

A Study on Employee Attitude Towards the Role of Intrapreneurship in Organizational Performance

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Abstract

This research paper delves into the concept of intrapreneurship, the practice of fostering entrepreneurial behaviour within established organizations, and its impact on employees and organizations. By surveying 250 employees from diverse industries in Mumbai and reviewing existing literature, this study seeks to understand current attitudes and perceptions regarding intrapreneurship, identify challenges employees face, assess organizational support, and evaluate the recognition of employee contributions. The findings reveal a positive outlook on intrapreneurship's potential benefits, but also highlight significant challenges, including the need for training, resources, and incentives. To unlock the full potential of intrapreneurship, organizations must prioritize training, allocate resources, offer incentives, streamline decision-making, and foster an innovative culture. Future research can explore the direct impact of intrapreneurship on organizational performance and its effects on employee well-being, as well as delve into industry-specific applications and the role of emerging technologies. In the future, future study might dive deeper into the direct influence of intrapreneurship on organizational performance and its complex interplay with employee well-being. In addition, an investigation of industry-specific applications and the increasing role of new technologies in constructing intrapreneurial environments might give useful insights.

Keywords: Intrapreneurship, organizational impact, Employee attitudes, innovative culture, emerging technologies

INTRODUCTION

The term "intrapreneurship" refers to the practice of entrepreneurship inside a larger company or organization. It entails workers or groups within an organization adopting the traits and duties of entrepreneurs, frequently in order to create and launch new goods, services, procedures, or initiatives. Organizations will benefit from intrapreneurship by developing an innovative culture and utilizing their workers' creative capabilities. It may result in the creation of fresh goods, enhanced workflows, and a market advantage. Creating an atmosphere that encourages taking risks, coming up with ideas, and having the freedom to try new things is one way to promote intrapreneurship. Through the promotion of an innovative culture, intrapreneurship helps businesses adjust to shifting consumer tastes, market

dynamics, and technology breakthroughs. It inspires workers to use their imaginations and come up with fresh ideas. Organizations that embrace intrapreneurship are better positioned to achieve a competitive edge in a business climate that is changing quickly. They can outperform competitors and respond to market developments faster. Intrapreneurs frequently spark the development of new goods or services, which aids businesses in diversifying their product offerings and breaking into untapped markets. Enhancing productivity and profitability, intrapreneurial projects can also concentrate on process optimization, cost cutting,

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and operational efficiencies. By encouraging intrapreneurship, top talent may be sought and kept. Employee motivation and job satisfaction can rise when they are given the chance to work on worthwhile initiatives and witness the results of their contributions. Higher levels of employee engagement and a feeling of ownership in the company's success are frequently the results of intrapreneurship. By lowering their dependency on a particular product or market, enterprises can assure long-term viability and diversify with the aid of intrapreneurial endeavours.

REVIEW OF LITERATURE

Reuther, K., & Schumann, C. (2016), in their research paper titled "Intrapreneurship: Increasing Employees' Responsibility for an Enhancement of Innovation Performance" study investigated that Because employees' attitudes have positive impact on organisational growth and innovation, intrapreneurship has gained on interest in recent times. It discovers that workers are driven to shape the future of their organization, and that their particular demands are favourably tied to the company's aims. However, the willingness of employees to adopt intrapreneurial behaviour remains low [1].

Gawke, J.C., Gorgievski, M.J., & Bakker, A.B. (2017), in their research paper titled "Personal Costs and Benefits of Employee Intrapreneurship: Disentangling the Employee Intrapreneurship, Well-Being, and Job Performance Relationship" examined that Intrapreneurial behaviour is positively related to work engagement for employees high in sensitivity to rewards, which in turn is associated with higher innovativeness and in-role performance, and lower avoidance of labour [2]. Aside from that, intrapreneurial behaviour is connected with increased work avoidance and worse in-role performance (but not innovativeness) for individuals who are very sensitive to sanctions. According to these studies, intrapreneurial behaviour has both personal costs and advantages for employees, depending on their reinforcement sensitivity. Work Engagement, Innovativeness In Role Performance, Work Avoidance, Exhaustion etc.

Reichartz, L., & Weinert, L. (2016) in their research paper titled "The Perceived Influences of Managerial Activities on Intrapreneurship: A Case Study at IBM" study examined that intrapreneurs need a combination of both open and formalized activities to be successful and that there is a missing link between corporate orientation and actual implementation. Since there is tension between corporate orientation and actual implementation, intrapreneurs are largely intrinsically driven to innovate but need the support of both an enabling culture and formalized programs [3,4]. According to one research, employees do not discriminate between open and organized activities, but rather emphasize the significance of combining both [5].

