

# **CONTEXTUAL DETERMINANTS OF INTRAPRENEURIAL BEHAVIOUR: AN INTEGRATIVE PERSPECTIVE**

**Wickrama Arachchilage Deepthi Nilmini Wickramaarachchi**

B.Sc. in Business Administration, M.Sc. in Management

Submitted in fulfilment of the requirements for the degree of  
Doctor of Philosophy

School of Management  
Faculty of Business and Law  
Queensland University of Technology

2021

## **Keywords**

Intrapreneurship, intrapreneurial behaviour, contextual determinants, organisational culture, socio-cultural context

# Abstract

In a knowledge-based, innovation-driven economy, human capital is key to organisational success. Intrapreneurship, which is broadly defined as entrepreneurship within an existing organisation, has been developed on the idea that valuable human capital that resides in employees who have the capacity to act as entrepreneurs within an organisation. Intrapreneurs, who are entrepreneurially-thinking employees within existing firms, are vital as they can think beyond the boundaries of their job and responsibilities, pursue innovative opportunities on behalf of the organisation, and can contribute to organisational value creation. Such employee behaviour is the foundation of organisational innovation and the resulting competitive advantage of firms. In this regard, the intrapreneurial behaviour (IB) has become strategically important for organisational performance and renewal.

Since intrapreneurial behaviours are self-initiated, they are unlikely to be included in an employees' job description. The complex nature of IB suggests that there could be numerous factors that influence the IB and the question of what motivates IB has been debated over decades. Most studies in the field of intrapreneurship research have been based on the consideration of internal organisational factors as determinants of IB.

The external environment has been viewed as an important enabler of entrepreneurship as well as corporate entrepreneurship. However, there has been little empirical research that has investigated the influence of external environmental factors, particularly the socio-cultural context on the behaviour of intrapreneurs. Having an integrative view of the organisational, individual and socio-cultural context as the determinants of IB could deepen the current understanding of the determinants

of IB and uncover the meaningful factors that predict the IB of employees in unique contexts.

The aim of this thesis is to explore the determinants of IB in an integrative perspective considering organisational, individual and socio-cultural factors in a country context where the socio-cultural influences are significant for individual behaviours. To achieve this aim, the research adopted a qualitative, multiple case study approach based on four service sector organisations in Sri Lanka that practiced the intrapreneurship concept. Data were collected using multiple methods (interviews and questionnaire) and multiple sources (views of senior managers, middle managers, intrapreneurs and other employees).

Findings revealed that organisational culture, organisational structure and strategies, HRM policies, leadership and supervisory support played a distinct role in fostering IB in Sri Lankan organisations. Key findings confirmed that IB is a complex phenomenon that is driven by organisational internal environment, employee-specific factors and external environmental factors. The research findings extend the intrapreneurship literature by providing rich empirical evidence from the sample of Sri Lankan intrapreneurs and suggest that the socio-cultural environment can significantly influence intrapreneurial motivation, risk behaviour and values. Findings also broaden the current understanding of how organisations in less intrapreneurial environments can overcome contextual barriers and foster IB based on a more nuanced understanding of the local organisational culture and employee behaviours.

# Table of Contents

Keywords .....	i
Abstract .....	ii
Table of Contents.....	iv
List of Figures .....	vii
List of Tables .....	i
List of Abbreviations .....	ii
Statement of Original Authorship.....	iii
Acknowledgements .....	iv
<b>Chapter 1: Introduction .....</b>	<b>1</b>
1.1 Background.....	1
1.2 Context.....	4
1.3 Purposes.....	6
1.4 Significance .....	8
1.5 Thesis Outline.....	10
<b>Chapter 2: Literature Review .....</b>	<b>11</b>
2.1 Introduction .....	11
2.2 Firm-level Entrepreneurship.....	11
2.3 The concept of Intrapreneurship .....	12
2.4 Intrapreneur and Human Capital .....	15
2.5 Intrapreneurial Behaviour.....	18
2.6 Determinants of Intrapreneurial Behaviour .....	21
2.6.1 Organisational determinants of IB.....	21
2.6.2 Employee-specific determinants of IB .....	25
2.6.3 Environmental determinants of IB .....	28
2.7 Prevalence of Intrapreneurial activity Across Countries .....	31
2.8 Sri Lanka: An Interesting Context.....	33
2.8.1 The history of Sri Lankan cultural dynamics .....	33
2.8.2 Socio-cultural characteristics in present-day Sri Lanka .....	36
2.8.3 Socio-cultural influences on entrepreneurship and HRM practices in Sri Lanka .....	38
2.8.4 Existing research on intrapreneurship in Sri Lanka.....	40
2.8.5 Employee-specific determinants of IB .....	41
2.9 Proposed Framework.....	44
2.10 Research Gaps and Research questions .....	45
2.11 Chapter Summary .....	47
<b>Chapter 3: Methodology.....</b>	<b>49</b>

3.1	Introduction .....	49
3.2	Philosophical Position .....	49
3.3	Research Design: Inductive Case study Design .....	52
3.3.1	The rationale for using a multiple case study design.....	53
3.3.2	Unit of analysis and case selection.....	54
3.3.3	The case study protocol.....	56
3.4	Data Collection Procedure.....	57
3.4.1	Initial CEO or top manager interviews.....	58
3.4.2	Interviews with middle managers.....	59
3.4.3	Interviews with intrapreneurs .....	59
3.4.4	Questionnaires .....	60
3.4.5	Secondary sources .....	62
3.5	Data Analysis.....	63
3.5.1	Data analysis procedure.....	63
3.5.2	Qualitative data coding.....	65
3.5.3	Within-case analysis.....	66
3.5.4	Cross-case analysis.....	66
3.6	Overall Rigour of the Methodological approach .....	68
3.7	Ethical Considerations .....	69
3.8	Chapter Summary .....	70
<b>Chapter 4: Within-case Analysis .....</b>		<b>71</b>
4.1	Introduction .....	71
4.2	Case A (Healthcare).....	72
4.2.1	Profile .....	72
4.2.2	Intrapreneurship orientation at Case A.....	73
4.2.3	Organisational determinants of IB at Case A .....	74
4.2.4	Employee-specific determinants of IB at Case A.....	86
4.2.5	Summary of Case A .....	90
4.3	Case B (Software).....	91
4.3.1	Profile .....	91
4.3.2	Intrapreneurship orientation at Case B.....	92
4.3.3	Organisational determinants of IB at Case B .....	93
4.3.4	Employee-specific determinants of IB at Case B.....	100
4.3.5	Summary of Case B.....	103
4.4	Case C (Transportation).....	104
4.4.1	Profile .....	104
4.4.2	Intrapreneurship orientation at Case C .....	105
4.4.1	Organisational determinants of IB at Case C .....	106
4.4.2	Employee-specific determinants of IB at Case C.....	112
4.4.3	Summary of Case C.....	115
4.5	Case D (Finance) .....	117
4.5.1	Profile .....	117
4.5.2	Intrapreneurship orientation at Case D.....	118
4.5.3	Organisational determinants of IB at CASE D.....	119
4.5.4	Employee-specific determinants of IB at Case D.....	126
4.5.5	Summary of Case D .....	129
4.6	Chapter Summary .....	131
<b>Chapter 5: Cross-case Analysis and Discussion .....</b>		<b>133</b>

5.1	Introduction .....	133
5.2	Cross-case Analysis Procedure.....	133
5.3	Firm Intrapreneurship Orientation.....	134
5.4	Organisational Determinants of Intrapreneurial Behaviour.....	136
5.4.1	Organisational culture .....	137
5.4.2	Organisational structure and strategies.....	144
5.4.3	Leadership and supervisory support.....	153
5.4.4	Human resource development policies.....	162
5.4.5	Discussion of the key findings on the organisational determinants of IB .....	172
5.5	Employee-specific Determinants of Intrapreneurial Behaviour .....	181
5.5.1	Intrapreneurial motivation.....	182
5.5.2	Employee skills and competencies.....	187
5.5.3	Values and attitudes.....	190
5.5.4	Discussion of the key findings on the employee-specific determinants.....	195
5.6	Chapter Summary .....	200
<b>Chapter 6: Conclusions .....</b>		<b>201</b>
6.1	Introduction .....	201
6.2	Summary of the Study Findings for the Research Questions .....	201
6.2.1	Addressing research question one .....	201
6.2.2	Addressing research question two .....	209
6.2.3	Addressing research question three.....	211
6.2.4	Integrated research findings: Contextual Determinants of IB .....	214
6.3	Contributions .....	216
6.3.1	Contributions to the intrapreneurship literature.....	216
6.3.2	Contributions to methods in intrapreneurship research.....	220
6.3.3	Practical implications .....	221
6.4	Limitations and Future Research .....	223
6.4.1	Nature of the research context.....	223
6.4.2	Nature of the research design and conduct.....	223
6.4.3	Other considerations.....	225
<b>References .....</b>		<b>227</b>
<b>Appendices .....</b>		<b>243</b>

# List of Figures

<b>Figure 2.1</b> .....	45
<i>Proposed Integrative Framework of the Determinants of Intrapreneurial Behaviour</i> .....	45
<b>Figure 3.1</b> .....	53
<i>Overview of the Research Design</i> .....	53
<b>Figure 3.1</b> .....	68
<i>Summary of Analytical Techniques</i> .....	68
<b>Figure 4.1</b> .....	74
<i>Questionnaire Results for Intrapreneurship Dimensions – Case A</i> .....	74
<b>Figure 4.2</b> .....	76
<i>Organisational Culture Profile of Case A</i> .....	76
<b>Figure 4.3</b> .....	93
<i>Questionnaire Results for Intrapreneurship Dimensions - Case B</i> .....	93
<i>Organisational Culture Profile of Case B</i> .....	94
<b>Figure 4.5</b> .....	106
<i>Questionnaire Results for Intrapreneurship Dimensions – Case C</i> .....	106
<b>Figure 4.6</b> .....	118
<i>Questionnaire Results for Intrapreneurship Dimensions – Case D</i> .....	118
<b>Figure 5.1</b> .....	136
<i>Qualitative Data Structure - Organisational Determinants of IB</i> .....	136
<b>Figure 5.2</b> .....	137
<i>Organisational Culture Profiles of the Four cases (OCAI Results)</i> .....	137
<b>Figure 5.3</b> .....	153
<i>Summary of Findings on Organisational Strategies that fostered IB</i> .....	153
<b>Figure 5.4</b> .....	154
<i>Data Structure: Leadership and Supervisory Role</i> .....	154
<b>Figure 5.5</b> .....	162
<i>Summary of Findings on Leadership and Supervisory Support that Fostered IB</i> ...	162
<b>Figure 5.6</b> .....	172
<i>Summary of Findings on Organisational Policies that fostered IB</i> .....	172
<b>Figure 5.7</b> .....	182
<i>Data structure - Employee-specific determinants of Intrapreneurial Behaviour</i> ....	182



<b>Figure 6.1</b> .....	208
<i>Summary of Findings on Organisational Determinants of Intrapreneurial Behaviour</i> .....	208
<b>Figure 6.2</b> .....	211
<i>Summary of Findings on Employee-specific Determinants of Intrapreneurial Behaviour</i> .....	211
<b>Figure 6.3</b> .....	215
<i>Integrated Research Findings- Contextual Determinants of Intrapreneurial Behaviour</i> .....	215

## List of Tables

Table 3.1 .....	50
<i>Overview of Philosophical Paradigms</i> .....	50
Table 4.1 .....	72
<i>Summary of the Demographic Characteristics of Four Cases</i> .....	72
Table 4.2 .....	73
<i>Demographics of participants - Case A</i> .....	73
Table 4.3 .....	91
<i>Summary of Findings - Organisational determinants of IB at Case A</i> .....	91
Table 4.4 .....	92
<i>Demographics of Informants - Case B</i> .....	92
Table 4.5 .....	104
<i>Summary of Findings - Organisational determinants of IB at Case B</i> .....	104
Table 4.6 .....	105
<i>Demographics of Informants - Case C</i> .....	105
Table 4.7 .....	116
<i>Summary of Findings - Organisational determinants of IB at Case C</i> .....	116
Table 4.8 .....	117
<i>Demographics of Participants- Case D</i> .....	117
Table 4.9 .....	130
<i>Summary of Findings - Organisational determinants of IB at Case D</i> .....	130
Table 5.1 .....	134
<i>Mean Scores for the Intrapreneurship Dimensions</i> .....	134
Table 5.3 .....	147
<i>Organisational Strategies Elicited in the Four Cases</i> .....	147
Table 5.6 .....	163
<i>HRM Policies Elicited in the Four Cases</i> .....	163
Table 5.7 .....	183
<i>Employee Personal Expectations and Desires that Motivated IB</i> .....	183
Table 5.8 .....	185
<i>Respondents' Remarks About Their Expectations for Organisations', Co-workers', and Customers'/End-users' Benefit</i> .....	185
Table 5.9 .....	187
<i>Respondents' Remarks About Their Expectation for Social Contribution</i> .....	187

# List of Abbreviations

IB	Intrapreneurial behaviour
GEM	Global entrepreneurship monitor
CE	Corporate entrepreneurship
OC	Organisational culture
OCAI	Organisational culture assessment instrument
HRM	Human resource management
HRD	Human resource development
HR	Human resource
LTO	Labour turnover
MD	Managing director
IoT	Internet of things

# Statement of Original Authorship

The work contained in this thesis has not been previously submitted to meet requirements for an award at this or any other higher education institution. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made.

Signature: [QUT Verified Signature](#)

Date: 27<sup>th</sup> May 2021

# Acknowledgements

I believe every PhD journey is challenging. Being an international student and a mother, writing the thesis and completing the PhD during a world pandemic situation while knowing my loved ones lived 10,000 miles apart from me made my journey extra challenging. I could celebrate the completion of my PhD thanks to many wonderful people around me who supported me.

