

An exploratory study of Intrapreneurship Development: the Role of Organizational Factors

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Abstract: The aim of this study is to explore the effect of the role of organizational factors on intrapreneurship development. In line with this, the study theoretically explore the nature of intrapreneurship dimension, and how organizational factors can influence intrapreneurship development. this study will help practitioners and managers to have a better understanding of the role of organizational factors in intrapreneurship development.

Keywords: Intrapreneurship, Dimensions, Organizational factors, intrapreneur.

1. Introduction and Statement of the problem:

In recent times, organizations are beginning to see the importance of intrapreneurship within organizations. The aim of intrapreneurship is to develop a new venture within organizations in order to exploit a new opportunity to promote economic value and organizational performance improvement. In pursuit of improved performance, firms can benefit greatly from allowing intrapreneurial employees to identify and implement product, service or process innovation in markets. Towards the end of the last century, a term intrapreneurship was introduced to represent such regime of autonomy, selfdirectedness and innovation in the organizations. Intrapreneuers are generally greatly self-driven, hands-on and pragmatic individuals who are feel at ease with inventive moves within the limits of an organization in quest of an innovative product or service (Bushra, Zehra and Ahsan-ul-Haq Shaikh 2011)

The phenomenon of intrapreneurship has been described in various terms such as intrapreneuring, corporate entrepreneurship, internal corporate entrepreneurship and corporate venturing. The term intrapreneur was first used by Gifford Pinchot in the late 1980's and refers to individuals who take hands-on responsibility for shaping innovation inside the organization and also described intrapreneur as "person who focuses on innovation and creativity and who transforms a dream or an idea into a profitable venture, by operating within the organizational environment." (Arslan and Cevher 2011),

In times of crisis, innovation becomes even more important since it can play a critical role to escape from it. Many companies have been coping with some problems. A first problem, a decline in sales, underperformance of staff, problems in motivating mainly the young workers with a lot of potential. But the pace of innovation is no longer fast enough because the need has increased so much (Wim, 2014). However, related literature lacks conclusive evidence on the role of intrapreneurship in Organizations innovativeness (Farhad, Khairuddin, and Roohangiz 2011). As mentioned by Menzel (2008) also in Antoncic and Antoncic (2011) intrapreneurship occurs on two levels: the level of the organization and on the level of the individual. In this study we focus on the level of the organization and especially on the role of the internal factors.

In order to address the limitations of the previous studies, this paper theoretically explores the role of organizational factors in intrapreneurship development.

Significance of the study:

Developing intrapreneurship in organization is crucial as it requires an organization to grow and diversify its business, to satisfy and retain its best staff's motivation, and to exploit its underused resources in new ways. Studies show that intrapreneurship can be considered as a vital corporate strategy (Romero-Martínez, Fernández- Rodríguez, & Vázquez-Inchausti, 2010) and a factor key that helps organizations to sustain competitiveness and improve performance (Aktan & Bulut, 2008; Douglas & Fitzsimmons, 2009; Molina & Callahan, 2009 in (Farhad; Idris; and Karimi 2011)

2. The concept of Intrapreneurship

According to Farhad, Idris and Karimi (2011) states that Intrapreneurship has been defined as "the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources or the location of the entrepreneur in a new or existing company". Bushra, Zehra and Ahsan-ul-Haq Shaikh (2011) viewed intrapreneurship as "a way of exciting innovation within the company using the creative talent of the workforce by providing them the needed wherewithal and freedom to act within the organization" The concept has its roots into the beliefs that successful incorporation of swift and efficient innovation is the principal basis of durable competitive advantage in the contemporary times, leaving the organizations with no option but to innovate well or cease to exist. Bornman (1992) agrees with the suggestion that introduction of the concept of intrapreneurship will allow the managers to foresee the new developments likely be effecting their organizations, and thus,

incorporate these developments into their strategic plans for maintaining the competitive advantage.

2.1 The Need for Intrapreneurship

Intrapreneurship is initiated in established organizations for purposes of profitability, strategic renewal, fostering innovations, gaining knowledge of future revenue streams and international success (Hornsby 2002; in Peter, Simon and Wim (2013).

