyse the data collected from 196 respondents. The results of the study showed that there is a direct and significant relationship between components of Corporate Entrepreneurship and application of basic evaluation system.

2.2. HIGH PERFORMANCE WORK SYSTEM

Kerr et al. (2004), had done a research on Performance, HR Practices and HR Manager in small, Entrepreneurial firms. The aim of the study was to indicate a positive relationship between effective HR activities (a High Performance Work System (HPWS)) and performance has focused primarily on large organizations. The present study provides evidence that the relationship also holds for small firms. Data were obtained from 99 respondents and Correlation analysis was performed. The results suggested that implementation of a number of effective Human Resource Practices in an organization provides that is called a High Performance Work Systems (HPWS) and Entrepreneurial Firms.

Zhung et al. (2008), have undertaken a study "Do High-Performance Human Resource Practices help Corporate Entrepreneurship? The mediating role of Organizational Citizenship Behavior. The research work was to develop a mediation model in which High-Performance Human Resource Practices affect Corporate Entrepreneurship (CE) through Organizational Citizenship Behavior (OCB). Data were collected 139 respondents, Correlation Analysis and Multiple Regression Analysis were performed. The findings reveal that High-Performance Human Resource Practices are positively related to Corporate Entrepreneurship, and that this relationship is mediated by the Organizational Citizenship Behavior of employees.

Tsai (2008), has done a research on High Performance Work Systems and Organizational Performance: An Empirical Study of Taiwan's Semiconductor Design Firms. The main focus of the study was to examine the relationship between High Performance Work Systems (HPWS) and Organizational Performance in Taiwan's semiconductor design industry. Data were collected from 1,129 respondents and Regression Analysis was performed the findings revealed statistical analysis demonstrate that the effective use of employee empowerment practices is positively related to organizational performance.

Zhung and Jia (2010), focus on aspects of Using social exchange theory to predict the effects of High-Performance Human Resource Practices on Corporate Entrepreneurship: Evidence from China. The research work is to organizational culture moderates the relationship between High-Performance Human Resource Practices and employees' Perceived Organizational Support (POS). Data were collected from 119 respondents, Correlation analysis and Regression analysis were performed. The results revealed that employees' perceived organizational support (POS) mediated the relationship between High-Performance Human Resource Practices and Corporate Entrepreneurship.

Liu (2010), has done a study on High Performance Work Systems and Firm Performance: The Moderator Role of Industry and Organizational Characteristics. The aim of the study was to established which perspective is more appropriate, another important reason for carrying out this research is that most of the studies investigating the relationship between HRM and performance were conducted from a direct or mediating perspective. Data were collected from 132 respondents and Regression analysis was performed. The results showed that the implementation of High Performance Work System is associated with an increase in both labor productivity and innovation.

Yan (2010), undertook a study on *The Relationship between High Performance Work System and Organizational Performance: The Mediating Effect of Intellectual Capital*. The major aim of the study is to provide an exploratory perspective for clarifying the casual relationship between the High Performance Work System and Organizational Performance, particularly with the focus on the mechanism of intellectual capital. Multiple Regression analysis was performed, to analyse the data collected from 152 respondents. The results of the study show that High Performance Work System will have a positive effect on operational performance, which in turn positively impacts financial performance.

Dizgah et al. (2011), had done a study on “High Performance Human Resource and Corporate Entrepreneurship: The Mediating Role of Organizations Citizenship Behavior and Procedure Justice.” The purpose of the research paper was to clarify the relationship between High Performance Human Resource Practices and Corporate Entrepreneurship, and tries to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. Data were collected from 93 respondents, Correlation Analysis and Regression Analysis were performed. The findings revealed that training and reward are not positively related to Corporate Entrepreneurship, but with mediating the role of Organizational Citizenship Behavior and procedure justice and the relationship was significant.

Seong (2011), has conducted a research on “The effects of High Performance Work Systems, Entrepreneurship and Organizational Culture on Organizational Performance.” The main focus of the study is to Korean small and medium-sized firms, the research paper examined the relationships between High Performance Work Systems (HPWSs), Entrepreneurship and organizational culture and organizational performance. Data were collected 300 respondents, Correlation Analysis was performed. The findings revealed that High Performance Work Systems and Entrepreneurship are significantly related to performance.

Atashi and kharabi (2012), investigated the Effect of High Performance Human Resource Management in the Corporate Entrepreneurship. The research work was to show that High Performance of Human Resources has a positive relationship with Corporate Entrepreneurship. Data were collected from 93 respondents, Pearson Correlation analysis and Multiple Regression analysis were performed. Research findings indicate that Human Resources are important for Corporate Entrepreneurship prevalence and affair to a competitive power and maintain corporate development in a Long term.

Giannikisa and Nikandroub (2013), undertook a study on “The impact of Corporate Entrepreneurship and High-Performance Work Systems on employees’ job attitudes: empirical evidence from Greece during the economic downturn.” The aim of the study is twofold. First is to investigate the effects of Corporate Entrepreneurship and High Performance Work Systems on facets of job satisfaction and the three components of organizational commitment. Second is, consistent with the social exchange theory, to examine whether psychological contract acts as an important mediator for the Corporate Entrepreneurship, High Performance Work Systems and employees’ job attitudes relationships. The sample was obtained form 424, Correlation and Regression analyse were performed. Results indicate that both Corporate Entrepreneurship and High Performance Work Systems positively impact employees’ level of job satisfaction and organizational commitment.

Mustafa et al. (2013), have done a research on *High Performance Human Resource Practices and Corporate Entrepreneurship: The Mediating effect of Middle Managers knowledge collecting and donating behavior*. The main focus of the study is to develop a mediation model in which High-Performance Human Resource Practices affect Corporate Entrepreneurship through two dimensions of knowledge sharing: knowledge collecting and knowledge donating. Data were collected from 292 respondents and Correlation Analysis was performed. The results suggested that the willingness of middle managers to engage in knowledge sharing serves as a partial mediator to attenuate this positive relationship.

Alamdari et al. (2014), carried out a study on *Relationship between High Performance Work Systems Intra-Organizational-Entrepreneurship with the mediating role Human Resource Strategies (Imam Khomeini Port Special Economic Zone)*. The research on consist of two parts, namely "Intra-Organizational Entrepreneurship Assessment" and "Human Resource Strategies Assessment," Data were collected from 80 respondents Correlation analysis was performed. The results showed that intra-organizational

Entrepreneurship has a relation with employee training, empowerment, correct selection, bonus, and job security.

Dikshit (2014), has undertaken a study on “A Study of Corporate Entrepreneurship Development by incorporating High Performance HRM Practices : Investigating the mediating role of OCB and Procedural Justice at Workplace. The purpose of the research paper aims to clarify the relationship between High Performance Human Resource Practices and Corporate Entrepreneurship, and to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. The sample was obtained from 50 respondents. Correlation and Regression analyse were performed. The findings show that training and reward are not positively related to Corporate Entrepreneurship, but with mediating role of Organizational Citizenship Behavior and procedure justice.

Özdemirci and Behram (2014), focused on aspects of Linking Human Resources Practices to Corporate Entrepreneurship: The Mediating Role of Perceived Organizational Support. The research work study was to develop a mediation model in which High-Performance Human Resource Practices affect Corporate Entrepreneurship through Perceived Organizational Support. Data were collected from 258 respondents and Correlation analysis was performed. The results provided empirical evidence for the strong impact of High Performance Human Resources Practices on Corporate Entrepreneurship, and this relationship is mediated by Perceived Organizational Support of employees.

2.3. EMOTIONAL INTELLIGENCE

Zampetakis et al. (2008), investigated “On the relationship between Emotional Intelligence and Entrepreneurial attitudes and intentions.” The research work is propose was to empirically test a theoretical model positing relationship among Emotional Intelligence (EI), creativity, proactivity, and attitudes towards Entrepreneurship and Entrepreneurial intent. Data were collected from 280 respondents and Structural Equation Modeling analysis was performed. Results provided strong support for the proposition that students’ creativity and proactivity fully mediate the positive effect of trait Emotional Intelligence on attitudes towards Entrepreneurship, attitudes towards Entrepreneurship fully mediated the effects of creativity and proactivity on Entrepreneurial intent.

Zampetakis et al. (2009), have done a research on “Day -to -day” Entrepreneurship within organizations: The role of trait Emotional Intelligence and Perceived Organizational Support. The research work was to deepen the understanding of the factors, which influence individual Entrepreneurial Behaviour in organizations. Data were collected from 224 respondents, Structural Equation Modeling analysis was performed. The results indicate that both personal and contextual variables correlate with individual Entrepreneurial Behaviour and specifically demonstrate a significant negative relationship of the joint impact of Perceived Organizational Support and organization tenure on Entrepreneurial Behaviour.

Zakarevičius and Župerka (2010), have done a research on Expression of Emotional Intelligence in development of student’s Entrepreneurship. The aim of the study was to identify Emotional Intelligence factors, having influence on person characteristics and capabilities of an individual, related to creation of own business. Data were collected from 124 respondents, Correlation analysis was performed. The results revealed that development of Entrepreneurship is related to capability of an individual to analyze his/her emotions and values.

Salleh and Rahman (2010), undertook a study on Relationship Between Emotional Intelligence and Entrepreneurial Disposition : Proactivity and Creativity. The main focus of the study was to test empirically the relationships between Emotional Intelligence and Entrepreneurial attitude such as creativity and proactivity among employees working in a monopoly company in Brunei. Data were collected from 111 respondents and Correlation analysis was performed. The Results showed variance in the result from the existing literature showing negative and week relationship between Emotional Intelligence and Proactivity and Creativity.

Yitshaki, and Rothstein (2010), conducted a study on “Does Entrepreneurs’ Emotional Intelligence impact performance? The mediating role of managerial style and social capital.” The research work was to examine the relationship between Entrepreneurs’ Emotional Intelligence, managerial style and the creation

of social capital on the one hand and the venture's performance on the other. The study is based on data collected from 99 respondents, Regression analysis was performed. The findings suggested that Entrepreneurs' managerial style mediates the relationship between Entrepreneurs' Emotional Intelligence and their ability to create social capital on the one hand and their venture's performance on the other.

Ahmetoglu et al. (2011), carried out a study on Understanding the relationship between individual differences in trait Emotional Intelligence and Entrepreneurship. The main focus of the study is to know the relation between and Emotional Intelligence Entrepreneurship, that is, whether higher trait Emotional Intelligence is linked to Entrepreneurship are independent of the personality trait of Core Self-Evaluation, demographic variables, and individual differences in Entrepreneurial Personality. Data were collected from 528 respondents, Correlation analysis was performed. The results revealed that trait Emotional Intelligence predicts only some Entrepreneurial outcomes beyond other variables examined, and with small effect sizes.

Kamalian et al. (2011), have done a research on Emotional Intelligence and Corporate Entrepreneurship: An empirical Study. Emotional Intelligence with aspects including self-awareness, self regulation, motivation, empathy and social skill, is a concept that was used academically for the first time by Salway and Myar. The research work was to Emotional Intelligence relationship between route of their Entrepreneurial Orientation. Data were collected from 70 respondents, Correlation analysis was performed. Results showed that from five Emotional Intelligence's dimensions, empathy and motivation have the most effect on Entrepreneurial Orientation than other.

Ronit (2012), undertook a study on How Do Entrepreneurs' Emotional Intelligence and Transformational Leadership Orientation Impact New Ventures' Growth? The aim of the study was to examine the interrelations between Entrepreneurs' Emotional intelligence (EI) and transformational leadership behavior, and their impact on Entrepreneurial firms' growth. Research in the field of Entrepreneurship focuses on an individualistic explanation of Entrepreneurial activity. Data were collected from 156 respondents and Correlation analysis was performed. The results indicate entrepreneurs' traits and capabilities, such as their strong need for achievement, tolerance for ambiguity, intuition, flexibility, self-confidence and even self-efficacy, rather than examining their emotional capabilities, such as Emotional Intelligence.

Bahadori (2012), has done a research on The effect of Emotional Intelligence on Entrepreneurial Behavior: A Case Study in a Medical Science University. The purpose of the study was to examine the effect of emotional intelligence on Entrepreneurial Behavior in organizations. Data were collected among 107 respondents, Correlation analysis was performed. The results revealed that all four dimensions of Emotional Intelligence have a positive effect on Entrepreneurial Behavior.

Ghorbani et al. (2012), have undertaken a study to assess Analysis of the Relationship Between Emotional Intelligence and Entrepreneurship. The study investigated the relationship between Emotional Intelligence and Entrepreneurship among Khorasan Razavi Science and Technology park employee's, The data were collected from 132 respondents and Regression analysis was performed. The study showed that among five components of Emotional Intelligence, a weak linear relationship is found between inner individual skills, inter individual skills, temper and Entrepreneurship where no relationship is found between stress control, adaptability and Entrepreneurship.

Mofidi et al. (2012), studied Discussing the indirect relationship of Emotional Intelligence on Entrepreneurship intentions. The aim of the study was to discuss the relationship between Emotional Intelligence and Entrepreneurship intentions among M.A. students. Data were collected from 350 respondents and Regression analysis was performed. The results surveyed include creativity, proactivity and attitude toward Entrepreneurship.

Bahadori (2012), studied the Relationship between Emotional Intelligence and Entrepreneurial Behavior. The research work was to analyse the relationship between Emotional Intelligence and Entrepreneurial Behavior in a medical sciences university. Data were collected 96 respondents and Correlation analysis was performed. The result revealed that showed that there is a significant relation between all dimensions of Emotional Intelligence including self -emotional appraisal, others' emotional appraisal, and regulation of emotion and use of emotion and Entrepreneurial Behavior.

Yitshaki (2012), has done a research on How Do Entrepreneurs' Emotional Intelligence and Transformational Leadership Orientation Impact New Ventures' Growth? The research work was to examine the interrelations between Entrepreneurs' Emotional Intelligence (EI), transformational leadership behaviors and growth. Data were collected from 99 respondents. Correlation Analysis and Regression Analysis were performed. The findings extend the literature by suggesting that Entrepreneurs' Emotional Intelligence is a "latent" Emotional capability that impacts their transformational leadership orientation.

Karimi and Mobaraki (2012), have done a research on "The Significance of Emotional Intelligence on Entrepreneurial Behavior of Instructors (Case study: Iran Technical and vocational Training Organization (TVTO)'s Instructors." The research work was to find the relationship between Emotional Intelligence and Entrepreneurial Behavioral characteristics among the Iran Technical and vocational Training Organization (TVTO)'s Instructors. Data were collected from 105 respondents and Correlation analysis was performed. Results indicate that analysis using descriptive and inferential statistical techniques showed that there is a significant positive relationship between Entrepreneurial characteristics and Emotional Intelligence among Iran TVTO's instructors.

Farahbod et al. (2013), analyzed The relationship between trait Emotional Intelligence and Entrepreneurship attitudes and intentions. The aim of the research study was to intended to evaluate the relationship between trait Emotional Intelligence and Entrepreneurship Intentions –with proactivity, creativity and attitudes toward Entrepreneurship functioning as mediator variables. Data were collected from 326 respondents, Correlation analysis was performed. The results revealed that trait Emotional Intelligence had a positive relationship with proactivity and creativity.

Raina and Sharma (2013), studied The Relationship among Emotional Intelligence, Transformational Leadership and Effectiveness: An Empirical Assessment of Entrepreneurs in Rajasthan. The purpose of the study is to determine if there is a relationship between the Emotional Intelligence of Entrepreneurs and their transformational leadership style. The findings indicate a relationship between Emotional Intelligence and contingent reward leadership, while no significant relationship was evident between Emotional Intelligence and other leadership styles. Based on the results of the study, it was concluded that Entrepreneurs and future Entrepreneurs could better develop effective leadership skills by becoming more aware of their strengths and weakness in the area of Emotional Intelligence, along with improving their transformational leadership behaviors.

Droudi (2014), investigated An Investigation on the relation between Personal Characteristics and Emotional Intelligence among Small Business Entrepreneurs in the Zanjan Province, Iran. The main focus of the study is to study the relationship between Emotional Intelligence and personality of Entrepreneurs. Data were collected among 740 respondents and Correlation analysis was performed. Results showed that Entrepreneur's personality factors such as successful seeking, risk taking, high ambiguity tolerance, creativity, independence and Entrepreneurship Internal Control have significant positive correlation with Emotional Intelligence.

Orziemgbe et al. (2014), had done a study on Relationship between Emotional Intelligence and Entrepreneurial Performance : The Mediating effect of Managerial Competence. The main focus of the study was to investigate the mediating effect of managerial competence on the relationship between the dimensions of Emotional Intelligence (i.e., self emotional appraisal, others' emotional appraisal, regulation of emotions and use of emotions) and Entrepreneurial Performance. Data were collected among 1,221 respondents and Multiple Regression Analysis was performed. The findings indicate the relationship between the dimensions of Emotional Intelligence and Entrepreneurial Performance.

Salari (2014), studied The Relationship Between Emotional Intelligence of the Managers and their Entrepreneurial Personality in Air -Handling Units and Industrial Diffusers Manufacturers with using Artificial Neural Network. The aim of the study was to analyse the relationship between Emotional Intelligence of the levels of managers (senior managers, middle managers and operational managers) on their Entrepreneurial personality in Tehran province air handling units and industrial diffusers manufacturers in the country of Iran using artificial neural networks. Data were collected from three separate samples 58, 95 and 135 respondents, Correlation Analysis was performed. The results clarified that the factors of the

Emotional Intelligence for the managers of senior and operational levels and their Entrepreneurial personality have positive and meaningful relation (The Coefficient Of Correlation in sequence is 0.537 & 0.725), but there is no positive and meaningful relation between Emotional Intelligence for the managers of middle levels and their Entrepreneurial Personality.

Chin et al. (2014), had done a research on The Contributing Roles of Emotional Intelligence and Spiritual Intelligence in Entrepreneurial Innovation and Creativity. The purpose of the study was to determine the contributing roles of Emotional Intelligence and Spiritual Intelligence in terms of Entrepreneurial Innovation and creativity. Multiple Regression analysis was performed, to analyse the data collected from 88 respondents. The results revealed that components are important in creativity and Entrepreneurial innovation.

2.4. ENTREPRENEURIAL ORIENTATION

Entebang (2004), has done a research on Entrepreneurial Orientation and Corporate Entrepreneurship Performance of Government-Linked Companies in Malaysia. Strategic importance of Public Enterprises to the national economy is undeniable and they continue to have a significant presence in a number of regions and countries including Malaysia. Government argues that in the past several decades Public Enterprises or government-linked companies (GLCs) played an important role in nation building and there is an inextricable link between nation's overall economic success and Government Linked Companies performance. Data were collected from 359 respondents, Regression analysis was performed. The results showed that the ability of organizations to achieve superior financial performance is associated with Corporate Entrepreneurship (CE).

Hosseini et al. (2007), had done a research on The role of Entrepreneurial Orientation on Corporate Performance: A moderated mediation model. The main focus of the study Entrepreneurial Orientation (EO), Corporate Entrepreneurship (CE) and their connections with corporate performance. Studies should incorporate moderator and mediator factors in their models to precisely explain that complexity. Data were collected from 200 respondents, Multiple regression analysis was performed. The results demonstrated a strong positive relationship between Entrepreneurial Orientation (EO) and Corporate Entrepreneurship (CE), which was negatively influenced by environmental characteristics which include environmental dynamism and environmental hostility.

Randerson and Fayolle (2009), focused on aspects of Entrepreneurial Orientation and Entrepreneurial Management Same, Different or Both. The aim of the study was to identify the practices that encourage an Entrepreneurial behavior existing in their firms, as well as a means to measure the Entrepreneurial intensity of their firm. Data were collected from 100 respondents and regression analysis was performed. The result revealed that they would have access to recommendations when Entrepreneurial intensity is failing.

Wang et al. (2009), had done a research on "Empirical evidence between Corporate Entrepreneurial Orientation and Performance: A Perspective multidimensional construct." The aim of the study was to propose a model of Entrepreneurial Orientation and firm performance. Data were collected from 267 respondents and Correlation analysis was performed. The results showed that (1) Innovativeness positively affects firm performance. (2) Proactiveness is positively related to firm performance. (3) Risk-taking is positively related to firm performance. Overall, the Entrepreneurial Orientation is positively related to the firm's performance.

Atoofi and Tajeddini (2010), undertook a study on The Effect of Entrepreneurship Orientation on Learning Orientation and Innovation: A Study of Small-Sized Business Firms in Iran. The research work was to finally the gap existing in the research literature of the country. The present article shows that Entrepreneurship Orientation has significant and positive effect on organization's commitment to learning, open-indebtedness and shared vision of small firms. Data were collected from 82 respondents and Regression analysis was performed. The results obtained from the regression analysis are indicative of the existence of significantly positive relationship between organization's commitment to learning, open mindedness and shared vision and innovation of small firms.

Botha and Nyanjom (2011), carried out a study on Corporate Entrepreneurship Orientation and the pursuit of innovating opportunities in Botswana. The aim of the study was to prove the inextricable link

between Corporate Entrepreneurship Orientation and the pursuit of innovation as a conduit to enhancing Entrepreneurial activities in companies in Botswana. Data were collected from 100 respondents and Confirmatory Factor analysis was performed. The results confirmed that companies with an inherently High Corporate Entrepreneurship Orientation receive a higher benefit from the exploitation of innovation, which improves the rate of innovation flows in the companies.

Zellweger et al. (2011), had done a study on From Longevity of Firms to Transgenerational Entrepreneurship of Families: Introducing Family Entrepreneurial Orientation. The sample consists from 541 respondents and Exploratory factor analysis was performed. The results revealed that the construct of family Entrepreneurial Orientation, which may serve as an antecedent to transgenerational value creation by families.

Corbett et al (2012), had done a research on Corporate Entrepreneurship Strategy making: The impact of perspective-taking on Entrepreneurial Orientation. The main focus of the study is to Entrepreneurial Orientation (EO) interacts with an individual level construct – perspective-taking: the process of imagining the world from another’s vantage point in order to facilitate and foster social bonds. Data were collected from 930 respondents and Correlation Analysis was performed. The findings revealed that the Corporate Entrepreneurship Orientation meaningfully influences the non-linear relationship between Entrepreneurial Orientation and firm performance.

Arfaei et al., (2012), have done a research on “Study of the effects of Corporate Entrepreneurial Orientation on customer loyalty (Case Study: Broadcasting companies in the food, pharmaceutical and health in Kermanshah, Iran).” The main focus of the study was to identify the variables influencing Corporate Entrepreneurship Orientation on customer loyalty. Data were collected from 300 respondents, Correlation analysis was performed.

Zulkifli and Rosli (2013), focused on aspects of Entrepreneurial Orientation and Business success of Malay Entrepreneurs: Religiosity as Moderator. The research work was to analyse the effects of Entrepreneurial Orientation on business success of Malay Entrepreneurs. Data were collected from 2000 respondents. Correlation analysis and Exploratory Factor analysis were performed. The results indicated that the moderating role of religiosity in the relationship between Entrepreneurial Orientation and business success is incorporated and discussed in the framework.

Talebi et al. (), have done a research on SME alliance performance: the impacts of alliance Entrepreneurship, Entrepreneurial Orientation, and intellectual capital. The main focus of the study was to highlight the fulfillment of firms Entrepreneurship promises through building alliances. Correlation analysis and Regression analysis were performed, to analyse the data collected from 81 respondents. The results suggested that Entrepreneurial Orientation mediates the relationship between alliance Entrepreneurship and performance as well as the relationship between intellectual capital and performance.

Murad (2014), studied the Influence of Entrepreneurial Orientation on Entrepreneurial Leadership states. The research work is to investigate the Entrepreneurial Orientation in an organizational context, the link between Entrepreneurial Orientation dimensions and Entrepreneurial leadership qualities and the effect on the perceived performance of organizations. Correlation analysis was performed, to analyse the data collected from 44 respondents. The results indicate that all of the managers that were interviewed believe that their leadership style contributes to the economic performance of their organizations, but only less than half of the managers that were interviewed have the right combination of transformational leadership with a high focus on proactiveness and innovativeness.

Kaya and Agca (), have done a study on Entrepreneurial Orientation Performance of Turkish Manufacturing FDI Firms: An Empirical Study. The aim of the study was to examine the behavior of an emerging market-based foreign direct investment (FDI) firms from the perspective of International Entrepreneurship. Multiple Regression analysis and Exploratory Factor analysis were performed, to analyse the data collected from 94 respondents. The results showed that Foreign Direct Investment firms Entrepreneurial Orientations are high on the overall, widely recognized dimensions of International Entrepreneurial Orientation (i.e., innovation, proactiveness, and risk taking) applicable to explain Turkish firms’ behavior also.

Brahma and Panda (2014), have undertaken a study on Understanding Entrepreneurship: The Relation between Entrepreneurial Orientation (Opportunity, Knowledge and Risk Taking), Innovation and Firm Performance. The research work was to understand the relationship between Entrepreneurial Orientation and firm Performance. Data were collected from 182 respondents, Structural Equation Modeling analysis was performed. The findings reveal that managers have to identify the significance of Entrepreneurship and Entrepreneurial Orientation.

2.5. CREATIVITY

Fillis (2007), has done a research on The role of Creativity In Entrepreneurship. The research work was to evaluate the contribution of Creativity to Entrepreneurship theory and practice in terms of building an holistic and transdisciplinary understanding of its impact. Data were collected from 100 respondents. Correlation analysis was performed. The results indicate factors are embedded in a critical evaluation of how Creativity contributes to successful Entrepreneurship practice.