Firstly, my sincere appreciation goes to Dr Jannine Williams, my principal supervisor who took the huge responsibility at the very last critical stage of my PhD journey. You were kind enough to be my principal supervisor when my former principal supervisor had to leave QUT for the betterment of his career. I am very much thankful for your immense guidance, constructive comments and helping me complete my PhD. My sincere appreciation also goes to my associate supervisor, Professor Rowena Barrett, who guided me with very insightful comments and suggestions, shared her expert knowledge, and was my role model, which I would love to follow for the rest of my career life.

Next, I would like to express my gratitude and appreciation to Associate Professor Colin Jones who was my principal supervisor for the first three years of my study. I thank you very much for your kindness, constant support, encouragement, sharing your immense knowledge and experience, and helping me to think differently. Even after you left QUT, you were so kind to serve as my external supervisor and help me in every possible way to get me to this finish line. Thank you for understanding me and the time spent on editing my write-ups. I am very privileged to have worked with three wonderful supervisors who had complementary skills and expert knowledge and always helped me to be the best of myself.

I would also like to express my gratitude to the PhD final seminar and confirmation seminar panel chair, Professor Vicky Browning, final seminar panel member, Dr Judy Matthews, and confirmation seminar panel member, Associate Professor Shane Matthews. Thank you all for your patience in reading my thesis and providing valuable feedback to improve it and assist in the final version.

I would also like to acknowledge my PhD scholarship providers, QUT, for sponsoring my course fee and the National Centre for Advanced Studies in Humanities, Sri Lanka for the wonderful sponsorship of my living stipend. This assistance helped me continue my studies without any financial burden and I am very much grateful for their generosity. My appreciation also goes to the University of Moratuwa, Sri Lanka, where I have worked as an academic staff member, for releasing me on study leave for the duration of my PhD. Next, my special thanks go to all of the research participants who contributed their valuable time on my research. Without you, I would not have a story to tell. My thanks also to professional editor, Dr William Wrigley, who proofread the thesis according to the guidelines laid out in the university-endorsed national 'Guidelines for editing research theses'.

Also, I would like to thank my wonderful HDR colleagues and friends for their friendship, kindness and encouragement given along this journey. Above all, I would like to thank my parents, the best motivators in the world, for their love, trust, encouragement and blessings to complete this endeavour. Finally, my very special thanks to my little son, Danula who patiently waited not just days or weeks, but four years to get her mum back, and my dear husband, Kaushalya, for being my pillar of strength and making the completion of this thesis possible.

## **Presentations form this Thesis**

Wickramaarachchi, D. (2018). *Determinants and Outcomes of Intrapreneurship: A Review and Ways Forward*. Paper presented at the 32<sup>nd</sup> Australian & New Zealand Academy of Management (ANZAM) Conference, Auckland, New Zealand.

Wickramaarachchi, D. (2019). *Contextual Determinants of Intrapreneurial Behaviour*. Paper presented at the Queensland University of Technology, Business School Research Colloquium, 2019, Brisbane, Australia.

Wickramaarachchi, D. (2020). *Enabling Intrapreneurship in the Developing Country Context: A Case of the Service Industry in Sri Lanka*. Accepted as a Developmental Paper. British Academy of Management (BAM 2020 Conference in The Cloud).

Wickramaarachchi, D. (2021). Who is an Intrapreneur? *Global Intrapreneurs Institute*. <https://gii.institute/who-is-an-intrapreneur/>

# Chapter 1: Introduction

---

This introductory chapter provides an overview of this thesis which outlines the background, context and purposes of the research. Next, the significance of this research and its research contributions are explained. Finally, an outline of the remaining chapters of the thesis is presented.

## 1.1 BACKGROUND

Business and economic environments have become challenging for most organisations due to globalisation trends and disruptive technological changes (Prieto Leon, Phipps Simone, & Kungu, 2020). According to Perry (2020), almost 89% of the Fortune 500 companies in 1995 no longer existed in 2020, having been replaced by new companies in emerging industries. This has been claimed to be as a result of the process of creative destruction (Schumpeter, 1942) that drives the dynamism of most market economies. Such outcomes have emphasised the significance of strategic renewal, or the process of aligning an organisation's strategies and practices with changing environmental circumstances to create significant, new value for organisations and customers (Floyd & Lane, 2000). Strategic renewal is dependent upon constant innovation, and while traditionally, top management teams have been the drivers of renewal, increasingly, the emphasis has been placed on entrepreneurial employees to renew and innovate within organisations (Deprez & Euwema, 2017).

A powerful approach to address this strategy or renewal through innovation is recognised as 'intrapreneurship'. This includes leveraging organisational human capital, which is intrapreneurs to facilitate organisational renewal through innovative employee suggestions. Intrapreneurship is broadly defined as the entrepreneurial



activities of employees within existing organisations (Antonicic & Hisrich, 2001, 2003) and has been often conceptualised as a bottom-up approach, which employees initiate in the innovation process (Amo, 2010; Åmo & Kolvereid, 2005). According to Antonicic and Hisrich (2001, p. 504), “organisations that engage in intrapreneurial activities are expected to achieve higher levels of growth and profitability” than those that do not. Intrapreneurship is increasingly associated with organisations that have created a conducive culture for employees to leverage their entrepreneurial capabilities (Shah, Gao, & Mittal, 2014). Such organisations can achieve success by using innovative approaches, with their products, services, and processes also in the development of their unique cultures and business models (Shah et al., 2014). These companies prioritise intrapreneurship as part of corporate culture in order to continue to be successful.

Even though the goal of intrapreneurship is to build capabilities which enable organisational change and renewal, intrapreneurs are the catalyst for this change (Lages, Marques, Ferreira, & Ferreira, 2017). Therefore, the behaviour of intrapreneurs is of strategic importance for organisational performance, growth and renewal (Neessen, Caniëls, Vos, & De Jong, 2019). Intrapreneurial behaviour (IB), which is an employee’s voluntary behaviour that recognises opportunities and turns them into profitable business realities (Pinchot III, 1985), has been considered to be a self-determined, extra-role behaviour (Valsania, Moriano, & Molero, 2016) that employees perform beyond their job responsibilities. The complex nature of IB suggests that there could be numerous factors that motivate employees to behave intrapreneurially (Mustafa, Gavin, & Hughes, 2018). Accordingly, researchers have increasingly been exploring the factors that can motivate the behaviour of intrapreneurs within organisations, which are referred as the ‘determinants of IB’

(Mustafa et al., 2018) in this thesis. Acknowledging the valuable contribution of the supportive organisational environment to the IB of employees, some researchers such as Rigtering and Weitzel (2013), have highlighted the need to study organisational factors that motivate employees to behave intrapreneurially.

In addition to work environment conditions, individual or employee-specific factors are necessary to drive IB (Badoiu, Segarra-Ciprés, & Escrig-Tena, 2020). It has been acknowledged that not every employee is an intrapreneur. According to Bosma et al. (2013) from the Global Entrepreneurship Monitor (GEM) have reported that around 5-15% of employees are intrapreneurial. Thus, it is important to understand why some employees within an organisation develop IB while others do not, despite being exposed to the same organisational context (Badoiu et al., 2020). However, researchers have mostly examined internal organisational factors as determinants of IB (Badoiu et al., 2020).

Moreover, the prevalence of intrapreneurship has shown substantial variation across countries. According to the GEM Global Report (GEM, 2019-2020), the prevalence of intrapreneurship has been significantly higher in developed economies. Bosma, Stam, and Wennekers (2011) also concluded that the existence of intrapreneurship in high-income countries were twice as high as it was in low-income countries. Furthermore, there have been contextual differences between developed and developing countries, particularly in social and cultural values which can affect individual behaviours (Hofstede, 2007; Hofstede, Neuijen, Ohayv, & Sanders, 1990). Whilst country-level variations and contextual influences have been largely accounted for in the broader entrepreneurship literature (Hayton, George, & Zahra, 2002; Kreiser, Marino, Dickson, & Weaver, 2010; Li, Zahra, & Lan, 2017; Shim & Davidsson, 2015), they have been rarely accounted for in intrapreneurship research. The tendency of

intrapreneurs to behave intrapreneurially has not been studied in relation to their broader socio-cultural environment such as socio-cultural characteristics and values.

Due to this complex nature of the IB, the recent call for research emphasis that the need for a combined perspective on the intrapreneurship phenomenon (Badoiu et al., 2020; Blanka, 2018; Neessen et al., 2019) to understand the contextual determinates of IB. Having a combined perspective of IB taking organisational, employee-specific and environmental context as the determinants of IB could deepen our understanding of the determinants of IB and may uncover the meaningful factors that predict the IB in unique contexts. The focus on context has been identified as important as “all social phenomena are undertaken in specific contexts that interact to generate, enable or constrain particular forms of behaviour” (Zahra, Wright, & Abdelgawad, 2014, p. 479). Zahra et al. (2014) defined different dimensions of the entrepreneurial context, considering temporal, industry, spatial, ownership and governance, social and organisational dimensions. However, in the contemporary research, the critical and dynamic influence of context seems to have been taken for granted and has remained invisible and unacknowledged (Zahra et al., 2014), particularly in the intrapreneurship research domain.

## 1.2 CONTEXT

The country context for intrapreneurship differs. For example, intrapreneurship has had a vibrant and long history in the United States of America (USA), and it was the dominant mechanism for the development of technology-based innovations during the 1970s (Shah et al., 2014). Many organisations in the USA are now making intrapreneurship a core component of their organisational culture and have promoted employee IB (Prieto Leon et al., 2020). In Europe, several companies (e.g., British Gas, Virgin Group) have developed unique approaches, products, services, and

processes and have also developed new business models by exploring opportunities through the innovative suggestions of employees (Prieto Leon et al., 2020; Shah et al., 2014).

However, in China and India, the presence of intrapreneurship has been embryonic (Shah et al., 2014). In China, state-owned enterprises have been in the very early stages of intrapreneurial adaptation, but private institutions have demonstrated a stronger motivation for intrapreneurship (Shah et al., 2014). Similarly, in India, researchers have shown that mature systems and procedures have not been in place to promote intrapreneurship (Shah et al., 2014; Sinha & Srivastava, 2015). However, some public and private Indian institutions (e.g., Tata Steel), and some software subsidiaries of multinational companies have overcome such barriers and stimulated IB within their organisations. So, there has been evidence that the prevalence of intrapreneurship has varied within different contextual conditions, such as country, national culture and stages of development.

Having established the potential importance of some contextual factors on the development and practice of intrapreneurship, the focus of this thesis is on the determinants of IB in Sri Lanka where the influence of specific and unique socio-cultural factors could be explored. Sri Lanka was selected as the study site for several reasons. It is a developing country in South Asia, complete with a well-documented history of unique behavioural patterns (Gamage & Wickramasinghe, 2012c). The country is also known as a collective, high power distance and feminine society (Gamage & Wickramasinghe, 2014). However, the intrapreneurship literature has emphasised independence, less power distance, and achievement orientation that drives IB.

The country has recently achieved higher middle-incomes and has earned the status as an emerging market due to its stated aim of converting the country's strategic location advantage into a major economic hub within the region (Central Bank Report, 2019) with the expectation that new entrepreneurial and intrapreneurial initiatives will drive such a transformation. However, it was not clear from the limited research literature on the Sri Lankan context whether the development of programs and strategies to foster IB should base on the traditional literature or on a more nuanced understanding of the local, organisational cultures and employee behaviours (Kaluarachchi, 2015). All these concerns inspired the selection of Sri Lanka as the research site.

The scope of the study was limited to the service sector which was the largest of the Sri Lankan economy, employing 47% of the total workforce and contributing around 60% of gross domestic product (Central Bank Report, 2019).

### 1.3 PURPOSES

Intrapreneurial behaviour has been identified as a voluntary behaviour of employees (Pinchot & Pellman, 1999) that leads them to pursue opportunities for the organisation and generate solutions that customers value (Desouza, 2011). The complex nature of IB suggests there could be various contextual factors that motivate employees to perform such an extra-role behaviour within their organisations. The aim of this thesis is to explore the contextual determinants of IB in Sri Lanka, a country where the socio-cultural influence is significant for individual behaviours. The scope of the study was limited to service sector organisations in Sri Lanka.

The recent call for research emphasis that the need for a combined perspective on the intrapreneurship phenomenon (Badoiu et al., 2020; Blanka, 2018; Neessen et

al., 2019) to understand which factors determine IB. Having a combined perspective of IB taking organisational, employee-specific and environmental context as the determinants of IB could deepen our understanding of the determinants of IB and may uncover the meaningful factors that predict the IB in unique contexts (Blanka, 2018; Neessen et al., 2019). To achieve this broader aim, the following research questions (RQ1 and RQ2) were developed.

RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

The external environment has been viewed as an important enabler of entrepreneurship (Davidsson, 2015; Davidsson, Recker, & von Briel, 2018; von Briel, Davidsson, & Recker, 2018) as well as corporate entrepreneurship (Kearney, Hisrich, & Antoncic, 2013; Otache & Mahmood, 2015; Zahra, 1993). However, there has been little empirical research that has investigated the influence of the external environment, particularly the socio-cultural environment on the behaviour of intrapreneurs. The heterogeneity of individual behaviours, national cultures and values differ from country to country (Hofstede, 1984, 2011). Missing from the intrapreneurship literature is a serious consideration as to whether and how such heterogeneous factors might affect the behaviour of intrapreneurs. When aligning the entrepreneurship and HRM literature from Sri Lanka, it was evident that the entrepreneur's behaviour, HRM practices and work value orientations in Sri Lanka were significantly influenced by the socio-cultural context (Chandrakumara & Sparrow, 2004; Gamage & Wickramasinghe, 2012b). As such, intrapreneurial behaviour could also be influenced by the socio-cultural context of the country. The secondary purpose of this thesis was

to explore the influence of the socio-cultural environment on the behaviour of intrapreneurs in the context of service sector organisations in Sri Lanka. This led to Research Question 3:

RQ3: How does the socio-cultural context of Sri Lanka influence intrapreneurial behaviour in service sector organisations in Sri Lanka?