The concept of intrapreneurship became popular through the end of 1980, and since then, it has become a field that has attracted practitioners. Many factors have played roles for the development and expansion of the concept. Kuratko and Hodgetts (2000) mentioned some of them as follows:

- Rapid increase in the number of the existing and new competitors,
- Serious increases in the amount of spending,
- Some intelligent and bright people's leaving their organizations and becoming entrepreneurs of small businesses.
- International competition,
- The shrinking of fundamental organizations,
- Rapid changes in technology,
- The desire to make better effectiveness and production.

Hisrich (2005) in Christos and Georgia, (2011) put forward that the actions in the social, cultural and working levels raise the interest to the concept dramatically. It was mentioned that at the social level, the rise of the conception of —doing what we have to do was very effective. Hisrich attract the attention towards the people having the heart for intrapreneurship and report that they trust their abilities supposing that they have the tendency to create new things with what they have. These people want responsibility and need to get the feeling of freedom in their working environments. Unless there exists this freedom in the environment where they are, these people are disappointed. This might lead to their being less efficient and leaving the organization and Intrapreneurship is one of the measures to prevent these from occurring.

2.1.2 The Dimensions and characteristics of Intrapreneurship

For the concept of Intrapreneurship to be perceived better, its dimensions must be defined well. Christos and Georgia, (2011) defines intrapreneurship as the innovations produced internally within the organization.

According to Christos and Georgia, (2011) intrapreneurship can be expressed in two forms: new venture creation within existing organizations and the transformation of organizations through strategic renewal, the first dimension new venturing, is the most salient dimension of intrapreneurship because, comprises the creation of autonomous or semi-autonomous firms, internal venturing, corporate start-ups, autonomous business unit creation, venturing activities, new streams or corporate venturing. The second dimension, self-renewal, reflects “the transformation of organizations through the renewal of key ideas on which they are built and includes the redefinition of the business concept, reorganization, and the introduction of system-wide changes for innovation”.

In the same line of argument Zahra defined intrapreneurship as “the process of creating new business within established firms to improve organizational profitability and enhance a company’s competitive position or the strategic renewal of existing business.

Morris and Kuratko (2002); Christos and Georgia, (2011) identified three dimensions of intrapreneurship, i.e. innovation, risk taking and Proactiveness. While Burns (2004), also identified three dimensions consisting of innovation, Proactiveness and new business venturing.

According to Farhad; Khairuddin and Roohangiz (2011) dimensions of intrapreneurship includes four concepts as Innovativeness, Proactiveness, Risk taking and Competitive Aggressiveness. They defined innovativeness as the attempts to accept creativity, novelty, experimentation, technological leadership in both products and processes. Additionally, it is also known as the major incentive that firms need in order to develop, grow, maintain and have high profitability as cited in (Elmqvist, Fredberg, & Ollila, 2009). In fact, innovations are made to benefit the individual, the team, organization or society in a significant way and the new ventures create new markets therefore, the firm will be a pioneer in the Market (Cardellino & Finch, 2006; Shu & Chi, 2010). The Proactiveness dimension 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 services, operating technologies, and administrative techniques” The risk-taking dimension represents the aspect of the strategic position of a company that refers to the firm’s willingness and ability to devote increased resources to projects whose outcome is difficult to predict. Through developing risk taking, a firm gets more opportunities to offer a new and successful product to its customers (Frank 2010). Competitive aggressiveness is when a company challenges and competes with its competitors in order to be a noticeable and dominant company among its competitors. Based on Lumpkin & Dess (1996) in Farhad et al.,(2011).

competitive aggressiveness “refers to a firm's propensity to challenge directly and intensely with its competitors to achieve entry or improve position, that is, to outperform industry rivals in the marketplace”. Hisrich (2005) on the other hand argue that intrapreneurship include four dimensions, that is innovation, Proactiveness, new business venturing and organizational self-renewal. Dess and Lumpkin (2005) add two additional dimensions, namely autonomy and competitiveness.