Objectives

- To measure and understand the current attitudes and perceptions of employees regarding intrapreneurship within the organization.
- To identify and understand the primary challenges and barriers employees face when trying to implement intrapreneurial initiatives within the organization.
- To assess employees' perceptions of the extent to which the organization supports and encourages intrapreneurial behaviour among its workforce.
- To determine whether employees feel that their contributions to intrapreneurial initiatives are recognized and rewarded within the organization.
- Examine the level of employee engagement in intrapreneurial activities and its impact on organizational performance.
- Identify training and development needs to enhance intrapreneurship skills and attitudes among employees.

RESEARCH METHODOLOGY

For the purpose of this research, primary data is collected by surveying 250 employees from a range of industries to understand their perception towards intrapreneurship. Secondary data is collected by reviewing research publication and articles [6].

Scope of the Study

The study will encompass a diverse range of employee groups within the selected organizations in Mumbai, including different job roles, departments, and levels of management [7].

Limitations of the Study

Since the study is focused exclusively on Mumbai, the findings may not be readily applicable to organizations in other cities or regions [8]. The culture of intrapreneurship and employee attitudes might fluctuate dramatically across various geographic regions.

The study may be limited to a specific set of organizations in Mumbai, which might not represent the entire spectrum of industries, sizes, and organizational cultures in the city. The findings could be affected by the selection of organizations and participants [9].

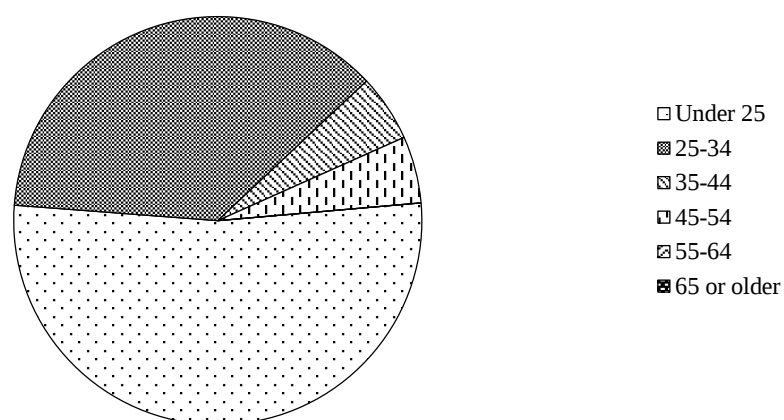


Figure 1. Data analysis of age.

Findings and Interpretation

According to the Figure 1 above, the majority of the employees are between the ages of 25 and 34.

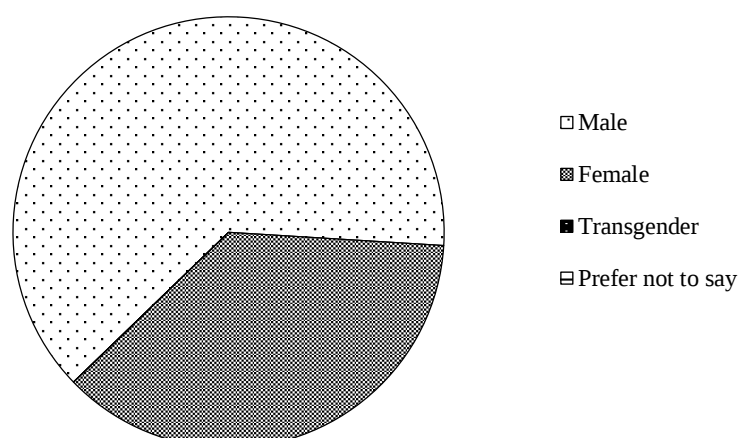


Figure 2. Data analysis of gender.

Findings and Interpretation

According to the Figure 2 above, 63.2% of respondents are female and 36.8% of respondents are male.

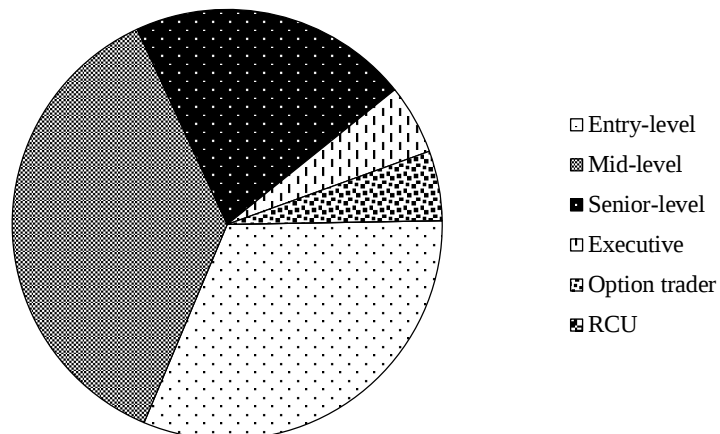


Figure 3. Data analysis of job position.

