Contingency Factors of Corporate Entrepreneurship in Traditional and Modern Sectors: The Case of Morocco

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What is Corporate Entrepreneurship?

- Polyphonic, polysemic and polymorphic concept
- Some basic definitions:
  - “The implementation of an innovation by an employee, a group of employees or any individual working under the control of the enterprise.” Carrier (1991)
  - “Entrepreneurship within an existing organization.” Antoncic et Hisrich (2001)
  - “Manifestation of entrepreneurial characteristics among employees of the company.” (Allali, 2003)

Put in a nutshell, corporate entrepreneurs are innovative employees
We want our employees to be innovative, to take initiatives, to participate in the company’s development and success

But

We cannot accept that

- they ignore our orders
- they do not respect their job description, they do not do the work for which they are paid
- they behave as they wish
Then, do we need CEs in our organizations?

- **YES!** Because they are change drivers in our companies

- **NO!** Because they create chaos and mutiny

- **Our answer: It depends**
Three Main Contingency Factors

1. Environment: Rather stable vs. turbulent
2. Organizational design: Mechanist vs. organist
3. Employee’s attitude: Proneness to taking initiative vs. proneness to sticking to job description
Frustrated CE

Organist Design

Performance Path

Turbulent Environment

High Proneness

Satisfied CE

Conformist Employee

Low Proneness

Frustrated CE

Mechanist Design

Rather Stable Environment
Répartition des employés de l'OCP

Disposition à intraprendre

Perception d'autonomie

OCP
Répartition des employés de BP

Perception d'autonomie

Disposition à intraprendre

[Scatter plot showing distribution of employees at BP]
Répartition des employés d'Erics

Disposition à intraprendre

Perception d'autonomie

Étiquette de la légende: Érics
Our Conclusions

1. Companies need both CEs and conformist employees

2. Companies without enough CEs tend to lose their agility and innovativeness

3. Without conformist employees, no or limited follow-up of products and markets

4. Whether the company needs more CEs or conformist employees is contingent upon the environment type as well as upon the selected organizational design
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