

## **Dynamics of Intrapreneurial Intensity in Private Firm**

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**Abstract:** World over, intrapreneurship is considered critical to organizational growth, product innovation, competitiveness, profitability, product and business revitalisation that assures superior performance in the marketplace. The level of intrapreneurial intensity in a firm is therefore a reflection of its intrapreneurial dynamics. This paper aimed at uncovering possible intrapreneurial dynamics while measuring intrapreneurial intensity in a private firm in Nigeria via four intrapreneurial indices: policies, culture, employees and leadership. A cross-sectional exploratory survey design was adopted with two sets of structured questionnaires administered to 30 management staff and 51 employees. The structural equation modelling and independent sample t-test were used to analysed data via SPSS and Amos version 25. Findings show that culture and policies are more critical in determining the level of intrapreneurial intensity in a firm; and that perception of indices could be potentially influenced by hierarchy. The implication for practice is that close interaction among firms' people across hierarchy and management levels should be encouraged to foster corporate learning for the purpose of establishing stronger intrapreneurial policies and culture.

**Keywords:** Intrapreneurship, intrapreneurial intensity, intrapreneurial employees, incentive policies, intrapreneurial leadership and intrapreneurial culture

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### **I. Introduction**

The growing emphasis on the concept of intrapreneurship is undoubtedly due to the realisation of the fact that intrapreneurship has proven to be a valuable tool for reshaping an organisation's corporate strategy, competitive advantage and business development. Scholars and researchers in recent past have attempted to empirically link intrapreneurship to organizational growth, product innovation, competitiveness, profitability, product and business revitalisation as well as corporate survival (Ağca, Topal, & Kaya, 2012; Alpkan, Bulut, Gunday, Ulusoy, & Kilic, 2010; Burgelman, 1983; Gawke, Gorgievski, & Bakker, 2017; Phan, Wright, Ucbasaran, & Tan, 2009; Ribeiro Soriano, Augusto Felício, Rodrigues, & Caldeirinha, 2012; Stokvik, Adriaenssen, & Johannessen, 2016; Yang, Narayanan, & Zahra, 2009; Zahra, 1991). A critical review of literature on intrapreneurship (Blanka, 2018; Fitzsimmons, Douglas, Antoncic, & Hisrich, 2005; Phan et al., 2009; Srivastava, Srivastava, & Jain, 2011; Ulijn, Menzel, Ozkan, & Nicolopoulous, 2004; Yang et al., 2009) shows that research concerns revolve around (1) providing empirical evidences of intrapreneurship in firms; (2) measuring the level of intrapreneurship within organisations especially in the large private firms; (3) establishing the dimensions of intrapreneurship; (4) determining the outcomes of intrapreneurship in firms as well as the consequences and (5) expanding the frontiers of intrapreneurship. Organisations, whether large, mid-sized or small scale, are now seemingly compelled to base their business strategies on the foundations of intrapreneurship. To effectively formulate a corporate strategy rooted in intrapreneurship therefore, it is pertinent to (1) determine if intrapreneurship is evident in a firm; and (2) assess the level intrapreneurship in such firm. The determination and measurement of intrapreneurship level in a firm has been much researched. While Nadler, Tushman, Tushman, & Nadler (1997) provided a model for congruent organisational analysis of intrapreneurship, Hill (2003) later developed a construct of six indices based on the Nadler et al. (1997)'s congruence model for organisational analysis. Although Hill (2003)'s work in South Africa is very elaborate, very limited empirical work has been done in general terms especially in Nigeria. In order to provide necessary data to further support this narrowed area of entrepreneurship, this paper studied four indices while contextualising an empirical inquiry into the intrapreneurial intensity of a typical private firm in Nigeria.

### **II. Theoretical Framework**

Past researches in intrapreneurship have underscored the need to evaluate a firm's entrepreneurial orientation by determining the entrepreneurial intensity of corporate organisations through empirical methods (Covin & Slevin, 1991). A few of such studies have however provided framework for such analysis. Nadler, Tushman, Tushman, & Nadler (1997) and Hill (2003) are typical in this regard. This research paper is therefore framed on the model provided by the works Nadler, Tushman, Tushman, & Nadler (1997) and the measurement

construct of Hill (2003). This is so much so because these two works seem to provide solid foundations for further empirical studies. A few practical models have been postulated for the promotion and development of intrapreneurship. Heinonen & Korvela (2003) and Nadler, Tushman, Tushman, & Nadler (1997)'s models are just examples featured in this paper.