In addressing the research questions, an inductive, qualitative, multiple case study approach was used in the thesis as it was the most appropriate approach to answer the research questions in a more fine-grained manner and examine meaningful characteristics of the reality under investigation (Yin, 2013).

#### 1.4 SIGNIFICANCE

It has been evident that the concept of intrapreneurship and its related measures have emerged and evolved from contexts associated with developed countries (Antoncic & Hisrich, 2003) and researchers have mostly explored the determinants of IB in developed country contexts. Even though intrapreneurship and IB has been identified as an important driver of organisational success (Prieto Leon et al., 2020), the prevalence of intrapreneurial activity also has revealed a significant variation among countries (Boma, Stam & Wennekers, 2011). However, researchers such as Antoncic and Hisrich (2001) argued that intrapreneurship could be particularly critical for firm profitability and survival in developing and transition economies which are moving towards more developed economies' standards of doing businesses.

The interest of this research was to investigate the contextual determinants of IB in Sri Lanka, which is a developing country. The selection of this context was significant because it may help researchers as well as managers better understand the factors that determine the IB in unique contexts in a more nuanced reality, a reality that at present has existed beyond the focus of existing intrapreneurship research. This

may also broaden the current understanding of how organisations in less intrapreneurial environments overcome contextual barriers and foster IB.

In this research, the secondary focus was to explore the influence of the socio-cultural environment on intrapreneurial behaviour. Studies on the influence of national culture on IB are limited in any culture (Abraham, 1997; Sinha & Srivastava, 2013). The findings of this thesis make an important contribution to the literature on IB by providing rich empirical evidence from a sample of Sri Lankan intrapreneurs that supports the socio-cultural construction of IB.

Most studies in the field of intrapreneurship research have been based on the consideration of organisational factors as determinants of IB (Badoiu et al., 2020). However, supportive organisational environment and self-motivated employees both are necessary to induce IB within organisations (Badoiu et al., 2020; Blanka, 2018), and there has been scarce evidence of the combination of organisational and employee-specific factors as determinants of the IB (Badoiu et al., 2020; Blanka, 2018). The embedded, multiple-case design approach (Yin, 2013) used in this research makes an additional methodological contribution to the intrapreneurship research. In this research, IB was examined through an integrated approach that combined both organisational and employee-specific factors together with the external environmental context (socio-cultural context) as determinants of IB.

As the thesis focus was to explore the determinants of IB within organisations, four service firms were the core units of analysis of the study, where intrapreneurs were taken as the subunit, embedded within the core unit of analysis (firm). Therefore, this research addressed the recent call for intrapreneurship research emphasises a combined perspective of the intrapreneurship phenomenon (Badoiu et al., 2020; Blanka, 2018) that integrates both organisational and individual-level determinants of



IB. This embedded, multiple-case design yielded an insightful understanding of the determinants of IB and added qualitative results to the body of quantitative studies in the intrapreneurship domain.

While previous studies have mainly focused only on managers' perceptions of IB (Badoiu et al., 2020), in this thesis four case studies are presented with the perceptions of both intrapreneurs and managers, thereby providing rich empirical evidence on organisational intrapreneurial activity. In addition, the findings of this study provide a range of practical implications to foster IB, particularly in environments that have traditionally been known as less intrapreneurial.

## **1.5 THESIS OUTLINE**

This thesis is structured into six chapters. In Chapter 1, the objective of the program of research, background and research approach have been outlined. Chapter 2 contains a review of the related key concepts of this research, research gaps, research questions and the proposed framework for addressing the research questions. In Chapter 3, the research methodology used to address the research questions is justified and discussed. The within-case analysis in Chapter 4 provides a familiarity with each case and discusses the unique patterns that emerge from each case. In Chapter 5, the cross-case analysis and discussion chapter offer a comparison among four cases and present the emerging findings followed by a discussion of the key findings in relation to the extant literature. In the concluding chapter, Chapter 6, the study findings are summarised, and answers to the research questions are provided. The contributions of the research and the directions for future research are then provided while acknowledging the study's limitations.

# Chapter 2: Literature Review

---

## 2.1 INTRODUCTION

A brief outline of the background and research approach is presented in Chapter 1. Chapter 2 is a review of the literature related to the key concepts of this research, which includes the concept of intrapreneurship, intrapreneurial behaviour (IB) and the determinants of IB. The chapter concludes with an elaboration of the research gaps, research questions, and proposed framework to address the research questions.

## 2.2 FIRM-LEVEL ENTREPRENEURSHIP

The challenges within the global economy have encouraged existing firms to find ways to become more innovative and gain a competitive advantage (Kuratko & Audretsch, 2013; Prieto Leon et al., 2020). Hence, the entrepreneurship research field has expanded to not only include independent entrepreneurship and new venture creation, but has also examined the value of entrepreneurship within existing organisations (Antoncic & Hisrich, 2003). Firm-level entrepreneurship can offer substantial financial and strategic benefits to companies operating in competitive market environments (Kraus, Rigtering, Hughes, & Hosman, 2012). Firm-level entrepreneurship is defined as ‘different types of entrepreneurial activities that can occur within established organisations’ (Zahra, Jennings, & Kuratko, 1999, p. 52). Concepts such as corporate entrepreneurship (Zahra, 1991, 1993), corporate venturing (Burgelman, 1983; Miles & Covin, 2002), firm entrepreneurial orientation (Lumpkin & Dess, 1996) and intrapreneurship (Antoncic & Hisrich, 2001; Antoncic, 2007; Pinchot III, 1985) have been mainly used to describe firm-level entrepreneurship. However, as a precise classification and conceptualisation of these concepts has been missing, some confusion has arisen about the underlining meanings of these concepts (Blanka, 2018; Urbano, Alvarez, & Turró, 2013). The concepts of corporate entrepreneurship and

intrapreneurship have been the most researched and discussed concepts in the academic literature.

Miller (1983) conceptualised corporate entrepreneurship (CE) as a firm's commitment to innovation that encompasses three related components: product innovation, proactiveness, and risk-taking ability. CE focuses on studying innovation behaviour at the level of the organisation and has been expanded from a construct narrowly focused on internal venturing (Burgelman, 1983) to a broadly focused concept including strategic renewal (Zahra et al., 1999). Typically, CE has been considered as a 'top-down' process which is related to the creation of corporate change and renewal that is initiated by management (Mustafa et al., 2018). However, the entrepreneurial activity may also occur through the self-initiated activities of employees at any level as a 'bottom-up' approach (Åmo & Kolvereid, 2005; De Jong & Wennekers, 2008) and this is what the concept 'intrapreneurship' describes.

### 2.3 THE CONCEPT OF INTRAPRENEURSHIP

In a knowledge-based, innovation-driven economy, human capital is key to organisational success (Chan et al., 2017). Intrapreneurship has been developed on the idea that valuable human capital resides in employees who have the capacity to act as entrepreneurs within an organisation (Guerrero & Peña-Legazkue, 2013). Intrapreneurship, which refers to entrepreneurial activity of employees within existing organisations (Antoncic & Hisrich, 2001, 2003) has been placed at the centre of firm-level entrepreneurship research while emphasising its role in organisational renewal through innovation and remaining competitive in the marketplace.

The concept of intrapreneurship dates back to the late-1970s, and was credited to Gifford Pinchot, as a *method* of using the entrepreneurial spirit of employees within large organisations (Pinchot III, 1985). Baruah and Ward (2015) also defined intrapreneurship as

entrepreneurship inside an organisation, but viewed intrapreneurship as an *organisational* concept that describes innovation practices of employees who undertake new, innovative activities and pursue different opportunities. Intrapreneurship has been also defined as a *process* in which individuals inside organisations act entrepreneurially in pursuing new opportunities (Franco & Pinto, 2017; Turro, Alvarez, & Urbano, 2016). Research by Pinchot III (1985), Rule and Irwin (1988), Guth and Ginsberg (1990), Antoncic and Hisrich (2003) and Parker (2011) have collectively explored aspects of entrepreneurial dynamism within existing organisations and further developed the intrapreneurship concept. For example, Antoncic and Hisrich (2003) in their conceptual paper, differentiated intrapreneurship from similar management concepts, such as organisational innovation, diversification strategy, organisational learning and capabilities.

Stopford and Baden-Fuller (1994) were among the first scholars who clarified the intrapreneurship dimensions by identifying three key aspects of intrapreneurship, first, the creation of new business, second, organisational transformation through employee initiatives, and third, the activities needed to change the rules of competition within the industry. Antoncic and Hisrich (2001) argued that intrapreneurship has four distinct dimensions. First, the new-business venturing dimension is related to pursuing and entering new businesses vis-a-vis the firm's current products or markets. Second, the innovativeness dimension refers to the creation of new products, services, and technologies. Third, the self-renewal dimension emphasises strategy reformulation, reorganisation, and organisational change. Finally, the proactiveness dimension reflects the top management orientation to pursue enhanced competitiveness and also includes initiative and risk-taking, and competitive aggressiveness (Antoncic & Hisrich, 2001). Antoncic and Hisrich (2003) later argued that intrapreneurship should be viewed as a "multidimensional concept with eight distinct but related concepts: new business, new ventures, product/service innovativeness,

process innovativeness, risk-taking, self-renewal, proactiveness, and competitive aggressiveness” Antoncic and Hisrich ( 2003, p. 21).

Several other authors have viewed new business venturing as the most salient characteristic of intrapreneurship (Antoncic & Hisrich, 2003; Parker, 2011; Turro et al., 2016) to advance new business opportunities and create economic value (Pinchot III, 1985). However, in larger organisations it can also include the formation of autonomous or semi-autonomous units or firms and also “other innovative activities and orientations, such as the development of new products, services, technologies, administrative techniques, strategies and competitive postures” (Antoncic & Hisrich, 2003, p. 9). Many researchers have recognised the similarities between intrapreneurship and organisational innovation, with the later being viewed as a subset of intrapreneurship (Antoncic & Hisrich, 2003). However, a predominant focus of intrapreneurship is new business creation, which is not the primary focus of organisational innovation (Antoncic & Hisrich, 2003).

During the past few decades, the management and entrepreneurship literature has increasingly paid attention to intrapreneurship and its distinct dimensions. The terms ‘intrapreneuring’ (Pinchot, 1985), ‘corporate venturing’ (MacMillan & George, 1985), and ‘internal corporate entrepreneurship’ (Schollhammer, 1982) have been used to describe the phenomenon of intrapreneurship while the terms ‘intrapreneurship’ and ‘corporate entrepreneurship’ have been often used interchangeably (Åmo & Kolvereid, 2005; Antoncic, 2011; Antoncic & Hisrich, 2001) in the intrapreneurship literature. Even though these terms are related, they are also significantly different. Both concepts describe the phenomenon of organisational-level entrepreneurship and the process of organisational renewal through employee initiatives but from two different perspectives. CE is a top-down approach (Amo, 2010; Åmo & Kolvereid, 2005) where the innovation process is initiated by the management and is cascaded down through the organisation to execute. In contrast, in intrapreneurship,

the innovation process is initiated by the employees in a bottom-up way (Amo, 2010; Åmo & Kolvereid, 2005), who voluntarily take responsibility for their innovative actions. As such, intrapreneurship can be seen as a subset of the broader concept of corporate entrepreneurship (Desouza, 2011).

In this thesis, intrapreneurship is defined as “a process by which individuals inside organisations pursue opportunities without regard to the resources they currently control” (Stevenson & Jarillo, 2007, p. 23). Opportunity is defined as a “future situation which is deemed desirable and feasible” (Stevenson & Jarillo, 2007, p. 23) which can add value to internal and external customers (Desouza, 2011). The internal customers are represented in managers (e.g., research and development), employees and owners. External customers are represented as customers, suppliers, community and other external stakeholders. Intrapreneurship enables employees to be innovative and behave entrepreneurially within the parameters of an organisation (Desouza, 2011). Being innovative requires the freedom to pursue new ideas and develop them. Whereas, being entrepreneurial requires a focus on commercialising ideas which generate solutions that customers value (Desouza, 2011). The performance outcomes of intrapreneurship could be the creation of new business, new products, new services, new processes or improvement of existing products and processes.

Even though the goal of intrapreneurship is to build capabilities that enable organisational change and renewal, intrapreneurs are the catalyst for this change and ultimately facilitate this change to happen (Lages et al., 2017). In the following section, key characteristics of intrapreneurs are discussed referring to the theoretical background.

## **2.4 INTRAPRENEUR AND HUMAN CAPITAL**

Pinchot III (1985) defines intrapreneurs as dreamers who figure out how to turn an idea into a profitable business reality within the context of their employer’s organisation. Unlike the independent entrepreneur who creates a new company, the intrapreneur acts

within an existing organisational context, searching for new opportunities that could lead to the development of new products, services and business opportunities (Antoncic & Hisrich, 2003; Camelo-Ordaz, Fernández-Alles, Ruiz-Navarro, & Sousa-Ginel, 2012; Gapp & Fisher, 2007; Menzel, Aaltio, & Ulijn, 2007). Pinchot's work has been further developed by researchers to understand how intrapreneurs behave entrepreneurially within organisations (Antoncic & Hisrich, 2003), look for ways to redefine the status quo within existing firms (Seshadri & Tripathy, 2006), and look for ways to engage intrapreneurs in terms of empowerment, ownership, reward and recognition (Smith, Rees, & Murray, 2016). Researchers have agreed that both entrepreneurs and intrapreneurs share many, similar capabilities or characteristics, such as opportunity recognition, proactiveness, creativity, enthusiasm, intuition and insight (Shah et al., 2014) and that they also share similar intrinsic motivators based on risk, interest, passion, enjoyment of work, control and the desire to add value (Smith et al., 2016). Both are inherently motivated by a willingness to take on new challenges and achieve success through discovering new opportunities (Smith et al., 2016).