Matthews (2007), conducted a research on Creativity and Entrepreneurship: Potential Partners or Distant Cousins? The aim of the study was to that Creativity and Entrepreneurship, like innovation, have been recognized as important contributors to a nation's economic growth. Exploratory analysis was performed, to analyse the data collected from 42 respondents. The results indicate Creativity and Entrepreneurship and the distinctness of each notion in landscapes of innovative firms.

Hamidi et al. (2008), had done a research on Creativity in Entrepreneurship Education. The main focus of the study was to use social cognitive theory to investigate Entrepreneurial intent among participants in graduate Entrepreneurship programs. Data were collected from 40 respondents and Regression analysis was performed. The findings indicate that exercises in Creativity can be used to raise the Entrepreneurial Intentions of students in Entrepreneurship Education.

Harryson (2008), studied Entrepreneurship through relationships – navigating from Creativity to commercialization. The research work was to explore the role of relationship in the emergence of a network's value creation structure. Data were collected from 10 respondents, Exploratory Factor analysis was performed. The findings suggested that the value of complementary assets is embedded in and unlocked by three distinct types of networks: creativity networks, transformation networks and process networks.

Baldacchino (2009), studied Entrepreneurial Creativity and Innovation. The aim of the study was to explore ways in which start-up Entrepreneurs are Creative and Innovative. Data were collected from 90 respondents and Correlation analysis was performed. The results indicate that the start-up Entrepreneurs in this study display high levels of Creativity and Innovation and these are reflected in several ways.

Ni and Yang (2010), conducted a research on The role of Entrepreneur's Creativity and Entrepreneurial intentions on new venture legitimacy. The research work was to test the extent to which legitimacy mediates the effects of Entrepreneur Creativity and intentions on organizational reputation. Data were collected from 213 respondents. Results using Structural Equation Modeling indicated that legitimacy fully mediates the relationship of Entrepreneur Creativity, intent and reputation. The findings have implications for understanding how to build legitimacy in an emerging economy.

Lukić (2012), has done a study on Creativity and innovation as the driving power of Entrepreneurship. The aim of the study was to analyze the contribution of creativity and innovation in this process as well as determine the techniques and methods to stimulate Creativity and innovation. Data were collected from 67 respondents. The results indicated that for the realization of the Entrepreneurial idea into a successful business venture, it is necessary to balance Creativity and innovation with Entrepreneur's abilities.

Sternberg (2012), has done a research on Creativity: Linking Corporate Entrepreneurship. The study involved the practice of Entrepreneurship, Creativity and innovative activities, and provides advice to Entrepreneurs to help realize the creative potential of their organizations. Correlation analysis was performed, to analyse the data collected from 32 respondents. The results indicated that Entrepreneurs create new value by investing in ideas, and specific recommendations are made for creating supportive structures, building teams of creative individuals, and successfully championing ideas to acquire the resources they need to produce innovations.

Tsai (2014), has done a research on Creativity as the Spirit of Entrepreneurship. The aim of the study identified at least three explanatory factors for Entrepreneurial Behavior: instrumental, external, and internal factors. The purpose of the study is to make connections between Creative Behaviors and Entrepreneurship by reviewing the relevant literature, with the eventual aim of encouraging Entrepreneurs to look more critically about the phenomenon of Creative Thinking. Data were collected from 30 respondents, Confirmatory factor analysis was performed. The results showed that the Entrepreneurship is an action with an attitude of exploitation and an idea of innovation to uncover possibilities and unique services and products.

Chen et al. (2014), had done a study on Entrepreneurial Leadership, Team Creativity, and New Venture Performance in Taiwan's SME Start-Ups. Research has suggested that sole Entrepreneur can be more easily failure than Entrepreneurial teams in new venture creation. Data were collected from 500 respondents. Demographic Factor analysis was performed. The results reveal the relationship of Entrepreneurial leadership, team Creativity, and new venture performance.

2.6. ORGANIZATIONAL LEARNING CAPABILITY

Kanai (1992), has done a study on Corporate Entrepreneurship and Organizational Learning. The aim of the study was to explore Entrepreneurial activities in a large company in terms of Organizational Learning. Data were collected from 285 respondents and Correlation analysis was performed. The results suggested other mechanisms for promoting organizational learning, such as job rotation, education and training.

Stopford and Fuller (1994), have done a research on Creating Corporate Entrepreneurship. The purpose of the study was to assess the performance of ten European firms in four mature industries that responded to adversity by introducing Corporate Entrepreneurship. The study suggests the following five bundles of attributes common to all types of Entrepreneurship: (1) team orientation; (2) aspirations beyond current resources; (3) pro-activeness; (4) learning capability; and (5) capability to resolve dilemmas. Data were collected between 1985 and 1990 from internal reports and interviews of the chief executives and top teams of 10 manufacturing firms. The findings showed that all the firms built or attempted to build all the attributes of Corporate Entrepreneurship over a period of many years, not in a single event. Individual Entrepreneurial behavior among top managers typically precedes broader organizational renewal and entrepreneurship.

Morales et al. (2005), have done a research on Antecedents and Consequences; Organizational Innovation and Organizational Learning in Entrepreneurship. The aim of the study was to analyze a series of strategic capabilities/factors that affect organizational innovation (OI) and Organizational Learning (OL) (personal mastery, transformational leadership, shared vision, proactivity and environment) and demonstrate that Organizational Learning and innovation are positively related to organizational performance. Data were collected from 408 respondents, Correlation Analysis and Regression Analysis were performed. The findings suggest to promote Organizational Entrepreneurship and to increase competitive advantages.

Alegre and Chiva (2008), explored the Entrepreneurial Orientation, innovation and Firm Performance : The importance of Organizational Learning Capability. The aim of the study suggested that innovation performance acts as a mediating variable between Entrepreneurial Orientation and firm performance; secondly, Entrepreneurial Orientation is positively related to organizational Learning Capability; and thirdly, Organizational Learning Capability plays a significant role in determining the effects of Entrepreneurial Orientation on innovation performance. Structural Equation Modeling analysis was performed, to analyse the data collected from 250 respondents. The results showed the positive relationship between Entrepreneurial Orientation and firm performance and Organizational Learning Capability.

Chunyan and Shuming (2008), focused on aspects of Does stage matter? The Organizational Learning, social network and Corporate Entrepreneurship in Chinese new ventures. The aim of the study was to examine the role of Organizational Learning, social work net and Corporate Entrepreneurship in Chinese new venture at different development stages. Data were collected from 676 respondents, Structural Equation Modeling analysis was performed. The results show positive significant relationship between the Organizational Learning, social work net and Corporate Entrepreneurship.

Kempster and Cope (2009), carried out a study on Learning to lead in the Entrepreneurial context. The aim of the study was to draw on contemporary leadership literature to appreciate Entrepreneurial leadership as a social process of becoming that is located in particular contexts and communities. Data were collected from 9 respondents, Exploratory factor analysis was performed. The results show processes of leadership learning experienced by managers in the employed context.

Jiao et al. (2010), had done a research on “An Empirical Study on Paths to Develop Dynamic Capabilities: From the Perspectives of Entrepreneurial Orientation and Organizational Learning.” This study tested the relationship between Entrepreneurial Orientation and dynamic capabilities, and identified paths to develop dynamic capabilities and the components of these capabilities. Confirmatory factor analysis and Correlation analysis were performed. The findings indicate that companies can build dynamic capabilities through different levels of Organizational Learning in the context of innovative and proactive atmosphere.

Ahmed et al. (2011), had done a research on “Does Corporate Entrepreneurship matter for Organizational Learning Capability? A Study on Textile Sector in Pakistan.” The main focus of the study was to investigate the relationship between Corporate Entrepreneurship and Organizational Learning Capability. Data were collected from 240 respondents, Correlation analysis and Regression analysis were performed. The results indicated a positive and significant relationship between Corporate Entrepreneurship and Organizational Learning Capability.

Rouniasi et al. (2013), had done a research on The Relationship between Organizational Learning Capability and Corporate Entrepreneurship Development (Case study: Telecommunication Company of Hamedan). The research work was to examine the relationship between the Organizational Learning Capability and Corporate Entrepreneurship Development in Telecommunication Company of Hamedan in year 2011 which totally includes 60 respondents, Correlation analysis was performed. The results indicated Corporate Entrepreneurship Development. The factor of work discretion /autonomy got the highest scores respectively and the factor of Management support got the lowest score. Also the components of Organizational Learning Capability the component of Knowledge transfer and integration got the highest scores respectively and the component of Management commitment got the lowest score.

Altinay et al. (2013), had done a research on “The Interface between Organizational Learning Capability, Entrepreneurial Orientation and SME Growth.” The aim of the study was to investigate the interface between Organizational Learning Capability, Entrepreneurial Orientation and small business performance. Data were collected from 350 respondents and Correlation analysis was performed. The findings indicate a positive relationship between Entrepreneurial Orientation and sales and market share growth, but not between Entrepreneurial Orientation and employment growth.

Dada and Fogg (2013), examined Organizational learning, Entrepreneurial Orientation, and the role of university engagement in SMEs. The main focus of the study was to analyze the effect of Entrepreneurial Orientation (EO) on Organizational Learning (OL) in small and medium-sized enterprises (SMEs) and the role of business/university engagement on the relationship between these two constructs. Data were collected from 206 respondents. The results obtained from both the regression and moderated regression analyses revealed that Entrepreneurial Orientation positively impacts the level of Organizational Learning in SMEs.

Hooi (2014), has done a study on Human Resource Management Intensity, Corporate Entrepreneurship and Organizational Learning Capability in SMES: What is the relationship? The aim of the study was to examine the effect of each component of Human Resource Management on the three dimensions of Corporate Entrepreneurship (innovation, corporate venturing, and strategic renewal) as well as the effect on four dimensions of Organizational Learning Capability (managerial commitment, systems perspective, openness and experimentation, and knowledge transfer). Data were collected from 234 respondents, Confirmatory factor analysis was performed. The results show the significance of each Human Resource Management component on each dimension of Organizational Learning Capability.

Nguyen et al. (2014), had done a study on “Enhancing Design Service Performance by Corporate Entrepreneurship, Organizational Learning Capability and Market Orientation.” The study was to focus on

Corporate Entrepreneurship

employees in construction industries, ICT industries and mechanic industries who indicate that Corporate Entrepreneurship, Market Orientation and Organizational Learning Capability have a significant influence on the design service performance. Data were collected from 70 respondents. AMOS analysis was performed. The results indicate that Corporate entrepreneurship, market orientation, Organizational Learning Capability have a significant influence together.

CHAPTER - III

RESEARCH METHODOLOGY

The preceding chapter presents the review of literature on the influence and relationship of variables used in the study. This chapter deals with the measures and methods data used in the study.

Research design is a comprehensive plan of how the objectives of the research will be achieved. Uma Sekaran (2006) describes research design as the planning of various phases and procedures relating to the formulation of research efforts. It is an arrangement of the essential conditions for collection and analysis of data in a form that aims at combining relevance to the research purpose. Research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. This research focuses on evaluating corporate entrepreneurship attitude among executives in manufacturing sector.

3.1. MEASURES

3.1. 1. Questionnaire Design

The first task in executing a research is designing a comprehensive questionnaire to collect data from the respondents. Based on the variables selected, a well-structured questionnaire exclusively designed to measure the Corporate Entrepreneurship among executives in manufacturing sectors. The questionnaire contains two Sections – A contains nine questions, to collect the personal data of the executives, and Section – B consists of 149 questions, which are used to assess Corporate entrepreneurship, High performance work system, Emotional intelligence, Entrepreneurial orientation, Creativity and Organizational learning capability.

Demographic Variables

Section - A of the questionnaire has nine items related to the respondents' demographics:

- Gender
- Age
- Educational Qualification
- Number of years working in company
- Total Experience
- Designation and Department
- Number of employees in your organization
- How long have you been working in this company?
- What is your per month (in Rs)
- Measurement instrument selection

To record the responses, suitable instruments pertaining to the study variables were selected. The following section offers a critical evaluation about the different instruments available in the literature and choosing an instrument for this study.

Corporate Entrepreneurship

Corporate entrepreneurship is the dependent variable. Over a period of four decades, academicians developed scales to measure corporate entrepreneurship by incorporating different dimensions. Khandwala (1977) was the first to use ENTRESALE, which was tested for its validity and reliability in a multicultural context by Knight (1997). This scale was used to assess the organizations' level of desire to execute entrepreneurial programs. Later, Zahra developed a scale (1997 to 2007) to measure corporate entrepreneurship through the dimensions of risk taking and innovation

They used factors like risk taking, new product launching, dealing with competition, and confidence. This scale is meant for top management (policy makers) and focused on the decision of the authorities. Antoncic and Hisrich (2001) emphasized the combining of the above quoted scales and designed a scale which consisted of innovation, proactivity, self renewal, and new business venturing. Based on the responses from Chinese companies, Wang and Li (2009) modified Zahra's scale and proposed innovation, pioneering, and self-renewal as the determinants of corporate entrepreneurship.

By deeply analyzing the prevailing instruments in the literature and considering the changes occurring in the behavior of employees and attitude of firms, Hornsby et al., (2002) developed the Corporate Entrepreneurship Assessment Instrument (CEAI). Careful scrutiny of this scale, which is built on five dimensions, namely management support, work discretion, reward/reinforcement, time availability and organizational boundaries revealed the following facts: it encompasses all the previously used dimensions and added with work discretion and time availability, dimensions; it was used by several academicians across different business contexts (Wyk and Adonisi, 2008); its validity and reliability were high; more importantly, its suitability for manufacturing sector has been established (Armesth et al., 2014). Due to the reasons mentioned above, the researcher decided to use CEAI in this study. CEAI consists of 33 items in five dimensions. They are management support measured by 10 items, reward/reinforcement (6 items), work discretion (6 items), time availability (5 items), and organizational boundaries (6 items).

High Performance Work System

High performance work system (HPWS) is one of the independent variables. Numerous studies have shown that various authors developed scales to measure high performance work system (Refer table 1.2 for dimensions of high performance work system identified). Snell and Dean (1992), Delery and Doty, (1996), and Becker and

Huselid (1998) have proposed various dimensions to measure high performance work system. After careful study, the researcher has chosen six dimensions from these three instruments. For example, employee empowerment, reward practices, job security, and performance appraisal were taken from Snell and Dean (1992), internal career opportunities was taken from Delery and Doty (1996), and information sharing was taken from Becker and Huselid (1998). Employee empowerment has been measured by 3 items, reward practices by 4 items, job security by 3 items, performance appraisal by 2 items, internal career opportunities by 2 items and information sharing by 3 items.

Emotional Intelligence

Emotional intelligence (EI) is another independent variable. As seen in the literature, it is understood that the emotional intelligence construct is measured through different instruments. Academicians have used various instruments to study emotional intelligence. Every author had given some specific reason(s) for using a particular instrument. A scale developed by Schutte et al., (1998) was adopted by many researchers to measure emotional intelligence. This scale was built on the frame work suggested by Salovey and Meyer (1990). In spite of its cohesiveness with other factors, it was found to be more suitable for adolescent's population (Carmeli, 2003). Academicians researching leadership theories argue that "trait" is one of the determining characteristics of successful leaders. Based on this argument, Petrides and Furnham (2001) constructed Trait Emotional Intelligence Quotient (TEI Que) scale to provide comprehensive coverage on trait and emotional domain. Based on this scale, the authors in 2003, designed Trait Emotional Intelligence Questionnaire- short form (TEI Que-SF) with 30 items to measure global trait-emotional association. This was also used widely, but mostly for top management.

A notable contribution in this area was made by Mayer and Caruso (2002) who developed Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). This scale was generated based on the ability model, and revolves around the philosophy of people's ability to adjust with the environment and their level of intelligence. Their scale consists of four sub-sets, namely, perceiving, using, understanding, and managing emotions. This scale gives more importance for "intelligence" and found its suitability to students segment.

Articles began to describe the social competent behavior which later becomes the foundation for the development of social intelligence. Scholars began to shift their attention from social intelligence and conceptualized emotional intelligence. Literature revealed the attempts made to combine both social and emotional behavior into a single construct. Bar-on (2006) developed a model of Emotional Social Intelligence (ESI) scale which was built on Emotional Quotient Inventory (EQ-i) designed by him in 1997. This scale consisted of 15 items representing interpersonal, intrapersonal, stress management, adaptability, and general mood. However, the author quotes that ESI was more suitable for parents, teachers, and healthcare practitioners, and personnel working in organizations. This scale was tested in American and European contexts.

The scale measures typical behavior, and it consists of four subscales that are consistent with Mayer and Salovey’s (1997) definition of emotional intelligence. Wong and Law Emotional Intelligences (WLEIS) attempts to measure perception of own (Self Emotional Appraisal-SEA) and others emotions (Others Emotional Appraisal-OEA), regulation of emotions (ROE), and use of emotions (UOE). All these scales have one common aspect: that they are developed and validated with western audiences. Wong and Law (2002) created a scale based on the arguments of Goleman (1995) that the proponents of Emotional intelligence affect the individual’s physical and mental health as well as career achievements. They developed 16 items, self reported emotional intelligence measure by demonstrating the relationships between emotional intelligence and job satisfaction, performance, life satisfaction, and more importantly, entrepreneurial attitude of employees. Due to these reasons, the researcher decided to use WLEI scale in this study. Emotional Intelligence scale has four dimensions namely, self-emotion measured by 3 items, other emotion (2 items), use of emotion (4 items), and regulation of emotion (4 items).

Entrepreneurial Orientation

Entrepreneurial orientation (EO) is the last independent variable, and two popular scales are found in the literature for measuring this construct. The first was created by Covin and Slevin (1986) with dimensions like innovation, proactiveness, and risk-taking. Later in 1991, Lumpkin and Dess added two more dimensions, competitiveness and aggressiveness in their scale to measure entrepreneurial orientation. Both the scales were widely used by the academicians. At this juncture, the researcher would like to point out that Lumpkin and Dess considered entrepreneurial orientation and corporate entrepreneurship as one and the same, and used the entrepreneurial orientation scale to measure corporate entrepreneurship also. In this study, CEAI developed by Kuratko et al., (2002), has been used which includes competitiveness and aggressiveness. Using both CEAI and Lumpkin and Dess (1991) scales would lead to overlapping, and hence the entrepreneurial orientation scale of Covin and Slevin (1986) has been adopted in his study. The scale consists of three dimensions. They are innovativeness, (2 items), proactiveness (2 items), and risk- taking (3 items).

Creativity

Creativity is the mediating variable. Zhou and George’s (2001) scale is found to be the most widely used instrument by academicians and practioners. This scale has 6 items, and the typical statements are: “suggest new ways to achieve goals,” and “exhibit creativity on the job.”

Organizational Learning Capability

Organizational learning capability (OLC) is the mediating variable. With a view to choose a suitable scale to measure organizational learning capability, studies that used this variable were examined. The researcher found that Chiva et al., (2007) have used the instrument designed by Algre and Chiva (2007) in their works. The reliability scores were good and consistent in all the studies, and hence its robustness was established. Obviously, this scale was used in this study. This instrument has five dimensions learning, experimentation, external environment, dialogue, and participative decision–making. The dimensions are measured by learning (2 items), experimentation (2 items), Interaction with the external environment (3 items), dialogue (3 items), and participative decision- making (3 items).

All these instruments used Likerts five point scales, ranging from strongly agree to strongly disagree. Table 3.1 shows the instruments used in this study along with the authors.

Table-3.1: Instruments used in the study

No	Variable	Dimensions	No. of Items	Author
1	Corporate Entrepreneurship Assessing Instrument (CEAI)	Management Support	10	Hornsby, Kuratko and Zahra (2002)
		Work Discretion	6	
		Reward Reinforcement	6	
		Time Availability	5	
		Organizational Boundaries	6	
	High Performance Workplace	Reward Practices	4	Snell and Dean (1992);
		Employee Empowerment	3	

		Job Security	3	Delery and Doty,
2		Performance Appraisal	2	(1996);
		Internal Career opportunities	2	Becker Huselid
		Information Sharing	3	(1996)
	Emotional Intelligence (EI)	Self-Emotion	3	
		Other's Emotion	2	Wong Law (2002)
3		Use of Emotions	4	
		Regulation of Emotion	4	
	Entrepreneurial Orientation (EO)	Innovation Risk-taking Proactiveness	2	Covin and Slevin (1986)
4			2	
			3	
	Organizational Learning Capability (OLC)	Learning	2	Josquin
		Experimentation	2	Alegre and
5		External Environment Dialogue	3	Ricardo
		Participative	3	Chiva
		Decision-Making	3	(2008)
6	Creativity (Cr)		6	Zhou and George (2001)

METHODS

Selection of Respondents – Middle level managers / Executives.

Middle level managers or executives working in manufacturing sector in Chennai were chosen as the target respondents for this research. The reasons for the choice are given below.

Definition of Middle level managers / Executives

(Please note that middle level managers and executives are treated as same and used interchangeably).

Definitions on middle level manager mainly focus on two aspects: “position” in the hierarchy and “function” rendered by them. Dutton (1993) and Wooldridge et al., (2008) propose that middle management, ranges from the level below top management, to the first level of supervision. Examples of middle level managers include general line managers (divisional heads), functional executives (marketing, purchase, production, human resource executives), and executives or project leaders.

From the perspective of “function.” middle management is defined as the coordination of a firm’s daily routine activities with the activities of vertically related groups (Floyd, 1992). Middle level managers are responsible for a sub-functional work flow of a department / division. Few academicians state that aspects like number of staff working under a person, years of working experience, and total emoluments need to be considered to define middle management.

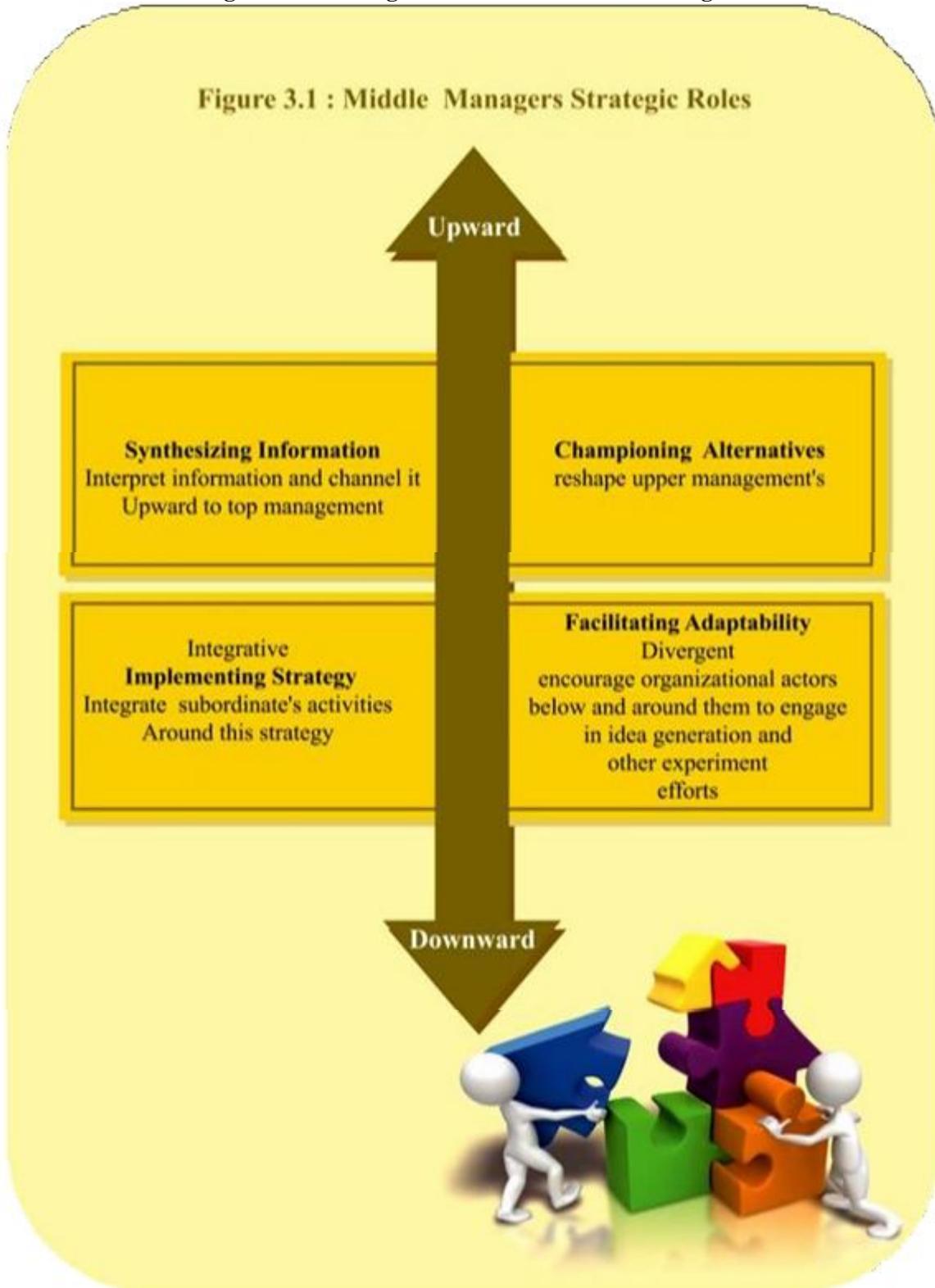
For the purpose of this research, by incorporating the salient aspects, the following definition is proposed. “Middle level managers are the managers working between top management and the first line supervisions (Zahra, 2002) responsible for a functional work flow with an experience of 10 years and a set of staff reporting to them”.