Table 1: Classification of intrapreneurship dimensions.

s/n	Scholars	Concept name	Dimensions
1.	Miller & Friesen (1983)	Innovation	1.New product, 2. Risk taking 3. Proactiveness
2.	Knight (1997)	Entrepreneurial orientation	1. Proactiveness 2. Innovativeness
3.	Zahra, Neubaum, & Huse (2000)	Corporate entrepreneurship -	1. Innovation, 2. Venturing, 3. Proactiveness
4.	Fitzsimmons, et al.(2005)	Intrapreneurship	1. New business venturing, 2. Innovativeness, 3. Self- renewal and 4.Proactiveness
5.	Antoncic (2007)	Intrapreneurship	1. Risk taking, 2. Innovativeness 3. Proactiveness
6.	Aktan & Bulut (2008)	Corporate entrepreneurship	1.risk taking, 2.Innovativeness, 3. Proactiveness and 4. Competitive Aggressiveness
7.	Wang & Zhang (2009),	Corporate entrepreneurship	1.Innovativeness, 2.Proactiveness, 3.Strategic Renewal and 4. New venturing

8.	Antoncic and Hisrich (2003) in Arslan and Cevher (2011),	Entrapreneurial activities	1. New business, 2. New venture, 3. Product / service innovativeness, 4. Process innovativeness, 5. Self- renewal, 6. Risk taking, 7. Proactiveness and 8. Competitive aggressiveness.
9.	Farhad; Khairuddin and Roohangiz (2011)	Intrapreneurship	1.Risk taking, 2. Innovativeness, 3. Proactiveness and 4. Competitive aggressiveness.

Source: researcher's compilation and adapted Farhad, Idris and Karimi (2011)

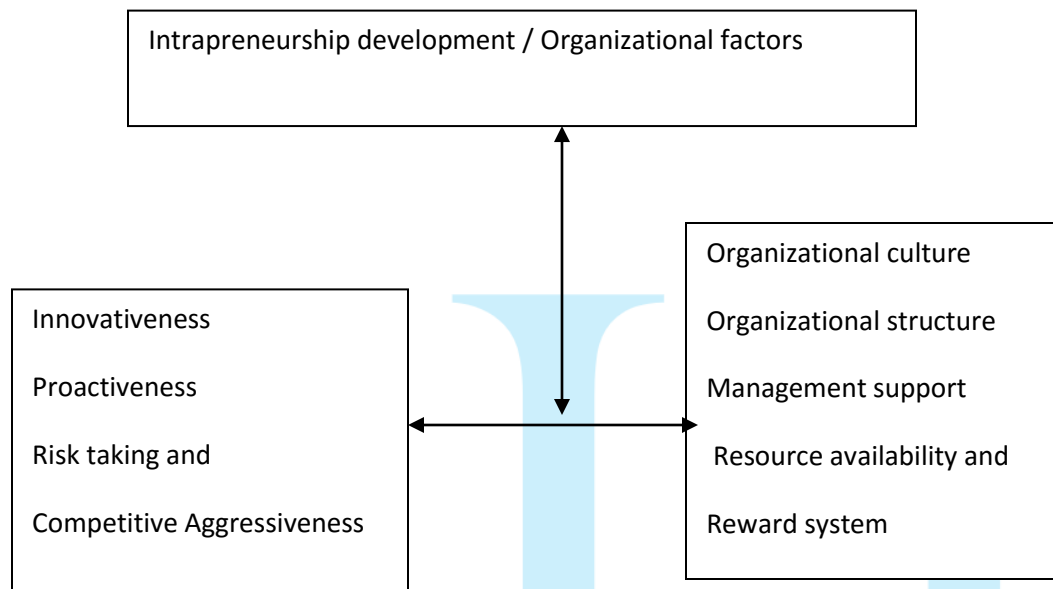
2. 1.3 The significance of intrapreneurship

One of the most important concerns of managers is how to create new ideas in the established organizations. Intrapreneurship or corporate entrepreneurship is significantly noticed as an important and valuable instrument for making existing companies healthy and powerful (Dunlap and Hinkler 2010). Every established organizations would attempt to develop their internal resources and provide an environment that is more appropriate for rapid and radical innovation by applying strategic renewal and create new venture opportunities. Several reasons for developing intrapreneurship in an organization as Schaper and Volery (2007) mentioned are:

- “To grow and diversify the business
- To satisfy and retain bright and motivated staff.
- To exploit underused resources in new ways.
- To get rid of non-core activities”

Recent evidences proposed intrapreneurship acts as a mediator to link the effects of entrepreneurship's antecedent to organizational performance. According to Yiu & Lau (2008), intrapreneurship plays a unique role and acts as the mechanism that links its antecedent effects on the organizational performance.