While there are many similarities, there are also several key differences between intrapreneurs and entrepreneurs (Adachi & Hisada, 2017; Douglas & Fitzsimmons, 2013; Smith et al., 2016). Entrepreneurs are self-employed and run their own ventures, whereas intrapreneurs are company employees who are given an opportunity to take responsibility for a particular aspect of the company, or an idea, or a new product line, or even a subsidiary (Franco & Pinto, 2017). A tendency for financial risk-taking and the approach towards financial security has also been highlighted as key differences between the entrepreneur and intrapreneur (Smith et al., 2016). As intrapreneurs value the security and benefits of being an employee in an established firm, risking their own personal assets for higher financial gains is not necessary (Smith et al., 2016), the intrapreneur may not fear the risk of failure or be more financially risk-averse than entrepreneurs (Douglas & Fitzsimmons, 2013; Smith

et al., 2016). Moreover, the intrapreneur innovates within the firm when the organisational culture is conducive to pursue opportunities (Smith et al., 2016), whereas the entrepreneur defines his or her own environment and organisational culture to achieve success (Smith et al., 2016). The entrepreneur, as a business-person, assumes all risk and responsibility while for the intrapreneur, the firm assumes the risk and typically keeps the intellectual property rights (Kuratko, Morris, & Schindehutte, 2015). Furthermore, entrepreneurship and intrapreneurship are identified as having different starting points, given intrapreneurs marshal their human capital with their employer's other forms of capital to take advantage of an opportunity for the benefit of the employer (Adachi & Hisada, 2017).

Recently, intrapreneurs have been identified as one of the strongest outcomes of developing human capital in the workplace (Orchard, 2015). Human capital theory distinguishes between general and specific forms of human capital (Becker, 2002), and both forms seem to influence entrepreneurial action (McMullen & Shepherd, 2006; Shane, 2003). General knowledge and skills acquired through work experience and education are referred to as general human capital, whereas knowledge and skills that are specific to a task, employer or industry are referred to as specific human capital (Becker, 2002). Parker (2011) argued that entrepreneurs leverage general human capital that includes skills, knowledge, and experience to organise ventures. In contrast, intrapreneurs acquire specific human capital from experiences, learning processes and training programs, and within their organisations that encourage and support an entrepreneurial mindset (i.e., a proactive, innovative, and risk-taking orientation) to commercialise unique opportunities.

Furthermore, in the intrapreneurship literature, intrapreneurial activity has been divided into two phases: phase of ideas development for a new activity (being innovative); and a phase of preparation and implementation/commercialisation (being entrepreneurial) of a new activity (Bosma et al., 2013; Desouza, 2011). However, some researchers such as



Sinha and Srivastava (2013) argued that intrapreneurs are “not necessarily idea-generators but have the capacity to turn ideas into significant results to stimulate innovation and foster growth in organisations” (Sinha & Srivastava, 2013, p. 98) and can be found across organisational hierarchies and in all segments of a business. In this thesis, following the definitions of Bosma et al. (2013) and Desouza (2011), the intrapreneur is defined as the employee who is actively involved in idea development for a new value creation activity and the implementation of a new activity for the employer, regardless of whether it is part of their job. The new activity could be the formation of a new venture, new business, new product, new service, new process, new project or the improvement of existing processes. They may pursue such opportunities for their company with or without an equity stake. In the following section, the concept of intrapreneurial behaviour is discussed.

## **2.5 INTRAPRENEURIAL BEHAVIOUR**

Human capital that resides in organisations can play a major role in the success of ventures (Parker, 2011). Intrapreneurs, who are entrepreneurially-thinking individuals within existing firms, are crucial as they think beyond the boundaries of organisational units and job responsibilities and contribute to add value to customers (Pinchot, 1985). Such employees’ behaviour is the foundation of organisational innovation and the resulting competitive advantage of firms (Guerrero & Peña-Legazkue, 2013). In this regard, the IB has become strategically important for organisational performance and renewal (Neessen et al., 2019).

IB is defined as employee voluntary behaviour to recognise opportunities and then turn these opportunities into profitable realities for the organisation (Pinchot III, 1985). Since IBs are self-initiated (Kacperczyk, 2012), they are unlikely to be included in the employees’ job description (Rigtering & Weitzel, 2013). However, De Jong and Wennekers (2008) argued that the emergence of such behaviours may not be the result of organisational

policies, and intrapreneurs can engage in these behaviours without managerial permission, which may cause controversial situations and role conflicts (Wakkee, Elfring, & Monaghan, 2010). Hence, IB can be considered as challenging extra-role behaviour (Valsania et al., 2016). This builds on (Van Dyne & LePine, 1998) classification of extra-role behaviour as *affiliative* or *challenging*. Affiliative extra-role behaviours are interpersonal, and cooperative, and are intended to promote relationships among members. In contrast, challenging extra-role behaviours emphasise ideas and issues (Van Dyne & LePine, 1998) that have a proactive focus aimed at promoting organisational evolution and change (Valsania et al., 2016). Even though these types of extra-role behaviours can be controversial and may involve the potential violations of rules, organisations value extra-role behaviour as “dynamic environments do not allow anticipation or specification of all desired employee behaviours” (Van Dyne & LePine, 1998, p. 108).

IB has been, therefore, viewed as a higher-order construct which is reflected in individuals’ innovativeness, risk-taking ability and proactiveness (Valsania et al., 2016). In this thesis IB is conceptualised based on the intrapreneurial outcomes approach (Gawke, Gorgievski, & Bakker, 2019) that recognises the employees’ intrapreneurial contribution to their employer, such as the number of implemented intrapreneurial initiatives, and recognition of the employees’ leading role in the development and/or implementation of value creating activities such as new products or services (Gawke et al., 2019).

Therefore, for this thesis, IB refers to the employee’s voluntary behaviour that is aimed at the creation or discovery of value-creating opportunities, and turns such opportunities into profitable business realities (Pinchot III, 1985). Such opportunities may include the creation of new ventures, new businesses, new products/services, new processes, as well as the improvement of existing processes and products (Jong, Parker, Wennekers, & Wu, 2015). This conceptualisation is used in the intrapreneurship literature on the business

level and distinguishes intrapreneurship from other proactive work behaviours that share the behavioural characteristics of taking risks, innovativeness and proactiveness (Gawke, Gorgievski, & Bakker, 2017). Behaviour-based perspectives of entrepreneurship generally tend to have similar definitions which are associated with the discovery, evaluation and exploitation of opportunities (Jong et al., 2015; Shane, 2003). From the perspective of human resource architecture, not all employees have skills and knowledge that are of equal strategic importance to firms (Lepak & Snell, 1999). When human capital is both valuable and unique, their strategic benefit exceeds the cost associated with development and deployment of such skills (Lepak & Snell, 1999). Hence, intrapreneurs with specific human capital have the potential to benefit organisations strategically and enable organisations to meet the challenges of dynamic environments.

IB has been an immerging interest of researchers as it has been found to be positively related to the innovative capability of firms, firm growth, employee satisfaction, customer satisfaction and also economic and societal gains (Ağca, Topal, & Kaya, 2012; Antoncic, 2011; Berzin, Pitt-Catsouphes, & Gaitan-Rossi, 2016). Even though IB has been found to be fundamental in establishing an innovative organisational culture, it has remained one of the most puzzling problems for managers (Mustafa et al., 2018). The factors that drive and inhibit employee's motivation towards becoming an intrapreneur have remained unclear. Since IB goes beyond the expectations of the organisation, it is important to know why, when or under which conditions employees perform beyond the call of duty. Answering these questions may enable managers to understand why some employees within an organisation develop IB while others do not. In the following section, the literature on the determinants of IB is reviewed and discussed.

## 2.6 DETERMINANTS OF INTRAPRENEURIAL BEHAVIOUR

Intrapreneurs are the employees who have the ability to turn an innovative idea into a profitable business reality within the organisation (Pinchot III, 1985). The dynamic nature of IB indicates that there could be numerous factors that drive it, which can lead employees to pursue opportunities on behalf of the organisation (Mustafa et al., 2018). Accordingly, research on intrapreneurship has focused on the conditions and situations that motivate employees to behave entrepreneurially within the organisation. A deep understanding of the contextual factors that determine IB is important for researchers as well as managers that aim to foster IB within organisations (Blanka, 2018).

The intrapreneurship literature has distinguished two main types of determinants of IB. Some researchers have highlighted factors from the organisational context in which intrapreneurs operate. Some other researchers have highlighted the employee-specific factors of intrapreneurs or motivational factors as core determinants of the intrapreneurial effort of individuals. Section 2.6.1 reviews the organisational determinants of IB.

### 2.6.1 Organisational determinants of IB

Previous researchers such as Neessen et al. (2019) argued that the behaviour of the intrapreneur often depends on the organisational context, which can facilitate or inhibit the actions and behaviours of intrapreneurs. Accordingly, researchers have increasingly been exploring the influential organisational factors such as organisational culture, structure, policies and management and leadership practices that motivate IB within organisations.

***Organisational culture:*** Internal environmental elements in an organisation, such as organisational culture (OC) (Franco & Pinto, 2017; Haase, Franco, & Félix, 2015) and organisational values (Antoncic & Hisrich, 2001), can play a critical role in cultivating an intrapreneurial culture in organisations. Organisational cultural values, such as openness to change (Haase et al., 2015), goal orientation (Franco & Pinto, 2017), continuous innovation

(Haase et al., 2015), learning and development and tolerance for risk-taking (Alpkan, Bulut, Gunday, Ulusoy, & Kilic, 2010; Antoncic & Hisrich, 2001; Franco & Pinto, 2017), have been often discussed as the positive drives of IB. The cultivated, good employee-employer relationship can encourage employees to be motivated and engage in intrapreneurship (Deprez & Euwema, 2017; Park, Kim, & Krishna, 2014).

The current literature has tended to stress that IB is primarily a question of OC (Martins & Terblanche, 2003; Menzel et al., 2007; Menzel, Krauss, Ulijn, & Weggeman, 2008). However, the body of literature on OC and IB is mainly based on quantitative studies and does not seem to provide an in-depth explanation of how the different types of organisational cultures affect IB. According to Hisrich (1990), organisations create a sub-culture – an ‘intrapreneurial culture’ - to encourage IB. This sub-culture reflects the firm’s approach to generating and implementing innovative suggestions made by employees (Hisrich, 1990). However, more research into the exploration of OC and intrapreneurial culture that are supportive of IB is required, particularly in developing economies (Prieto Leon et al., 2020).

***Organisational structure:*** The organisational structure and internal processes have also been found to be critical in fostering IB. An organisational structure that enables and facilitates task autonomy, employee empowerment (Deprez & Euwema, 2017; Haase et al., 2015; Park et al., 2014; Valsania et al., 2016) and knowledge-sharing (Haase et al., 2015) has been found to motivate IB. Effective communication (Antoncic & Hisrich, 2001; Park et al., 2014) has been found to promote good relationships between organisational members and can also allow critical information about markets, technologies etc. to pass on to employees, which can influence intrapreneurs (Antoncic & Hisrich, 2001; Park et al., 2014).

Research by Globocnik and Salomo (2015) suggest that the level of organisational formalisation could be positively linked to intrapreneurs’ work satisfaction and self-efficacy

as formality creates mechanisms, procedures and programs for employees to explore, develop and implement their innovative ideas with the organisation's support. Antoncic and Hisrich (2001) also found that the existence of formal controls to monitor intrapreneurial activities can positively contribute to IB. However, Kuratko, Montagno, and Hornsby (1990) argued that IB could be inhibited by having many rules and procedures. One of the other aspects affecting IB has been found to be work discretion and giving employees autonomy in their work. It has been found that intrapreneurial activities have resulted in giving employees the freedom to design their jobs and decentralise the decision-making process (Meynhardt & Diefenbach, 2012). However, the work of Alpkhan et al. (2010) revealed the availability of free time had no impact on employee involvement in entrepreneurial activities while work discretion had a negative effect, but their quantitative study did not provide an explanation for these findings. Rigtering and Weitzel (2013) have argued that, compared to large firms, both SMEs and non-profit firms seemed to have allowed less room for risk-taking behaviours of their employees due to the fewer resources being available and an absence of formal organisational structures and procedures to support intrapreneurs in small firms. However, intrapreneurship could be important not only for large organisations but also for small and medium-sized ones (Antoncic & Hisrich, 2001; Rigtering & Weitzel, 2013) as the business survival and renewal has become a challenge for every organisation. However, this limited research work does not explain specific conditions under which IB can flourish in different types of organisations.