The Heinonen & Korvela (2003)'s model identified three key areas that should be considered when measuring intrapreneurship within existing firms as namely (a) requisite elements (b) impact and (c) outcomes. While outcomes refer to the consequences of intrapreneurship level in a firm, the requisite elements such as skills and attitude of an employee, organisational setting which include structure and incentive policies and organisational culture and management activities are critical when estimating the intrapreneurial intensity in a firm.

Nadler, Tushman, Tushman, & Nadler (1997) in their model explained four key elements that determine intrapreneurial intensity as task, individuals, formal organisational arrangements and informal organisational arrangements. Hill (2003) in modifying Nadler, Tushman, Tushman, & Nadler (1997)'s model developed six elements out of the original fours and labelled them as task, culture, people, policies, leadership and structure. These elements form the bases of his construct for the empirical measurement of intrapreneurship intensity within an existing firm.

**Measuring Intrapreneurship in a Nigerian Firm using Hill's Model**

In an attempt to develop an instrument for the measuring level of intrapreneurship intensity in large South African companies, Hill (2003) developed six major indices in his construct and then defined sub-indices that correspond to theoretical relatedness of intrapreneurship. The major indices are briefly described below while the sub-indices are presented in Table 1 below. These include: **Task** (the nature and design of tasks such as either engender or discourage intrapreneurship); **Culture** (organisational norms, behaviour – formal or informal that either engender or discourage intrapreneurship); **Policies** (organisational incentives that act as natural motivation or de-motivation to intrapreneurship); **People** (orientation, skills, attitude and knowledge of workers that either support or downplay intrapreneurship); **Leadership** (management orientation and activities that either support or downplay intrapreneurship); and **Organisational Structure** (the flexibility or rigidity of organisational structure that either supports or discourages intrapreneurship).

**Table no 1: Six Intrapreneurial Indices from Hill (2003)'s Model**

Construct	Index	Measures
<b>TASK</b> (T=level of task innovation present in the organisation)	Task innovation Index	<ul style="list-style-type: none"> <li>• Identification, development and exploitation of new ideas</li> <li>• Level of new product/service introductions</li> <li>• Improvement or revision of current product/services</li> <li>• Improvement of quality of current and future product/services</li> <li>• Demonstration of employee initiative</li> <li>• Level of competition with other organisations</li> </ul>
<b>INDIVIDUALS</b> (E=level of intrapreneurial employees in the organisation)	Intrapreneurial Employee Index	<ul style="list-style-type: none"> <li>• Intrapreneurial qualities of employee</li> <li>• Employee attitude towards change, risk and failure</li> <li>• Willingness of employees to embrace new opportunities</li> <li>• Levels of innovative and creative employees</li> <li>• Employees ability to deal with uncertainty</li> </ul>
<b>STRUCTURE</b> (S=level of structure flexibility in organisation)	Structural Flexibility Index	<ul style="list-style-type: none"> <li>• Flatness of organisational hierarchy</li> <li>• Level of permission to perform task</li> <li>• Decentralisation of organisational structure</li> <li>• Flexible career paths</li> <li>• Recognition of lower level employees</li> <li>• Division of labour tasks</li> <li>• Span of control in organisation</li> </ul>
<b>POLICIES</b> (P=level of incentive policies present in organisation)	Incentive Policies Index	<ul style="list-style-type: none"> <li>• Policies encouraging creative and innovative approaches</li> <li>• Reward systems for intrapreneurial behaviour</li> <li>• Level of punishment/reward for taking calculated risks</li> <li>• Percentage of time available for working on feasibility of idea</li> <li>• Availability of intra-capital</li> </ul>
<b>LEADERSHIP</b> (L=level of intrapreneurial leadership in organisation)	Intrapreneurial Leadership Index	<ul style="list-style-type: none"> <li>• Presence of leadership in the organisation</li> <li>• Innovativeness and charisma of leader</li> <li>• Leaders knowledge of the environment and competition</li> <li>• Encouragement of teamwork</li> <li>• Encouragement of open discussion and negotiation</li> <li>• Encouragement of intrapreneurial philosophy in organisation</li> </ul>
<b>CULTURE</b> (C=level of	Intrapreneurial	<ul style="list-style-type: none"> <li>• Evidence of interdependence and team work</li> </ul>