Figure 1: Proposed conceptual framework



Source: adapted Farhad, Idris and Karimi (2011)

2.1.4 The Role of Organizational Factors to Create Intrapreneurship

The role of organizational factors in creating intrapreneurship is significant. As intrapreneurship takes place within organizations, the role of organizational variables such as (i) Organizational structure, (ii) Organizational culture, (iii) management support, (iv) Reward and Recognition, and (v) Resource availability is crucial. Studies show that organizational factors help to create intrapreneurship in learning organizations (Ireland, Covin, & Kuratko, 2009; Wood, 2008; Zahra, 2004). Noor, Aizzat and Siti Zainal (2012) also stressed and identified five organizational architecture that could foster intrapreneurship which include: (i) management support, (ii) work discretion, (iii) reward and reinforcement, (iv) time availability and (v) organizational boundaries. Some of these factors are as follows:

Organizational Structure:

Organizational structure such as distribution of authority, stream of organizational relationship, hierarchies, the span of control of managers and communication (Daft, 2009) can facilitate channeling, alliance, accountability, stipulate the level of formality and power distribution and complexity prescription. Organizational structure can be mechanistic or organic. An organic

organizational structure, promotes flexibility, adaptability, consensus, and open interaction within organization that in turn facilitate and support intrapreneurship dimensions.

Organizational Culture

The culture within an organization is, in my opinion, a considerable variable that should be paid attention to in a research about intrapreneurship. Culture is the web of rules which define how the organization goes about task, and they are often unspoken. They determine how things are done, what is allowed and what is not allowed, both internal and external *Karl-Johan (n.d)* The Resource Based View considers organizational culture is a critical resource which can provide the organizational culture that includes a series of well integrated and valuable opinions, beliefs, values and behaviours that have important roles to the success of an organization (Kumar, 2008). According to Zahra, et al (2004), to improve intrapreneurship behaviours within organizations, organizational culture is vital. Therefore for organizations to be successful they should create entrepreneurial behaviours, they must focus on appropriate and positive values and norms.

Work Discretion

Work discretion or sometimes termed as autonomy reflects “the top-level managers’ commitment to tolerate failure, provide decision making latitude and freedom from excessive oversight, and to delegate responsibility and authority to middle-level managers”. In propagating intrapreneurial development among the workforce, it is vital for organisations to allow employees to make decisions about their work process and avoid criticising them if mistakes occur while innovating (Kuratko & Hodgetss, 2007). This kind of organizational architecture is seen conducive to fostering intrapreneurial spirit among workforce in an organisation.

Management Support

The degree of willingness of management to promote the intrapreneurial activities in supporting the workforce has been considered as the best way to maximum outcome of corporate entrepreneurship. A study conducted by Holt, Rutherford and Clohessy (2007) found that management support explained significant variations in fostering intrapreneurship behaviour. it was also found that the way leaders promote intrapreneurship and the diffusion of an entrepreneurial mindset within the organization will influence the development. Management support in the form of supporting for change can encourage the employees to embrace intrapreneurship culture within an organization.

The managers' role in creating and directing entrepreneurial behaviors are crucial. Basically managers can provide facilities and mobilize organizational resource to achieve high level of organizational performance. Managers can represent different styles which involve a fast adaptation and acceptance of employee's valuable opinions, championing ideas, people's acknowledgement to do and complete forward ideas, providing necessary resource, or introducing intrapreneurship in different aspects like manners, procedures, and processes in the firms.

Organizational Boundaries

Organizational boundaries are referred to as "precise explanations of outcomes expected from organizational work". In fostering intrapreneurship behaviour, employees must be encouraged to look at the organization from a broad perspective. As such, top-level managers should avoid having standard operating procedures for all major parts of jobs and should reduce dependence on narrow descriptions and rigid performance standards. In flexible organizational boundaries such as having work autonomy (discretion) in performing the task or decision making, the absence of standard operating procedures, written rules and administrative processes as well as supportive organizational structure can encourage the intrapreneurial development.