Reason for choosing Middle level managers as respondents

The literature suggests that managers at all levels play important roles in organizational success (Ireland et. al, 2002). The role of top level managers revolve around making effective strategic decisions, and the role of front line supervisors revolve around executing the organization’s objectives. Middle level managers come in between and Likert (1961) describes them as “linking pin”, which have both upward (Schilit, 2005) and downward influences. The job of middle level managers as quoted by Kuratko et al., (2002; 2005; 2006; 2007; 2008), is to communicate effectively between top-level and operating level managers. To accomplish this goal, middle level managers need to play different strategic roles. As suggested by Floyd and

Wooldridge (1992), they have to synthesize information to be exchanged for championing innovative ideas, facilitate adaptability among subordinates and implement strategy by integrating subordinates, activities (Refer Figure 3.1). Precisely, they take directions from and provide input to top management.

Figure-3.1: Strategic Roles of Middle level managers



(Source: Floyd and Wooldridge, 1994; Wooldridge et. al., 2008).

The first and foremost reason for choosing “middle level managers” as the respondents for this study is their congruence with the concept, the Corporate Entrepreneurship. As has been explained earlier, Corporate Entrepreneurship requires a set of employees to facilitate the activities, and Burgelman (1983) view that middle level managers can provide impetus for new initiatives. According to Floyd and Wooldridge (1994), middle level managers implement decisions taken at higher levels by offering support to achieve goals, monitoring activities, and taking corrective actions.

Second, a series of studies over the past 20 years have found a positive connection between the involvement of middle level managers in strategic planning and increased organizational performance. It has been discovered that higher performance was associated with middle level managers involved in the implementation of firms’ policies.

The Third reason is that middle level managers hold unique positions within organizations providing them with the opportunity to influence a firm’s activities. One benefit of the organizational position of middle level managers is their knowledge of external environments and internal operations. Being closer to the markets and to customers than top managers, middle level managers have the knowledge to assess the viability of proposed plans (Rouleau and Balogun, 2011) and create an alignment between external market requirements and a firm’s internal activities.

Finally, initiating entrepreneurial attitude among employees is fundamentally a change process. The contribution of middle level managers would grow as organizations continue to become global and more complex (Rouleau and Balogun, 2011). With the view that middle level managers are an integral part of a control system within organizations, Floyd and Wooldridge (1994) suggested that middle level managers are the formidable bridge between top managers and front- line supervisors and help the change process to be successfully implemented. This aspect supports the selection of middle level managers as respondents in this study.

Middle level managers’ contributions to Corporate Entrepreneurship

Researchers (Schuler, 1986; Woolridge and Floyd, 1990) examined the contributions of middle level managers to a company’s strategy, that is intimately connected to corporate entrepreneurship (Guth and Ginsberg, 1990; Zahra, 1991). Corporate entrepreneurship is a complex and challenging strategy made by top management. To make corporate entrepreneurship work effectively and produce expected results, the staff needs to be convinced about the need for corporate entrepreneurship and explained about the new process of innovation. Middle level managers are the right people who can understand the top management’s strategy and communicate it to the front line supervisors. Middle level managers have the easy access to front line supervisor and can persuade them to actively involve in the corporate entrepreneurship process.

Incorporating entrepreneurial activities within an organization is considered as a strategic change process. Top Management of a firm makes valiant efforts to change the behavior of employees from performing regular and routine work schedule to think creatively and suggest innovative new product ideas or modification in the process. This strategic shift requires “change agents,” and middle level managers perfectly fit into this job. Hence, the successful implementation of corporate entrepreneurship initiative depends largely on middle level managers’ ability to execute it.

Middle level managers are believed to link different skills, resources, and knowledge in pursuit of those strategic goals defined by senior managers. The literature also highlights several factors that can limit middle level managers’ willingness or ability to facilitate corporate entrepreneurship. Some managers have demanding work schedules that leave little time for innovation and experimentation. These are formidable challenges that can stifle middle level managers’ efforts aimed at encouraging and promoting corporate entrepreneurship (Bargeman, 1983; Hornsby, 2002; Zahra, 2002; Dess and Lumpkin, 2003; Kuratko, 2005).

In examining the role of middle-level managers, research works highlight the importance of middle-level managers’ entrepreneurial behavior to the firm’s attempt to create new businesses or reconfigure existing ones (Ginsberg and Hay, 1994; Kanter, 1998; Floyd and Wooldridge, 1992; Pearce, Kramer and Robbins, 1997). This importance manifests itself both in terms of the need for middle-level managers to behave entrepreneurially themselves and to support and nurture others’ attempts to do the same.

Apart from the points mentioned above, majority of the research on corporate entrepreneurship is conducted using middle level managers. (Floyd and Wooldridge, 1990; Ireland and Hitt, 2002).

High Performance Work System and Middle level managers

Within the literature on strategic HRM, an extensive body of research has studied High Performance Work System as a means to maximize firm performance (Bae and Lawler, 2003; Becker and Huselid, 1998; Combs et al., 2006). The role that middle-managers play in establishing the performance enhancing High Performance Work System is crucial, because it is the responsibility of the middle level managers to design training program, motivate employee participation, develop performance appraisal technique, and build teams. These things lead to better performance. Studies conducted by Chin-Ju Tsai, 2008; Alipour Ali, 2011 reveal that data collected from middle level managers would be more relevant and useful than Collecting from top management and front line supervisors in examining the relationship between high performance work system and corporate entrepreneurship.

Emotional Intelligence and Middle level managers

Employees become highly disturbed and emotionally depressed when their regular work is changed or any new process / policy is implemented. Middle level managers play an unavoidable role in balancing employee's emotions and bringing out the desired change outcomes. Recent studies in radical change reveal that middle level managers can act as change agents and facilitate implementation more effectively. Middle level managers continuously try to balance the employee's emotions' either negative by or positive by. They try to remove negative feelings and uncertainty by continuously involving them in decision making, conducting meetings, and open house sessions, thus helping the employees to realize their importance in the change project.

Middle level managers act as emotion balance to initiate positive responses for change and understand the importance of cultivating positive emotions. Riggio (2007) identified that managers who are emotionally linked are more likely to generate a positive environment at workplace. The emotional intelligence of middle level managers can be leveraged in neutralizing emotions during execution of a firm's strategy, like igniting entrepreneurial thinking.

Entrepreneurial Orientation and Middle level managers

The importance of middle level managers for corporate entrepreneurship has also been clearly stated in the studies of entrepreneurial orientation (Hornsby, Kuratko and Montagno, 1999; Hornsby, Kuratko and Zahra, 2002). Considering the dimensions of entrepreneurial orientation (Innovativeness, Pro-activeness, and Risk-Taking), it is evident that its link with corporate entrepreneurship might be stronger for middle level managers and front-line supervisors than top management. Quinn (1985) also recognized the valuable contributions made by middle level managers in the innovation process in organizations. Managers have more power in suggesting ideas and getting them implemented, while front-line supervisors have more tools at hand for experimentation (Dess et al., 2005).

Creativity and Middle level managers

Creativity is a major constituent of corporate entrepreneurship. The ability of the employees (middle level managers and front-line supervisors) to think innovatively and develop new products decides the destiny of a firm. Middle level managers play a key role in fostering innovative environment and decide which ideas can be supported. Because of their selection ability/power, middle level managers have a crucial role in implementing corporate entrepreneurship in their organizations. If the middle level managers possess creative thinking skill, they may be in a position to understand new proposals from front-line supervisors and communicate them to top management for approval.

Organizational Learning Capability and Middle level managers

According to Wooldridge et al., (2008), middle level managers may play a greater role than top managers in activities related to the development of organizational learning capabilities. Middle-level managers play a crucial role through their support for autonomous strategic initiatives, by combining these with various organizational learning capabilities dispersed in the firm's operating system, and by conceptualizing strategies for new areas of business (Josquin and Alegre, 2009). A firm's success lies not only in the creation of strategic vision by top management, but also the creation of new business through developing new concepts at operational middle levels (Kanter, 1983).

Why Manufacturing Sector

The Manufacturing Industry (MI) is defined as the mechanical or chemical transformation of organic and inorganic substances into new products, whether the work is done by machine or by hand, factory or home, or that the products are sold wholesale or retail. It includes the assembly of component parts of the manufactured products, except in cases where such activity is typical of construction and installation, repair, and maintenance when such activity takes place as a service related to manufacturing.

In 2014, India’s GDP growth rate was 6.4 percentages, when compared to previous year (www.statista.com, 2014). GDP is computed from three sectors, 1.Agriculture Forest, 2. Industry and 3. Services. It is observed from table 3.2 that the growth rate of services and agriculture is higher than industrial sector.

Table-3.2: Quarterly Growth Rate of Gdp (Per Cent)

Sector	2012-13				2013-14		2012-13	2013-14
	Q1	Q2	Q3	Q4	Q1	Q2	H1	H1
1 Agriculture, forestry and fishing	2.9	1.7	1.8	1.4	2.7	4.6	2.3	3.6
2 Industry	1.8	1.3	2.5	2.7	0.2	2.4	1.5	1.3
a Mining & quarrying	0.4	1.7	-0.7	-3.1	-2.8	-0.4	1.0	-1.6
b Manufacturing	-1.0	0.1	2.5	2.6	-1.2	1.0	-0.5	-0.1
c Electricity, gas and water supply	6.2	3.2	4.5	2.8	3.7	7.7	4.7	5.7
d Construction	7.0	3.1	2.9	4.4	2.8	4.3	5.1	3.5
3 Services	7.7	7.6	6.7	6.6	6.6	5.9	7.7	6.3
A Trade, hotels, transport and communication	6.1	6.8	6.4	6.2	3.9	4.0	6.4	4.0
B Financing, insurance, real estate & business services	9.3	8.3	7.8	9.1	8.9	10	8.8	9.5
C Community, social and personal services	8.9	8.4	5.6	4.0	9.4	4.2	8.6	6.6
4 GDP at factor cost	5.4	5.2	4.7	4.8	4.4	4.8	5.3	4.6

(Source: Central Statistics Office (CSO))

In the Industrial Sector, electricity and construction have grown consistently, whereas manufacturing sector has not grown consistently. This up and down growth rate in the manufacturing sector might be due to the fact that consumers either reduced their spending on Indian products or purchased imported products. To increase and to establish steady constant growth rate, the manufacturing sector need to create new products by adopting latest technologies. This is possible through corporate entrepreneurship initiative.

Population

The population of the study consists of executives working in manufacturing companies in Chennai. To contact them, the first step is short listing the number of manufacturing companies to be approached in Chennai. With the help of Ambathur Industrial Estate Manufacturer Association (AIEMA), and a list of 50 companies adopting ISO, 14001/TS 16949 norms were obtained. (This ISO certification was used as a selection criteria, because these firms follow high quality standards, environment management standard, fully automated, and employ a considerable number of executives). Letters were sent to these companies for seeking permission to contact their managers for collecting data. The purpose of the study was also briefly explained in the letter. 12 companies responded and accorded permission to contact their managers. The scholar personally visited all the twelve companies and the data on number of employees working at different levels were gathered. It has been calculated that a total of 1982 middle level managers or executives are working in those companies and this forms the population of study.

Sample Size Determination

With a view to ensure greater degree of reliability of the data, 20 percent of the population was considered as the sample size as per the recommendation of Gellatly et al., (2006). Hence, the sample size is 396.

The formula suggested by Taro and Yamane (1970) was also used to confirm the validity of the sample size. In this study, the total number of middle level managers (N) was 1982, confidence level is 95 percent, and the error (e) is 0.05 percent.

$$n = \frac{N}{1+N(e)^2}$$

Where, N= total population
e= error or confidence level
n = sample size

$$n = \frac{1982}{1+1982(0.05)^2}$$
$$= 381$$

The sample size of this study is 381. Kidder and Judd (1986) simplified the sample size determination by providing a table of population and sample required. According to the table, a minimum sample of 362 is required for a population of 1982. However, to increase the reliability and expecting non-response and incomplete questionnaires, the researcher fixed the final sample as 400, which is higher than the calculated sample sizes (396, 381, and 361). This 400 is divided in proportion to the population in each organization.

Sample Size Determination for Structural Equation Model

Structural equation model requires an adequate sample size to produce reliable estimates. The researcher has made a through scanning of the literature available on structural equation modeling regarding the sample size required and found conflicting information. Gorsuch (1983) recommended a minimum of five participants per construct or a total of 100 respondents. Harris and Schaubroeck (1990) suggested a sample size of 200 to ensure robust structural modeling. Mac Callum et al., (1996) suggested that the sample size depended on desired power, the null hypothesis being tested and the model complexity. However, Baret (2007) suggested that sample size of less than 200 should be avoided except in the case of restricted population. Hair et al., (2008) proposed any sample above 200 and below 400 is acceptable. And this is supported by Bagozzi (2012). Iacobucci (2010) recommended a conservative size of above 200. Yuan et al., (2010) after evaluating different models with varied theoretical foundations, recommended a sample size between 300 to 400 would be more appropriate. They pointed out that sample size above 400 results in more sensitiveness and even a minor difference is detected, making fit indices show poor fit. Under these guidelines, the available sample of 400 was acceptable to test the proposed model.

Pilot Study

After designing the questionnaire, opinion from 50 executives from five manufacturing companies were gathered and necessary corrections were carried out. Based on the pilot study. Problems faced by the respondents in filling up the questionnaire were identified.

VALIDITY AND RELIABILITY TEST

Validity Test

‘Validity’ refers to the extent to which an item or set of measures correctly represents the constructs of a study. It is therefore concerned with how well the construct is defined by the item(s) (Hair, Bush & Ortinau 2000). Validity test has been performed in order to find out the accomplishment of the scale in measuring what is meant to be measured.

Convergent Validity and Discriminant Validity

Discriminant shows that a measure is distinct and is empirically different from other measures. Please refer the values in table 4.22 and table 4.23 which shows the data of this study possess both convergent and discriminant validity.

Reliability Test

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. It is an indication of the stability and consistency with which the instrument measures the concept (Uma Sekaran, 2006). The measurement of validation involves computing co-efficient alpha for each set of measures to test reliability. Cronbach’s alpha is used to test the reliability of a multi item scale. The Co-efficient of Cronbach alpha are shown in table 4. These coefficients would appear to satisfy Nunnally’s (1978) suggested minimum criterion for internal reliability. Coefficients lower than 0.50 are regarded as questionable, coefficients close to 0.70 as acceptable, and coefficients of 0.80 as good (Uma Sekaran 2006). All the measures in the survey exceeded this minimum threshold. The accepted cut- off point is 0.7 (Hair et al., 2007). Since all the values lie above this cut off point, this questionnaire is reliable. In sum, the substantiation suggests that our scale has adequate measurement properties.

Table-3.3: Reliability Test – Values of Cronbach Alpha

No.	Variable	Cronbach Alpha
1	Corporate Entrepreneurship Assessment Instrument	0.836
2	High Performance Work System	0.885
3	Emotional Intelligence	0.886
4	Entrepreneurial Orientation	0.736
5	Organizational Learning Capability	0.863
6	Creativity	0.766

DATA COLLECTION FOR THE MAIN STUDY

The respondents are the executives or middle level managers of manufacturing companies in Chennai.

Sampling technique

The researcher visited all the 12 companies who have expressed willingness to provide data. From each company, 20 percent of the executives are selected through a probability sampling technique. Sampling technique enable to reduce the amount of data needed to collect by considering only data from a subgroup rather than all possible cases or elements (Mark Saunders, 2003). Consequently simple random sampling of probability sample has been followed to collect the data for the study. This offers a high degree of accuracy, and in a short period, a valid and comparable result can be obtained. Table 3.4. Shows the sample selected from the organizations. The questionnaires were distributed to the executives and the purpose was explained. The respondents co-operated whole-heartedly and filled the questionnaire enthusiastically. Few of the executives could not complete on the same day due to their job commitments. A follow-up visit was made in the consecutive week to collect the pending questionnaires. The scholar profusely thanked the executives for their co- operation and thanks giving mail was also sent as a token of appreciation.

Table-3.4: Population and sample selected from various organization.

No.	Name of the Company	Middle Managers	Sample Size
1	Sundram Fasteners	216	43
2	Ijjin Automative Private Limited	93	17
3	Delphi TVS	165	33
4	Wheels India	160	32
5	Wabco India Limited	285	57
6	Turbo Energy Limited	181	36
7	Rane TRW Steering Systems Limited	229	46
8	Rane Engine Value Limited	267	53
9	India Pistons	115	23
10	Madras Engineers India Limited	174	35
11	UCAL Fuel Systems	46	10
12	Integra Automation Private Limited	51	10
	Total	1982	400

Statistical tools used

In order to obtain precise results of the research, the following statistical tools were used.

- Frequency distribution was used to analyze the effect of demographic variables on the study variables.
- ANOVA was used to find out the significant relationship between demographic characteristics and Corporate Entrepreneurship.
- Regression was used to find the influence of different factors on Corporate Entrepreneurship.
- Structural equation model was used to test the corporate entrepreneurship model.

CHAPTER - IV
ANALYSIS AND
INTERPRETATION

INTRODUCTION

Analysis and interpretation are central steps in the research process. The aim of the analysis is to organize, classify and summarize the collected data so that they can be better comprehended and interpreted to give answers to the questions that triggered the research. This chapter presents the analysis of data collected during the study. Immense care has been taken during the analysis to accomplish the objective of the study. The analysis consists of three parts. In Part –I frequency distribution is employed to analyze the demographic variables of the executives. Mean and Standard Deviation is made in order to assess the level of Corporate Entrepreneurship. ANOVA is used to find out the significant relationship between demographic characteristics and Corporate Entrepreneurship.

Regression is used to examine the mediation influence of Organizational Learning Capability and Creativity on Corporate Entrepreneurship. To test the proposed Corporate Entrepreneurship model Structural Equation Model was employed. In this chapter a detailed analysis of the collected data has been attempted as per the objectives stated earlier.

NORMALITY TEST

Generally, researchers assume that the multivariate distribution of data is normally distributed when the sample size is large ($n > 400$). Violating this assumption can result in problems, because non-normality will affect the accuracy of statistical tests. Weston and Gore (2006) suggest that testing for multivariate normality involves examination of infinite number of linear combinations which is impractical. Hence with a view to check whether the data collected is normally distributed, Skewness and Kurtosis were computed and the results are shown in Appendix II. As per the guidelines given by Curran et al., (1996), Skewness between 0-2 and Kurtosis between 0-7 indicate that the data demonstrates normality. Accordingly the values of Skewness and Kurtosis as shown in Appendix II, has ascertained that the data obtained appeared to have sufficient normality.

PART - I

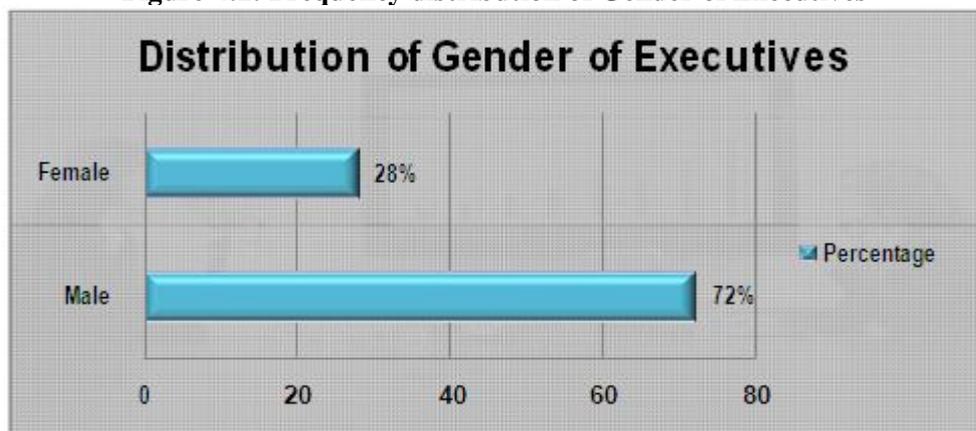
Descriptive Analysis on Sample: Profile of the respondents

Percentage analysis is one of the statistical measures used to describe the characteristics of the sample or population in totality.

Table-4.1: Frequency distribution of Gender of Executives

Gender	Frequency	Percent
Male	288	72.0
Female	112	28.0
Total	400	100.0

Figure-4.1: Frequency distribution of Gender of Executives



From the above table, it is clear that 72 percentage of executives belongs to male and 28 percentage of executives belong to female. Hence, majority of the executives are male category. This clearly shows that the frequency distribution of executives of male gender in the manufacturing sector is very high at 72 percent, while the female gender is only 28 percent.

The reasons for the high percentage of male executives in the manufacturing sector can be inferred as follows

1. Time Constraints: When compared to male, female genders are, by their nature more committed in running the family, rearing the children and also more responsible in taking care of emotional comfort and integrity of the entire family. So it may not be justifiable for the females themselves to take extra responsibilities at office that will snatch away their time for kids and family commitments.
2. Females qualified in mechanical / manufacturing engineering are less when compared to branches like information technology, electronics etc., and females themselves do not prefer working in factories (or) manufacturing plants. Naturally, the percentage is low.
3. Natural Constraints: Though the job opportunities are common for both, male and female most companies select males for supervisory and middle level managers instead of females as they have natural constraints like pregnancy. The percentage distribution is graphically shown in the bar diagram.

Table 4.2 Frequency distribution of Age Group of Executives

Age Group in years	Frequency	Percent
Below 35	24	6.0
36-40	132	33.0
41-45	205	51.2
46-50	39	9.8
Total	400	100.00

Figure-4.2: Frequency distribution of Age Group of Executives

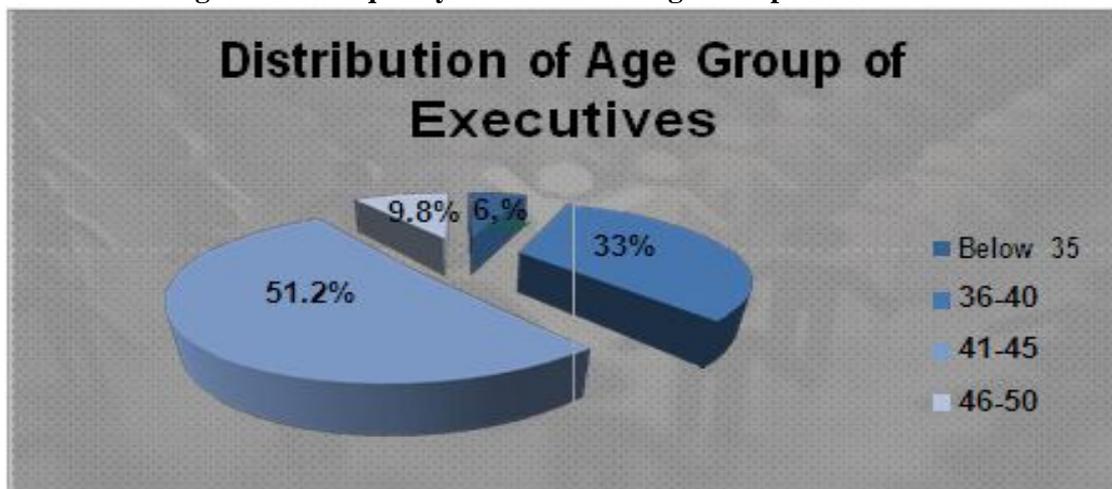


Table 4.2 shows the frequency and percentage distribution of the age of respondents. It is observed that 51.3 percent of the respondents are in the age group of 41-45 years, and 33 percent of the respondents are in the age group of 36-40 years, while 9.8 percent of the respondents are in the age group of 46-50 years. Only 6.0 percent of the respondents are in the age group of below 35 years. This very clearly reveals that among all age groups, 51.3 percent of executives are in the age group of 41-45. The reasons for this age group being at the top percentage is that this group enjoys the best combination of their rich work experience and their physical activism to execute their work. The percentage distribution is graphically shown in the horizontal bar diagram.

Table-4.3: Frequency distribution of Educational Qualification of Executives

Educational Qualification	Frequency	Percent
UG	59	14.8
PG	144	36
Professional	197	49.2
Total	400	100.00

Figure-4.3: Frequency distribution of Educational Qualification of Executives

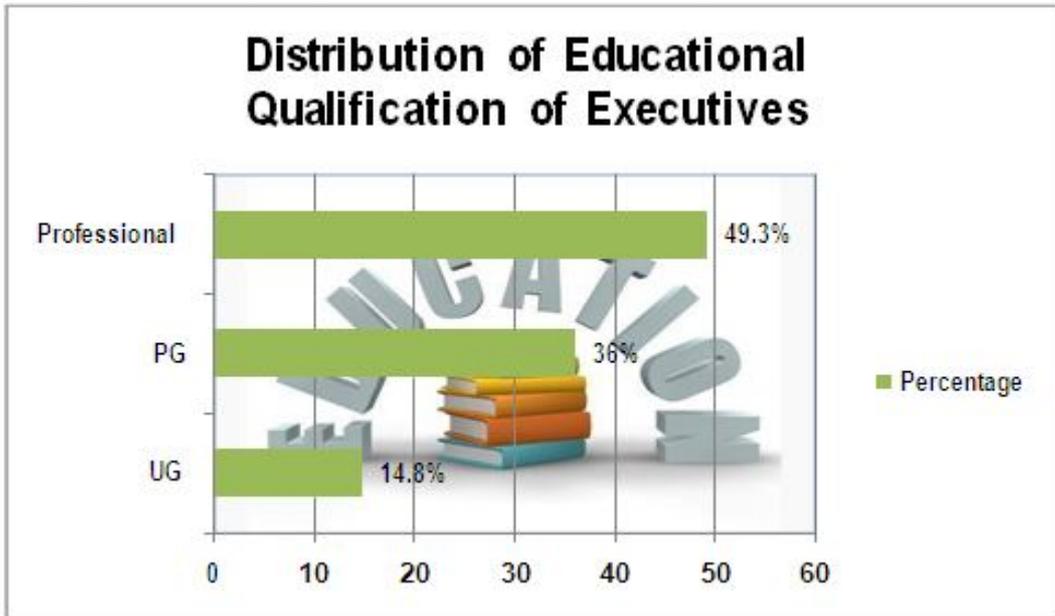


Table 4.3 shows the frequency distribution of the educational qualification of the respondents. It is noted from the table that 49.3 percent of the respondents are Professional holders and 36 percent of the respondents have completed post graduation, while 14.8 percent of the respondents have completed under graduation. This amply demonstrates the fact that the maximum percentage of executives are professionally qualified when compared to UG and PG level executives. Professionally qualified stuffs can apply innovative ideas with regard to product development, new markets and implementation of the plans to achieve organizational goals. The percentage of distribution is graphically shown in the bar diagram 4.3.