***Leadership role:*** Top management and organisational support for ideas development have been found to be key enablers of employees who are willing to undertake intrapreneurial activities (Alpkhan et al., 2010; Antoncic & Hisrich, 2001; Farrukh, Chong, Mansori, & Ravan Ramzani, 2017; Haase et al., 2015; Lages et al., 2017; Smith et al., 2016). The idea of top management support indicates the extent the top management encourage

employees to believe that innovation is embedded in the role of all employees (Skovvang Christensen, 2005). Researchers have explored the association among leadership types and IB (Haase et al., 2015; Moriano, Molero, Topa, & Mangin, 2014; Valsania et al., 2016). Valsania et al. (2016) revealed that authentic leadership had a positive influence on employee organisational identification, which then led employee motivation to behave intrapreneurially. In the study of Moriano et al. (2014), it was found that transformational leadership had a positive impact on IB, whereas transactional leadership negatively influenced it. Kuratko, Ireland, Covin, and Hornsby (2005) recognised the influential role of middle-level managers on corporate entrepreneurship success as their closeness to employees and top management. However, little has been known in the context of intrapreneurship as to what extent the middle management role is important in stimulating IB.

***Organisational Policies:*** A challenge faced in fostering IB is the use of *motivational techniques* that build a lasting commitment by employees to intrapreneurial activities and retain intrapreneurs within the organisation (De Villiers-Scheepers, 2011). Rewards can increase an employee's willingness to engage in innovative projects (Urbano et al., 2013), which can be a predictor of job satisfaction and increased job commitment (Van Wyk & Adonisi, 2008). Work of De Villiers-Scheepers (2011) revealed that money was not the most important motivator for intrapreneurs but rather, rewards focusing on social incentives, formal acknowledgements, and organisational freedom drove intrapreneurs' motivation to pursue opportunities. Despite the acknowledged importance of rewards to foster IB, there has been surprisingly little empirical evidence to provide guidance on which rewards motivate intrapreneurs (De Villiers-Scheepers, 2011).

In addition to the reward policies, the broader organisational human resource management (HRM) policies have been identified as a predictor of corporate

entrepreneurship (Hayton, 2005; Schmelter, Mauer, Börsch, & Brettel, 2010; Shipton, West, Dawson, Birdi, & Patterson, 2006) and product and technological innovation (Shipton et al., 2006). By selecting and implementing appropriate practices, HR managers can foster and facilitate innovation and entrepreneurial activity within their organisations (Schmelter et al., 2010). However, little is known in the context of intrapreneurship about the broader role of HRM policies on motivating IB.

### **2.6.2 Employee-specific determinants of IB**

IB can lead to the continuing growth of entrepreneurial skills and an increased capacity to demonstrate self-determined extra-role behaviours, which can eventually lead to organisational outcomes, such as strategic renewal and innovation (Balanka, 2018). When employees are self-motivated, they can have the capacity to accept and overcome challenges (Balanka, 2018) and reduce exhaustion from challenging working conditions (Kattenbach & Fietze, 2018). Therefore, it is important to understand the personal motivational factors that drive employees to engage in intrapreneurial projects.

The theory of planned behaviour (Ajzen, 1991) proposes that human behaviour is best predicted by the intentions towards the behaviour, which are “assumed to capture the motivational factors that influence a behaviour” (Ajzen, 1991, p. 181). Individuals’ intentions are a vital requirement for the implementation of entrepreneurial behaviours in order to increase organisational performance (Douglas & Fitzsimmons, 2013). Previous literature has claimed that entrepreneurs and intrapreneurs demonstrate distinct behaviours that vary in terms of their salient outcomes for the individual (Douglas & Fitzsimmons, 2013). As individuals are likely to differ in their attitudes to outcomes, they demonstrate different strengths of intentions (Douglas & Fitzsimmons, 2013). Hence, the intentions of entrepreneurs and intrapreneurs have been identified as separate constructs (Douglas & Fitzsimmons, 2013) and these intentions depend on beliefs or attitudes, subjective norms



and perceived behavioural control (Ajzen, 1991), which need to be explored in order to understand such behaviours.

***Intrapreneurial values and beliefs/attitudes:*** Camelo-Ordaz et al. (2012) suggested that intrapreneurs' values can influence their innovation performance. Research has shown that intrapreneur's values, such as persistence, hard work, ambition, creativity, risk-taking (Camelo-Ordaz et al., 2012), an optimistic perception of success (Camelo-Ordaz et al., 2012; Lages et al., 2017), an orientation towards goals (Franco & Pinto, 2016), and a desire to take on new challenges (Smith et al., 2016) can influence their innovative behaviours. More specifically, the fear of failure has been recognised as having a negative effect on opportunity recognition and developing employee entrepreneurial activities (Turro et al., 2016; Urbano et al., 2013). Fear of failure has been found to increase the probability of becoming an intrapreneur than an independent entrepreneur (Martiarena, 2013). Douglas and Fitzsimmons (2013) argued that attitudes to income, ownership and autonomy could differ among entrepreneurs and intrapreneurs. When people prefer more income, more independence, and majority ownership of the business, they have a higher tendency to become entrepreneurs than intrapreneurs (Douglas & Fitzsimmons, 2013).

***Employee skills and capabilities:*** Razavi and Ab Aziz (2017) have found that employee innovation, proactivity, risk-taking and networking abilities generated an intention to pursue opportunities within the organisation. Even though no other research has specifically addressed intrapreneurial intentions, some have investigated employee capabilities (capacities and abilities) that stimulated intrapreneurial intentions that led to intrapreneurial behaviour. The ability to detect opportunities has been recognised as a key determinant in IB (Martiarena, 2013; Smith et al., 2016; Urbano et al., 2013).

In addition, proactivity and innovative action (Augusto Felício, Rodrigues, & Caldeirinha, 2012; Franco & Pinto, 2017; Razavi & Ab Aziz, 2017), the ability to take

personal initiatives (Rigtering & Weitzel, 2013), networking ability (Razavi & Ab Aziz, 2017), and goal orientation (Franco & Pinto, 2017) have also been identified as key determinants of IB. However, the research of Rigtering and Weitzel (2013) revealed that risk-taking employees were not more likely to be involved in intrapreneurial projects, as risk-taking did not play a role in an effective translation of employee behaviour into intrapreneurial projects unless they saw the significant, potential benefits (Rigtering & Weitzel, 2013). They assumed that employee risk-taking was difficult to stimulate with company policies or management interaction, and that intrapreneurship required personal initiatives and innovative behaviours but not necessarily high levels of employee risk-taking. Hence, risk-taking ability may be less relevant for intrapreneurship (Rigtering & Weitzel, 2013). Consistent with Rigtering and Weitzel (2013) findings, Douglas and Fitzsimmons (2013) found that lower risk-tolerant employees were more likely to have intentions of intrapreneurship than entrepreneurship. These mixed results indicate that the relationship between employee risk tolerance and IB may be complex.

***Intrapreneurial motivations:*** Few studies have investigated the personal and professional factors that cause intrapreneurial motivation, which can create a desire and willingness to engage in IB. Chan et al. (2017) showed that high levels of employee professional and leadership motivation were associated with greater levels of intrapreneurial motivation, and this provided an improved career motivation framework to assess and develop the necessary talent that innovation firms demanded. Farrukh et al. (2017) revealed that employee affective commitment (emotional attachment of individuals within their organisation) and normative commitment (an obligation to remain with an organisation) had a positive and significant impact on IB in terms of employee risk-taking and innovativeness. Their study further revealed that continuance commitment (an awareness of the costs associated with leaving the organisation) was negatively related to IB.

Gawke et al. (2017) show that intrapreneurship makes a positive change in an employee's personal resources over time and that personal resources subsequently enhance intrapreneurs' work engagement. Turro et al. (2016) and Urbano et al. (2013) studied the impact of social capital on intrapreneurship and concluded that employees' social capital positively impacted on their ability to recognise opportunities. Turro et al. (2016) further explained the effect of social capital on intrapreneurship had been reduced in low-income regions when employees are more likely to be risk-averse, and this may have been a reason for the low prevalence of intrapreneurship in low-income countries.

However, studies of intrapreneurial motivations have been limited and predominantly quantitative where causal relationships amongst motivational factors have been studied. An understanding of the personal and professional motivational factors driving IB is warranted.

Section 2.6.3 discusses the extent to which the external environment has also been identified as a determinant of IB in the extant literature.

### **2.6.3 Environmental determinants of IB**

The external environment has been historically viewed as a determinant of entrepreneurial activity at both the organisational level as well as the individual level (Covin & Slevin, 1991). There has been a consensus in the research that the external environment is an important enabler of entrepreneurship (Davidsson, 2015; Davidsson et al., 2018; von Briel et al., 2018) as well as corporate entrepreneurship (Kearney et al., 2013; Otache & Mahmood, 2015; Zahra, 1993). However, there has been little empirical research that has investigated the influence of the external environment on intrapreneurship. Amongst the few studies considering the impact of environmental factors on intrapreneurship, Antoncic and Hisrich (2001) revealed that the external environment was an important determinant in intrapreneurship, involving the environmental characteristics of dynamism, technological

opportunities, industry growth, demand for new products, and the favourability of change that drive organisations to have intrapreneurship as a mode of exploring opportunities through innovative employee suggestions. Moreover, the determinants of intrapreneurship can have differential importance in different countries (Antoncic & Hisrich, 2001). Antoncic and Hisrich (2001) further argued that the impact of the environment on intrapreneurship was significantly higher in the USA than in Slovenia, where their study was undertaken. However, this quantitative study was limited to large firms in a few specific industries and may not explain the view of small and medium firms.

Ağca et al. (2012) examined two environmental determinants, environmental munificence (environmental dynamism, the abundance of the technological opportunities, the growth potential of the industry, and demand for new products) and environmental hostility (radical changes in an industry or intensity of the rivalry) and their influence on firm intrapreneurship activities. Their study revealed a positive association between environmental factors and intrapreneurship. Moreover, they showed that firms were more sensitive to environmental munificence than environmental hostilities when they focused on intrapreneurship (Ağca et al., 2012). They proposed intrapreneurship as a business strategy for firms to cope with threats from the dynamic environment. This quantitative study was limited to large scale manufacturing firms and the perceptions of one manager at one level, which may not represent the view across the organisation such as different managerial levels, employees, etc. However, the focus of these previous quantitative studies was to identify the external environmental characteristics and their influence on the development and establishment of intrapreneurship activities within firms. However, they did not focus on the environmental influence on particularly the behaviour of intrapreneurs.

The socio-cultural environment is an element in the external environment of firms. As people are the building blocks of organisations, it is important to understand the extent to

which the socio-cultural context influences employee behaviours, particularly the behaviour of intrapreneurs. However, studies on the influence of the socio-cultural context on IB have been very limited (Abraham, 1997; Sinha & Srivastava, 2013). The quantitative research of Abraham (1997) considered the relationship of individualism and collectivism as a personality/cultural variable and its impact on intrapreneur's organisational commitment. This study looked at a national sample of employees from manufacturing and service firms in the USA and found a significant positive relationship between individualism (as a personality trait) and organisational commitment. She further explained that the personality of the individualist located at a low organisational level (such as technicians) in a supportive environment promoted IB. Abraham (1997) further stated that this conclusion was highly dependent on the situation and was most likely to vary according to industry, market conditions and organizational climate.

Sinha and Srivastava (2013) undertook a quantitative study of the association between work values, personality and socio-cultural factors on intrapreneurial behaviour in a sample of executives worked in the manufacturing sector across India. Findings of this study revealed that socio-cultural factors (context-sensitivity and the goal-achieving behaviour) emerged as a significant moderator of the association between extraversion and attitude towards IB. However, both these studies considered socio-cultural factors only as personality traits and the impact on the behaviour of intrapreneurs. The tendency of intrapreneurs to behave intrapreneurially has not been studied in relation to their broader socio-cultural environment such as social-cultural characteristics and values. However, the extent of the influence of the socio-cultural factors such as social norms, cultural values on intrapreneur's values, motivations, and intrapreneurial skills has remained unclear. Answering this question could help human resource professions to create a climate conducive for intrapreneurs to

excel in their intrapreneurial skills, capitalise on opportunities, and generate significant new value.

Collectively, this literature revealed that IB could be influenced by three key contextual determinants: organisational environment; employee-specific factors; and external environmental factors. Moreover, a growing body of research has attempted to uncover the organisational and employee-specific factors that drive IB. However, little emphasis has been placed on uncovering the influence of external environmental factors, particularly the socio-cultural context ( such as social norms and cultural values) in facilitating or obstructing IB. Having established the potential importance of contextual factors on the behaviour of intrapreneurs, in the next section, the prevalence of intrapreneurial activity across countries is discussed.

## **2.7 PREVALENCE OF INTRAPRENEURIAL ACTIVITY ACROSS COUNTRIES**

The prevalence of intrapreneurial activity has shown substantial variation across countries. The GEM report (GEM, 2019-2020) indicated that the prevalence of entrepreneurial employee activity was significantly higher in developed economies. Intrapreneurship has had a vibrant and long history in the USA, and it was the dominant mechanism for technology-based innovations during the 1970s (Shah et al., 2014), and many organisations in the USA have been making intrapreneurship an important part of their organisational culture (Prieto Leon et al., 2020). Firms, such as 3M and Google, have given their employees time (15% and 20%, respectively) to engage in intrapreneurship. These types of initiatives can remove organisational barriers and constraints that tend to accompany traditional work (Prieto Leon et al., 2020). Such organisations have developed unique approaches, products, services, and processes, and also developed their new business models by exploring opportunities through intrapreneurship (Prieto Leon et al., 2020; Shah

et al., 2014). These companies have demanded intrapreneurship and a supportive corporate culture to continue to be successful.

Europe has been recognised as home to many intrapreneurs, particularly in Northern Europe, and having a high rate of individuals who innovate within organizations (GEM, 2019-2020). Several European organisations that have practised intrapreneurship have achieved remarkable benefits. For example, “British Gas has gone from being a traditional utilities company to providing smart home technology. Another example is the Virgin Group; Richard Branson, founder of the Virgin Group, is well known for being an advocate of intrapreneurship” (Prieto Leon et al., 2020, p. 94). In addition, these organisations have allowed employees to create and innovate without fear of failure (Prieto Leon et al., 2020).