Construct	Index	Measures
intrapreneurial culture in the organisation	Culture Index	<ul style="list-style-type: none"> <li>• Level of power distance/authoritarianism</li> <li>• Clearness of organisational vision</li> <li>• Acceptance of uncertainty</li> <li>• Attitude towards failure</li> <li>• Awareness of future opportunities</li> <li>• Encouragement of life-long learning</li> <li>• Recruitment of intrapreneurial employees</li> </ul>

The assumption that a firm’s present and future success in the market is largely depends on its intrapreneurial intensity does not exclude any firm irrespective of size, location, and other environmental dynamics. It becomes imperative therefore, for firms to measure their level of intrapreneurial intensity based on the established indices in literature. Based on this, we hypothesise that:

**H1:** The intrapreneurial intensity of a typical private firm in Nigeria can be measured using intrapreneurial indices in Hill (2003).

In order to test this assumption, the researchers adapted four out of the six indices of Hill (2003)’s intrapreneurial model. Task and Structure were not included in the research instrument the following reasons: (1) task was dropped because it is assumed that individuals with strong intrapreneurial tendencies, motivated by incentive policies and supported by intrapreneurial leadership should not be deterred by barriers posed by the nature of tasks they perform; and (2) structure can be undermined by policies, leadership and culture no matter how intrapreneurial it may seem. Besides, it is leadership (i.e. management) that determines formal structure while people and culture determine the informal structure. Thus, this study investigated the intrapreneurial intensity of a typical Nigerian private firm using what the researchers considered as the four most critical intrapreneurial indices which include: people, leadership, incentive policies and culture. These indices set to measure the intrapreneurial intensity (I), can also be modelled in a linear form as:  $I = [E \text{ (level of intrapreneurial employees)} + L \text{ (level of intrapreneurial leadership)} + P \text{ (level of incentive policies)} + C \text{ (level of intrapreneurial culture)}]$ .

Potentially, hierarchy could influence one’s perception of intrapreneurial intensity in an organisation. From the argument of Schmid Mast (2010) and the empirical finding of Jones et al. (2008), it becomes important to evaluate how management perceive intrapreneurial indices compared to employees. On this premise, we hypothesise that:

**H2:** Employees perceive intrapreneurial indices differently from management staff.

This second hypothesis seeks to determine the difference between employees and management in terms of their perception of: (1) the overall intrapreneurial intensity in organisation; and (2) intrapreneurial indices that contribute to the firm’s intrapreneurial intensity.

### III. Methods

As an empirical research, this paper adopted a mid-size private firm as a case for study. The quantitative method was adopted so as to empirically prove the evidence as well as the measure the level of intrapreneurship in the firm. The choice of a mid-range private firm is based on the fact that the researcher, in addition to determining the intrapreneurial intensity index of a typical Nigerian firm also wanted to test the relevance of the methodology developed and tested in a large South African firms by Hill (2003).

**Study Design:** Cross-sectional explorative survey

**Study Setting:** The study was conducted at an integrated food company that markets vegetable oil, cereals and animal feeds, etc. As at the time of the study, the company had a total of 387 staff members including those at various management levels.

**Research Instrument:** Questionnaire was the main instrument used for this study. Justification for this decision includes the fact questionnaire is cheaper, easier and quicker in generating valuable data. Besides, it allows for anonymousness which most respondents prefer when giving information and/or opinion about themselves or their organisations. Two sets of questionnaires were therefore administered concurrently to management staff and employees of the firm being studied. Four major indices were common to both questionnaires but with varied items in few instances

**Sample size:** At 95% confidence level with 0.5 error margin, 51 employees and 30 management staff members were sampled for this study

**Sample size calculation:** The sample size was estimated via epi info StatCalc at 5% acceptable margin of error. The estimated sample size was 193 but due to poor response, incomplete questionnaires and unengaged responses, a final sample of 81 respondents (employees=60; management=30) was achieved. This represents a response rate of 42 percent.

**Data collection procedure**

Participants were randomly selected from the study population without recourse to gender, department or cadre. Researchers duly informed participants about the purpose of the study in order to obtain informed consent. The structured questionnaire was thereafter given to the willing participants to complete at their pace to return at a later time. This was done in order to allow participants reflect adequately in responding to the items. This way, the error of self-reporting data collection method could be minimised.