Table-4.4: Frequency distribution of number of years working in a company

Age Group in years	Frequency	Percent
Below 5	44	11.00
6-10	51	12.80
11-15	90	22.40
Above 15	215	53.80
Total	400	100.00

Figure 4.4 Frequency distribution of number of years working in a company

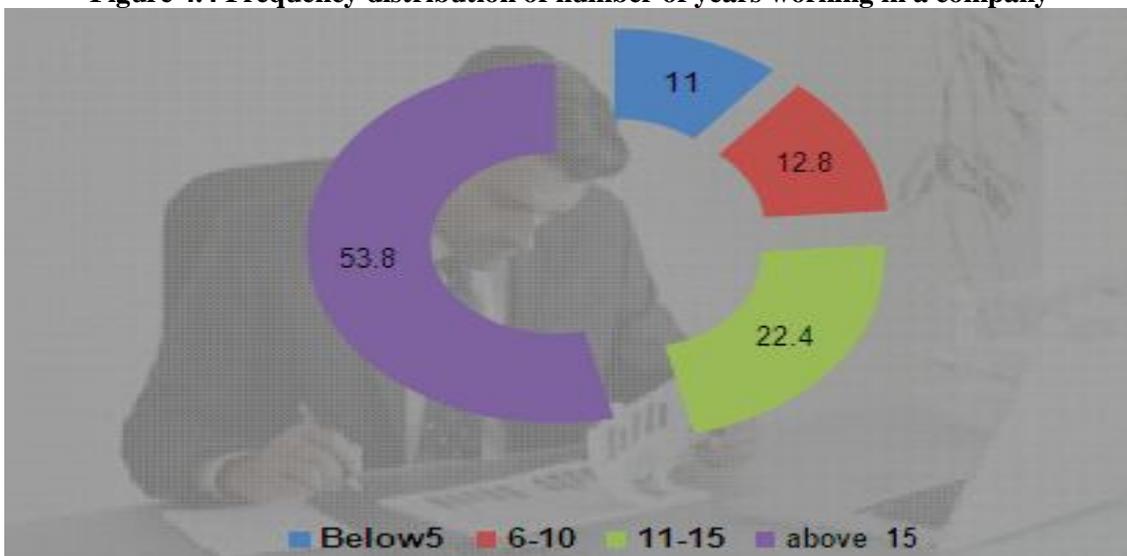


Table 4.4 shows the frequency distribution of number of years working in this company of the respondents. It is observed that 53.8 percent of the respondents are above 15 years and 22.5 percent of the respondents worked for 11-15 years, 12.8 percent of the respondents worked for 6-10 years in this company and 11 percent of the respondents are below 5 years. It brings to light the fact that 53.8 percent of executives have worked for more than 15 years in the same company. 1. The middle level management is effective and dedicated. 2. The administration has been successful in keeping the executives happy and the attrition level is very low which is a good indicator for any company. This is diagrammatically shown in the bar diagram.

Table-4.5: Frequency distribution of age of the companies

Age Group in years	Frequency	Percent
Below 5	32	8
6-10	40	10
11-15	80	20
Above 15	248	62
Total	400	100.00

Figure-4.5: Frequency distribution of age of the companies

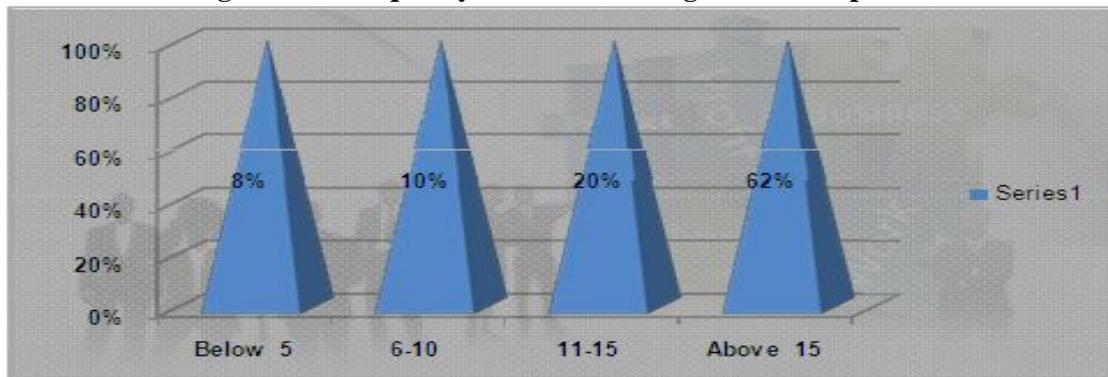


Table 4.5 shows the frequency distribution of the number of years a company is in this business. From the table it is evident that majority (62%) of the firms are in this business for more than 15 years. A small portion (8%) of firms are in this business for less than 5 years. Having survived in a particular line of business for more number of years provides great opportunity for corporate entrepreneurship programs.

Table-4.6: Frequency distribution of the Monthly Income of Executives

Age Group in years	Frequency	Percent
Below 30000	55	13.80
30001-40000	35	8.80
40001-50000	50	12.00
50001-60000	120	30.00
Above 60000	140	35.00
Total	400	100

Figure-4.6: Frequency distribution of the Monthly Income of Executives

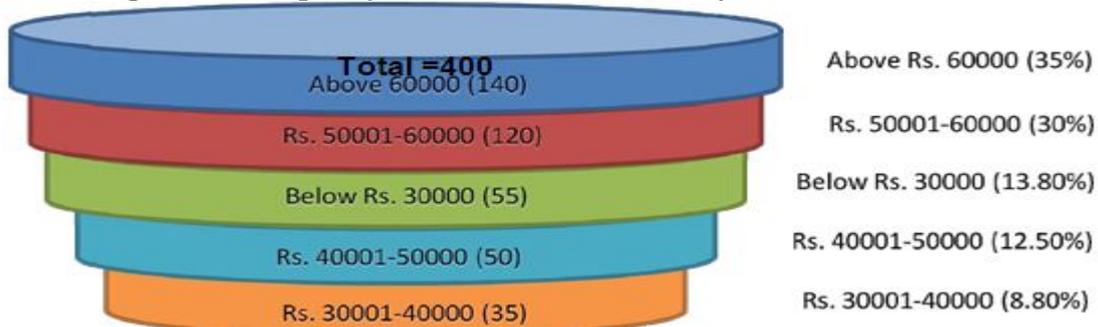


Table 4.6 shows the frequency distribution of the monthly income of the respondents. It is observed that 35 percent of the respondents are earning above Rs.60,000 per month, while 30 percent of the respondents earn between Rs.50,001- Rs.60,000 per month, 13.8 percent of the respondents earn below Rs.30,000 per month. Only 12.5 and 8.8 percent of the respondents' income level is less than Rs.40,001-50,000 and 30,001-40,000 respectively. These are diagrammatically shown in the Funnel diagram.

OBJECTIVE-1: TO UNDERSTAND THE INFLUENCE OF DEMOGRAPHIC VARIABLES ON CORPORATE ENTREPRENEURSHIP

Table-4.7: Test of Significance between male and female with respect to factors of Corporate Entrepreneurship

ANOVA

Factors of Corporate Entrepreneurship	Gender				t - value	p - value
	Male		Female			
	Mean	SD	Mean	SD		
Management Support	42.32	4.03	43.72	3.59	3.229	0.001**
Work Discretion	24.23	2.57	25.11	2.56	3.074	0.002**
Reward Reinforcement	24.39	2.61	24.59	2.28	0.714	0.476
Time Availability	19.77	2.16	19.71	2.54	0.223	0.823
Organizational Boundaries	23.78	2.81	23.54	2.61	0.788	0.431
Overall Corporate Entrepreneurship	133.17	11.33	137.29	10.11	3.356	0.001**

Table shows the mean and standard deviations for various factors of corporate entrepreneurship with respect to gender of the respondents. In order to check the existence of any significant difference among male and female respondents towards various factors of corporate entrepreneurship, t-test was performed and the results show significant outcomes for overall corporate entrepreneurship and two of its factors namely management support and work discretion. However, respondents do not differ significantly with respect to their gender towards reward reinforcement ($t = 0.714$; $p = 0.476$), time availability ($t = 0.223$; $p = 0.823$) and organizational boundaries ($t = 0.788$; $p = 0.431$).

As far as management support is concerned, respondents differ significantly with respect to their gender ($t = 3.229$; $p = 0.001$), which means that the responses of male and female respondents are not similar towards management support. That is, the opinion of female respondents significantly differs from the opinion of male respondents towards management support. While observing the mean value it is noted that the opinion of female respondents (mean = 43.72; SD = 3.59) is comparatively higher than male respondents (mean = 42.32; SD = 4.03) towards management support. Therefore, it is concluded that the female employees get more management support compared to male employees.

Regarding work discretion, respondents significantly differ with respect to their gender ($t = 3.074$; $p = 0.002$), which means that male and female respondents significantly differ in their opinion towards work discretion. While observing the mean value it is evident that the opinion of female respondents (mean = 25.11; SD = 2.56) is comparatively higher than male respondents (mean = 24.23; SD = 2.57) towards work discretion. Thus, it is concluded that the female employees get more work discretion in their organization compared to male employees.

Considering overall corporate entrepreneurship, result reveals that the respondents differ significantly with respect to their gender ($t = 3.356$; $p = 0.001$). While noticing the mean value it is observed that the opinion of female respondents (mean = 137.29; SD = 10.11) is comparatively higher than male respondents (mean = 133.17; SD = 11.33) towards overall corporate entrepreneurship. Hence, it is finalized that female employees have more corporate entrepreneurship skill compared to male employees.

Table-4.8: Test of significance among the age groups with respect to factors of Corporate Entrepreneurship

Factors of Corporate Entrepreneurship		ANOVA				F	Sig.	MCT
		Age Group in years						
		Below 30	31-40	41-50	51-60			
Management Support	Mean	43.29	41.93	43.19	42.46	2.970	0.032	41-50 vs. 31-40
	SD	3.17	4.61	3.43	4.30			
Work Discretion	Mean	23.88	23.67	25.00	24.79	8.184	0.000	41-50 vs. 31-40
	SD	2.80	2.78	2.30	2.54			
Reward Reinforcement	Mean	25.92	24.32	24.26	24.92	3.736	0.011	Below 30 vs. 31-40, 41-50
	SD	2.00	2.85	2.28	2.55			
Time Availability	Mean	19.71	19.84	19.60	20.33	1.252	0.291	
	SD	2.82	2.33	2.11	2.50			
Organizational Boundaries	Mean	25.33	23.45	23.61	24.08	3.530	0.015	Below 30 vs. 31-40, 41-50
	SD	2.68	3.17	2.39	2.87			
Overall Corporate Entrepreneurship	Mean	138.63	131.83	134.6	138.64	5.569	0.001	51-60, Below 30 vs. 31-40
	SD	11.24	9.42	14.21	11.21			

The mean and standard deviations of the various factors of corporate entrepreneurship based on the respondents age is given in the above table. With the intention of checking the existence of significant differences among the respondents based on their age group, ANOVA was performed. The result shows that there exist a significance difference among the respondents based on their age group towards overall corporate entrepreneurship and four other factors of corporate entrepreneurship namely management support, work discretion, reward reinforcement and organizational boundaries. However, the respondents do not differ significantly with respect to their age towards time availability factor.

As far as management support is concerned, ANOVA shows a significant result ($F = 2.970$; $p = 0.032$), which means that the respondents differ significantly with respect to their age towards management support. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who are in the age group of 41 to 50 years (mean = 43.19; SD = 3.43) significantly differ from the respondents who are in the age group of 31 to 40 years (mean = 41.93; SD = 4.61). That is, the respondents in the age group of 41 to 50 years gets more management support compared the respondents in the age group of 31 to 40 years.

Regarding work discretion, ANOVA test shows a significant outcome ($F = 8.184$; $p < 0.001$) which means that the respondents significantly differ with respect to their age towards work discretion. With the aim of identifying the most influencing group, multiple comparison test was applied and the result shows that the respondents who are in the age group of 41 to 50 years (mean = 25.00; SD = 2.30) significantly differ from the respondents who are in the age group of 31 to 40 years (mean = 23.67; SD = 2.78). Respondents with 41 to 50 years of age are having more work discretion compared to the respondents with 31 to 40 years of age.

Considering the reward reinforcement factor of corporate entrepreneurship, ANOVA shows a significant effect ($F = 3.736$; $p = 0.011$), which means that the respondents differ significantly with respect to their age. With the purpose of identifying the most influencing group, multiple comparison test was applied and the result shows that the respondents who are in the age group of below 30 years (mean = 25.92; SD = 2.00) significantly differ from the respondents who are in the age group of 31 to 40 years (mean = 24.32; SD = 2.85) and 41 to 50 years (mean = 24.26; SD = 2.28). Respondents with below 30 years of age have more reward reinforcement than the respondents with 31 to 40 years and 41 to 50 years of age. Therefore, it is concluded from the result that lower age group respondents get more reward reinforcement compared to higher age group respondents.

While analyzing organizational boundaries, ANOVA shows a significant result ($F = 3.530$; $p = 0.015$), which means that the respondents differ significantly with respect to their age. With the intention to identify the most influencing group, Bonferroni test was applied and the result shows that the respondents who are in the

age group of below 30 years (mean = 25.33; SD = 2.68) significantly differ from the respondents who are in the age group of 31 to 40 years (mean = 23.45; SD = 3.17) and 41 to 50 years (mean = 23.61; SD = 2.39). Respondents with below 30 years of age have more organizational boundaries than the respondents with 31 to 40 years and 41 to 50 years of age. Therefore, it is finalized from the result that lower age group respondents have more organizational boundaries compared to higher age group respondents.

While considering overall corporate entrepreneurship, ANOVA result shows a significant effect ($F = 5.569$; $p = 0.001$), which means that the respondents differ significantly with respect to their age towards corporate entrepreneurship. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who are in the age group of 51 to 60 years (mean = 138.64; SD = 11.21) and below 30 years (mean = 138.63; SD = 11.24) significantly differ from the respondents who are in the age group of 31 to 40 years (mean = 131.83; SD = 9.42). That is, the respondents who are in the age group of 51 to 60 years and below 30 years are having more corporate entrepreneurship skill compared to the respondents in the age group of 31 to 40 years.

Table-4.9: Test of significance among the respondents based on educational qualification with respect to factors of Corporate Entrepreneurship

Factors of Corporate Entrepreneurship		Educational Qualification			F	Sig.	MCT
		UG	PG	Professional			
Management Support	Mean	43.75	42.18	42.79	3.382	0.035	UG vs. PG
	SD	3.53	4.56	3.54			
Work Discretion	Mean	24.61	24.30	24.56	0.527	0.591	
	SD	3.09	2.79	2.27			
Reward Reinforcement	Mean	26.10	24.46	23.94	18.153	0.000	UG vs. PG, Professional
	SD	2.05	2.88	2.14			
Time Availability	Mean	20.66	20.06	19.26	11.278	0.000	UG, PG vs. Professional
	SD	2.44	2.37	2.01			
Organizational Boundaries	Mean	25.73	23.76	23.07	3.630	0.000	UG vs. PG, Professional
	SD	2.63	3.12	2.16			
Overall Corporate Entrepreneurship	Mean	139.20	134.84	132.49	8.819	0.000	UG vs. PG, Professional
	SD	11.61	12.77	9.12			

Table shows the mean and standard deviations of the various factors of corporate entrepreneurship based on the respondents' educational qualification. In order to check whether any significant difference exists among the respondents based on their educational qualification, ANOVA was performed. The result shows that there exist a significance difference among the respondents based on their educational qualification towards overall corporate entrepreneurship and four other factors of corporate entrepreneurship namely management support, reward reinforcement, time availability and organizational boundaries. However, the respondents do not differ significantly with respect to their educational qualification towards work discretion factor.

As far as management support is concerned, ANOVA shows a significant result ($F = 3.382$; $p = 0.035$), which means that the respondents differ significantly with respect to their educational qualification towards management support. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who have completed under- graduation (mean = 43.75; SD = 3.53) significantly differ from the respondents who have completed post-graduation (mean = 42.18; SD = 4.56). That is, the respondents hold under-graduation degree gets more management support compared the respondents who hold post-graduation degree.

Considering the reward reinforcement factor, ANOVA shows a significant outcome ($F = 18.153$; $p = 0.000$), which means that the respondents differ significantly with respect to their educational qualification. With the purpose of identifying the most influencing group, multiple comparison test was applied and the result shows that the respondents who have completed under-graduation (mean = 26.10; SD = 2.05)

significantly differ from the respondents who hold post- graduation (mean = 24.46; SD = 2.88) and professional degree (mean = 23.94; SD = 2.14). Respondents with under-graduation have more reward reinforcement than the respondents with post-graduation and professional degree. Therefore, it is concluded from the result that under-graduation respondents get more reward reinforcement compared to post-graduation and professional degree.

Regarding time availability, ANOVA test shows a significant outcome ($F = 11.278$; $p = 0.000$) which means that the respondents significantly differ with respect to their educational qualification towards time availability. With the aim of identifying the most influencing group, multiple comparison test was applied and the result shows that the respondents who have completed under-graduation degree (mean = 20.66.00; SD = 2.44) and post-graduation degree (mean = 20.06; SD = 2.37) significantly differ from the respondents who have completed professional degree (mean = 19.26; SD = 2.01). Therefore, it is concluded that, the respondents with under-graduation qualification and post-graduation qualification are having more time availability compared to the respondents with professional degrees.

While analyzing organizational boundaries, ANOVA shows a significant result ($F = 3.630$; $p = 0.000$), which means that the respondents differ significantly with respect to their educational qualification. With the intention to identify the most influencing group, Bonferroni test was applied and the result shows that the respondents who have completed under-graduation course (mean = 25.73; SD = 2.63) significantly differ from the respondents who have completed post-graduation (mean = 23.76; SD = 3.12) and professional courses (mean = 23.07; SD = 2.16). Respondents with under-graduation have more organizational boundaries than the respondents with professional courses qualification. Therefore, it is finalized from the result that the respondents with under-graduation courses have more organizational boundaries compared to their counterparts.

While considering overall corporate entrepreneurship, ANOVA result shows a significant outcome ($F = 8.819$; $p = 0.000$), which means that the respondents differ significantly with respect to their educational qualification towards corporate entrepreneurship. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who have completed under-graduation (mean = 139. 20; SD = 11.61) significantly differ from the respondents who have completed post-graduation course (mean = 131.83; SD = 9.42) and professional (mean = 132.49; SD =9.12) courses. That is, the respondents with under-graduation degree are having more corporate entrepreneurship skill compared to the respondents who are in post-graduation and professional courses.

Table-4.10: Test of significance among the respondents based on work experience with respect to factors of Corporate Entrepreneurship

Factors of Corporate Entrepreneurship		Number of years working in this company				F	Sig.	MCT
		Below 5	6-10	11-15	Above 15			
Management Support	Mean	40.23	41.78	42.32	43.60	11.434	0.000	Above 15 vs. below 5, 6-10, 11-15;
	SD	5.02	4.24	3.95	3.34			
Work Discretion	Mean	23.20	23.71	24.31	24.99	8.368	0.000	Above 15 vs. below 5, 6-10
	SD	3.17	2.70	2.59	2.29			
Reward Reinforcement	Mean	24.14	24.98	24.42	24.39	1.023	0.382	
	SD	3.39	2.18	2.82	2.24			
Time Availability	Mean	20.16	20.20	19.89	19.51	2.051	0.106	
	SD	2.53	2.70	2.15	2.13			
Organizational Boundaries	Mean	24.14	24.67	23.69	23.40	3.337	0.019	6-10 vs. above 15
	SD	3.47	3.31	2.93	2.30			
Overall Corporate Entrepreneurship	Mean	130.20	134.14	134.28	135.23	2.514	0.048	Above 15 vs. below 5
	SD	14.85	12.48	11.05	9.79			

Table shows the mean and standard deviations of various factors of corporate entrepreneurship based on the respondents work experience in the present company. With the intention of checking the existence of significant differences among the respondents based on their work experience in the present company, ANOVA was performed. The result shows that there exist a significance difference among the respondents based on their work experience in the present company towards overall corporate entrepreneurship and three other factors of corporate entrepreneurship namely management support, work discretion, and organizational boundaries. However, the respondents do not differ significantly with respect to their work experience in the present company towards reward reinforcement, and time availability factors.

With regard to management support, ANOVA shows a significant result ($F = 11.434$; $p = 0.000$), which means that the respondents differ significantly with respect to their work experience in the present company towards management support. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who work for more than 15 years in this company (mean = 43.60; SD = 3.34) significantly differ from the respondents who work experience of less than 5 years (mean = 40.23; SD = 5.02), 6 to 10 years (mean = 41.78; SD = 4.24) and 11 to 15 years (mean = 42.32; SD = 3.95). That is, the respondents who have more work experience in the present company get more management support than the respondents who have comparatively less work experience in the present company.

While considering work discretion, ANOVA test shows a significant outcome ($F = 8.368$; $p = 0.000$) which means that the respondents significantly differ with respect to their work experience in the present company towards work discretion. With the aim of identifying the most influencing group, multiple comparison test was applied and the result shows that the respondents who have more than 15 years of experience (mean = 24.99; SD = 2.29) significantly differ from the respondents who have less than 5 years of experience (mean = 23.20; SD = 3.17) and 6 to 10 years of experience (mean = 23.71; SD = 2.70). Respondents who have more than 15 years of experience in the present company are having more work discretion compared to the respondents who work for less than 5 years and 6 to 10 years in the same company.

Considering organizational boundaries, ANOVA shows a significant result ($F = 3.337$; $p = 0.019$), which means that the respondents differ significantly with respect to their work experience in the present company. With the intention to identify the most influencing group, Bonferroni test was applied and the result shows that the respondents who work for 6 to 10 years in the present company are (mean = 24.67; SD = 3.31) significantly differ from the respondents who work for more than 15 years in the present company (mean = 23.40; SD = 2.30). That is, respondents with 6 to 10 years of work experience in the present company have more organizational boundaries than the respondents who work for more than 15 years in the same company. Therefore, it is finalized from the result that respondents with less work experience in the present company have more organizational boundaries compared to the respondents with more experience.

As far as overall corporate entrepreneurship is concerned, ANOVA shows a significant outcome ($F = 2.514$; $p = 0.048$), which means that the respondents differ significantly with respect to their work experience in the present company towards corporate entrepreneurship. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents who work for more than 15 years in the same company (mean = 135.23; SD = 9.79) significantly differ from the respondents who work for less than 5 years in the same company where they work presently (mean = 130.20; SD = 14.85). That is, the respondents who work for more years in the present company are having more corporate entrepreneurship skill compared to the respondents who work for fewer years in the present company.

Table-4.11: Test of significance among the respondents based on monthly income with respect to factors of Corporate Entrepreneurship

Factors of Corporate Entrepreneurship		Monthly Income					F	Sig.	MCT
		Below 30000	30000 – 40000	40000 – 50000	50000 – 60000	Above 60000			
Management Support	Mean	40.55	41.60	42.14	43.38	43.46	7.674	<	50000-60000, above 60000 vs. Below 30000
	SD	4.92	4.43	3.95	3.40	3.48			
Work Discretion	Mean	23.17	23.31	24.02	24.67	25.26	9.477	<	50000-60000, above 60000 vs. Below 30000
	SD	3.16	2.62	2.76	2.25	2.24			
Reward Reinforcement	Mean	24.31	25.23	23.86	24.55	24.42	1.624	0.167	
	SD	3.17	2.80	2.61	2.12	2.42			
Time Availability	Mean	20.18	19.86	19.92	19.89	19.39	1.615	0.170	
	SD	2.69	2.46	2.29	2.26	2.01			
Organizational Boundaries	Mean	24.22	25.06	23.32	23.63	23.39	3.400	0.009	30000-40000 vs. 40000-50000, above 60000
	SD	3.39	2.83	3.45	2.32	2.42			
Overall corporate Entrepreneurship	Mean	131.24	132.49	131.96	135.67	135.69	2.873	0.023	50000-60000, above 60000 vs. below 30000
	SD	14.65	11.97	11.45	9.46	10.25			

The mean and standard deviations of various factors of corporate entrepreneurship based on the respondents monthly income is given in the above table. With the intention of checking the existence of significant differences among the respondents based on their monthly income, ANOVA was performed. The result shows that there exist a significance difference among the respondents based on their monthly income towards overall corporate entrepreneurship and three other factors of corporate entrepreneurship namely management support, work discretion, and organizational boundaries. However, the respondents do not differ significantly with respect to their monthly income towards reward reinforcement, and time availability factors.

With regard to management support, ANOVA shows a significant result ($F = 7.674$; $p < 0.001$), which means that the respondents differ significantly with respect to their monthly income towards management support. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents whose monthly income is 50000 to 60000 (mean = 43.38; SD = 3.40) and above 60000 are (mean = 43.46; SD = 3.48) significantly differ from the respondents whose monthly income is below 30000 (mean = 40.55; SD = 4.92). That is, the respondents who earn more income per month get more management support than the respondents who earn less income per month.