Antoncic and Hisrich (2001) argued that in transition economies, which have been moving towards the standards of doing business of more developed economies, intrapreneurship could be particularly critical for profitability and survival. However, in China and India, the presence of intrapreneurship has been quite embryonic (Shah et al., 2014). Specifically, China has demonstrated a unique situation due to its vast numbers of large enterprises that are state-owned, and they perhaps have not felt a compelling need to encourage and support intrapreneurship in the past. State-owned enterprises have been still in the very early stages of intrapreneurial adaptation, but private institutions have been demonstrating stronger motivation to promote intrapreneurship in China (Shah et al., 2014).

Similarly, in India, mature systems and procedures have not yet been put in place to promote intrapreneurship (Shah et al., 2014; Sinha & Srivastava, 2015). However, some public and private Indian institutions, such as software subsidiaries of multi-national companies, have overcome such barriers (e.g. Tata Steel) and stimulated an intrapreneurial culture within their organisations. Furthermore, it has also been revealed that managerial behaviour in India has been highly context-sensitive, and socio-cultural characteristics have

significantly predicted the innovative behaviour and intrapreneurial orientation in Indian organisations (Sinha & Srivastava, 2015). So, there is evidence that the prevalence of intrapreneurship has varied within different contextual conditions such as country, national culture and stages of development and therefore the determinants of IB may vary in different contexts.

## 2.8 SRI LANKA: AN INTERESTING CONTEXT

Having identified the potential significance of contextual factors for intrapreneurial actions, the interest is now on Sri Lanka, a developing, upper-middle-income country in South Asia. According to the Central Bank Report (2019), Sri Lanka's population of 21 million consists of three major ethnic groups: Sinhalese (74%), Tamils (17%) and Muslims (8%). Its main religions are Buddhism (70%), Hinduism (13%), Christianity (8%), and Muslim (8%). It is therefore rich in its diversity of culture, ethnicity, language and religion, with a documented history spanning over 2,500 years. This ethnic and religious diversity has influenced the cultural and social life of people in Sri Lanka (Azmat & Zutshi, 2012).

### 2.8.1 The history of Sri Lankan cultural dynamics

Sri Lankan culture has been primarily influenced by Theravada Buddhism, passed on from India and the history of the colonial effects of the Portuguese (1505-1656), the Dutch (1656-1796) and the British (1796-1948), and subsequently influenced by the policies of post-independence governments (Chandrakumara & Sparrow, 2004). Hence, the historical basis of culture in Sri Lanka can be divided into three periods: early settlement and civilisation, colonisation, and post-independence (Gamage & Wickramasinghe, 2012a). Each period has imposed different influences on socio-cultural behaviours in Sri Lanka.

***Civilisation as a culture-building force:*** Sinhalese civilization from 200 BC was based on a system of irrigation that demanded a high degree of collective organisation, and a self-sufficient society was promoted by the agricultural economy (Gamage &



Wickramasinghe, 2012a). The introduction of Buddhism in the 3rd century brought peace and harmony to the Sri Lankan society (Gamage & Wickramasinghe, 2012a). Together, Buddhist philosophy and the agricultural profession created a set of customs and traditional attitudes of the people which promoted a simple living pattern (De Silva & De Silva, 1981; Gamage & Wickramasinghe, 2012a). As the head of state, the King advocated a feudal bureaucratic structure (De Silva & De Silva, 1981) that had decentralised characteristics, distinct from the authoritarian feudalism seen in the European context (De Silva & De Silva, 1981; Ellawala, 1969). The King set up his centralised power and made laws while holding primary responsibility for the kingdom's political, economic, religious activities and had the right to receive land income (Gamage & Wickramasinghe, 2012a). “The people in the kingdom who were loyal to the king’s service (of protection and maintenance of the kingdom) owed him a kind of caste-based ‘rajakariya’ (compulsory labour)” (Gamage & Wickramasinghe, 2012a, p. 66). Lands called 'Nindagam' were offered to the officers who served the kingdom. Together with extensive traditional participative works, the King's rule and care for the kingdom led to collectivist relationships which introduced a strong social kinship structure (De Silva & De Silva, 1981; Gamage & Wickramasinghe, 2012a).

Moreover, the occupationally-based, hierarchical caste system was the basis of social stratification (Chandrakumara & Sparrow, 2004; Gamage & Wickramasinghe, 2012a). This structure defined the social responsibility of a person, his/her compulsory services to society, the role, status and the distinct place in the social hierarchy. These value relationships of authoritarianism, status and kinship were evident in Sri Lankan socio-cultural institutions, such as family, caste and social class (Gamage & Wickramasinghe, 2012a). The characteristics of unity, collectiveness, dependence, loyalty, power distance and respect for authority have become crucial elements in cultural behaviour in Sri Lanka today (Gamage & Wickramasinghe, 2012a).

***Colonialisation as an origin of new cultural behaviours:*** The established feudalist social system was disrupted by the colonial effects of the Portuguese (1505-1656), the Dutch (1656-1796) and the British (1796-1948) (Gamage & Wickramasinghe, 2012a). While “the Portuguese and Dutch regimes only slightly influenced social change in the country, British colonialism for 150 years was central to the economic, political, and cultural construction of modern Sri Lanka” (Gamage & Wickramasinghe, 2012a, p. 67). The nation shifted under British administration to the capitalist plantation economy with new infrastructure, and the British administrative, and judicial system created complex patterns of life (Gamage & Wickramasinghe, 2012a).

The abolition of compulsory labour created a new array of opportunities for wage work. Consequently, this individualistic, commercialised, socio-cultural trend affected conventional Sri Lankan collectivism. In addition, the British philosophy of individualism, the English language, and Christian faith and education were openly adopted by a privileged indigenous class serving in the British administration system (De Silva & De Silva, 1981; Gamage & Wickramasinghe, 2012a). In the British government sector, the middle class of the society was offered employment in a wage-based system, which was non-existent in the traditional Sri Lankan society and the elite middle-class community contributed to class-based social inequality and a power distance (Gamage & Wickramasinghe, 2012a). They acquired considerable wealth, pursued English education and had tremendous administrative control in the colony. In addition, copying British life habits created a demand for foreign goods and resulted in a dependence on imports. As a result, the modernised, complex patterns of life have abolished the conventional, simple patterns of life in the community and the British-oriented education system became embedded in Sri Lankan society (Gamage & Wickramasinghe, 2012a).

***Sovereign nation with dynamic socio-cultural behaviours:*** After spending nearly 450 years under three colonial regimes, Sri Lanka gained independence in 1948 from British colonial rule and power transferred to the politicians of English-educated Sri Lankans (De Silva & De Silva, 1981; Gamage & Wickramasinghe, 2012a). Consequently, along with the capitalist system, principles and practices of democracy were often integrated into society. Economic reforms have been concerned with the conventional cultural attitudes of ‘self-sufficiency’ in Sri Lanka and, thus, aimed at avoiding reliance on imported goods by promoting import substitution. However, due to economic reforms in 1977, import substitution shifted to an export-oriented system that promoted industrialisation (Gamage & Wickramasinghe, 2012a). This meant that the private sector was liberated from state power and the economic activity led by the private sector introduced new values and institutional arrangements which fostered entrepreneurial attitudes in Sri Lanka (Gamage & Wickramasinghe, 2012a).

### **2.8.2 Socio-cultural characteristics in present-day Sri Lanka**

To understand cultural sensitivity within nations, Hofstede (2011) cultural dimensions framework has been a widely used in many disciplines, including in the field of business and even innovations (Elenkov & Manev, 2005; Herbig & Dunphy, 1998; Shane, 1993; Shane, Venkataraman, & MacMillan, 1995). Hofstede’s six dimensions of national cultures (6D framework) identify six dimensions to systematically understand cultural differences: power distance, individualism/collectivism, uncertainty avoidance, masculinity/Femininity, long/short term orientation, and indulgence/restraint.

The Hofstede Insights (2020) reports that Sri Lanka has a high-power distance score, indicating that Sri Lanka is a relatively hierarchical society suggesting that people accept hierarchical orders from higher positions. For the individualism dimension, Sri Lanka has a low score, meaning that the country is considered a collectivist society, indicating that people

maintain close, long-term commitment to their member 'groups', such as family, extended family, or extended relationships. The society fosters strong relationships where people take responsibility for fellow members of their group and admire loyalty.

For the masculinity dimension, Sri Lanka has a very low score, which means it is considered a feminine society. In such a society, people may be less driven by competition, achievement, and success, but they value equity and solidarity in their life. On the uncertainty avoidance dimension and the long-term orientation dimension, Sri Lanka has relatively intermediate scores, which does not indicate a strong preference for the dimension. According to the Hofstede Insights (2020), Sri Lanka was a collectivist, high power distance and feminine society.

Hofstede's cultural dimensions are correlated with Sri Lankan social characteristics, cultural and work values (Chandrakumara & Sparrow, 2004). *Social collectivism* has been recognised as a dominant value among Sri Lankans even in present-day Sri Lanka (Gamage, Cameron, & Woods, 2003a; Nanayakkara, 1999). This dimension has been found to be important not only at the national level but also at the level of the organisational culture (Fayolle, Basso, & Bouchard, 2010). Sri Lankan society has been traditionally based on the family being the strongest social institution through which intimate relationships among members are created, which has further strengthened the value of collectivism. Nevertheless, "Sri Lankan cultural orientation is supported by shared values which gives a foundation for shared behaviour, and Sri Lankans are generally less autonomous and more dependent" on their surrounding social system (Gamage et al., 2003, p. 3).

Sri Lankans have demonstrated a unique position in South Asia concerning *unequal power distribution* within the society (Irfan, 2016). The contemporary society has also been divided into hierarchical arrangements based on ethnicity (Sinhalese, Tamil, and Muslim), language (Sinhala, Tamil), and regions (Kandiyan Sinhalese - Southern Sinhalese, Northern

Tamil - Eastern Tamils - Indian Tamils, Indigenous people). Therefore, people have strongly experienced different power levels among family, organisations, and societal levels (Irfan, 2016), and social power distance is often reflected in organisational power distance (Hofstede, 1980).

Gamage et al. (2003a) argued that there had been seven main socio-cultural patterns in Sri Lanka: lack of self-confidence, dependence, acceptance of the status quo, work for a livelihood, resistance to change, kinship, and respect for authority, which are still influential in social behaviour in contemporary Sri Lanka. Notably, Sri Lankan culture has demonstrated many Asian traits such as power distance, collectivistic values in family and social interactions (Chandrakumara & Sparrow, 2004).

### **2.8.3 Socio-cultural influences on entrepreneurship and HRM practices in Sri Lanka**

Gamage et al. (2003a) argued that Sri Lankan entrepreneurs were culturally different from entrepreneurs in developed economies due to factors such as social power, social relations, and culturally-based collectivism that have created a unique setting for their motivation and behaviour (Gamage et al., 2003a). Moreover, entrepreneurship models in Sri Lanka have been often based on the assumptions of personality trait theory and individual achievement, but often, the reality has been different, as entrepreneurs in Sri Lanka have also been motivated not only by the need for individual achievement but also by the need for satisfactory feelings of social contribution and social achievement (Gamage et al., 2003a; Gamage, Cameron, & Woods, 2003b).

Lin, Carsrud, Jagoda, and Shen (2013) noted that the Sri Lankan cultural characteristics of an acceptance of the status quo, dependence, and a lack of self-confidence, were inconsistent with risk-taking, potentially supporting negative attitudes toward entrepreneurship. As such, in a Sri Lankan context, one might expect to potentially see negative attitudes toward entrepreneurship (Lin et al., 2013). Moreover, Gamage and

Wickramasinghe (2014) suggested that it was important to consider socio-cultural values in understanding Sri Lankan entrepreneurs' perceptions of risk as a social phenomenon (Gamage & Wickramasinghe, 2014), especially when considering the behaviour of employees in Sri Lankan organizations.

To a large extent, the social status attached to owning a business has been low compared to paid permanent positions in Sri Lanka (Lin et al., 2013). Also, dependence, rather than independence, has been a norm experienced by Sri Lankan youth, and social norms generally have not promoted entrepreneurial intentions among Sri Lankans (Lin et al., 2013). This indicates the socio-cultural values have significantly influenced the entrepreneurial drive and motivation in Sri Lanka (Gamage et al., 2003b). Therefore, Sri Lanka was considered an ideal research site to investigate the research questions of the thesis, which are related to the contextual influences on the behaviour of intrapreneurs.

Chandrakumara and Sparrow (2004) revealed that in Sri Lanka, in managing organisations, managers have tended to apply Asian traits (e.g., power distance), and Western management philosophies ( e.g., individualistic values). As also noted by Nanayakkara (1999), Sri Lankan managers exhibited collective traits in family and other social relations, but they maintained power distance and individualistic cultural traits at their organisations. This implies that the managerial behaviour and organisational practices have been complex in the context of Sri Lankan culture.

Sri Lanka has previously experienced questions around the transferability and adaptability of empowering practices and formal planning as well (Chandrakumara & Sparrow, 2004). Tenure has had a significant main effect on task autonomy in Sri Lanka (Wickramasinghe & Kumara, 2010) and employees with longer service have translated this into opportunities for freedom and independence in doing their work. This implies that the

demographic characteristics of employees also need to consider in adopting people management strategies into the Sri Lankan context (Wickramasinghe & Kumara, 2010).