**Data collection procedure**

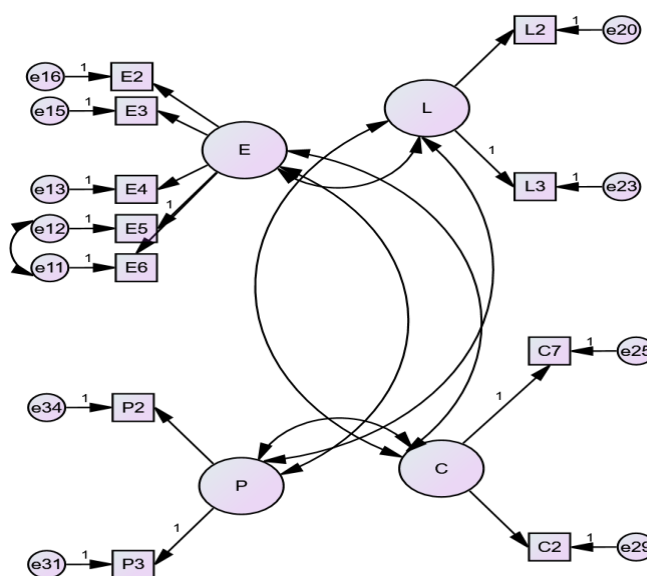
Across the indicators of latent variables, there no more than 7 percent missing variables per each reflector. The missing data were therefore replaced with near point mean values. To rule out the possibility of some participants not engage well in the survey, we used standard deviation to check for this for randomly selected responses. Any standard deviation equals to zero or close to 0.5, potentially shows that the participant probably did not fully engaged in the survey and is therefore removed. From the standard deviations obtained, 13 participants were further removed yielding a final sample size of 81. Other participants fairly engaged in the survey.

**Validity and reliability**

The four latent constructs involved in this study (viz: Intrapreneurial Employee Index, Incentive Policies Index, Intrapreneurial Leadership Index; and Intrapreneurial Culture Index) were subjected to construct, discriminant, and convergent validity; and reliability test.

**Construct validity:** A confirmatory factor analysis (CFA) model involving the four constructs was developed and tested to determine construct validity. The model is represented in Figure 1. As stated by Hooper, Coughlan, & Mullen (2008), the obtained fit indices suggest evidence of good construct validity at Relative chi-square=1.339; Chi-Square=49.561; DF=37; CFI=0.969; Root Mean Square Error of Approximation (RMSEA)=0.065; PCLOSE=0.287; Standard Root Mean Residual (SRMR)=0.067.

**Discriminant validity:** Hair, Black, Babin, & Anderson (2010) set discriminant validity criterion as follow: Maximum Shared Variance (MSV) for the latent constructs must be less than the corresponding Average Variance Extracted (AVE) estimates. This criterion is set to ensure that no latent variable is explained by some other measured variables in the confirmatory factor model. From the results presented in Table 2 below, it is evident that there were not discriminant validity issues.



**Figure no 1:** Confirmatory factor analysis for Policies, Culture, Leadership and Employee Intrapreneurial Indices

**Convergent validity:** As per Malhotra & Dash (2011)'s recommendation, we estimated Average Variance Extracted (AVE) to measure convergent validity. The greater than 0.5 criterion for AVE suggests that less than 50 percent of the variance should be due to error. The results in Table 2 show that all AVE estimates are greater 0.5 and further prove that our CFA models have good convergent validity.

**Table no 2:** Matrix showing composite reliability, convergent and discriminant validity

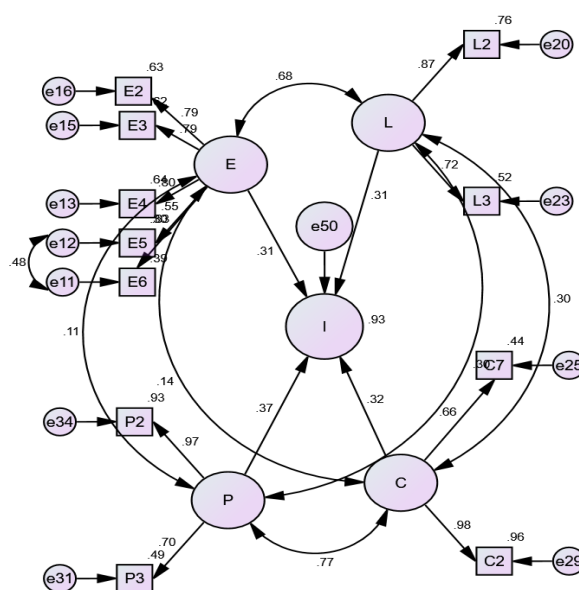
Construct	CR	AVE	MSV	MaxR(H)	E	L	C	P
E	0.839	0.515	0.463	0.860	<b>0.718</b>			
L	0.778	0.639	0.463	0.808	0.680***	<b>0.799</b>		
C	0.817	0.699	0.589	0.960	0.143	0.299*	<b>0.836</b>	
P	0.829	0.713	0.589	0.938	0.107	0.303*	0.768***	<b>0.844</b>