Reward and Recognition

According to De Jong and Wennekers (2008), the availability of reward and resources is one of the important factors that could encourage intrapreneurship. To create entrepreneurial behaviors in organizations, managers and leaders should consider the role of rewards and recognitions. Utilization of suitable rewards such as money, promotions and so on motivate employees to take responsibility in absorbing the risks related to entrepreneurial behaviors.

Resource Availability

Organizational resource can be categorized in two types; tangible assets and intangible assets (Grant, 1991). Tangible assets like physical capital and intangible assets like human and social capitals are foundations for all types of activities within organizations. Human capital has an important role to the creation of entrepreneurial orientation. Higher levels of human capital increase the likelihood that entrepreneurial opportunities, which emerge from changing environmental factors, will be 'discovered' by these firms. Thus, ventures with higher levels of human capital should be able to find new ways to increase customer benefits by engineering more efficient production processes and/or by innovating (Holcomb, 2007). Additionally, human

capital consists of a supply of knowledge and skill abilities that individuals can, develop with the passage of time, store within and transmit between staff

2.2 Theoretical Framework: Theory is an important approach to shed some light in this issue, making more explicit the way some complexities are constructed within the organization, building practices not necessarily connected to efficiency goals, and having impact on innovative and entrepreneurial initiatives. Institutional theory considers the impact of the firms' environment and the cognitive, normative and regulative structures that surround the firms. It attempts to explain how these structures impact the actions and boundaries of the firm. These structures provide stability to actions, routines and cultures; define legitimacy and constrain action. The theory focuses on how institutions are created, how they pervade societies and industries and finally how institutions change over time. While well-accepted, it has provided stronger theoretical rather than empirical contributions (DiMaggio, and Powell, 1983).

However, this study focus on internal traits of organizations, resource based view (RBV) can also be considered as a theoretical foundation to construct the argument regarding proposed relationship in the study. According to the RBV, organizations' competitive advantages and higher performance are generally mostly related to their resources and capabilities (Barney, 1991; Barney & Clark, 2007).

Therefore intangible assets such as organizational structure, organizational culture, management support, reward systems, resource availability enable organizations to improve their efficiency and effectiveness.

2.3 Intrapreneurship development and organizational factors

Arslan and Cevher (2011), utilizes qualitative research methods to explore intrapreneurship enabling organizations to drive innovation the findings shows that innovation contributes to the growth of the economy because intrapreneurs produce innovations. However, many organizations face some difficulties in achieving this and due to certain barriers like inability to identify the intrapreneurs employees (awareness) of intrapreneurship prevent entrepreneurship within the organization some operational difficulties to intrapreneurship have been noted as inadequate planning, improbable corporate expectations, insufficient corporate support, and misreading the market, as main obstacles to successful new business development. We can note that organizations need some procedures to direct or redirect resources to establish effective intrapreneurship strategies and survival of intrapreneurship.

According to Eesley and Longenecker (2006); Hill (2003) in Arslan, and Cevher (2011) Intrapreneurship barriers can be categorized into four main titles;

- i. **Resistance to Change:** Individuals frequently resist change for the reason that they have already invested , and fear that their asset will be wasted, because of the future is unfamiliar and collapse could potentially cause risk to personal status and respect.
- ii. **The Inherent Nature of Large Organizations:** Intrapreneurship is prevented when an organization is characterized by poor communication and structural silos by the flow of useful information In a traditional corporate culture guide principles are to: “follow the instructions given; do not make any mistakes; do not fail; do not take the initiative but wait for instructions; stay within your turf; and protect your backside. This restrictive environment is of course not conducive to creativity, flexibility, independence, and risk taking - the jargon of intrapreneurs”.
- iii. **Lack of Entrepreneurial Ability:** to be able to realize the intrapreneurship in a company it is necessary to have entrepreneurial tendency and ability. So lack of entrepreneurial tendency can be accepted as a barrier to intrapreneurship.
- iv. **Unsuitable Compensation Methods:** “Organizations that are replete with unhealthy political activity, infighting, and uncooperative organizational members have a very difficult time bringing out the best in people to create better business performance.”