In Sri Lanka, even though managers may have believed that organisational leaders demonstrate *empowering* characteristics (Ikram, Udugama, & Jayasinghe-Mudalige, 2014), a completely empowered culture has not been seen (Chandrakumara & Sparrow, 2004; Ikram et al., 2014; Malmadana Kapuge & Smith, 2007). Management has encouraged and facilitated employee empowerment, but this has been only apparent among the largest companies (Malmadana Kapuge & Smith, 2007). In addition, employee engagement has been recognised as not mature enough in Sri Lanka (Thennakoon, 2013; Wickramasinghe & Perera, 2014) and this perhaps suggests that managers have needed to find win-win situations in which employees can engage in activities that lead to greater outcomes for all stakeholders (Wickramasinghe & Perera, 2014).

Collectively, these evidences tend to confirm that entrepreneurial behaviours and employee work orientations in Sri Lanka have significantly influenced by the socio-cultural context of the country. However, the intrapreneurship literature that emphasises positive work values, task autonomy, and employee empowerment and employee engagement as main drivers of the intrapreneurial behaviour of employees seem to have ignored such socio-cultural construction of IB.

#### **2.8.4 Existing research on intrapreneurship in Sri Lanka**

Intrapreneurship has been a relatively new concept in Sri Lankan organisations. Among the few researchers who have attempted to understand intrapreneurship activity in Sri Lanka, Kaluarachchi (2015) discussed the significance of leaders in initiating and encouraging the IB of employees. Ikram, Udugama, and Jayasinghe-Mudalige (2013) showed the ability of estate managers to create an innovative organisational culture was constrained by the rigidities in the organisational structure of the plantations sector in Sri

Lanka. They recommended the promotion of principles of autonomy and empowerment among employees to nurture intrapreneurship in Sri Lankan organisations. It has not been clear in the limited research literature directly related to the Sri Lankan context whether managers have directly applied intrapreneurship strategies that have been evolved from developed countries or inferred/created a localised, innovative organisational culture suitable for intrapreneurship in Sri Lanka (Kaluarachchi, 2015).

### **2.8.5 Employee-specific determinants of IB**

IB can lead to the continuing growth of entrepreneurial skills and an increased capacity to demonstrate self-determined extra-role behaviours, which can eventually lead to organisational outcomes, such as strategic renewal and innovation (Balanka, 2018). When employees are self-motivated, they can have the capacity to accept and overcome challenges (Balanka, 2018) and reduce exhaustion from challenging working conditions (Kattenbach & Fietze, 2018). Therefore, it is important to understand the personal motivational factors that drive employees to engage in intrapreneurial projects.

The theory of planned behaviour (Ajzen, 1991) proposes that human behaviour is best predicted by the intentions towards the behaviour, which are “assumed to capture the motivational factors that influence a behaviour” (Ajzen, 1991, p. 181). Individuals’ intentions are a vital requirement for the implementation of entrepreneurial behaviours in order to increase organisational performance (Douglas & Fitzsimmons, 2013). Previous literature has claimed that entrepreneurs and intrapreneurs demonstrate distinct behaviours that vary in terms of their salient outcomes for the individual (Douglas & Fitzsimmons, 2013). As individuals are likely to differ in their attitudes to outcomes, they demonstrate different strengths of intentions (Douglas & Fitzsimmons, 2013). Hence, the intentions of entrepreneurs and intrapreneurs have been identified as separate constructs (Douglas & Fitzsimmons, 2013) and these intentions depend on beliefs or attitudes, subjective norms



and perceived behavioural control (Ajzen, 1991), which need to be explored in order to understand such behaviours.

***Intrapreneurial values and beliefs/attitudes:*** Camelo-Ordaz et al. (2012) suggested that intrapreneurs' values can influence their innovation performance. Research has shown that intrapreneur's values, such as persistence, hard work, ambition, creativity, risk-taking (Camelo-Ordaz et al., 2012), an optimistic perception of success (Camelo-Ordaz et al., 2012; Lages et al., 2017), an orientation towards goals (Franco & Pinto, 2016), and a desire to take on new challenges (Smith et al., 2016) can influence their innovative behaviours. More specifically, the fear of failure has been recognised as having a negative effect on opportunity recognition and developing employee entrepreneurial activities (Turro et al., 2016; Urbano et al., 2013). Fear of failure has been found to increase the probability of becoming an intrapreneur than an independent entrepreneur (Martirena, 2013). Douglas and Fitzsimmons (2013) argued that attitudes to income, ownership and autonomy could differ among entrepreneurs and intrapreneurs. When people prefer more income, more independence, and majority ownership of the business, they have a higher tendency to become entrepreneurs than intrapreneurs (Douglas & Fitzsimmons, 2013).

***Employee skills and capabilities:*** Razavi and Ab Aziz (2017) have found that employee innovation, proactivity, risk-taking and networking abilities generated an intention to pursue opportunities within the organisation. Even though no other research has specifically addressed intrapreneurial intentions, some have investigated employee capabilities (capacities and abilities) that stimulated intrapreneurial intentions that led to intrapreneurial behaviour. The ability to detect opportunities has been recognised as a key determinant in IB (Martirena, 2013; Smith et al., 2016; Urbano et al., 2013).

In addition, proactivity and innovative action (Augusto Felício, Rodrigues, & Caldeirinha, 2012; Franco & Pinto, 2017; Razavi & Ab Aziz, 2017), the ability to take

personal initiatives (Rigtering & Weitzel, 2013), networking ability (Razavi & Ab Aziz, 2017), and goal orientation (Franco & Pinto, 2017) have also been identified as key determinants of IB. However, the research of Rigtering and Weitzel (2013) revealed that risk-taking employees were not more likely to be involved in intrapreneurial projects, as risk-taking did not play a role in an effective translation of employee behaviour into intrapreneurial projects unless they saw the significant, potential benefits (Rigtering & Weitzel, 2013). They assumed that employee risk-taking was difficult to stimulate with company policies or management interaction, and that intrapreneurship required personal initiatives and innovative behaviours but not necessarily high levels of employee risk-taking. Hence, risk-taking ability may be less relevant for intrapreneurship (Rigtering & Weitzel, 2013). Consistent with Rigtering and Weitzel (2013) findings, Douglas and Fitzsimmons (2013) found that lower risk-tolerant employees were more likely to have intentions of intrapreneurship than entrepreneurship. These mixed results indicate that the relationship between employee risk tolerance and IB may be complex.

***Intrapreneurial motivations:*** Few studies have investigated the personal and professional factors that cause intrapreneurial motivation, which can create a desire and willingness to engage in IB. Chan et al. (2017) showed that high levels of employee professional and leadership motivation were associated with greater levels of intrapreneurial motivation, and this provided an improved career motivation framework to assess and develop the necessary talent that innovation firms demanded. Farrukh et al. (2017) revealed that employee affective commitment (emotional attachment of individuals within their organisation) and normative commitment (an obligation to remain with an organisation) had a positive and significant impact on IB in terms of employee risk-taking and innovativeness. Their study further revealed that continuance commitment (an awareness of the costs associated with leaving the organisation) was negatively related to IB.

Turro et al. (2016) and Urbano et al. (2013) studied the impact of social capital on intrapreneurship and concluded that employees' social capital positively impacted on their ability to recognise opportunities. Turro et al. (2016) further explained the effect of social capital on intrapreneurship had been reduced in low-income regions when employees are more likely to be risk-averse, and this may have been a reason for the low prevalence of intrapreneurship in low-income countries. However, studies of intrapreneurial motivations have been limited and predominantly quantitative where causal relationships amongst motivational factors have been studied. An understanding of the personal and professional motivational factors driving IB is warranted.

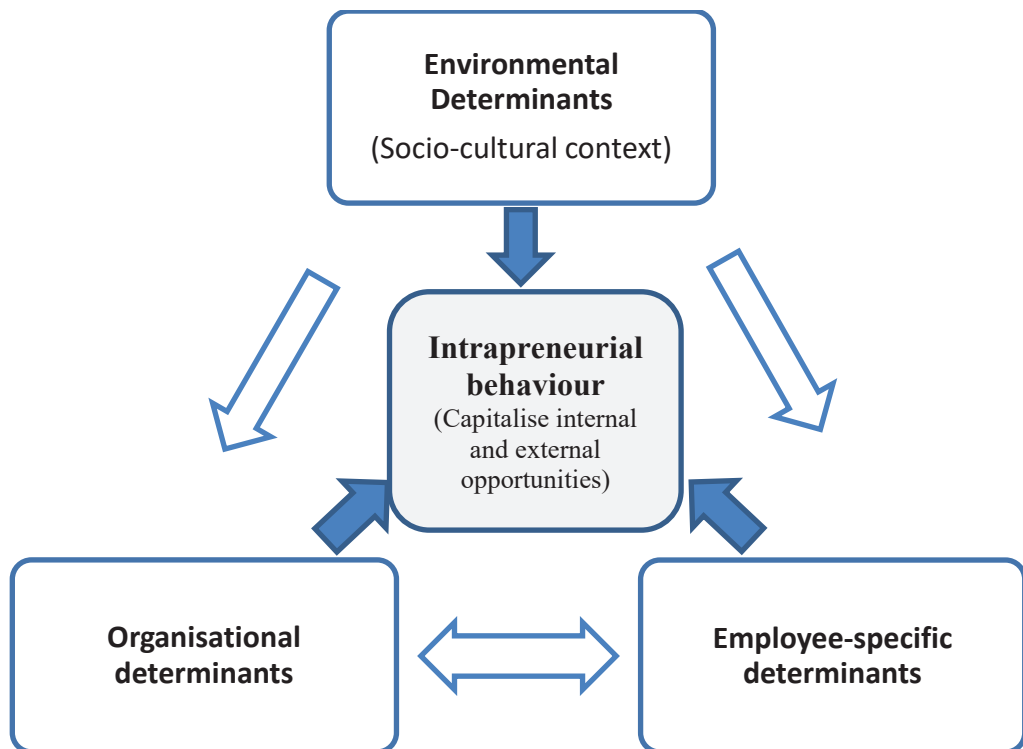
Section 2.6.3 discusses the extent to which the external environment has also been identified as a determinant of IB in the extant literature.

## **2.9 PROPOSED FRAMEWORK**

As discussed in Section 2.6, IB may be associated with three key contextual determinants, which are the external environment, organisational determinants and employee-specific determinants. The recent call for research has emphasised the need for a combined perspective on the intrapreneurship phenomenon (Blanka, 2018; Neessen et al., 2019). Having an integrative perspective of IB taking organisational and employee-specific factors together with the socio-cultural aspect could deepen the current understanding of the determinants of IB and may uncover meaningful factors that predict IB in unique contexts. Therefore, in light of the importance of considering the contextual determinants on IB, an integrative framework of the determinants of IB is proposed in this thesis. This assumed relationship is shown in Figure 2.1.

**Figure 2.1**

*Proposed Integrative Framework of the Determinants of Intrapreneurial Behaviour*



## 2.10 RESEARCH GAPS AND RESEARCH QUESTIONS

It is evident that the intrapreneurship concept has emerged and evolved mainly in the contexts of developed country (Antoncic & Hisrich, 2001, 2003). Although intrapreneurship has been found to be an important driver of organisational success and renewal, the prevalence of intrapreneurial activity has revealed a significant variation among countries (GEM, 2019; Boma, Stam & Wennekers, 2011). The complex nature of IB suggests that there could be numerous factors that motivate employees to become and act as intrapreneurs (Mustafa et al., 2018). However, the question of what determines IB has been debated over decades.

A growing body of research has attempted to uncover the organisational and employee-specific factors that motivate IB. However, little emphasis has been placed on uncovering the influence of external environmental factors, particularly the socio-cultural context ( such as social norms and cultural values) in facilitating or obstructing IB. The

external environment has been viewed as an important enabler of entrepreneurship (Davidsson, 2015; Davidsson et al., 2018; von Briel et al., 2018) as well as corporate entrepreneurship (Kearney et al., 2013; Otache & Mahmood, 2015; Zahra, 1993). However, there has been little empirical research that has investigated the influence of the external environment, particularly the socio-cultural context on the behaviour of intrapreneurs. When aligning the entrepreneurship and HRM literature in Sri Lanka, it was evident that the entrepreneur's behaviour, HRM practices and work value orientations in Sri Lanka were likely to be influenced by the socio-cultural context (Chandrakumara & Sparrow, 2004; Gamage & Wickramasinghe, 2012b). As such IB could also be influenced by the socio-cultural context.

Having an integrative view of the organisational, individual and socio-cultural context as the determinants of IB could deepen the current understanding of the determinants of IB and uncover the meaningful factors that predict IB in unique contexts. Following the recent call in the research for an integrative perspective to explore the determinants of IB (Badoiu et al., 2020; Blanka, 2018), the aim of this study was to examine the determinants of IB, considering both the organisational and individual-level determinants together with a socio-cultural perspective in Sri Lanka. The scope of the study was limited to the service sector organisations in Sri Lanka, which has been the largest in the Sri Lankan economy, employing 47% of the total workforce and contributing 60% of gross domestic product (Central Bank Report, 2019). Consequently, this led to the following research questions:

RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

RQ3: How does the socio-cultural context of Sri Lanka influence intrapreneurial behaviour in service sector organisations in Sri Lanka?

## **2.11 CHAPTER SUMMARY**

This chapter began with a review of the literature on firm-level entrepreneurship, intrapreneurship and intrapreneurial behaviour. The determinants of IB were then discussed, and intrapreneurial activity across the countries was introduced and discussed in relation to how the practices differ according to the type of country. The study site was next introduced, and the proposed framework for the research was discussed. Finally, gaps in the literature and the research questions of the present study were discussed. Chapter 3 discusses the proposed research methodology that guided this research.