**Reliability:** Composite reliability (CR) was estimated to ascertain the internal consistency for all the seven latent constructs. The criterion is that composite reliability scores above 0.7 is considered acceptable (Gliem & Gliem, 2003). From the results presented in additional Table 2, the composite reliability (CR) scores range from 0.78 to 0.84, thereby showing that items reliably measure the constructs involved in the study.

**Statistical analysis**

Data was analysed using two statistical tools: structural equation model and independent samples t-test. The statistical operations were carried out via SPSS version 25 and Amos version 25. The structural equation model was used to estimate the firms' intrapreneurial intensity as measured by the four constructs. The structural model developed was first tested for fitness before interpreting the results as being reliable. Independent sample t-test was used to ascertain the difference between management staff and employees in terms of their perception of firms' intrapreneurial indices. Student's t-test was estimated to determine difference and the significance of differences was further confirmed via p-value level <0.05.

**Structural model and fitness:** A structural model (presented in Figure 2) was developed to determine the level of intrapreneurial intensity in the selected firm. The model was tested for good fit with data based on theoretical assumptions. The obtained fit indices: Relative Chi-Square ( $\chi^2/df$ ) = 1.339; Comparative Fit Index (CFI)=0.969; Tucker Lewis Index (TLI)=0.953; Incremental Fit Index (IFI)=0.970; Root Mean Square Error of Approximation (RMSEA)=0.065; PCLOSE=0.287; Standard Root Mean Residual (SRMR)=0.067.



**Figure no 2:** Structural model measuring firm's intrapreneurial intensity via Policies, Culture, Leadership and Employee Indices

IV. Result

Demographics and descriptive

30 participants (15 male, 15 female) were management staff members while 51 (28 male, 23 female) were employees out of the total of 81 participants. 48 participants (34 employees, 14 management staff), representing 59 percent of the participants hold Higher National Diploma (HND) or a B.Sc. (Hons) degree. 9 participants (1 employee, 8 management staff) hold either a Master’s or PhD degree. Less than 4 percent of the participants actually hold high school certificate as the highest academic qualification. These statistics show that most of the respondents are well educated and should therefore be able to exhibit a level of creativity and innovativeness required for intrapreneurship.

In terms of length of service in the company, the longest tenure stood at 27 years while the shortest tenure was less than a month. However, the mean tenure was 6.41 years. This is considered to be sufficient time to fit into and understand an organisational setting in to nurture intrapreneurial initiatives.

The latent constructs were correlated to determine their associations and the results are presented in Table 3. With the exception of correlations between Individual employee (E) and Policies (P); and Individual employee (E) and Culture (C), all other correlation coefficients are found to be significant at the 0.01 level.

Table no 3: Matrix showing correlation coefficients among intrapreneurial indices

	P	C	L	E
P	1			
C	.802**	1		
L	.338**	.333**	1	
E	0.120	0.156	.766**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

On a scale of 0 – 10, Culture (C) has the lowest mean composite score at 4.83 (standard deviation=1.21) while individual employee (E) has the highest at 6.88 (standard deviation=1.12). Furthermore, Policies (P) has mean composite score of 5.57 (standard deviation=1.39) while Leadership (L) has a mean composite score of 6.34 (standard deviation=1.10).