While considering work discretion, ANOVA test shows a significant outcome ($F = 9.477$; $p < 0.001$) which means that the respondents differ significantly with respect to their monthly income towards work discretion. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents whose monthly income is 50000 to 60000 (mean = 24.67; SD = 2.25) and above 60000 are (mean = 25.26; SD = 2.24) significantly differ from the respondents whose monthly income is below 30000 (mean = 23.17; SD = 3.16). That is, the respondents who earn more income per month experience more work discretion compared to the respondents who earn less income per month. Respondents who earn more than 50000 to 60000 and above 60000 are experiencing more work discretion compared to the respondents who earn less than 30000 per month.

Considering organizational boundaries, ANOVA shows a significant result ($F = 3.400$; $p = 0.009$), which means that the respondents differ significantly with respect to their monthly income. With the intention to identify the most influencing group, Bonferroni test was applied and the result shows that the respondents who earn 30000 to 40000 per month (mean = 25.06; SD = 2.83) significantly differ from the respondents who earn 40000 to 50000 per month (mean = 23.63; SD = 2.32) and above 60000 per month (mean = 23.39; SD = 2.30). That is, respondents whose income is 30000 to 40000 have more organizational boundaries compared to the respondents whose income is 40000 to 50000 and above 60000. Therefore, it is finalized from the result that respondents with low monthly income have more organizational boundaries compared to the respondents with high monthly income.

Regarding overall corporate entrepreneurship, ANOVA shows a significant outcome ($F = 2.514$; $p = 0.048$), which means that the respondents differ significantly with respect to their monthly income towards corporate entrepreneurship. In order to check the most influencing group, post hoc Bonferroni multiple comparison test was performed and the result shows that the respondents whose monthly incomes are 50000 to 60000 (mean = 131.96; $SD = 14.65$) and above 60000 (mean = 135.69; $SD = 10.25$) are having significant difference significantly differ from the respondents whose monthly income is below 30000 (mean = 131.24; $SD = 14.85$). That is, the respondents who earn more income are having comparatively high corporate entrepreneurship skills compared to the respondents who earn for low income.

OBJECTIVE-2: TO EMPIRICALLY FIND OUT THE INFLUENCE OF HIGH PERFORMANCE WORK SYSTEM, EMOTIONAL INTELLIGENCE, ENTREPRENEURIAL ORIENTATION, ORGANIZATIONAL LEARNING CAPABILITY AND CREATIVITY ON CORPORATE ENTREPRENEURSHIP.

Table-4.12: Multiple Regression Analysis for Management Support

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.792(a)	.650	.620	3.266	11.417	0.001**

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.152	2.417		7.097	.000
Reward Practices	.196	.058	.162	3.366	.001**
Employee Empowerment	.370	.156	.139	2.369	.018*
Job Security	-.286	.135	-.134	- 2.124	.034*
Performance Appraisal	.280	.213	.078	1.315	.189
Internal Career opportunities	-.409	.203	-.139	- 2.018	.044*
Information Sharing	.045	.145	.022	.309	.758
Self-Emotion	.755	.183	.219	4.133	0.001**
Other’s Emotion	.825	.201	.226	4.100	0.001**
Use of Emotions	-.302	.152	-.121	- 1.989	.047*
Regulation of Emotion	.017	.120	.009	.139	.890
Innovation	-.592	.195	-.169	- 3.041	.003**
Proactiveness	.380	.197	.108	1.927	.055*
Risk Taking	.557	.144	.223	3.857	0.001**
Overall Creativity	-.022	.073	-.015	-.303	.762
Learning	.194	.068	.160	2.365	.016*
Experimentation	.146	.167	.055	.875	.382
External Environment	.013	.161	.005	.079	.937
Dialogue	-.021	.136	-.009	-.155	.877
Participative Decision-Making	.382	.150	.128	2.541	.011*

Note: Denotes significant at 1% level, Denotes significant at 5% level.

a. Dependent variable: Management support

As with the multiple regression, we look to the p-value of the F-test to see if the overall model is significant. With a p-value of zero to three decimal places, the model is statistically significant ($F=11.417$; $p<0.001$). The R-squared is 0.650, meaning that 65 percentage of the variability of Management Support is accounted for by the variables in the model.

In this case, the adjusted R-squared indicates that about 62 percentage of the variability of Management Support is accounted for by the model, even after taking into account 19 predictor variables in the model. The coefficients for each of the variables indicate the amount of change one could expect in Management

Support given a one-unit change in the value of that variable, given that all other variables in the model are held constant.

To compare the strengths of coefficients of predictor variables refer to the column of Beta coefficients, also known as standardized regression coefficients. The beta coefficients are used to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard deviations, instead of the units of the variables, they can be compared to one another.

In other words, the beta coefficients are the coefficients that if the outcome and predictor variables were all transformed to standard scores, also called z-scores, before running the regression. In this regression, Other’s Emotion has the largest Beta coefficients, (0.226) and Use of Emotion has the smallest Beta, (-.121). One standard deviation increase in leads to a (0.226) standard deviation increase in Emotional Intelligence, in turn, leads to a (-.121) standard deviation decrease in Emotional Intelligence with the other variables in the model held constant.

In interpreting this output, it should be remembered that the difference between the regular coefficients and the standardized coefficients is the units of measurement. For regression, to describes the raw coefficient for Reward Practices, we can say that a one unit increase reward practices would yield a 19.6 unit increase in the predicted Management Support. However, for the standardized coefficient (Beta) a one standard deviation increase in Reward Practices would yield a 16.2 standard deviation increase in the predicted Management Support.

Results of the multiple regression analysis shown in table 4.12 explain that, factors like reward practices (t= 3.366), employee empowerment (t= 2.369), job security (t=-2.124), internal career opportunities (t= -2.018), self-emotion (t=4.133), other’s emotion (t=4.100), use of emotion (t= -1.989), innovation (t= -3.041), proactiveness (t= 1.927), learning (t= 2.365) and participative decision –making (t= 2.541) have significant regression coefficient as judged from their t-values. This indicates that respondents are ready to consider the factors while management support in manufacturing company.

Table 4.13 shows respondent’s work discretion which is analyzed through Multiple Regression. Multiple regression analysis is carried out by treating work discretion as dependent variable and 19 predictor variables.

The measure of strength of association in the regression analysis is given by co-efficient of regression determination denoted by adjusted R2. The adjusted R2 value is 0.147, which implies that 14.7 percent of the variation are explained by the independent variable used in this study. ANOVA is used check the significance of adjusted R2. The F value obtained is (4.806; p<0.001) and hence, it is ascertained that there is a significant relationship between the dependent variable (work discretion) and 19 predictors variables in the model.

Table-4.13: Multiple Regression Analysis for Work Discretion

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.430(a)	.185	.147	2.394	4.806	0.001**

Coefficients (a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.502	1.772		7.622	.000
Reward Practices	.103	.043	.130	2.402	.017*
Employee Empowerment	.154	.114	.088	2.343	.008**
Job Security	-.052	.099	-.037	-2.527	.021*
Performance Appraisal	.110	.156	.047	.706	.481

Internal Career opportunities	-.201	.149	-.104	-1.351	.178
Information Sharing	.062	.106	.046	.580	.562
Self-Emotion	.065	.134	.029	.485	.628
Other's Emotion	-.014	.148	-.006	-.097	.923
Use of Emotions	.212	.111	.129	1.905	.058
Regulation of Emotion	.304	.094	.232	3.244	.001**
Innovation	-.008	.143	-.004	-.059	.953
Proactiveness	-.158	.145	-.069	-1.092	.276
Risk Taking	.108	.106	.066	1.016	.310
Overall Creativity	.018	.054	.018	.327	.744
Learning	.152	.112	.086	1.340	.178
Experimentation	-.310	.122	-.178	-2.535	.012*
External Environment	-.206	.118	-.114	-1.749	.081*
Dialogue	.339	.100	.214	3.400	.001**
Participative Decision-Making	.224	.110	.115	2.034	.043*

Note: Denotes significant at 1% level,

a. Dependent variable: Work discretion

The coefficients for each of the variables indicate the amount of change one could expect in Work Discretion given a one-unit change in the value of that variable, given that all other variables in the model are held constant. To compare the strengths of coefficients of predictor variables refer to the column of Beta coefficients, also known as standardized regression coefficients. The beta coefficients are used to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard deviations, instead of the units of the variables, they can be compared to one another.

In other words, the beta coefficients are the coefficients that if the outcome and predictor variables were all transformed to standard scores, also called z-scores, before running the regression. In this regression Regulation of Emotion has the largest Beta coefficients, 0.232 and Job Security has the smallest Beta, -.037. One standard deviation increase in leads to a 0.232 standard deviation increase in Emotional Intelligence, in turn, leads to a -.037 standard deviation decrease in High Performance Work System with the other variables in the model held constant.

In interpreting this output, it should be remembered that the difference between the regular coefficients and the standardized coefficients is the units of measurement. For regression, to describes the raw coefficient for Employee Empowerment, we can say that a one unit increase reward practices would yield a 15.4 unit increase in the predicted Work Discretion. However, for the standardized coefficient (Beta) a one standard deviation increase in Employee Empowerment would yield a 0.88 standard deviation increase in the Work Discretion.

Results of the multiple regression analysis shown in table 4.13 explain that, factors like reward practices (t= 2.402), employee empowerment (t= 2.343), job security (t= -2.527), regulation of emotion (t= 3.244), experimentation (t= -2.535), external environment (t= -1.749) dialogue (t= 3.400) and participative decision-making (t= 2.034) have significant regression coefficient as judged from their t- values. This indicates that respondents are ready to consider the factors while work discretion in manufacturing company.

Table-4.14: Multiple Regression Analysis for Reward Reinforcement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.574(a)	.529	.498	2.112	10.395	0.001**

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.561	1.563		6.757	.000
Reward Practices	.103	.043	.130	2.402	.017*
Employee Empowerment	.190	.101	.112	1.879	.061
Job Security	.084	.087	.062	.964	.336
Performance Appraisal	-.374	.138	-.164	-2.714	.007**
Internal Career opportunities	-.126	.131	-.067	-.958	.339
Information Sharing	.304	.094	.232	3.244	.001**
Self-Emotion	.225	.114	.114	1.968	.050*
Other's Emotion	.188	.130	.081	1.441	.150
Use of Emotions	.235	.098	.147	2.388	.017*
Regulation of Emotion	.339	.100	.214	3.400	.001**
Innovation	-.250	.085	-.180	2.938	.004**
Proactiveness	-.084	.128	-.038	-.656	.512
Risk Taking	-.022	.093	-.014	-.233	.816
Overall Creativity	.323	.107	.174	3.025	.003**
Learning	.302	.092	.230	3.242	.001**
Experimentation	.232	.108	.136	2.146	.032*
External Environment	-.286	.104	-.163	-2.749	.006**
Dialogue	.168	.088	.109	1.909	.057
Participative Decision-Making	.320	.105	.172	3.022	.003**

Note: significant at 1% level

a Dependent Variable: Reward Reinforcement

Multiple regression analysis is carried out to observe the influential effect of dependent variables of reward reinforcement. Table 4.14 presents the results of regression analysis. The adjusted R² value is found to be 0.498 which means that 49.8 percentage of the variation of dependent variable (reward reinforcement) is influenced by independent variables and the R² value is also statistically significant (F = 10.395; p<0.001) are the most influencing variable on reward reinforcement.

The coefficients for each of the variables indicate the amount of change one could expect in Reward Reinforcement given a one-unit change in the value of that variable, given that all other variables in the model are held constant. To compare the strengths of coefficients of predictor variables refer to the column of Beta coefficients, also known as standardized regression coefficients. The beta coefficients are used to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard deviations, instead of the units of the variables, they can be compared to one another. In other words, the beta coefficients are the coefficients that if the outcome and predictor variables were all transformed to standard scores, also called z-scores, before running the regression. In this regression, Information Sharing has the largest Beta coefficients, 0.232 and Self-Emotion has the smallest Beta, 0.114. One standard deviation increase in leads to a 0.232 standard deviation increase in Emotional Intelligence, in turn, leads to a 0.114 standard deviation decrease in Emotional Intelligence with the other variables in the model held constant.

Results of the multiple regression analysis shown in table 4.14 explain that, factors like reward practices (t= 2.402), performance appraisal (t= -2.714), information sharing (t= 3.244), self-emotion (t= 1.968), use of emotion (t= 2.388), regulation of emotion (t= 3.400), innovation (t= 2.938), overall creativity (t= 3.025), learning (t= 3.242), experimentation (t= 2.146). External environment (-2.749) and participative decision-making (t= 3.022) have significant regression coefficient as judged from their t-values. This indicates that respondents are ready to consider the factors while reward reinforcement in manufacturing company.

Table-4.15: Multiple Regression Analysis for Time Availability

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.475(a)	.325	.289	2.044	6.162	0.001**

Coefficients (a)					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.575	1.513		6.329	0.001**
Reward Practices	-.005	.036	-.008	-.147	.883
Employee Empowerment	-.046	.098	-.030	-.470	.639
Job Security	.413	.124	.121	3.344	.001**
Performance Appraisal	.203	.093	.120	2.179	.030*
Internal Career opportunities	.056	.127	.033	.441	.660
Information Sharing	.019	.091	.016	.213	.831
Self-Emotion	.225	.114	.114	1.968	.050*
Other's Emotion	-.001	.126	-.001	-.008	.993
Use of Emotions	.008	.095	.006	.084	.933
Regulation of Emotion	.066	.075	.065	.877	.381
Innovation	.216	.092	.145	2.338	.020*
Proactiveness	9.614E- 05	.123	.000	.001	.999
Risk Taking	-.109	.090	-.076	-1.202	.230
Overall Creativity	.108	.046	.129	2.368	.018*
Learning	-.107	.090	-.074	-1.200	.228
Experimentation	.231	.104	.151	2.210	.028*
External Environment	-.081	.101	-.051	-.806	.421
Dialogue	.250	.085	.180	2.938	.004**
Participative Decision-Making	-.091	.094	-.053	-.963	.336

Note: significant at 1% level

a Dependent Variable: Time Availability

Multiple regression analysis is carried out to observe the influential effect of dependent variables on reward reinforcement. Table 4.15 presents the results of regression analysis. The adjusted R² value is found to be 0.325 which means that 32.5 percentage of the variation of dependent variable (reward reinforcement) is influenced by independent variables and the R² value is also statistically significant (F = 6.162; p<0.001) are the most influencing variable on time availability.

The coefficients for each of the variables indicate the amount of change one could expect in Time Availability given a one-unit change in the value of that variable, given that all other variables in the model are held constant. To compare the strengths of coefficients of predictor variables refer to the column of Beta coefficients, also known as standardized regression coefficients. The beta coefficients are used to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard deviations, instead of the units of the variables, they can be compared to one another. In other words, the beta coefficients are the coefficients that if the outcome and predictor variables were all transformed to standard scores, also called z-scores, before running the regression. In this regression, Dialogue has the largest Beta coefficients, 0.180 and Self- Emotion has the smallest Beta, 0.114. One standard deviation increase in leads to a 0.180 standard deviation increase in Organizational Learning Capability, in turn, leads to a 0.114 standard deviation decrease in Emotional Intelligence with the other variables in the model held constant.

Results of the multiple regression analysis shown in table 4.15 explain that, factors like job security (t=3.344), performance appraisal (t= 2.179), self-emotion (t= 1.968), overall creativity (t= 2.368) and dialogue (t= 2.938) have significant regression coefficient as judged from their t-values. This indicates that respondents are ready to consider the factors while time availability in manufacturing company.

Table-4.16: Multiple Regression Analysis For Organizational Boundaries

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.794(a)	.631	.614	6.925	36.226	0.001**

Coefficients (a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.725	5.124		4.630	0.001**
Reward Practices	.413	.124	.121	3.344	.001**
Employee Empowerment	.473	.331	.063	1.429	.154
Job Security	.052	.286	.009	.183	.855
Performance Appraisal	.442	.452	.044	.977	.329
Internal Career opportunities	-.201	.430	-.024	-.468	.640
Information Sharing	.467	.307	.081	1.520	.129
Self-Emotion	1.335	.388	.138	3.445	.001**
Other's Emotion	.973	.427	.095	2.280	.023*
Use of Emotions	.892	.322	.127	2.769	.006**
Regulation of Emotion	.810	.254	.164	3.194	.002**
Innovation	.203	.093	.120	2.179	.030*
Proactiveness	1.755	.418	.178	4.197	0.001**
Risk Taking	.935	.306	.133	3.052	.002**
Overall Creativity	.546	.155	.133	3.518	0.001**
Learning	.971	.426	.093	2.278	.021
Experimentation	-.459	.354	-.061	-1.298	.195
External Environment	-.333	.341	-.043	-.974	.331
Dialogue	.699	.289	.102	2.422	.016*
Participative Decision- Making	.329	.319	.039	1.031	.303

Note: Denotes significant at 1% level, Denotes significant at 5% level. a Dependent Variable: Organizational Boundaries

As with the multiple regression, we look to the p-value of the F-test to see if the overall model is significant. With a p-value of zero to three decimal places, the model is statistically significant (F=36.226; p<0.001). The R-squared is 0.631, meaning that 63.1 percentage of the variability of Management Support is accounted for by the variables in the model.

In this case, the adjusted R-squared indicates that about 61.4 percentage of the variability of Organizational Boundaries is accounted for by the model, even after taking into account 19 predictor variables in the model. The coefficients for each of the variables indicate the amount of change one could expect in Organizational Boundaries given a one-unit change in the value of that variable, given that all other variables in the model are held constant. To compare the strengths of coefficients of predictor variables refer to the column of Beta coefficients, also known as standardized regression coefficients. The beta coefficients are used to compare the relative strength of the various predictors within the model. Because the beta coefficients are all measured in standard deviations, instead of the units of the variables, they can be compared to one another.

In other words, the beta coefficients are the coefficients that if the outcome and predictor variables were all transformed to standard scores, also called z-scores, before running the regression. In this regression,

Proactiveness has the largest Beta coefficients 0.178 and Other’s Emotion has the smallest Beta, 0.095. One standard deviation increase in leads to a 0.178 standard deviation increase in Entrepreneurial Orientation in turn, leads to a 0.095 standard deviation decrease in Emotional Intelligence with the other variables in the model held constant.

Results of the multiple regression analysis shown in table 4.16 explain that, factors like reward practices (t= 3.344), self –emotion (t= 3.445), others-emotion (t= 2.280), use of emotion (t= 2.769), regulation of emotion (t= 3.194), innovation (t= 2.179), proactiveness (t= 4.197), risk-taking (t= 3.052), overall creativity (t= 3.518) and dialogue (t= 2.422) have significant regression coefficient as judged from their t- values. This indicates that respondents are ready to consider the factors while organizational boundaries in manufacturing company.

Table-4.17: Regression Coefficients: Consolidated Result

Variables	Management Support	Work Discretion	Reward/Reinforcement	Time Availability	Organizational Boundaries
Reward Practices	.162	.130	.130	-	.121
Employee Empowerment	.139	.088	-	-	-
Job Security	-.134	-.037	-	-.008	-
Performance Appraisal	-	-	-.164	.120	-
Internal Career Opportunities	-.139	-	-	-	-
Information Sharing	-	-	.232	-	-
Self-Emotion	.219	-	.114	.114	.138
Other’s Emotion	.226	-	-	-	.023
Use of Emotion	-.121	-	.147	-	.127
Regulation of Emotion	-	.232	.214	-	.164
Innovation	-.169	-	-.180	.145	.120
Proactiveness	-	-	-	-	.178
Risk-taking	.223	-	-	-	.133
Creativity	-	-	.174	.129	.133
Learning	.160	-	.230	-	-
Experimentation	-	-.178	.136	.151	-
External Environment	-	-.114	-.163	-	-
Dialogue	-	.214	-	.180	.102
Participative Decision Making	.128	.115	.172	-	-

Discussion for Reward/Reinforcement

Table 4.17 presents the consolidated results of the regression analysis performed by keeping each of the five dimensions of corporate entrepreneurship as dependent variable. Scanning this table shows that ‘Reward Reinforcement’ is influenced by maximum number of dimensions (12 out of 18), and the R2 value is also Comparatively high. This shows that executives attach more importance to rewards/reinforcement than to other dimensions. Our findings are in line with Morris et al., (2008) and Kuratko (2004). People tend to be motivated by proper appreciation or recognition, which may be either financial or non-financial. Positive reinforcement can influence the behavior of employees to strengthen their entrepreneurial attitude.

Interesting points emerge from these results highlight that entrepreneurial orientation and organizational learning capability influence reward/reinforcement better than other variables. In the case of entrepreneurial orientation, except ‘others emotion’ and in the case of organizational learning capability except ‘dialogue’ other dimensions influence the dependent variable, reward/reinforcement. This leads to the understanding that employees do not bother about what others are feeling when they are rewarded for their achievement. As seen from the table, organizational learning capability also significantly influences which reveals that,

employees expect that irrespective of the success or failure of their experiments, they need to be recognized rather than criticized. One way of reinforcing the behavior of employees is to allow them to express their opinions in the decision-making body. Dimensions like provision for interacting with external environment and facilities to learn new things are the essential aspects to reinforce the behavior of executives towards corporate entrepreneurship.

It is interesting to note that only 'innovation' dimension of entrepreneurial orientation significantly influenced reward/reinforcement, because 'risk-taking' cannot be rewarded as such and 'proactiveness' is nothing to do with reinforcement. That is why, these two dimensions did not influence. Executives, who come out with innovative ideas, obviously look for rewards and tend to project their image among colleagues.

As expected, reward practices of high performance work system influenced the dependent variable, followed by performance appraisal and information sharing. Executives expect that, for being innovative, the rewards should come in the form of higher rating in their annual appraisal when compared to non-contributors of new ideas. Information sharing is found to be an influencing factor, for the simple reason that sharing the vital information about their firm's current and future plans help to reinforce the corporate entrepreneurship behavior. Creativity is another influencing variable, because creative employees regularly reinforce their thinking pattern and supports corporate entrepreneurship programs.

Discussion for Time Availability

When 19 dimensions regressed against 'Time Availability' (one of corporate entrepreneurship dimensions), it is found that only seven of them found to be significant influencers. No specific pattern could be seen as one or two dimensions from each variable influence the criterion variable. Kuratko et al (2005) pointed out time availability is positively related to innovativeness and proactiveness and our study partially supports their results. Innovativeness is an influencing factor where as proactiveness is not. Employees need adequate time frame to convert their innovation process into workable idea and being a proactive person does not guarantee success in developing new things within a stipulated time period Covin and Slevin (1999) proved that time availability is an inevitable factor in promoting entrepreneurial activity in organizations. Our findings that risk-taking is not an influencing factor coincides with the study of Kuratko, Montagno and Hornsby (1990) and supports the notion that risk-taking attitude and time pressure do not have congruent relationship.

Among the dimensions of entrepreneurial orientation, only self-emotion is influencing which shows that, an employee's ability to complete a task (mostly developing new ideas) within a stipulated time is independent of emotions related to co-workers, supervisors or subordinates, and the question of regulation of emotion does not arise at all.

Executives reflected their opinion that finishing the assigned task within the predetermined time schedule, would help create an image that he is a dependable employee and organizations cannot afford to loose them. Obviously, their job is secured and that is why it (job security) has emerged as an influencing factor. Similarly the respondents felt being time conscious, would fetch them better ratings in appraising their performance. These results are in line with.

From the organizational learning capability dimensions, experimentation and learning are found to influence the dependent variable. This result supports the contributions of Rouniasi et al., (2013) and offers additional insights about the effect of experimentation in predicting time availability. Besides, Rouniasi et al.,(2013) reported that organizational learning had a significant effect on corporate entrepreneurship which is similar to our study results.

Discussion for Work-Discretion

The results of multiple regression analysis performed for predicting work discretion offers new vistas to the corporate entrepreneurship literature. Among the five criterion variables, organizational learning capability and high performance work system have shown significant regression coefficients. Organizational learning capability is considered a key indicator of a firm's productivity and potential to grow (Jerez-Gomez et al., 2005) and it is a process adopted by organizations to change/modify the existing procedures, policies, rules,

research practices etc., to sustain and improve the efficiency or performance (Algre and Chiva, 2008). Hence the dimensions like learning (encouraging the mentality of staff to expose themselves to latest trends), experimentation (willingness to test novel ideas against criticism and consideration of new processes), external environment (the factors which lie outside the sphere of a firm has got a direct link with the generation of new methods) and participative decision-making (the extent to which employees can influence the decision) have influenced the dependent variable, work discretion. This outcome reflects the findings reported by Tannenbaum (1997), Yeung et al., (1999) and Babuji and Crorsan (2004).

A fascinating finding in this study is, among these four dimensions of organizational learning capability, experimentation has got the highest beta value (0.230, $P < 0.001$) which highlights its importance in measuring work discretion. Besides, experimentation is the most widely supported dimension in organizational learning capability literature (Hedberg, 1981; Nevis et al., 1995) and our result also supports this theoretical perspective.

To fulfill the tasks mentioned above, employees should be embedded with legitimate power and should have the right to act in his own judgment, which is the fundamental ideology of work discretion. Hence, these dimension of organizational learning capability have influence it.