Findings and Interpretation

According to the Figure 3 above, 36.8% of employees are in middle level management, 31.6% are in entry level management, and 21.1% are in senior level management.

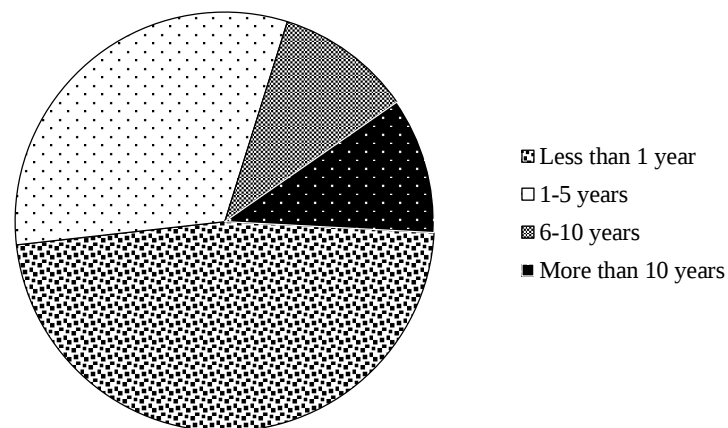


Figure 4. Data analysis of years of employment.

Findings and Interpretation

According to the Figure 4 above, 47.4% of employees have been with the company for less than a year, while 31.6% have been with the company for 1 to 5 years.

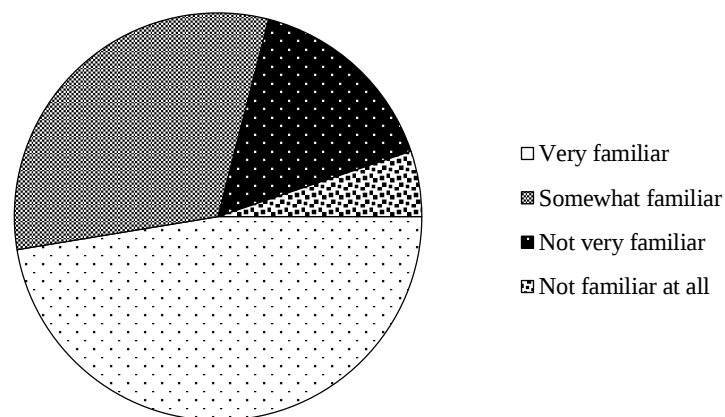


Figure 5. Data Analysis of Familiarity with the concept.

Results and Interpretation

According to the Figure 5 above, 47.4% of workers are aware with the notion of intrapreneurship, whereas 31.6% are just slightly familiar with it.

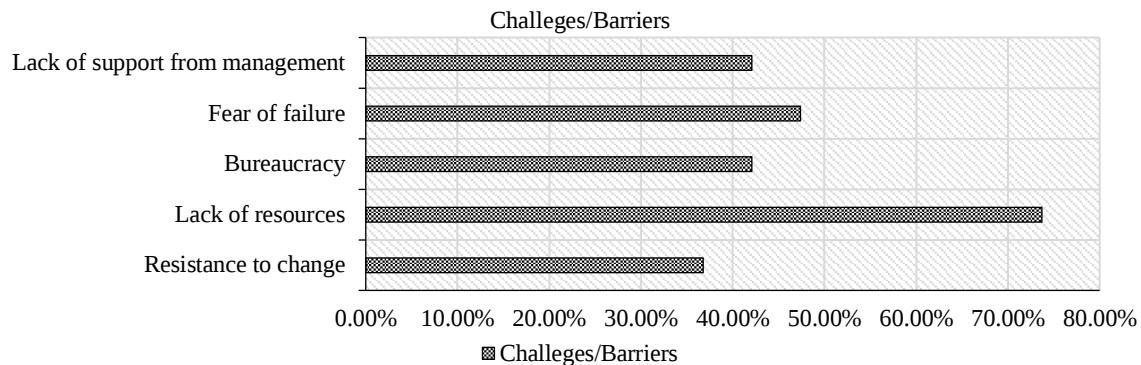


Figure 6. Primary challenges or barriers to Intrapreneurship.

Findings and Interpretation

It can be observed from the above Figure 6 that the biggest challenge to implementation of intrapreneurship is lack of resources and fear of failure among employees followed by lack of support from top management, bureaucracy, and resistance to change.