Estimate of intrapreneurial intensity

From the structural equation model, the one-headed arrows pointing from P, C,L and E to I represent regression lines. Standard regression weights were estimated to determine the level of intrapreneurial intensity in the firm. The results show that policies, P, has significantly positive impact on intrapreneurial intensity at  $r = 0.370, p=0.004$ ; Culture, C, at  $r = 0.321, p=0.004$ ; Leadership, L, at  $r = 0.312, p=0.020$ ; and Employees, E, at  $r = 0.311, p=0.004$ . On the overall, the intrapreneurial indices account for 0.932 (i.e. 9.32 on a scale of 0 – 10) variation in intrapreneurial intensity and this is statistically significant at  $p=0.006$ .

Difference between management and employees’ perception of Intrapreneurial Indices

Mean boxplots of intrapreneurial indices: The mean values for the policies, culture, employees and leadership are represented in the boxplots below [i.e. Figures 3(a) – (d)]. These boxplots do not however show significant difference between management and employees’ perception of intrapreneurial indices.

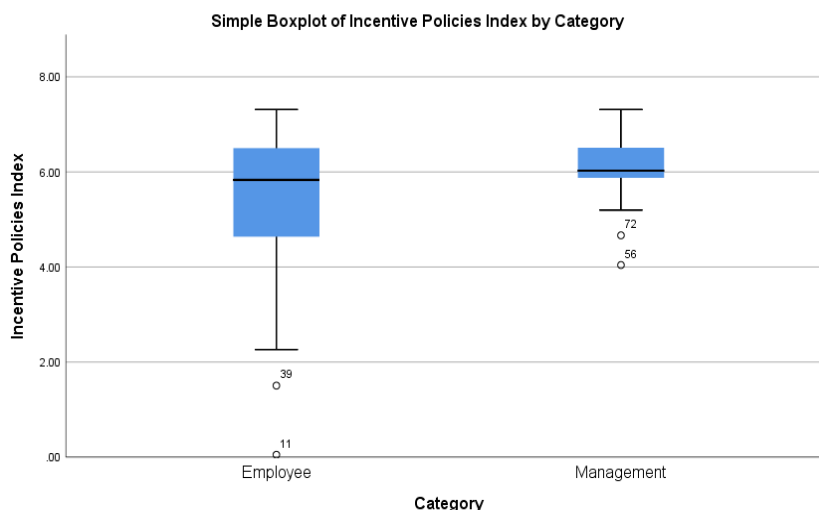


Figure no 3a: Boxplot showing management and employee’s mean perception score of policies

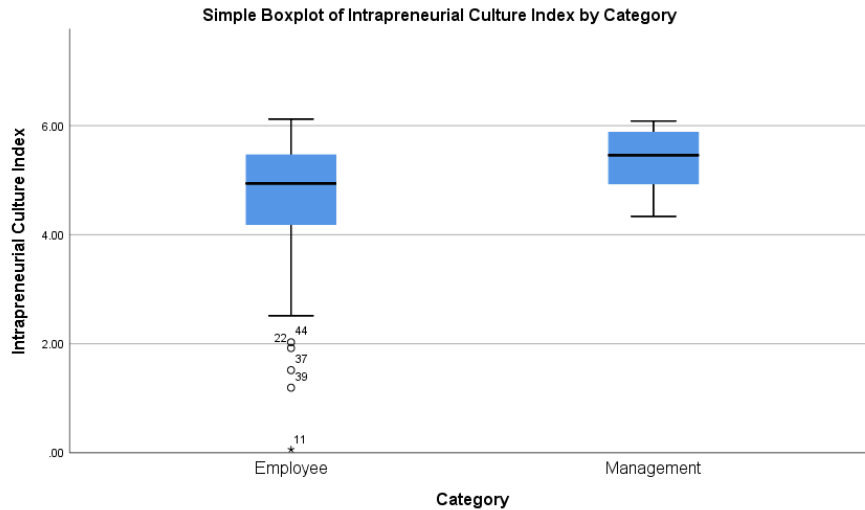


Figure no 3b: Boxplot showing management and employee’s mean perception score of culture