As mentioned earlier, reward practices ($B=0.88$), employee empowerment ($B=0.130$), and job security ($B=0.037$) have significantly affected work discretion, with employee empowerment has got a stronger effect. (For achieving organizational goals) adopt employee's tend to adapt methods that adopt to the working environment, for achieving organizational goals, for which freedom is essential. Existing literature emphasis that autonomous employees are empowered to formulate entrepreneurial solutions to address the challenges (Pinchot, 1985; Morris et al., 2008) and our study also corroborates this argument. Empowerment provides employees the responsibility and legitimate power to decide about their job responsibilities and function autonomously in dealing with the work-related issues in a short span of time. Our current research provides an important step towards understanding the critically of 'reward practices' that spur Middle level managers to foster entrepreneurial mindset. Reward practices reinforce the behavior of the employees (Scheepers et al., 2008) which helps to handle work discretion effectively and assist in accomplishing an organization's goal of inculcating entrepreneurial attitude. Additionally, to act independently based on his judgment, an employee should believe that there is no threaten for his job position. Hence, 'job security' also influenced work discretion.

Discussion for Management Support

Results of regression analysis using management support as dependent variable, reveals that 11 dimensions have positive influence. From the six dimensions of high performance work system, four have significant beta values. In centralized organization structure and mediocre management support, employees' propensity to be entrepreneurs would be less. Our study shows that the existing procedure of providing rewards to employees and providing adequate authority to decide on critical issues are important high performance work system factors that influence the need for management support. Growth in the form of internal promotions (non financial incentive) and a sense of sacredness in the present job also entail affiliation from the top management. That is why these dimensions have emerged as significant predictors. The procedures adopted by the organizations to appraise the performance of employees are predetermined and evolved after a careful consideration and discussion by the management, and nothing can be modified on ad hoc basis. Hence, it is logical that 'performance appraisal' did not affect management support. Our findings are in line with the results reported by Morris et al., (2008).

Contrary to the influence of high performance work system, only two dimensions (learning and participative decision-making) have affected management support. In tune with the arguments of Scott-Land and Chen (2004), our results confirm that firms need to implement the policy of participative decision-making for increased involvement in corporate entrepreneurship programs and this enhances the commitment of employees to contribute more in proposing new ideas. Similarly, it is acknowledged by the academicians that organizational learning is linked to performance (Algre and Chiva, 2008) and establishing an organization culture of openness to learn is the key to innovation. Because, whether the staff are willing to learn and change or resist to change depends on the genuine support rendered by the management. That is why,

learning dimension has shown a stronger influence ($B=0.16$) than decision-making ($B=0.128$). These findings support the contributions of Amabile et al., (1996).

In the case of emotional intelligence, except 'regulation of emotions' all other three dimensions exerted significant influence, which confirms that this variable is essential for management support.

As far as the dimensions of entrepreneurial orientations is concerned, our results resemble the studies of Covin and Slevin (1989) and Lumpkin and Dess (1996). Our findings lead to the understanding that to strengthen an organization's tendency to be innovative and encourage novelty, support from the management in the form of empowerment is required. Besides, risk-taking propensity of employees too need management support especially during failures and the management should go one step forward by encouraging the staff to continue their thinking process. The above arguments explain the reasons behind the significant influence of innovation and risk-taking dimensions.

Discussion for Organizational Boundaries

When the fifth dimension of corporate entrepreneurship, organizational boundaries, was regressed against the study variables, interesting and thought provoking results were witnessed. Specifically, all the four dimensions of emotional intelligence and all the three dimensions of entrepreneurial orientation have shown significant regression coefficients. In the words of Santos and Eisenhardt (2005), organizational boundaries refer to the demarcation between the organization and the external environment. From the theoretical perspective proposed by Eisenhardt (2005), the focus of defining organizational boundaries is tuning the subconscious mindset of employees to understand their identify (with regard to the organization) like 'who we are,' 'what are our responsibilities,' and 'what are our sphere of influence.' To implement these concepts, employees need to be handled psychologically, which requires emotional stability. Hence, it is not surprising that emotional intelligence completely influenced work discretion. Our findings mirror the outcome of as seen in literature.

Besides the psychological/emotional orientation, organizational boundaries define the results expected from the employees, designing mechanisms for measuring and applying innovative practices. It should be noted that organizational boundaries is the only dimension of corporate entrepreneurship, which is influenced by all the three dimensions of entrepreneurial orientation, and surprisingly 'proactiveness' is found to be a significant influencer only in this model. Moreover, it has shown a stronger impact ($B=0.178$; $P<0.001$) on organizational boundaries than the other two dimensions and this draws our attention. As noted by Kreiser et al., (2002), proactiveness is essential to ensure business growth in turbulent marketing environments and the aggressive attitude of employees is assessed or controlled by the inter departmental and external boundaries determined by the organizations. Our study result is in line with findings of Kreiser et al., (2002) that proactive firm behavior contributes to the performance.

As understood from the contribution of Morris and Jones (1999), innovation reflects the fundamental trait of an employee's willingness to deviate from the current processes/technologies and proceed towards radical transformation. The successful accomplishment of the goal of encouraging innovative aptitude among executives, largely depends on the organization's ability to define job descriptions and performance indicators clearly. Extending the same line of thought, the third dimension, 'risk-taking' (readiness to commit adequate resources to explore the opportunities in spite of reasonable chances of failure) propensity of an executive is depending on the organization's definition on the competencies required to perform a job and outcome of tasks. Such defined boundaries should be amenable and encourage employees to propose new ventures rather than discouraging them. Hence, these two dimensions significantly affected organizational boundaries.

Results also indicate that only 'reward practices' of high performance work system and 'dialogue' of organizational learning capability influenced positively the dependent variable. The plausible explanation could be that, executive would have felt that the reward procedures adhered by their companies should be synchronized with the policies of establishing performance indicators and reflect the mechanisms of evaluating innovative contributions. Similarly, 'dialogue,' a sustained collective enquiry about the processes which make up everyday experience (Isaacs, 1993), is essential and happens only if the activities are defined

properly. Our findings are similar to Dixon (1997) that ‘dialogue’ initiates organization learning which in turn lead to corporate entrepreneurship behavior.

In a nutshell

Our study contributes to the literature on corporate entrepreneurship by examining the influence of 18 dimensions of the study variables through performing five multiple regression analyses, by treating each dimension of corporate entrepreneurship as dependent variable. High performance work system significantly influenced management support, followed by work discretion, reward/reinforcement and time availability. It's least influence was found on organizational boundaries. Contrasting results were seen for emotional intelligence, which strongly influenced organizational boundaries followed by management support and reward/reinforcement. Only one dimension of it is found to influence work discretion and time availability. For entrepreneurial orientation, it did not influence work discretion at all, but fully influenced organizational boundaries followed by management support. Only one of its dimensions influenced work discretion and time availability. Creativity positively influenced reward/reinforcement, time availability and organizational boundaries and found to be a non-influencer of management support and work discretion. These results lead us to the conclusion, that none of the dimensions of corporate entrepreneurship (dependent variable) is significantly influenced by all the independent variable collectively.

OBJECTIVE 3: TO INVESTIGATE THE MEDIATING ROLE OF ORGANIZATIONAL LEARNING CAPABILITY ON HIGH PERFORMANCE WORK SYSTEM AND CORPORATE ENTREPRENEURSHIP RELATIONSHIP, AND TO FIND OUT THE MEDIATING EFFECT OF CREATIVITY ON ENTREPRENEURIAL ORIENTATION AND CORPORATE ENTREPRENEURSHIP RELATIONSHIP.

Hypothesis

3(a) Creativity mediates the relationship between entrepreneurial orientation and corporate entrepreneurship in such a way that the impact of entrepreneurial orientation on corporate entrepreneurship will be smaller (partial mediation) or non-significant (full mediation) in the presence of creativity.

3(b) Organizational Learning Capability mediates the relationship between high performance work system and corporate entrepreneurship in such a way that the impact of high performance work system on corporate entrepreneurship will be smaller (partial mediation) or non-significant (full mediation) in the presence of organizational learning capability.

Mediation Effect: Meaning

Mediation analysis is quite popular among behavioural researchers as a means of testing hypothetical relationships and mechanisms through which an independent variable might elicit a dependent variable through a mediating variable (Iacobucci, 2007). Iacobucci et al., (2008) state that a theoretical premise posits that an intervening variable is an indicative measure of the process through which is believed to impact a dependent variable. In the process, a researcher would seek to assess the extent to which the effect of independent variable on the dependent variable is direct or indirect via the mediator.

Mediation is a causal model that explains the process of “why” and “how” a cause-and-effect happens (Baron and Kenny, 1986; Frazier et al., 2004). Obviously, a mediational analysis attempts to identify the intermediary process that leads from the independent variable to the dependent variable (Muller et al., 2005). The mediator is the third variable whose purpose is to enhance a deeper and more refined understanding of a causal relationship between an independent variable and a dependent variable (Wu and Zumbo, 2008). A mediation effect is also termed as an indirect effect, surrogate effect, intermediate effect, or intervening effect (MacKinnon et al., 2002)

Though the emergence of moderator variables is relatively recent, psychologists had recognized the significance of mediation long back. The past three decades witnessed the progressive application of mediation concept in social sciences. Specifically, after the publication of one of the most influential and cited articles by Baron and Kenny (1986), academicians started using mediating variables in their research. According to them, a given variable is said to function as a mediator to the extent it explains the relationship between criterion and predictor variable. Mediation is a hypothesized casual chain in which one variable affects a second variable, and that in turn affects a third variable. Mediation implies a phenomenon where the effect of the independent variable can best be explained through another variable (mediator) which is

caused by the criterion variable, and itself causes predictor variable. In other words, instead of saying that an independent variable cause a dependent variable directly, it causes the mediator, and the mediator, in turn, causes the dependent variable. This causal relationship is the indirect of effect.

Testing for Mediation

MacKinnon et al., (2002) suggest two methods, point estimation and interval estimation to measure mediation, and the former is more common in social sciences. Judd and Kenny (1981) suggested two regression equations to be estimated. In the first equation, the outcome variable is regressed on the independent variable, and in the second equation, the mediator variable is included as another independent variable. The difference between the co-efficients of independent variable is the mediated or indirect effect. Sobel (1982) used product of coefficient approach to test mediation effect. Here also, two regression equations are required. The coefficient

- A. Relating to mediator, independent variable, and outcome variable, and coefficient
- B. Relating to independent and mediating variable are computed. The product of these coefficients (AB) is the mediated effect.

Mediation effect of Creativity

Baron and Kenny (1986) recommended a four step procedure, involving OLS regression analysis to test the mediation effect. Iacobucci (2011) reported that this procedure was most widely used by academicians and we also adopted this method. As per the procedure suggested by Baron and Kenny (1986), the researcher carried out three regression models, and the results are shown in table 4.18. In our study, entrepreneurial orientation is the exogenous latent variable, corporate entrepreneurship is the endogenous latent variable, and creativity is the mediator variable, which is also an exogenous variable. First, creativity was regressed on corporate entrepreneurship; second entrepreneurial orientation was regressed on corporate entrepreneurship; and third, both entrepreneurial orientation and creativity were regressed on corporate entrepreneurship. To establish mediation, the following conditions must be fulfilled. Entrepreneurial orientation must affect creativity in the first model, entrepreneurial orientation must affect corporate entrepreneurship in the second equation, and creativity must affect corporate entrepreneurship in the third equation. If these conditions are met, the effect of entrepreneurial orientation on corporate entrepreneurship must be less in the third model. (This is partial mediation). If the coefficient of entrepreneurial orientation is non-significant in the third model, then it denotes full mediation. For a complete or full mediation, the coefficient of entrepreneurial orientation in the third equation should be equal to zero. While performing this test, the following assumptions are made. 1. The errors associated with one observation are not correlated with the measurement errors of other observations. 2. Relationship among the variables are linear.

Table 4.18 depicts three regression models carried out to test the mediation effect of creativity. Model 1 shows that the R2 value of 0.325 is significant (F= 43.34, p<0.001). In this model, the regression of entrepreneurial orientation with creativity was significant (B= 0.56, t= 4.32, p< 0.0001). In model 2, the value of R2 is 0.183 (F=73.13, p<0.001) which means that 18.3 percent of the variance in corporate entrepreneurship (dependent variable) was explained by entrepreneurial orientation (independent variable). The relationship between entrepreneurial orientation and corporate entrepreneurship was established due to the significant value of (B=0.41, p<0.0001). The value of R2 in model 3 is 0.326, and is significant (F= 171.1, p<0.001).

Table-4.18: Regression results for Mediation Analysis of Creativity

Model	R	R- Square	F	P
1	0.512	0.325	43.34	0.000

	Unstandardized Beta	Standardized Beta	t value	P Value
Constant	4.137		11.413	0.000
Entrepreneurial orientation	0.56		4.32**	0.000

Dependent variable: Creativity

Model	R	R-Square	F	P
2	0.331	0.183	73.13	0.000

	Unstandardized Beta	Standardized Beta	t value	p value
Constant	5.327		7.812	0.000
Entrepreneurial orientation	0.41		14.531**	0.000

Dependent variable: Corporate Entrepreneurship

Model	R	R-Square	F	P
3	0.472	0.326	171.1	0.000

	Unstandardized Beta	Standardized Beta	t value	p value
Constant	18.721		11.832	0.000
Entrepreneurial Orientation	0.16		1.132*	0.157
Creativity	0.74		5.972**	0.000

Dependent variable: Corporate Entrepreneurship

**Significant at 0.001

*: Non-significant

In this model, we added creativity as the mediator in addition to entrepreneurial orientation. The result indicated that creativity had a significant effect on corporate entrepreneurship (B= 0.74, p<0.001), while entrepreneurial orientation became non-significant (B= 0.16, p> 0.10). These results reflect the fact that mediator (creativity), controlling for entrepreneurial orientation, was significant and controlling for mediator (creativity), entrepreneurial orientation was not a significant predictor of corporate entrepreneurship. It is also understood from the table that R2 has increased from 0.183 in model 2 to 0.39 in model 3. This increase is due to the introduction of a third variable, creativity. That is, insignificance of the relationship between the initial independent variable (entrepreneurial orientation) and the dependent variable (corporate entrepreneurship) in the presence of the mediator (creativity) was confirmed. This findings support full mediation.

Calculating the indirect effect

One major issue that needs to be addressed is to test the significance of the indirect pathway that entrepreneurial orientation affects corporate entrepreneurship through the compound pathway of entrepreneurial orientation to creativity and to corporate entrepreneurship. The regression co-efficient for the indirect effect confirms the change in corporate entrepreneurship for every unit change in entrepreneurial orientation that is mediated by creativity. Kenny and Judd (1984) suggested a subtraction method to calculate the extent to which a mediator accounts for the overall direct independent variable, and dependent variable relationship. According to them, subtracting the regression coefficient of entrepreneurial orientation (independent variable) from model 3 (partial direct effect) from the regression coefficient of entrepreneurial orientation from model 2 gives the required value.

$$B \text{ indirect} = 0.41 - 0.16 = 0.25$$

The total effect of entrepreneurial orientation on corporate entrepreneurship is 0.41 (from model 2), the direct effect of entrepreneurial orientation on corporate entrepreneurship is 0.16 (from model 2) and the indirect effect of entrepreneurial orientation on corporate entrepreneurship is 0.25 (computed). The next step is to test the significance of the mediation effect. The most widely used method is applying Sobel test (Sobel 1982, 1988). This test was conducted and found full mediation in the model (Z = 2.56, p<0.05). As per the results shown in table 4.18 and based on the above discussion, complete mediation of creativity has been established in the entrepreneurial orientation and corporate entrepreneurship relationship and hypothesis 3(a) is accepted.

Mediating effect of Organizational Learning Capability

Wu and Zimbo (2008) argue that mediations are theoretical formulations for causal relationships are used to refine those relations. Accordingly, organizational learning capability has been added as a mediator variable.

To test the hypothesis 3(b), that examining the mediating role of organizational learning capability in the high performance work system to corporate entrepreneurship relationship, the three model regression analysis procedure suggested by Baron and Kenny (1986) was followed. The results of all the 3 models are collectively shown in table 4.19.

To establish the mediation effect, first the researcher examined the relationship between high performance work system and organizational learning capability to determine if they had significant relationship. Results (model 1) show that high performance work system explains nine percent variance of organizational learning capability and positive relationship between independent and mediator variable (B= 0.26, t= 6.82, p< 0.001).

Table-4.19: Regression results of Mediation analysis of Organizational Learning Capability

Model	Dependent variable= Organizational Learning Capabilities					Dependent variable=Corporate Entrepreneurship			
	Independent Variable (S)	R ² Adj	F	B	T	R ² Adj	F	B	T
1	HPWS	0.09	35.29*	0.26	6.82*	-	-	-	-
2	HPWS	-	-	-	-	0.22	106.76*	0.45	11.34*
3	HPWS OLC	-	-	-	-	- 0.36	- 115.11*	0.38	8.89*
		-	-	-	-			0.31	8.26*

* Significant at 0.001

HPWS: High Performance Work System, OLC: Organizational Learning Capability In this model, high performance work system explain nine percent of the variation in corporate entrepreneurship, which is significant (F+ 35.29, p<0.001).The total effect of high performance work system on corporate entrepreneurship is 0.36, direct effect of high performance work system on corporate entrepreneurship is 0.22, and the indirect effect is 0.14. That is the indirect effect represents 38.8 percent of the total effect, and direct effect represents 61.2 percent of the total effect. Thus the first condition is met.

Then the relationship between the independent and dependent variables shows that high performance work system has significant positive relationship with corporate entrepreneurship (B=0.45, t= 11.34, p<0.001) as seen in model 2, also supporting the second condition. (Note that high performance work system explains 22 percent of variation in corporate entrepreneurship (F= 106.7; p<0.001).

In the third and final stage (model 3), corporate entrepreneurship (dependent variable) was regressed on high performance work system (independent variable) and creativity (mediator). Both variables exert 36 percent variance together in corporate entrepreneurship (F=115.1, p<0.001). The beta coefficient of high performance work system is B= 0.38 (t = 8.89, p<0.001) and creativity is B= 0.31 (t= 8.26, p<0.001). This shows that both are significant and the third condition is also satisfied.

Based on the results from model 3, it is obvious that the significant B value of organizational learning capability indicates that the mediator helps to predict corporate entrepreneurship (dependent variable) and B of high performance work system. The effect of independent variable directly on the dependent variable became significantly smaller in size relative to the B value of high performance work system in model 2. The significance of the direct effect of high performance work system upon corporate entrepreneurship is reduced when the indirect effect of high performance work system through organizational learning capability is included in a total effect model.

The indirect effect of high performance work system was obtained by subtracting its coefficients from models 2 and 3.

$$B \text{ indirect} = 0.36 - 0.22 = 0.14.$$

Since the B value (0.38) of high performance in model 3 is significantly different from zero, this model did not reflect perfect or complete mediation. Hence, it concluded that there is partial mediation. Finally, a z-test (Sobel, 1982) was conducted, and the result (Z= 2.12, p<.005) confirmed the mediation effect. Hypothesis 4(b) is supported.

Discussion for Mediation Effect

The concept of entrepreneurial orientation has received greater attention in recent years and it has been established as a significant influencer of corporate entrepreneurship. This direct relationship seem to be inconclusive and in our research we included creativity in entrepreneurial orientation and corporate entrepreneurship relationship based on the importance of employees' ability to behave creatively (Drucker, 1983, Ireland, 2009).

The results emanated from this analysis showed the partial mediation effect by creativity in entrepreneurial orientation and corporate entrepreneurship relationship. This provides new insights in this domain. Creativity has been widely studied as a predictor variable and literature shows that it positively affects organizational outcome (George and Zhou, 2002), it is a source of strength in performance (Amabile, 1996) and leads to establish competitive advantage (Zhou, 1998). Existing literature show that creativity and transactional leadership positively affects employee performance and creative self efficacy successfully mediate performance orientation and employee creativity (Ghafoor et al., 2011). Interestingly, Bratnick and Bratnicki (2013) used corporate entrepreneurship as a mediator to explain the organizational creativity and firm performance relationship, which is just opposite to our proposition.

Our research examined the assumption that the three dimensions of entrepreneurial orientation (innovation, proactiveness and risk-taking) have a positive influence on creative thinking. Because the thirst for innovation and creative thinking are the essential prerequisites of novel ideas and developing new ideas is the basic objective of corporate entrepreneurship initiatives. Hence, creativity was added as a third variable to find out whether this variable can support and augment entrepreneurial orientation to strengthen corporate entrepreneurship. Increase in the R2 value due to the inclusion of creativity confirmed this proposition.

Our study result is similar to Ghafoor et al., (2011) in the sense, creativity can be a significant mediator. In our study, entrepreneurial orientation is studied as an antecedent of corporate entrepreneurship and studies have highlighted its significant influence. The reason for creativity's mediation is, the dimensions used to capture it are amenable with entrepreneurial orientation. For example, proactive behavior helps an employee to foresee the future challenges ahead of others (normally competitors) and put their efforts to address them. One way to face the challenges is to think creatively and explore novel product ideas which other firms dare to imagine. As we all know, sense of innovation is the foundation for creative perspective, and naturally employees with these two psychological skills can render more support to corporate entrepreneurship.

As noted by Baron and Tong (2011), people who possess the ability to imagine new things originally and different from others are known as creators and they are not carried away by failures. Perhaps, failures motivate them to think more. Examples can be drawn from history, like the contributions to the mankind from Thomas Alwa Edison, Albert Einsten, Isac Newton and Leonardo Da Vinci. Creative persons are not affected by criticism, do not fear for failures, and always willing to take risks (Shalley, 1991). That is why these three dimensions of entrepreneurial orientation are having positive significant influence on creativity.

Similarly, though the impact of creativity on corporate entrepreneurship was not studied extensively, the positive regression coefficient shows its influencing power on corporate entrepreneurship as a mediator. Extending the arguments of, the mediating variable (creativity) satisfies the indicators of entrepreneurial orientation and encourage the employees to perform more, in our case, to engage more in corporate entrepreneurship activity. Creativity acts as a motivator to create enjoyment, pleasure and high interest level in supporting a firm's corporate entrepreneurship objectives and making it meaningful and successful.

The partial mediation effect of creativity implies that corporate entrepreneurship might have other antecedents also. Entrepreneurial orientation is considered as a strategic posture (Drucker, 1983; Ireland, 2009) and managerial foundation that must be supported by some external factors to facilitate entrepreneurial programs. Firms with stronger entrepreneurial orientation mediated by creative behavior of employees will enter new product markets aggressively (with risks) and cope up with complex challenges.

Another mediation effect that was examined in our study was employing organizational learning capability as a mediator variable between high performance work system and corporate entrepreneurship relationship. The result indicates a full mediation by organizational learning capability and several contributions emerge

from our findings. Our findings suggest that a firm's philosophy of working style can be affected by a system of HR practices being adopted by a firm and has the potential to affect organizational outcome. In our study, organizational learning capability represents the philosophy and corporate entrepreneurship represents the outcome. The results are consistent with Ireland, (2009) intermediate model of linkages and proceeded further in probing how high performance work system would affect corporate entrepreneurship in the presence of a third variable, organizational learning capability.

Based on the effect sizes, the results support the notion that high performance work system has higher significant impact on organizational learning capability than on corporate entrepreneurship. In another way, organizational learning capability is the immediate consequence of high performance work system while corporate entrepreneurship is more distal to high performance work system and so received a weaker impact.

As middle level managers begin to believe that support from their organizations is available as expressed via organizational learning capability, they are likely to engage in constructive 'dialogue' among themselves and share their knowledge or information. This can strengthen the process of making them to know what is happening in their organizations and what the company is expecting from them. Middle level managers' exposure to external environment can supply critical task information to collaborate with others to solve problems and empowerment of employees can help to achieve this.

A key contribution of our study is that the positive association between organizational learning capability and corporate entrepreneurship, responds to a strategic question of how can high performance work system result in job security, internal career opportunities and enhance corporate entrepreneurship. Full mediation answers this question, as encouraging staff to come forward to experiment new ideas that would fetch them rewards and better rating in their performance appraisal. Especially, creating an environment conducive to learn also impacts corporate entrepreneurship success.

The findings support our argument that upgrading middle level managers role and allowing them to participate in decision-making process can mediate the impact of employee empowerment on their entrepreneurial attitude. In line with the argument of Ireland, (2009), our study stresses the view that high performance work system should refocus its efforts on determining the dimensions of organizational learning capability that affect corporate entrepreneurship process.

Although prior studies have demonstrated that an organization's in built capability to learn new things is important in influencing the firm performance, its ability to impact corporate entrepreneurship, especially, in the capacity of a mediator improves our understanding of how executives promote corporate entrepreneurship and encourage their sub ordinates to involve in internal entrepreneurial plans.

Additionally, organizational learning capability is regarded as a crucial determining factor to enhance organizational performance, due to the fact that its dimensions like provision for experimenting new ideas, non criticism of failures and opportunity to meet and express their views to the top management are found to have positive relationship. Similarly, the mediating effect of these factors on the reward practices adopted by the firms, the extent to which suggestions for improvements are considered for career growth and a feeling of reorganization are established to have a positive impact on corporate entrepreneurship. Confirmation of this critical link by organizational learning capability, supports the step-based intervening effects suggested by Ireland, (2009). Hence, it is concluded that ensuring a favourable organizational learning capability is a must to enhance corporate entrepreneurship.

OBJECTIVE 4: TESTING CORPORATE ENTREPRENEURSHIP MODEL THROUGH STRUCTURAL EQUATION MODEL

Structural Equation Model is known by several names such as path analysis, covariance structure analysis, and latent variable analysis (Armstrong et al., 2014). It is a statistical methodology that uses confirmatory rather than exploratory approach to the data analysis of a structural theory (Byrne, 2001). It is a generic tool which provides a integrative function conveying the synergy and complementarily among many different statistical methods (Bagozzi and Yi, 2011). Structural equation models assist in modeling and explicit estimation of random and measurement errors in the indicators of latent variables, whether they are exogenous or endogenous.