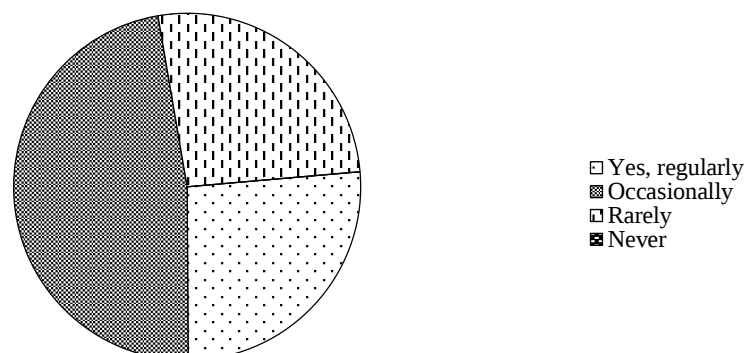


Figure 7. Encouraged or provided with opportunities to propose and implement innovative ideas within your role.

Findings and Interpretation

It can be observed from the above Figure 7 that most of the employees were occasionally encouraged to while rest of the employees were equally divides into regularly encouraged and rarely encouraged to participate in intrapreneurship initiatives.

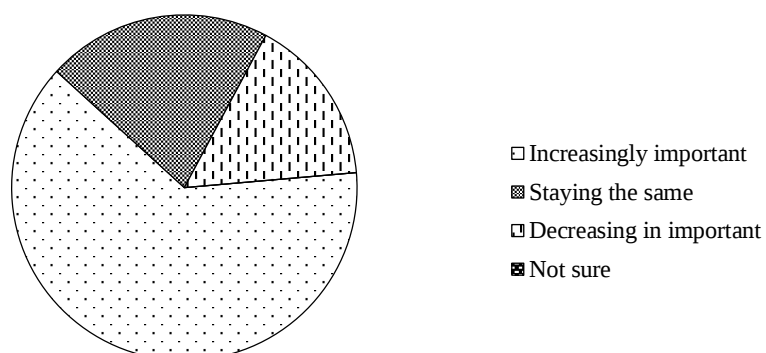


Figure 8. Role of Intrapreneurship within the organization in future.

Findings and Interpretation

It can be observed from the above figure 8 that most of the employees consider the role of intrapreneurship as increasingly important in determining the future of the organization.

One Sample t-test

Objective

To identify positive (favorable) or negative (unfavorable) employee perception towards various factors of intrapreneurship [10].

H0: There is *no significant difference* in the average perception with respect to factors influencing intrapreneurship ($\mu = 3$).

H1: There is a *significant difference* between the average perceptions with respect to factors influencing intrapreneurship ($\mu \neq 3$).

As the data is primary, the confidence level is assumed at 95% and so the significance level α is at 5% or 0.05.

As hypothesis is non directional (two-sided), so the level of significance is divided by 2, thus $5/2 = 2.5\%$ or 0.025.

$\alpha : 0.05$ (non-directional : $0.05/2 = 0.025$)

Table 1. Organizations efforts towards fostering entrepreneurial culture.

Parameter	Mean	Standard deviation	p-value	Decision
Organization fosters Entrepreneurial Culture	3.11	0.94	0.6162	Accept H0, p-value > α
Lead to innovation and growth	4.16	0.76	0.0001	Reject H0, p-value < α
Positively influences organization's performance and competitiveness	3.89	1.15	0.0034	Reject H0, p-value < α
Motivated to engage in Intrapreneurship	4.00	0.88	0.0001	Reject H0, p-value < α
Encourage intrapreneurial behaviour	3.42	0.77	0.0287	Accept H0, p-value > α
Recognition and reward	3.42	1.02	0.0895	Accept H0, p-value > α

It can be observed from the above Table 1 that for organizations efforts towards fostering entrepreneurial culture, encouragement for intrapreneurial behaviour and recognition and reward the p-value is more than α , thus accepting null hypothesis which suggests that there is no significant difference in employee perception with respect to organization efforts to foster entrepreneurial culture and encourage intrapreneurial behaviour. Furthermore, employees have a neutral perception towards receiving recognition and rewards for intrapreneurship.

CONCLUSION

This research paper delves into the concept of intrapreneurship, the practice of fostering entrepreneurial behaviour within established organizations, and its impact on employees and organizations. By surveying 250 employees from diverse industries in Mumbai and reviewing existing literature, this study seeks to understand current attitudes and perceptions regarding intrapreneurship, identify challenges employees face, assess organizational support, and evaluate the recognition of employee contributions. The findings reveal a positive outlook on intrapreneurship's potential benefits, but also highlight significant challenges, including the need for training, resources, and incentives. To unlock the full potential of intrapreneurship, organizations must prioritize training, allocate resources, offer incentives, streamline decision-making, and foster an innovative culture. Future research can explore the direct impact of intrapreneurship on organizational performance and its effects on employee well-being, as well as delve into industry-specific applications and the role of emerging technologies.

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