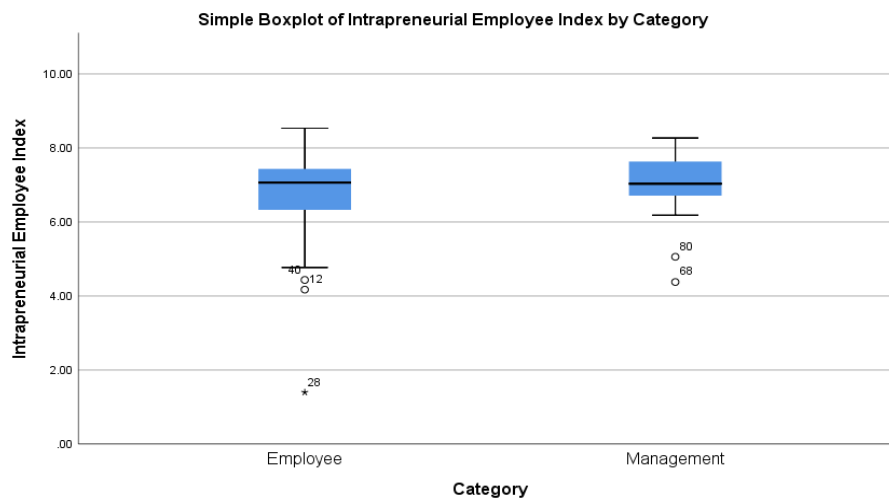


Figure no 3c: Boxplot showing management and employee’s mean perception score of employees

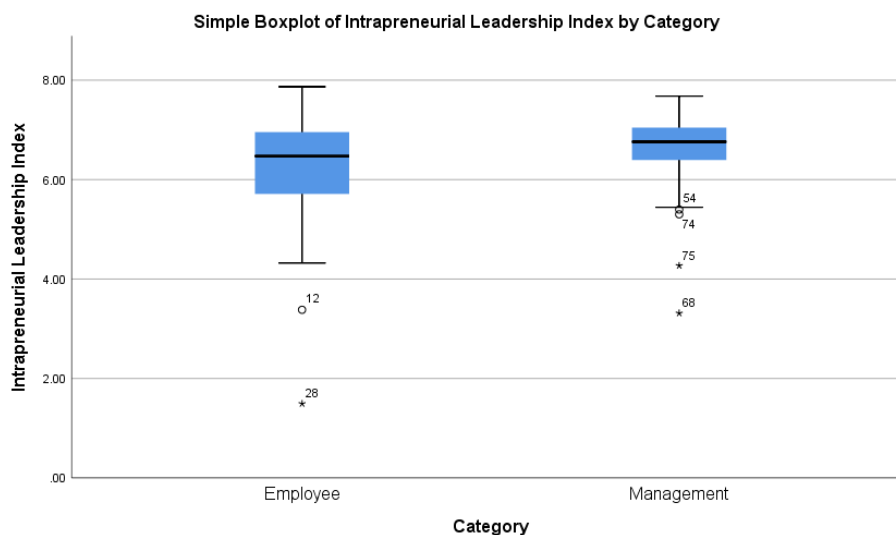


Figure no 3d: Boxplot showing management and employee’s mean perception score of leadership

**Difference in intrapreneurial indices:** The Independent Samples t-test was therefore, used to estimate the statistical differences between the management staff and employees in terms of their perception of

intrapreneurial indices. This was necessary to understand level of intrapreneurial intensity along hierarchy of the firm. All assumptions that underlie the independent samples t-test were met as follows: (1) dependent variables being compared were measured on continuous scale; (2) the grouping variable was measured at categorical level; (3) cases were observed on both dependent and grouping variables; (4) no one case was found in the two groups. The results are presented in Table 4.

**Table no 4:** Independent sample test for intrapreneurial indices

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
P Incentive Policies Index	Equal variances assumed	15.681	0.000	-2.431	79.000	0.017	-0.753	0.310	-1.370	-0.136
	Equal variances not assumed			-2.924	73.321	0.005	-0.753	0.258	-1.266	-0.240
C Intrapreneurial Culture Index	Equal variances assumed	14.866	0.000	-3.001	79.000	0.004	-0.800	0.267	-1.330	-0.269
	Equal variances not assumed			-3.661	70.153	0.000	-0.800	0.218	-1.236	-0.364
L Intrapreneurial Leadership Index	Equal variances assumed	0.925	0.339	-1.068	79.000	0.289	-0.270	0.253	-0.773	0.233
	Equal variances not assumed			-1.125	70.637	0.265	-0.270	0.240	-0.749	0.209
E Intrapreneurial Employee Index	Equal variances assumed	2.501	0.118	-0.931	79.000	0.355	-0.240	0.257	-0.752	0.273
	Equal variances not assumed			-1.033	77.862	0.305	-0.240	0.232	-0.702	0.222

The t-statistic was estimated to determine if there were statistical differences between employees and management on the four intrapreneurial indices. The results are that: the mean difference of -0.753 for Policies Index was found to be statistically significant at  $t_{73.321} = -2.924$ ,  $p < 0.001$ ; the mean difference of -0.800 for Culture Index was found to be statistically significant at  $t_{70.153} = -3.661$ ,  $p < 0.001$ . However, the mean difference of -0.270 for Leadership Index was not statistically significant at  $t_{70.637} = -1.125$ ,  $p < 0.339$ ; and the mean difference of -0.240 for Employee Index was also not statistically significant at  $t_{77.862} = -1.033$ ,  $p < 0.118$ .