There are other valid reasons for using the structural equation model in this study. It helps in specifying the hypothesis and constructs more precisely (Bagozzi and Yi, 2001); has the potential to represent both measured and unobserved variables in hypothesizing causal relationships (Hair et al., 2010); can correct or modify the measurement errors in parameter estimation (Iacobucci et al., 2007); can evaluate the modeling of indirect effects between predictor and criterion variables (Singh, 1990), specify covariance structures and estimate theories simultaneously (Henseler, 2012), examine multiple dependence relationships between constructs simultaneously (Singh, 1990); and test priori relationships than allowing the data to define the nature of relationship among the variables (Yuan et al., 2010).

Approaches to Structural Equation Model

Yuan et al., (2010) and Hensler (2012) have identified three approaches to structural equation modeling: Covariance structures analysis (C- Structural Equation Model), Partial Least Square (PLS), and Generalized Structured Component Analysis (GSCA). Covariance structural equation modeling can be done through LISREL (Joreskog and Sorbom, 1993), AMOS (Arbuckle, 2009), EQS (Bentler, 2008), and MPLUS (Muthen and Muthen, 2010) while Partial Least Square has visual Partial Least Square and smart Partial Least Squares. Hwang et al., (2010) compared and evaluated these three approaches and reported that C-Structural Equation Model is capable of recovering factor loadings, and path coefficients better than others and produces parameter estimation without bias. Hence, AMOS was used in this study.

Selection of Model Fit Indices

Suitable goodness of fit indices need to be selected from the available fit measures. Literature reveals that researchers report several indices of overall model fit, with the objective of determining whether the associations among the measured and unobserved variables in the model specified by researchers are significant. Fit indices are grouped under absolute and incremental fit indices. Absolute fit indices test how well a priori model fits the observed data and examines superior fit, whereas incremental fit indices rely on comparison with a baseline model (Joreskog and Sorbom, 1993). These fit indices help to declare a model as good and treating it as best working hypothesis until a better model is specified (Preacher and Merkle, 2012). Bagozzi and Yi (2012) and Daloi et al., (2010) recommended the following indices as Goodness-of-fit (GOF) measures more suitable to social science studies.

Due to the availability of a plethora of fit indices, normally a researcher is tempted to use all of them in his report, which should be avoided. Boomsma (2000), and Kline (2005) recommended the use of six indices, based on their characteristics related to model misspecification, parameter estimation, and not influenced by sample size. They are, GFI, RMSEA, SRMR, CFI, and NFI in addition to the traditional Chi²/df. Their threshold values are discussed and given in table 4.19.

Absolute Fit Indices

Chi-Square (X²) value is the most conventional measure of valuing overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariance matrices (Hu and Bentler, 1992). However, this test is sensitive to the sample size and always rejects the model when a sample size is large (Joreskog and Sorbom, 1993), whereas in the case of a smaller sample (n<50), it may not discriminate between good and poor fitting models (Kenny and Mc coach, 2003).

One alternate is to calculate X²/df value, whose value should be < 3. To manage this challenge, researchers typically consider additional measures to check for a model fit. Goodness of Fit Index (GFI) This was created as an alternate to Chi² test by Joreskog and Sorbom (1990) to calculate the proportion of variance accounted for by the estimated population covariance (Tabachnick and Fidell, 2007). Goodness of fit increases as the number of parameters increases and shows upward bias with a larger sample size. Because of its sensitivity, academicians are averse to using this index (Sharma et al., 2005). The recommended cut of point is 0.90, which however 0.95 is preferable.

Root Mean Square Error Approximation (RMSEA)

According to Steiger (1990), this index corrects for model's complexity. That is, when two models explain the observed data equally well, the simpler model will have more favourable RMSEA. Due to its sensitivity to the number of estimated parameters and favoring parsimony, RMSEA is regarded as the most informative

index (Diamantopoulos and Siguaw, 2000). A range of 0.05 to 0.10 is considered as fair fit, and Hu and Bentler (1999) suggests a strict cut-off value of 0.06 to 0.08 to confirm fit.

Standardized Root Mean Square Residual (SRMR)

These are the square root of the difference between the residuals of the sample covariance and hypothetical covariance model (Kline, 2005). Bentler (1995) says that, it is the absolute mean of all differences between the observed and the model implied correlations. The values near to 0.08 are deemed acceptable, though 0.00 indicates perfect fit.

Incremental Fit Indices

Comparative Fit Index (CFI). This Index was first introduced by Bentler (1990), who assumed that all latent variables are uncorrelated and compared the sample covariance matrix with null hypothesis (Hooper et al., 2008). This index compares the improvement of the fit of the researcher’s model over an independence or null model, which specifies no relationship among variables. The values range from 0 to 1, and value closer to > 0.95 is recognized as good fit. Fan et al., (1999) state that CFI is one of the most widely mentioned indices in literature.

Table-4.20: Model Fit Indices: Acceptable Threshold values

Fit Indices	Doloi et al., (2010)	Bagozzi and yi (2012)	Other authors
X²/ Degree of Freedom	1 to 2	0 to 2	0-3 (Tabachnik and Fidell, 2007)
Goodness of Fit (GFI)	0(no fit) - 1(prefect fit)	0 to 1	Values greater than 0.95 (Hooper et al., 2008)
Root mean Square Error of Approximation	<0.05(very good)-0.1 (threshold)	< 0.07	Values less than 0.07 (Strenger, 2007)
Standardized Root mean Square Residual (SRMR)		≤ 0.07	Less than 0.08 (Hu and Bentler, 1999)
Comparative Fit Index (CFI)	0(no fit) -1(prefect fit)	≥ 0.93	Values greater than 0.95 (Hair et al., 2007)
Normed Fit Index (NFI)	0(no fit) -1(perfect fit)	0.6 to 0.9	0.95 (Hooper et al., 2008)

Source: Compiled by researcher

Modeling

In line with Anderson and Gerbing (1988) suggestion, a two stage modeling approach was employed to fit the model for the data. The first step to develop a measurement model to ascertain the best fitting measures to represent each scale.

Confirmatory factor analysis used in this stage. The purpose of this stage to specify how the latent variables measured in terms of observed variables.

The second stage requires identifying and specifying the structural model. It examines causal relationships among latent variables, describes effects and variances, besides ascertaining model fit. However, before proceeding with modeling, several issues/ aspects need to be discussed and finalized.

Estimation

This involves the process of evaluating the value of unknown parameters and the error associated with the estimated value. To accomplish the objective of estimating, a procedure has to be selected. Procedures like maximum likelihood (ML), least squares (LS), and asymptotic distribution free (ADF) are used by the researchers. Wanton and Gore (2006) analyzed the applicability of these procedures under various conditions and reported that many researchers preferred to use ML, which is robust to moderate violations of the assumption of normal distribution. It is a full information technique and less sensitive to moderate departures. Hence ML was used in this study. Measurement Model

The purpose of measurement model is to describe the relationship between observed variables (instruments) and construct have those manifest variables are hypothesized to measure (Wanton and Gore, 2006). This also

helps to avoid model misspecification. Since all the measurement instruments were already tested there is no need to specify which indicators are supposed to load on which factors. Obviously, the question of estimating factor loadings and dropping them for further analysis does not arise. However, CFA was carried out to establish the construct validity in the Indian context and to verify that the model fits the data before proceeding to examine the structural model.

Construct Validity Assessment

The adequacy of construct validity of the measuring instruments, in terms of convergent validity and discriminant validity needs to be established. Construct validity is the extent to which indicators or measures of a construct measures they are purported to measure. Reliability is limited to the degree of agreement among a set of measures of a construct whereas validity addresses both the degree of agreement of indicators hypothesized to measure a construct and the indicators of others construct (s), (Bagozzi and Yi, 2011). These validity measures are designed to examine the degree of convergence of a construct and discrimination between those measures and measures of other constructs (Bagozzi and Yi, 1990).

Anderson and Gerbing (1988) suggested that construct validity can be assessed from the measurement model by determining whether each indicator’s estimated pattern coefficient on its posited construct factor is significant. AVE indicates the overall amount of variance in the items explained by latent constructs. Convergent validity was checked by computing the average variance extracted (AVE), as recommended by Fornel and Lucker (1981). The mean squared loadings for each first order construct values were used to examine the validity. The values of AVE are presented in table 4.20 and all the values are above the threshold value of 0.5 (Hulland, 1999) establishing an adequate level of convergent validity for eight latent variables.

Discriminant Validity

Discriminant validity was assessed by examining whether the percentage of variance extracted exceed the construct’s shared variance with every other construct (Fornell and Larcker, 1981; Young-Hui and Yuan, 2008). The square roots of AVE were compared with correlations between first order constructs. From table 4.21 it is evident that the value of AVEs (diagonal elements) are significantly higher than correlation between constructs. This established adequate discriminanat validity.

Table-4.21: Average Variance Extracted Values

Variables	Items	Alpha	CR	AVE
HPWS				
Information Sharing	3	0.885	0.75	0.68
Internal Career Opportunities	2		0.83	0.62
Performance Appraisal	2		0.84	0.63
Job security	3		0.78	0.62
Employee Empowerment Practices	3		0.76	0.68
Reward practices	4		0.75	0.52
EI				
Regulation of Emotion	4	0.886	0.82	0.58
Use of Emotion	4		0.75	0.59
Other’s Emotion	2		0.82	0.58
Self-Emotion	3		0.78	0.70
EO				
Risk-Taking	3	0.736	0.86	0.72
Proactiveness	2		0.78	0.66
Innovation	2		0.86	0.59
Corporate Entrepreneurship	33	0.836	0.84	0.74
Organizational learning, Capability	13	0.863	0.81	0.76

Table-4.22: Discriminant Validity : Correlation Matrix

Variables	IS	ICO	PA	JS	EEP	RP	ROE	UOE	OE	INN	PRO	RT	CE	OLC	CR
IS	0.82														
ICO	0.504	0.78													
PA	0.529	0.632	0.79												
JS	0.613	0.578	0.570	0.78											
EEP	0.591	0.544	0.426	0.526	0.82										
RP	0.134	0.126	0.237	0.182	0.286	0.72									
ROE	0.45	0.28	0.32	0.23	0.16	0.34	0.76								
UOE	0.23	0.23	0.41	0.52	0.18	0.21	0.30	0.77							
OE	0.34	0.34	0.23	0.30	0.29	0.24	0.21	0.20	0.76						
INN	0.26	0.26	0.26	0.32	0.20	0.42	0.29	0.19	0.44	0.83					
PRO	0.33	0.33	0.33	0.22	0.56	0.27	0.24	0.42	0.36	0.36	0.85				
RT	0.46	0.46	0.29	0.26	0.36	0.22	0.25	0.32	0.34	0.43	0.33	0.81			
CE	0.19	0.19	0.20	0.23	0.33	0.22	0.43	0.39	0.15	0.24	0.32	0.22	0.86		
OLC	0.46	0.46	0.29	0.26	0.36	0.22	0.46	0.29	0.23	0.19	0.44	0.29	0.19	0.87	
CR	0.52	0.52	0.18	0.21	0.30	0.37	0.42	0.23	0.19	0.44	0.23	0.46	0.26	0.22	0.80

Multicollinearity

As the correlation matrix indicates, the intercorrelations among the dimensions of variables included in the study are significant, but lower than 0.603. Hence, multicollinearity is not considered to be a problem in this dataset (Hair, Black, Babin, Anderson and Tatham 2006).

Table-4.23: Fit Indices for measurement model

χ^2/df	CFI	NFI	RMSEA	SRMR	GFI
2.31	0.93	0.94	0.41	0.071	0.90

Measurement Model Fit Indices

Table 4.23 portrays the model indices obtained for the measurement model. All the values are within the cut off value suggested, except for GFI, whose value is 0.90, which is less than the cut off value of 0.95 recommended by (Hooper et al., 2008). Since other indices reflect satisfied values, the researcher proceeded to the next stage of estimating this structural model.

Structural Model

This stage describes the relationship among constructs or latent variables, which are indicated as covariances, direct effect, and indirect effects (Wanton and Gore, 2006).

As per figure 1.3 there are six latent variables five latent variable disturbances, and 4 manifest variable disturbances. Among the six latent variables, three (High Performance Work System, Entrepreneurial Orientation, Emotional Intelligence) are exogenous variables (independent variable) and the remaining three (Corporate Entrepreneurship, Organizational Learning Capability and Creativity) are endogenous variables (those functioning as dependent variables or both independent and dependent variables) Error terms (error variance or indicator error) of manifest variables are noted, whereas the error terms for endogenous latent variables are known as disturbances (D) or residuals or theoretical errors.

The relationship between latent variables and their corresponding manifest variables are represented by coefficients expressing the strength of correspondence between them. These are referred as factor loadings or reflective indicators. Similarly, the relationship between exogenous and endogenous variables that or between any two endogenous variables are measured by path coefficient (Regression coefficient) and squared multiple correlation (R²) are calculated to explain the variance.

The data was run by AMOS, and results are shown in table 4.21 and 4.22. Five hypothesis are formulated for verification. The composite structural model with the Standardized path coefficients are given in figure 4.7.

Figure-4.7: Structural Equation Model

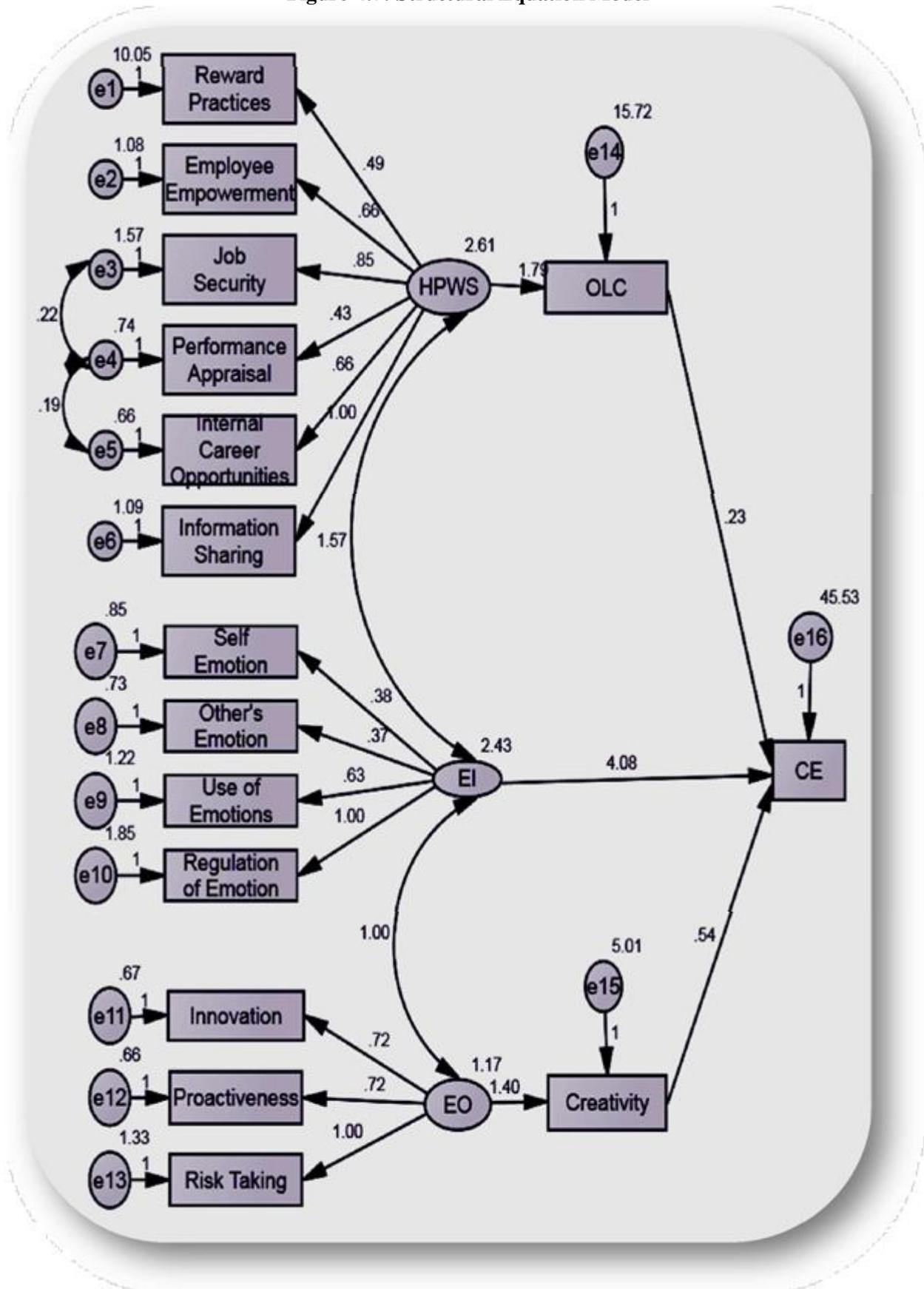


Table-4.24: Fit Indices for Structural Model

Indices	χ^2	CMIN/DF	GFI	NFI	CFI	SRMR	RMSEA
Value	754.101	2.752	0.948	0.912	0.931	0.056	0.075

Table 4.24 provides the values of fit indices obtained by structural equation model, and the results established the fact that the model fits fairly well with the data. Chi2/df = 754.101, (P<0.001), GFI = 0.948, (P<0.001), RMSEA = 0.075, (P<0.001), SRMR = 0.056, (P<0.001), CFI = 0.931, (P<0.001) and NFI = 0.912, (P<0.001).

Hypothesis

H1: High Performance Work System has positive influence on Organizational Learning Capability.

H2: Organizational Learning Capability has positive influence on Corporate Entrepreneurship.

H3: Emotional Intelligence has positive influence on Corporate Entrepreneurship. H4: Entrepreneurial Orientation has positive influence on Creativity.

H5: Creativity has positive influence on Corporate Entrepreneurship.

Table-4.25: Parameter Estimates and Hypothesis Testing

Description of the Paths		Unstandardized	S.E.	C.R.	p-value
Organizational Learning Capability	<--- High Performance Work System	0.847	.053	5.984	<0.001**
Corporate Entrepreneurship	<--- Organizational Learning Capability	0.233	0.084	2.764	0.006**
Corporate Entrepreneurship	<--- Emotional Intelligence	4.078	0.369	11.050	<0.001**
Creativity	<--- Entrepreneurial Orientation	1.400	0.151	9.273	<0.001**
Corporate Entrepreneurship	<--- Creativity	0.539	0.154	3.576	<0.001**

Table-4.26: Parameter Estimates and Hypothesis Testing

Description of the Paths			Standardized
Organizational Learning Capability	<---	High Performance Work System	0.59
Corporate Entrepreneurship	<---	Organizational Learning Capability	0.114
Corporate Entrepreneurship	<---	Emotional Intelligence	0.633
Creativity	<---	Entrepreneurial Orientation	0.561
Corporate Entrepreneurship	<---	Creativity	0.145

Note: **Denotes significant at 1% level.

Table-4.27: Covariance Values

Relationship	Estimate	Standardized	C.R	P value
Job security<->Performance appraisal	1.004	.127	7.926	0.001**
Employee empowerment<->Job security	1.571	.175	8.969	0.001**
Internal career opportunities<->Performance appraisal	.195	.044	4.456	0.001**
Performance appraisal<->Job security	.221	.061	3.635	0.001**

Table-4.28: Squared Multiple Correlation

Variable	Estimate
Corporate Entrepreneurship	0.55
High Performance Work System	0.66
Emotional Intelligence	0.41
Entrepreneurial Orientation	0.38
Creativity	0.31
Organizational Learning capability	0.35

High performance work system significantly influences organizational learning capability ($r_1 = 0.847$, $Se = 0.05$), emotional intelligence influences corporate entrepreneurship ($r_2 = 4.078$, $Se = 0.369$), and entrepreneurial orientation influences creativity ($r_3 = 1.4$, $Se = 0.151$). In turn, organizational learning capability influences corporate entrepreneurship ($B = 0.233$, $Se = 0.084$), and creativity has a positive influence on corporate entrepreneurship ($B = 0.539$, $Se = 0.154$). The respective explained variances (R^2) on organizational learning capability, creativity, high performance work system, emotional intelligence, entrepreneurial orientation and corporate entrepreneurship are given in table 4.25. The residual errors of these endogenous latent constructs (D) are 0.69, 0.559, 0.388, 0.379, 0.349, 0.38 respectively. Detailed discussion is given below.

The hypotheses are tested by examining the maximum likelihood estimates, standard errors, and the associated critical ratio values. The values are displayed in table 4.25. The table shows the variables expressed as a linear function of its underlined variable along with its estimate, standard error, the relevant critical ratio, and the significant value. The interpretation of the unstandardized parameter estimates shows the resulting change in a dependent variable from a unit change in an independent variable with all other independent variables being held constant. The direction of change is captured by the sign of the relevant parameter. These estimates describe the effect the variables have in the absolute sense. The standard error is relatively small except for the variables not affecting the dependent variables. This indices how the value of the parameter has been estimated precisely. The critical ratio is used to determine the significant difference of a particular variable from 1% in the population. Going by the critical ratios, it has been found that the following paths are significantly different from 1% level of significance.

It is hypothesized that the high performance work system positively influences the organizational learning capability. The maximum likelihood estimate of this relationship is 0.847, and the standard error is 0.053 with a critical ratio of 15.984. The p-value is found to be significant. Hence, the hypothesis (H1) is accepted. It shows that the one unit increase of high performance work system results in an increase of 0.847 levels on organizational learning capability. The standardized regression weight indices the strength of relationship between the unobserved variables. The standard estimate 0.59 is significant. It is inferred that high performance work system influence at 59 percent level on organizational learning capability. It has been noted that the predictor variable such as high performance work system account for 0.35 of the amount of variance in organizational learning capability.

It is hypothesized that the organizational learning capability positively influences corporate entrepreneurship. The maximum likelihood estimate of this relationship is 0.233, and the standard error is 0.084 which a critical ratio of 2.764. The p-value is found to be significant. Hence, the hypothesis (H2) is accepted. It shows that the one unit an increase of organizational learning capability leads to increase of 0.233 levels on corporate entrepreneurship. The standardized regression weight indicates the strength of relationship between the unobserved variables. The standardized regression weight estimate is 0.114. It is inferred that organizational learning capability influences at 11.4 percent level on corporate entrepreneurship. It has been noted that the predictor variable such as organizational learning capability account for 0.55 of the amount of variance in corporate entrepreneurship.

It is hypothesized that the emotional intelligence positively influences corporate entrepreneurship. The maximum likelihood estimate of this relationship is 4.078 and the standard error is 0.369 which a critical ratio of 11.050. The p-value is found to be significant. Hence, the hypothesis (H3) is accepted. It shows that the one unit increase of emotional intelligence leads to an increase of 4.078 levels on corporate entrepreneurship. The standardized regression weight indicates the strength of relationship between the unobserved variables. The standardized regression weight estimate is 0.633. It is inferred that emotional intelligence influences at 63.3 percent level on corporate entrepreneurship. It has been noted that the predictor variable such as emotional intelligence account for 0.41 of the amount of variance in corporate entrepreneurship.

It is hypothesized that the entrepreneurial orientation positively influences creativity. The maximum likelihood estimate of this relationship is 1.400, and the standard error is 0.151 which a critical ratio of 9.273. The p-value is found to be significant. Hence, the hypothesis (H4) is accepted. It shows that the one unit

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increase of entrepreneurial orientation leads to an increase of 1.400 levels on creativity. The standardized regression weight indicates the strength of relationship between the unobserved variables. The standardized regression weight estimate is 0.561. It is inferred that entrepreneurial orientation influences at 56.1 percent level on creativity. It has been noted that the predictor variable such as entrepreneurial orientation accounts for 0.38 of the amount of variance in creativity.

It is hypothesized that creativity positively influences corporate entrepreneurship. The maximum likelihood estimate of this relationship is 0.539 and the standard error is 0.151 which a critical ratio of 3.576. The p-value is found to be significant. Hence, the hypothesis (H5) is accepted. It show that the one unit increase of creativity leads to an increase of 0.539 levels on corporate entrepreneurship. The standardized regression weight indicates the strength of relationship between the unobserved variables. The standardized regression weight estimate is 0.145. It is inferred that creativity influences at 14.5 percent level on corporate entrepreneurship. It has been noted that the predictor variable such as creativity account for 0.31 of the amount of variance in corporate entrepreneurship.

CHAPTER-V
FINDINGS, SUGGESTIONS,
IMPLICATIONS, LIMITATIONS
AND DIRECTIONS OF FUTURE
RESEARCH

FINDINGS

1. Profile of the Respondents

The findings that the frequency distribution of executives of male gender in the manufacturing sector is very high at 72 percent, while the female gender is only 28 percent.

The findings observed that 51.3 percent of the respondents are in the age group of 41-45 years, and 33 percent of the respondents are in the age group of 36-40 years, while 9.8 percent of the respondents are in the age group of 46-50 years. Only 6.0 percent of the respondents are in the age group of below 35 years. This very clearly reveals that, among all age groups, 51.3 percent of executives are in the age group of 41-45.

Findings showed that the frequency distribution of the educational qualification of the respondents. It is noted from the table that 49.3 percent of the respondents are Professionals and 36 percent of the respondents have completed post graduation, while 14.8 percent of the respondents have completed under graduation. This amply demonstrates the fact that the maximum percentage of executives are professionally qualified when compared to UG and PG level executives.

The findings observed that the 53.8 percent of the respondents worked above 15 years, and 22.5 percent of the respondents worked for 11-15 years, 12.8 percent of the respondents worked for 6-10 years in the company, and 11 percent of the respondents worked below 5 years. It brings to light the fact that 53.8 percent of executives have worked for more than 15 years in the same company.

The findings showed that the frequency distribution of the number of years a company is in this business. From the table it is evident that majority (62%) of the firms are in this business for more than 15 years. A small portion (8%) of firms are in this business for less than 5 years.

