

TABLE OF CONTENTS

PREFACE	VII
CHAPTER 1 Introduction	13
1.1 Conceptual Background	14
1.2 Research Aim and Framework	27
1.3 Data Collection and Research Setting	32
1.4 Dissertation Outline	34
1.5 Related Publications	38
CHAPTER 2 When brokerage is not enough: Multilevel influences of network position, political capital, and business unit context on middle managers' personal initiatives	41
2.1 Introduction	42
2.2 Literature Review and Hypotheses	44
2.3 Methods	55
2.4 Results	61
2.5 Discussion and Conclusions	66
CHAPTER 3 Multilevel contingencies in the link between personal initiative and performance of middle managers	73
3.1 Introduction	74
3.2 Literature Review and Hypotheses	77
3.3 Methods	86
3.4 Results	90
3.5 Discussion and Conclusions	97

CHAPTER 4	Stuck in the middle? Impact of top management boundary-spanning	103
4.1	Introduction	104
4.2	Literature Review and Hypotheses	107
4.3	Methods	116
4.4	Results	122
4.5	Discussion and Conclusions	127
CHAPTER 5	Discussion and Conclusion	133
5.1	Main Research Findings	134
5.2	Theoretical Implications	137
5.3	Managerial Implications	146
5.4	Limitations and Future Research Directions	151
5.5	Concluding Remarks	153
REFERENCES		155
NEDERLANDSE SAMENVATTING (DUTCH SUMMARY)		183
APPENDIX		197
DANKWOORD (ACKNOWLEDGEMENTS)		203
ABOUT THE AUTHOR		207

LIST OF TABLES

Table 1.1	Models of Corporate Entrepreneurship	17
Table 1.2	Overview of the three studies	35
Table 1.3	Conference papers related to the three chapters	38
Table 2.1	Means, standard deviation and correlations	63
Table 2.2	Results of hierarchical linear modeling analyses of middle managers' personal initiative	64
Table 3.1	Results of scale analyses using confirmatory factor analysis	91
Table 3.2	Means, standard deviation and correlations	93
Table 3.3	Results of hierarchical linear modeling analyses of middle managers' job performance	94
Table 4.1	Means, standard deviation and correlations	124
Table 4.2	Results of linear regression analyses of exploratory innovation	125
Table 4.3	Results of hierarchical linear modeling analyses of middle managers' role conflict	126
Table 5.1	Research questions and answers per chapter	135
Table 5.2	Summary of the main findings organized by topic and contribution	136
Table 5.3	Recommendations for practitioners	151

LIST OF FIGURES

Figure 1.1	Overall Corporate Entrepreneurship framework	31
Figure 2.1	Multilevel research framework	49
Figure 2.2	Cross level interaction effects of political capital on the relationship between middle managers' broker position and personal initiative	65
Figure 2.3	Cross level interaction effects of business units' social context on the relationship between middle managers' broker position and personal initiative	65
Figure 2.4	Cross level interaction effects of business units' connectedness on the relationship between middle managers' broker position and personal initiative	66
Figure 3.1	Multilevel research framework	77
Figure 3.2	Cross level interaction effects of business units' performance management context on the relationship between middle managers' initiative, risk-taking propensity and job performance	96
Figure 4.1	Multilevel research framework	107
Figure 4.2	Fit in terms of relative size and overlapping boundary-spanning ties between two hypothetical MMs and their TMT	114
Figure 4.3	TMT boundary-spanning ties of the 34 units under study	121