**V. Discussion**

Two operational hypotheses tested in this paper relate to indices for measuring intrapreneurial intensity in a firm and how perception of intrapreneurial indices differs between employees and management. From the results, it was found out that not all the intrapreneurial indices used for measuring intrapreneurial intensity are significantly correlated. For instance, culture and policies are strongly correlated as well as leadership and individual employees. On the contrary, leadership and policies as well as leadership and culture, are not significantly correlated. This is somewhat expected because organisational policies are impliedly, a key determinant of corporate culture (Tanriverdi, Çakmak, & Altındağ, 2016). However, the results suggest that a firm could have a very dynamic, charismatic, innovative and knowledgeable leadership which encourages intrapreneurship, yet there could be corporate policies that inhibit individual intrapreneurialism. This may be attributed to the fact that changes in such policies are beyond the domain of the certain leadership level. In as much as this study did not measure leadership index across management levels, it is difficult to conclude on whether the level of management is responsible for weak or insignificant association between policies and leadership. A further study may wish to investigate the perception of leadership intrapreneurial index across management levels in a firm and how this relate to corporate policies.

All the intrapreneurial indices: policies, individual employees, culture and leadership are found to be significant in estimating the intrapreneurial intensity of the firm understudied. This corroborates the work of Hill (2003). Intrapreneurial intensity therefore can be predicated on multi-dimensional indices that significantly determine level of intrapreneurship in a firm. In addition, it was found out that policies and culture have more significant impact in determining intrapreneurial intensity. This implies that even for individuals (either at managerial level or not) who do not have strong entrepreneurial orientation could be influenced over time, by the policies and culture of the firm in which they work. A practical implication for business owners, corporate managers, board of directors or chief executives is that they must always create the corporate culture and policies that intensively foster intrapreneurship given that they matter more than just having entrepreneurial employees or management staff.



Perception is a powerful determinant of intrapreneurship within a firm (Blanka, 2018). How individuals perceive intrapreneurial indices could be potentially different based their hierarchy in the firm (Jones et al., 2008; Schmid Mast, 2010). The findings show that employees and management perceive level of intrapreneurial culture and policies very differently. Management think their intrapreneurial policies and cultures are more intense compared to the perception of employees. This proves that perception of same phenomenon could be significantly different or the same across hierarchical levels in a firm. In this vein, it becomes imperative for all members of a firm to have close interaction on all critical issues that could significantly impact on their performance. Such interaction will foster corporate learning and understanding needed for critical changes in policies and culture.

In addition, management perception about employees' intrapreneurship is not significantly different from the employee's perception about their own intrapreneurial intensity. Similarly, employees' perception about management intrapreneurialism is not significantly different from the management perception about their own intrapreneurial intensity. These findings suggest that both management and employees should have good and thorough understanding of the dynamics relating intrapreneurial intensity for them to achieve their individual and corporate entrepreneurial initiatives.

Future studies should follow a qualitative approach in exploring policies, culture, leadership and employees at sub-set level. This will further improve the quality of practice of intrapreneurship and its application in firms as more in-depth facts will be uncovered.

## VI. Conclusion

As argued by Ashrafganjouei & Hamid (2015), intrapreneurship remains a veritable tool for achieving superior performance for firms in terms of organizational growth, product innovation, competitiveness, profitability, product and business revitalisation. However, a good understanding of the dynamics relating intrapreneurship remain critical. First, firms must garner empirical evidences of what intrapreneurial indices are at work in their firm. This knowledge should be applied to formulating intrapreneurship strategy that thoroughly exudes intrapreneurial policies and culture. In addition, perception of people in the firm at various levels of management and hierarchy should underscore organisational learning in order to foster firm's cohesion in terms of intrapreneurial indices and dynamics.

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