The findings showed that the frequency distribution of the monthly income of the respondents. It is observed that 35 percent of the respondents are earning above Rs.60,000 per month, while 30 percent of the respondents earn between Rs.50,001- Rs.60,000 per month, 13.8 percent of the respondents earn below Rs.30,000 per month. Only 12.5 and 8.8 percent of the respondents' income level is less than Rs.40,001-50,000 and 30,001-40,000

Objective-1: To understand the influence of demographic variables on corporate entrepreneurship.

Results of the ANOVA analysis explain that, factors like Management Support ($p= 0.001$), Work Discretion ($p= 0.002$), Reward Reinforcement ($p= 0.476$), Time Availability ($p= 0.823$), Organizational Boundaries ($p=0.431$) and Overall Corporate Entrepreneurship ($p=0.001$), apart from reward reinforcement, time availability and organizational boundaries all other variables are significantly influenced by gender.

Results of the ANOVA analysis explain that, factors like Management Support ($p= 0.032$), Work Discretion ($p=0.000$), Reward Reinforcement ($p= 0.011$), Time Availability ($p= 0.291$), Organizational Boundaries ($p=0.015$) and Overall Corporate Entrepreneurship ($p=0.001$), apart from time availability all other variables are significantly influenced by age.

Results of the ANOVA analysis explain that, factors like Management Support ($p= 0.035$), Work Discretion ($p= 0.591$), Reward Reinforcement ($p=0.000$), Time Availability ($p=0.000$), Organizational Boundaries ($p=0.000$) and Overall Corporate Entrepreneurship ($p=0.000$), apart from work discretion all other variables are significantly influenced by education qualification.

Results of the ANOVA analysis explain that, factors like Management Support ($p=0.000$), Work Discretion ($p=0.000$), Reward Reinforcement ($p= 0.382$), Time Availability ($p= 0.106$), Organizational Boundaries ($p=0.019$) and Overall Corporate Entrepreneurship ($p=0.048$), apart from reward reinforcement and time availability all other variables are significantly influenced by work experience.

Results of the ANOVA analysis explain that, factors like Management Support ($p= 0.001$), Work Discretion ($p= 0.001$), Reward Reinforcement ($p=0.167$), Time Availability ($p= 0.170$), Organizational Boundaries ($p=0.009$) and Overall Corporate Entrepreneurship ($p=0.023$), apart from reward reinforcement and time availability all other variables are significantly influenced by monthly income.

Objective-2: To empirically find out the influence of high performance work system, emotional intelligence, entrepreneurial orientation, organizational learning capability and creativity on corporate entrepreneurship.

Results of the multiple regression analysis explain that, factors like reward practices ($t= 3.366$), employee empowerment ($t= 2.369$), job security ($t=-2.124$), internal career opportunities ($t= -2.018$), self-emotion ($t=4.133$), other's emotion ($t=4.100$), use of emotion ($t= -1.989$), innovation ($t= -3.041$), proactiveness ($t= 1.927$), learning ($t= 2.365$) and participative decision –making ($t= 2.541$) have significantly influenced management support.

Results of the multiple regression analysis explain that, factors like reward practices ($t= 2.402$), employee empowerment ($t= 2.343$), job security ($t= -2.527$), regulation of emotion ($t= 3.244$), experimentation ($t= -2.535$), external environment ($t= -1.749$), dialogue ($t= 3.400$) and participative decision-making ($t= 2.034$) have significantly influenced work discretion.

Results of the multiple regression analysis explain that, factors like reward practices ($t= 2.402$), performance appraisal ($t= -2.714$), information sharing ($t= 3.244$), self-emotion ($t= 1.968$), use of emotion ($t= 2.388$), regulation of emotion ($t= 3.400$), innovation ($t= 2.938$), overall creativity ($t= 3.025$), learning ($t= 3.242$), experimentation ($t= 2.146$), external environment (-2.749) and participative decision-making ($t= 3.022$) have significantly influenced reward practices.

Results of the multiple regression analysis explain that, factors like job security ($t=3.344$), performance appraisal ($t= 2.179$), self-emotion ($t= 1.968$), overall creativity ($t= 2.368$) and dialogue ($t= 2.938$) have significantly influenced time availability.

Results of the multiple regression analysis explain that, factors like reward practices ($t= 3.344$), self –emotion ($t= 3.445$), others-emotion ($t= 2.280$), use of emotion ($t= 2.769$), regulation of emotion ($t= 3.194$), innovation ($t= 2.179$), proactiveness ($t= 4.197$), risk-taking ($t= 3.052$), overall creativity ($t= 3.518$;) and dialogue ($t= 2.422$) have significantly influenced organizational boundaries.

Objective-3: To investigate the mediating role of organizational learning capability on high performance work system and corporate entrepreneurship relationship, and to find out the mediating effect of creativity on entrepreneurial orientation and corporate entrepreneurship relationship.

The relationship between entrepreneurial orientation and corporate entrepreneurship was established due to the significant value of ($B=0.41$, $p<0.0001$). The value of R^2 in model 3 is 0.326, and is significant ($F= 171.1$, $p<0.001$). In this model, we added creativity as the mediator in addition to entrepreneurial orientation. The result indicated that creativity had a significant effect on corporate entrepreneurship ($B= 0.74$, $p<0.001$), while entrepreneurial orientation became non- significant ($B= 0.16$, $p> 0.10$).

These results reflect the fact that mediator (creativity), controlling for entrepreneurial orientation, was significant and controlling for mediator (creativity), entrepreneurial orientation was not a significant predictor of corporate entrepreneurship. It is also understood from the table that R^2 has increased from 0.183 in model 2 to 0.39 in model 3. This increase is due to the introduction of a third variable, creativity. That is, insignificance of the relationship between the initial independent variable (entrepreneurial orientation) and the dependent variable (corporate entrepreneurship) in the presence of the mediator (creativity) was confirmed. This findings support full mediation.

Results (model 1) show that high performance work system explains nine percent variance of organizational learning capability and positive relationship between independent and mediator variable ($B= 0.26$, $t= 6.82$, $p< 0.001$). In this model, high performance work system explain nine percent of the variation incorporate entrepreneurship, which is significant ($F= 35.29$, $p<0.001$). The total effect of high performance work system on corporate entrepreneurship is 0.36, direct effect of high performance work system on corporate entrepreneurship is 0.22, and the indirect effect is 0.14. That is the indirect effect represents 38.8 percent of the total effect, and direct effect represents 61.2 percent of the total effect. Thus the first condition is met.

Then the relationship between the independent and dependent variables shows that high performance work system has significant positive relationship with corporate entrepreneurship ($B=0.45$, $t= 11.34$, $p<0.001$) as

seen in model 2, also supporting the second condition. The beta coefficient of is HPWS is ($B= 0.38$, $t = 8.89$, $p<0.001$) and creativity is ($B= 0.31$, $t= 8.26$, $p<0.001$). The beta coefficient of high performance work shows that both are significant and the third condition is also satisfied.

Objective-4: Testing corporate entrepreneurship model through structural equation model.

High performance work system significantly influences organizational learning capability ($r1 = 0.847$, $Se = 0.05$), emotional intelligence influences corporate entrepreneurship ($r2 = 4.078$, $Se = 0.369$), and entrepreneurial orientation influences creativity ($r3 = 1.4$, $Se = 0.151$). In turn, organizational learning capability influences corporate entrepreneurship ($B = 0.233$, $Se = 0.084$), and creativity has a positive influence on corporate entrepreneurship ($B = 0.539$, $Se = 0.154$).

SUGGESTIONS

The results of this empirical study demonstrate the relationship between multi dimensional independent variables and corporate entrepreneurship. Survival of organizations in the dynamic environment depend on its entrepreneurial activities and the ability of its executives to be innovative. corporate entrepreneurship is a complex process involving multiple influences of different organizational and individual variables. Findings of the structural model confirm that the latent variables influence corporate entrepreneurship.

Organizations become successful due to their ability to manufacture and launch innovative products (e.g. Apple, 3M, Britannia, Sony etc.). This is possible due to the fact that these companies are successfully implementing corporate entrepreneurship programs. Corporate entrepreneurship can help the firms to face the challenges posed by competitors. Suggestions would focus mainly on the ways to enhance corporate entrepreneurship through the variables chosen for the study and revolve around providing solutions to the following questions:

- What would motivate the employees to actively participate in corporate entrepreneurship initiatives?
- What qualities are required to be innovative?
- Why are employees shunning away from offering new ideas?
- What type of organization structure, culture, human resource practices, and leadership style would encourage corporate entrepreneurship?

In the first section, suggestions are given to improve the individual dimensions of corporate entrepreneurship. In the second section, based on the result of structural equation model, suggestion are given to enhance the independent variables which positively influenced corporate entrepreneurship.

Section-1: Suggestions to improve the dimensions of Corporate Entrepreneurship Management Support

To enhance management support, firms should monitor the performance of employees, before finalizing the reward policies. Firms can resort to the practice of rewarding their employees for successful completion of each stage (idea generation, in progress and completion) with varying percentages (50+20+30).

Executives should be empowered to make suitable decisions for promoting entrepreneurial mindset within the organization. Top management should not interfere on the day to day progress, and the executives should be given wide latitude to decide on what is to be done.

Executives who possess emotional intelligence need to be provided with the responsibility of leading creative teams, as they can comfortably balance the extreme behaviors of employees.

Management should not discriminate among employees while providing opportunities to learn, and an unbiased evaluation is required in this regard. Besides, it is essential to make a provision in the organization hierarchy that enables the executives to vent their opinions without any hesitation is essential.

Work Discretion

Managers should distinguish the differences among the various levels of achievers, and reward them accordingly. Management needs to highlight significant achievements and encourage a pursuit of challenging tasks. Regulation of rewards policy according to the culture of the organization will strengthen the entrepreneurial trait of workers.

Making the employees to believe that their job is secured, irrespective of failure or incompleteness of innovative projects initiated by them. Adopting the policy of participative decision making will increase the employees' involvement and commitment level in reaching organizational goals.

Organizations should give autonomy to the executives to delegate works to supervisors and decide upon the course of action to complete an innovative project. They should have the authority to reallocate works, reframe time limits, and refix the outcome expected.

Time Availability

To make the entrepreneurial activities successful, organizations should scientifically allot sufficient time to pursue innovations. Job responsibilities should be structured in such a way that it allows flexibility and

responsibility. Time frame to complete a task, right from generation of new ideas, to successful implementation, needs to be calculated by considering factors like allocation and releasing of funds, gestation period, man power provided, managing resistance to change (if any), and confirming the consistency of the outcome.

Organizational Boundaries

Firms should clearly define the boundaries of all departments with a view to coordinate various activities. Solid boundaries eliminate flexibility and hinder entrepreneurial activities. Hence, it is suggested to follow the concept of flexible boundaries which enhances communication and information showing between departments and outside the organization to increase corporate entrepreneurship success.

Section-2: Suggestions to improve the variables influencing corporate entrepreneurship

Enhancing Corporate Entrepreneurship through Creativity

The elixir of corporate entrepreneurship is creativity, which is an individual trait. Creative employees are the indispensable assets, and organizations should devise strategies to inculcate creating thinking.

Asserting Creativity Level

While recruiting new employees, firms should test their creativity level in addition to testing their analytical skills, logical reasoning ability, and domain knowledge. Firms can alter their recruitment procedure by developing a “Creative Quotient” to measure the level of creativity among the applicants. Based on their score, the selected candidates can be assigned suitable positions and moulded to develop new methods.

Sensitization Programs

The creative skills of the employees should be nurtured through sensitization programs like conducting specialized workshops by professional trainers. The workshop should focus on making the respondents to understand the mental blocks for creative thinking, to know the ways to overcome fear of failure and criticism, and to find out ways to enhance creativity. Finally, how to leverage these skills to design new products/ideas/processes, can also be focused.

Knowledge Acquisition

Currently working employees can also be given this type of training. The next step is, using their knowledge to identify new combinations of products or process development. This requires sharing the information within the department, between the departments, and with the external stake holders, like suppliers and customers. Interaction with different groups would help to gain new knowledge, and this should be linked with existing practices to propose novel ideas.

Team Building

Management needs to create small teams with diversity, and the teams should meet at regular, predetermined intervals to discuss their thoughts and the possibility of converting them into workable ideas. Teams should be provided with autonomy to make their own regulations, with regard to the methods of evaluating the ideas, the procedure of reporting, and nomination of one their team members to voice their proposals to the authorities.

Encouraging Entrepreneurial Orientation

Creativity is positively influenced by entrepreneurial orientation and management should device ways and means to encourage entrepreneurial orientation.

Acknowledge innovative inputs

Employees should be encouraged to be proactive (anticipating the future challenges posed by competitors), to bring novel ideas, and think in innovative ways. This can be accomplished by recognizing innovative inputs rather than appreciating the outcome. Employees should be rewarded for any new ideas which have the potential to generate a worthy product or process.

Support risk-taking behavior

One of the main reasons for employees not involving in the creativity process is, their fear of criticism in the event of failure. Besides, they may be hesitant to take the risk of suggesting something novel, whose success is not assured. Management should instill a habit of risk taking and confidence in time of uncertain.

Authorities should not blame an employee when a new product/process idea fails to fetch the projected results or failed completely. Consistent innovation process, encouragement of risk taking, and acceptance of failure should be the philosophy of the organizations.

Invest in Incubators

Establishment of incubators is one of the proven methods of generating novel concepts and most of the I.T companies have them. Incubators allow the employees to think creatively and imagine future challenges. This out-of-box thinking is the basic rule to work incubators. However, the challenge is shortlisting the members with high level of abstract thinking, commitment to finish any task, an urge to achieve, and project an image that they are different from others.

ENSURING ORGANIZATIONAL LEARNING CAPABILITY

Ensure Support

Organizations should motivate employees who are willing to expose themselves to the latest trends in their domain by allowing them to attend any seminars or workshops related to their area. Having interactions with external environment brings new kind or style of thinking in the employees' mind.

Financial Assistance

Employees who suggest newer ideas should be provided with adequate funds to experiment their ideology. In addition to financial support, other infrastructural supports like allotting secretarial or technical assistance, establishment of laboratories, provision for compensatory leave, reallocation of work, and flexibility in working hours should be given.

Empathetical Evaluation

Organization should design a procedure to receive, record and evaluate the proposals submitted by the employees. While evaluating the proposals submitted by the employees. While evaluating the proposals, factors like uniqueness of the project, time required to complete, orientation towards market (or customers), manpower of infrastructure available and required, are need to be considered. However the final decision will be taken on the basis of the funds to be invested. Organizations should take the responsibility of informing the employees, about the valid reasons for not considering their proposals. Managers should do this by meeting every individual personally and encourage them to bring new proposals.

SUITABLE HPWS PRACTICES

Reengineer the Rewards and Performance Appraisal System

Firms should move away from the traditional /conventional human resource practices while rewarding their employees and evaluating their contributions. Instead of the routine performance incentives, innovative contribution based rewards should be implemented. That is, employees who contribute more towards innovation would get more incentive or recognition than others.

Differential Incentive Pattern (DIP)

To avoid resistance from other employees, the firms can adopt a three stage rewards system. First, regular incentives for achieving targets, second for suggesting novel ideas, and third for successful/implementation of their ideas. The incentives given for the second stage should be better than the first, and similarly, the incentive of third stage should be higher than the second stage. This differential pattern would make the contributors to feel that their efforts (time spent and stress experienced while thinking of innovative ideas) are aptly rewarded and indirectly exerts pressure on the non contributors also to propose something novel. However, the top management should be prepared to handle and objectives that arise due to differential rewards.\

Fast Track Career Opportunities

Employees who complete their regular work and additionally offer new suggestions should be given extra credits in their performance evaluation. These extra credits can be taken into account for internal career opportunities, like promotions or becoming member in various committees. That is, these employees can progress in their career at a faster rate than others.

Building Stable Behavior

People who have the urge to grow faster than others used to receive comments and some time experience non-co operation from others. Jealous may erupt, and people may also spew hard words which will hurt the feelings of achievers. In an extreme situation, this may disrupt harmony and cause unrest among employees.

To overcome this issue, Management need to conduct yoga and spiritual courses at regular intervals. The focus should be on learning to understand and respect others feelings, knowing their own emotions, reacting stable during critical situations, and exhibiting an emotionally balanced behavior in emergencies.

Mediation effects

Firms should devise well-designed and consistente human resource policies (with an orientation on the dimensions that contribute to the high performance of the employees) for establishing their staffs with required ability, motivation, and engage in corporate entrepreneurship mindset. Aligning the human resources policies with organizational learning capability will positively affect corporate entrepreneurship, and thus improves organizational performance.

Similarly, creativity plays a pivotal role in strengthening the proactiveness, innovativeness and risk taking behavior of executives which contribute significant influence on corporate entrepreneurship.

Moulding Middle level managers

As discussed in literature review and methodology chapters, middle level managers play significant role in the successful implementation of corporate entrepreneurship activities. They are the bridges connecting policy makers and implementers. Hence, organizations should give top priority in moulding the mind set of middle level managers, by way of training. Training programs will set the stage for enhancing middle level managers skills and sharpen their sensitivity to the building and supporting corporate entrepreneurship program.

Implications for Policy Makers

Our research offers a number of clear implications for both the policy makers and managers. Corporate entrepreneurship is a highly complex process involving multiple influencers from within and outside an organization.

- (i) Top management should extend its support to its employees, right from establishing a flat or flexible organization structure, (at least to those who involve in innovative projects), to reserving adequate funds for experimentation. Flexibility leads to free flow of information and knowledge and encourages healthy intra and inter organizational a relationships. Allocation of money keeps the innovation process progressing in predetermined path.
- (ii) Another implication is to decide upon the kind of rewards meant to recognize the efforts made by the employees. Offering suitable compensation for the risk taken, is the key to earn trust from employees. Designing a system of financial and non-financial rewards (appreciating and honouring publicly) will serve as the building blocks of innovation and entrepreneurial opportunity.
- (iii) Another significant dimension is the firm's policy related to employee empowerment. Corporate entrepreneurship programs require employees to take major decisions with respect to choosing the right idea(s) and designing a master plan of the tasks to be completed. The implication of this strategic decision is, creating a sense of "ownership attitude" among employees. This attitude, in turn, will make them to think the financial implications that emanate from the success or failure of the on-going projects. That is, this will change the mind set of employees from 'company's money' to 'our money'.
- (iv) To improve an organization's performance, entrepreneurial behavior should be encouraged by creating a conducive climate using internal factors. People at all levels can be motivated to play critical role in entrepreneurial efforts, which is possible only through strategic leadership. Adopting transformational leadership style provides support for developing corporate entrepreneurship capabilities by inculcating an entrepreneurial mindset through establishing such a culture in enterprise.

- (v) Transformational leadership style will focus on “Development of people”, and gives utmost priority to this aspect. Investment in people would result in value creation and assist in identifying productive employees, and nurture their innovation competencies. Leaders who develop such competencies can expect substantial enhancement in job satisfaction, which in turn, improves organizational performance. Finally, it is the responsibility of the leaders and policy makers to induce middle level managers to actively par take in cultivating entrepreneurial capability in the organization.

5.4.1. Implications for Middle Level Managers

The preceding section explained the implications from the perspective of top management and highlighted the importance of middle level managers. In this section, implications from the perspective of middle level managers are discussed. In spite of top management’s support in all areas, initiation of corporate entrepreneurship programs require the support of middle level managers.

For instance, one of the major hurdles in motivating employees to propose new ideas is, their reluctance. That is they may feel that ‘why should I involve?’ ‘what is there in for me?’, and what will happen if I do not contribute?’. It is the responsibility of the middle level managers to indulge in counseling sessions, to explain the employees the need for consistent innovation for survival. Both informal and formal communication channels can be used. If the employees understands its significance, the resistance would disappear.

Middle level managers should communicate that risk-taking is a healthy practice and failures are accepted. This kind of communication will imply that, unsuccessful projects will not be criticized and will not affect internal career opportunities. Obviously, this provoke the employees to suggest new things, without any hesitation. This would happen only if the middle level managers instill ‘trust’ in the minds of employees.

To convert innovative inputs into reality, ample time is required and middle level managers need to reallocate jobs or refix the time schedule for completing existing jobs. This will reduce stress on the part of employees and encourage them to proceed in their new project without much of work pressure.

Though the funds for novel projects are fixed by the management, the completion depends on the commitment from middle level managers. They have to identify staff with creativity potential, nurture their talent through workshops, motivate them to generate new ideas, evaluate and represent worthy ideas to the authorities, providing an opportunity to learn latest trends, creating an infrastructure to experiment their new ideas, allowing sharing of information, and recognize their efforts in creating something new.

These responsibilities of middle level managers do imply that they can adopt the philosophy of **FEMI** to reinforce entrepreneurial behavior.

F: Funds allocation should be made according to the priority and criticality of the innovative projects.

E: Ethics in every aspect, selecting employees for innovative projects without any prejudice and unbiased performance evaluation.

M: Moral Support. Rendering unflinching support to employees during difficult times while implementing novel ideas and strengthen the confidence level during negative comments.

I: Incentivizing honestly. Rewarding the genuine innovative inputs irrespective of the cadre.

The implications of adopting this concept would result in voluntary involvement from the employees, sincere efforts to invent something new, not discarding projects in the middle, perseverance in reaching the goals and ultimately deriving job satisfaction through innovative contributions.

5. 5. Limitations and Directions for Future Research

In spite of the fact that our study offered key contributions in explaining corporate entrepreneurship, few limitations are felt and most of them and highlighted as opportunity for further probing. One major issue is consistency in assessing the firm ‘s performance. The use of self reported firm performance measurement is a limitation in this study. Difficulties in obtaining objective performance information and various accounting procedures made the researcher to opt for the self reported method.

Future studies can be conducted to test the relationship between high performance work system and corporate entrepreneurship with other mediators like Leader Member Exchange (LMX) and Organizational Citizenship Behaviour (OCB). In addition to the examination of the mediation relationship, further studies can examine the moderating effect of either categorical variables (gender, tenure, personality type) etc., or continuous variables like organizational commitment and creativity.

The present research was built on the data from manufacturing firms only, and hence enough care should be taken while generalizing these findings to other sectors. Hence, a fertile area of research for consideration would be to replicate this model with other categories of industries. Researchers need to identify the industries which require more of internal entrepreneurship. For instance, I.T. industries, and Information Technology Enabled Services (ITES) companies always try innovative new processes or ideas to develop and deliver the products better than their competitors. Specifically, start-up firms in the range of 3-5 years of existence can be approached to examine the effect of corporate entrepreneurship programmes, as the management consistently encourages their staff to come out with new ideas.

In this study, the respondents were middle level managers, and applying these findings to top management or supervisory level staff requires careful consideration. Hence, a direction for future research is to collect data from all the categories and make a competitive study. Perhaps, specifying three different models with different constructs and testing these models through structural equation model would add new insights in the prevailing body of knowledge in the corporate entrepreneurship domain.

Percentage of male respondents was higher than female respondents in this study, which means disproportionate sample size. Hence, gender bias was not examined. May be in the days to come, researchers may design a study with equal sample size of males and females to avoid this limitation.

One fertile area for future research is to design a study that combines survey method and experiment. For example, an experiment design may be used to test the creative level of respondents and group them into various categories. These categories can be used as moderators to explain the relationship between any chosen independent variable and corporate entrepreneurship. This will open new vistas in understanding the impact on corporate entrepreneurship.

Our model was tested with heterogeneous samples, i.e, middle level managers from different departments provided the data. A logical extension of this research would be to make a comparison between executives of various fields, like manufacturing, research and development, human resources, marketing, and systems. This kind of analysis would offer new directions in probing the determinants of corporate entrepreneurship.

Another interesting opportunity for future research would be to examine the impact of high performance work system on corporate entrepreneurship, by considering a set of dimensions of high performance work system which is different from the combination used in this study.

Additionally, the impact of organizational learning capability on a broader range of work or organization level dependent variable can be examined. Because, the influence of some of the dimensions of organizational learning capability such as opportunity to interact with external environment, scope for experimenting new thoughts, and practical possibility of involving in decision making are yet to be established in different cultural contexts. Therefore, future studies are needed in this direction for the comprehensive understanding of antecedents of corporate entrepreneurship.

Finally, most of studies used firm performance as the outcome of corporate entrepreneurship. Scholars should focus their attention to identify other relevant variables that emerge as the result of successful implementation of various programs while strengthening corporate entrepreneurship attitude among employees.

CONCLUSION

5.6 CONCLUSION

In summary, our study provides empirical evidence that high performance work system, organizational learning capability, emotional intelligence, entrepreneurial orientation and creativity enhance corporate entrepreneurship. The results emerge from this study shows that corporate entrepreneurship capability can be nurtured if employees perceive that top management is supporting the innovative process, by providing autonomy in a flexible organization structure.

As radical innovation becomes key to organizational performance, firms must pamper creative people and treat idea generation as the key performance indicator. Ensuring quick internal career growth opportunities along with adequate rewards/recognition would pave way for better corporate entrepreneurship initiatives. Emotionally intelligent middle level managers with proactiveness and aggressiveness would successfully implement corporate entrepreneurship programs and they need to guide supervisors to acquire new knowledge.

Establishing a conducive environment to learn and to conduct experiments will certainly encourage employees to support the corporate entrepreneurship policy. Employees will experience a sense of satisfaction in their job, owing to the firms' readiness to initiate and consistently implement corporate entrepreneurship activities. Needless to say that creation of sustainable entrepreneurship affects firm performance.

To conclude, corporate entrepreneurship is considered globally as a critical driver of sustainable growth and it is imperative that Indian companies should understand the forces that drive corporate entrepreneurship to have competitive advantage.

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