Mokua, and Ngugi,. (2013) researched on determinants of effective corporate entrepreneurship in the banking industry in Kenya: A case of Equity Bank Limited using primary sources of data. Likewise, the study found that fostering intrapreneurial behaviours and practices has consequently assumed prime importance in the corporate strategies in the organizations while entrepreneurship culture influence corporate intrapreneurship to a great extent. In regression equation, a unit increase in entrepreneurship culture will lead to 0.546 increases in corporate entrepreneurship.

Bidyut and Anthony (2014) studied Metamorphosis of intrapreneurship as an effective organizational strategy by reviewing key literatures and field discussion, suggested that Top management leaders should therefore prioritize intrapreneurship while structuring their management strategies. Although intrapreneurial research has been around for more than 25 years now, surprisingly, Jong and Wennekers (2008) and Bosma (2011) found that it is not a very wide-spread phenomenon. They found fewer than 5 % of employees to be intrapreneurs in their global study and they were found to be roughly twice more prevalent in high income

countries than in low income countries. Intrapreneurship might seem like a risk when it comes to prioritizing it as one of the top organizational strategies but Toftoy and Chatterjee (2004) advise that it has to start somewhere. Any organization, regardless of their size and structure must try and adopt intrapreneurial strategies at some stage and even if it is a small start or moves with a relatively slow pace but under substantial corporate guidance and commitment, these writers believe that people will build up more confidence to accept and embrace it. This will not only add competitive advantage, it will also subsequently result in impressive firm performance and the corporation can venture comfortably towards a fully intrapreneurial status.

Kelly (2010) in Akintunde, (2013) conducted a study on assessment of the comparative potentials of intrapreneurship and self employment as tools of employment generation and wealth creation, stressed that innovation which is the key element in entrepreneurship, as discussed above, creates real jobs and predict post-entry firm performance. It thus determines which firm will survive and last and which would not. In this respect, he stressed that large firms (where intrapreneurs operate) have greater potentials, which if activated would enable them to outperform new firms in job creation and therefore contribute more to economic growth and development. Further in this respect, he identified two types of new entrants:

- Progressive entrants who are motivated by factors such as opportunities, demand and profit expectations, innovative potentialities, entrepreneurial human capital built through specific education, family environment and previous job experience, to
- Regressive and defensive entrants who are motivated by factors such as overconfidence, a desire to be independent, a fear of unemployment. He stressed that it is the progressive and innovative new businesses that create permanent jobs, while the regressive ones only create precarious and temporary jobs that are doomed to fail in no distant time, exploring the high failure rate of new businesses.

Lindsey (2001) in Samuel (2012) argues that rapid and cost-effective innovation may be the only method by which enterprises in the 21st century and beyond will be able to remain competitive. Companies that strive for such innovation to assure their survival and efficiency find that a transformation to an entrepreneurial management style will facilitate their endeavour. Innovative and risk-taking individuals are usually connected to intrapreneurship and entrepreneurship. These individuals may also establish a venture of their own, if they are not able to be intrapreneurial enough as an employee. In every organization there are those who act and think intrapreneurially, therefore, enterprises should work to employ these individuals. Bureaucracy

alone will not stop the intrapreneur from innovating. In Pinchot's description of the typical intrapreneur, he found that intrapreneurs delight in circumventing the bureaucracy and accomplishing change in spite of it. Creative individuals function more like "idea givers," while innovative individuals put these ideas into action. Innovations are needed to increase competitiveness or produce changes to the business or actions. After all, creativity is the theme that encourages people study on psychological ownership and entrepreneurial drive (Hyytinen and Salminen 2007).

3. Conclusion:

To sum up, as literature reveals, although intrapreneurship exists in firms in general irrespective of their size, however, organizational factors such as organizational structure, organizational culture, management support, reward systems and resource availability could be regarded as crucial in the relationship between organization and intrapreneurship development. Studies show that these factors influence development of intrapreneurship (Ireland, et al., 2009; A. Zahra, et al., 2004) and organizational performance (Wood, et al., 2008; S. Zahra & Garvis, 2000). Based on the proposed model and above discussions it will be logical that the organizational factors can moderate the relationship between the organization performance and intrapreneurship development.

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