# Chapter 3: Methodology

---

## 3.1 INTRODUCTION

In the previous chapter, the literature relevant to key concepts of this research was reviewed and presented with the proposed framework. In this chapter, the research methodology used to address the research questions is justified and discussed. The chapter describes the philosophical position and the research design, including inductive, case study research design and the procedures for the data collection and analysis. This chapter concludes with a discussion of the overall rigour of the methods and ethical considerations.

When planning a study, it is recommended to think through the researcher's philosophical position and assumptions made, the research design that relates to the research paradigm, and the specific methods or procedures that translate the approach into practice (Creswell, 2014, p. 34). In the following section, the nature of the research paradigm and methodological choices are discussed.

## 3.2 PHILOSOPHICAL POSITION

Even though philosophical ideas remain hidden in research (Slife & Williams, 1995), they largely influence the practice of research and are necessary to identify. According to (Guba & Lincoln, 1994), there are four main thoughts of philosophical position; positivism, realism, critical theory and constructivism (see Table 3.1). Each paradigm has three elements which describe psychological assumptions; ontology, epistemology, and methodology (Guba & Lincoln, 1994). In particular, ontology is 'reality' or the researcher's belief in relation to reality or truth, whereas epistemology is the link between that reality and the researcher and what can be learned from that



reality. The methodology is the methods used by the researcher to discover that reality (Sobh & Perry, 2006).

**Table 3.1**  
*Overview of Philosophical Paradigms*

Item	Paradigms			
	Positivism	Realism	Critical theory	Constructivism
<b>Ontology</b>	<i>Naïve realism:</i> reality is real but apprehensible	<i>Critical realism:</i> reality is 'real' but only imperfectly and probabilistically apprehensible, triangulation from several sources is required	<i>Historical realism:</i> virtual reality is shaped by social, economic, political, ethnic, cultural and gender values; crystallised over time	<i>Relativism:</i> local and specific constructed realities
<b>Epistemology</b>	<i>Dualist/objectivist:</i> findings true	<i>Modified dualist/objectivist:</i> findings probably true	<i>Transactional/subjectivist:</i> value mediated findings	<i>Transactional/Subjectivist:</i> created findings
<b>Methodology</b>	<i>Experiments/verification of hypotheses, quantitative methods</i>	<i>Modified experimental, qualitative methods, Case Studies, triangulation, interpretation of research findings by qualitative and quantitative methods</i>	<i>Dialogic/dialectical:</i> researcher is a transformative intellectual who changes the social world within which participants live	<i>Hermeneutical/dialectical:</i> researcher is a passionate participant within the world being investigated

*Note.* Adapted from Guba and Lincoln (1994)

Positivism is seen as a philosophical stance which has traditionally prohibited qualitative analysis as a scientific process (Kvale, 1994). Positivism suggests that analysis tests independent facts about a specific, apprehensible reality and is thus usually used in quantitative research involving the generation and testing of hypotheses. The critical theory is connected to historical research exploring the transformation of social facts in human societies (Belk, 2007). In the social sciences, critical theory has been viewed as an anti-positivist movement (Denzin & Lincoln, 2011). In critical theory, the ontology is historical realism, which states that social,

economic, political, cultural, ethnic and gender variables shape the reality, and which are crystallised over time (Guba & Lincoln, 1994). As the researcher does not attempt to modify the values of the person, such as the cultural value of intrapreneurs, this model was inappropriate for this study.

Next is constructivism, which proposes that multiple realities exist in people's minds, and researchers need to be attached to participants to construct realities (Deshpande, 1983). This paradigm is primarily used in the collection of qualitative data, where the investigator attempts to understand the social world as viewed by others (Seale, 1999). Guba and Lincoln (1994), argued that constructivism attempts to understand the complex world of lived experiences from the viewpoint of those who live it and the researcher is a 'transformative intellectual' who changes the social world within which participants live. The present research did not fall into the constructivism paradigm, as it did not expect to change the social world in which the participants lived.

Lastly, realism applies to a reality that is difficult to grasp, so researchers rely on the experience of a participant to discover a single reality triangulated with other perceptions (Healy & Perry, 2000) using multiple methods, such as interviews, observations and case studies, as a way of capturing as much reality as possible. Among the four main philosophical positions of positivism, realism, critical theory and constructivism, this research followed a realism paradigm where the reality was viewed as complex and triangulation from many sources was required to know it (Guba and Lincoln, 1994). Realism positions between positivism and interpretivist/critical theory paradigms, therefore, there may be some overlapping characteristics between these two paradigms. Accordingly, in this research, some degree of positivist and interpretivist epistemological views are displayed as the

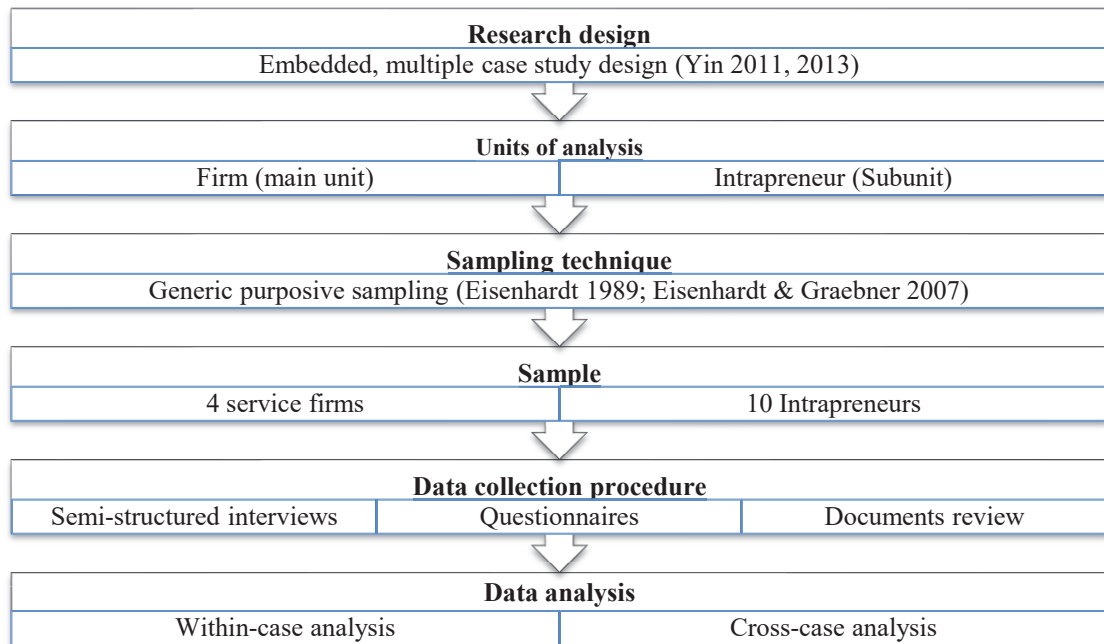
research aim was to uncover the reality of the determinants of IB in a less intrapreneurial environment. Therefore, in this thesis, a qualitative approach to answer the research questions was adopted as it provided an interpretive and naturalistic approach to understand the particular phenomena (Denzin & Lincoln, 2011) that may enable the researcher to gain a deeper understanding of the reality of the determinants of IB in its natural setting. Following the philosophical position of realism, case study research design was adopted in this study and data were collected using multiple methods (interviews, questionnaire, observations) and multiple sources (views of senior managers, middle managers, entrepreneurial employees/intrapreneurs and other employees) to understand the reality.

### **3.3 RESEARCH DESIGN: INDUCTIVE CASE STUDY DESIGN**

The inductive case study research design was considered appropriate for this research to investigate the research questions in-depth. The case study design facilitates in-depth investigation of a single, individual or group event within the real-life context where the phenomenon is not isolated from the context and the investigator has little or no control over events (Yin, 2013). This method was, therefore, appropriate as this study expected to investigate the intrapreneurial behaviour within organisations and explore complex causal influences among contextual factors and IB. This approach may help retain the holistic and meaningful characteristics of the reality (Yin, 2013), thereby ensuring the depth and richness of explanations (Yin, 2011). This is consistent with Rouse and Daellenbach (1999), who argue that the effects of organizational processes are best uncovered using in-depth research inside organizations. An overview of the research design is illustrated in Figure 3.1 and will be discussed in the following sections.

**Figure 3.1**

*Overview of the Research Design*



**3.3.1 The rationale for using a multiple case study design**

In this research, a multiple case embedded design was applied to examine the research questions and to understand the contextual determinants of intrapreneurial behaviour. While single case studies can provide a detailed description of the phenomena and their context, multiple case studies can be used as a stronger base for theory development (Yin, 2013), allowing a wider exploration of the research questions and theoretical evolution (Eisenhardt & Graebner, 2007). Multiple cases enable a replication logic where cases are treated as a series of experiments (Yin, 2013). Each case allows the confirmation or disconfirmation of the emerging patterns drawn from other cases (Yin, 2013). Hence, the results of a multiple case approach have the potential to bring more analytic benefits and increase external validity (Yin, 2013) and reliability (Baxter & Jack, 2008) than a single study. Furthermore, the researcher's deep engagement with richer empirical data can generate more robust and testable theory and propositions than single-case research (Eisenhardt & Graebner,

2007). A multiple case design is expected to generate more realistic and broader exploration of the research questions and provide better theoretical elaboration (Eisenhardt & Graebner, 2007).

As per Yin (2013), the rationale for applying a multiple case study design derives directly from the researcher's desire for literal and theoretical replications. Literal replication is the extent to which the research predicts similar results, whereas the theoretical replication is the extent to which the research predicts contrasting results (Yin, 2013) for predictable reasons. An expectation from this thesis was the generation of theoretical replications, which was to predict the divergent results of intrapreneurial practices within selected business organisations.

### **3.3.2 Unit of analysis and case selection**

Defining the unit of analysis is an essential step in the research design. It is the source of information which can be individuals, groups, divisions, organisations, industries or even countries (Cavana, Delahaye, & Sekaran, 2001). As IB within the organisations was to be explored, the core unit of analysis was the 'business unit/firm' which practiced intrapreneurial activities, whereas intrapreneurs (entrepreneurial employees) were taken as the subunit embedded within the core unit of analysis (business unit/firm), following the embedded case design approach (Yin, 2013).

Identifying and selecting cases is very important in case study research. It was expected that the selected cases were particularly suitable for illuminating and extending relationships (Eisenhardt & Graebner, 2007) as the most appropriate entities to investigate research questions. Hence, case selection in this research was purposeful following the replication logic and theoretical sampling advised by Yin (2013) and Eisenhardt and Graebner (2007). For replication, "each case is treated as a distinct experiment that stands on its own as an analytic unit like a series of related laboratory

experiments” (Eisenhardt & Graebner, 2007, p. 25). Therefore, multiple cases can be treated as discrete experiments that serve as replications, contrasts, and extensions to the emerging theory (Yin, 2013). Theoretical sampling means the cases are selected based on their particular suitability to illuminate and extend the relationships among the research constructs (Eisenhardt & Graebner, 2007). This allowed the replication of emerging findings of one case to another and the elaboration of emergent theory more naturally (Eisenhardt & Graebner, 2007).

For this research, eight potential case sites (organisations) that facilitated intrapreneurial practices and fostered an entrepreneurial culture within their organisations were identified by the researcher. All the potential case sites were based in the Colombo district, which is the industrial city of Sri Lanka and home to a large percentage of private commercial service and manufacturing firms. As the first step, the eight case sites were studied in detail by meeting appropriate personnel (CEO or senior managers in innovation/HRM departments) from the organisations. After the initial interviews, four of the case sites were identified as not practising intrapreneurship in the way this research defined the concept (employee voluntary contribution to firm innovation and renewal), and were excluded from the study, the other four firms were identified as appropriate case sites to study in detail, and potential respondents were identified. This ensured the selected cases had a unique context to study the intrapreneurial practices and their determinants and impact in detail.

Moreover, cases represented different industries, different organisational cultures and the different stages in the implementation of intrapreneurship practices. Therefore, four cases were selected according to the following criteria. According to Yin (2013), selecting 2-3 cases would sufficiently predict the literal replication and a design of 4-6 cases was sufficient for theoretical replication (Yin, 2013):

### Case Selection Criteria

1. Case sites must have implemented at least one employee new idea on new product/service/ development, process improvement, technology improvements within the last three years.
2. Case sites must have employees who initiated and or implemented their innovative ideas within the last three years.
3. There must have been access to informants (both managers and entrepreneurial employee/intrapreneurs).

Therefore, this inductive research involved four intrapreneurial firms that facilitated and encouraged intrapreneurial behaviour within the service sector (one firm from private healthcare, digital transportation, software and banking). These industries had significant demand for innovation and intrapreneurial activities globally as well as within the study site but differed along key dimensions, such as product characteristics, customer characteristics, sales and marketing channels.

Overall, these industries represented a diverse sample of the service sector in which Sri Lankan intrapreneurial firms were found. Such industry and demographic diversity was likely enhance the representativeness of the sample and the generalizability (Graebner & Eisenhardt, 2004). The multiple cases allowed the comparison of similarities and dissimilarities between them (Eisenhardt, 1989).

#### **3.3.3 The case study protocol**

A case study protocol was used to ensure uniformity in the data collection and analysis that is essential for multiple case study research (Yin, 2013). A case study protocol is a guide for the researcher in carrying out the data collection, and it plays a major role in increasing the reliability of case study research (Yin, 2013). The protocol consisted of the following sections, as suggested by Yin (2013):

1. Overview of the case study
2. Data collection procedures
3. Data collection questions
4. Guide for the case study report/initial profile of the case study report

However, an adaptive posture (Yin, 2013) was maintained, allowing some degree of flexibility to alter the data collection plan by adding or changing some of the interview questions. Hence, the data collection plan was altered slightly and appropriately as a result of the initial data collection. This flexibility allowed the researcher to take advantage of the uniqueness of each case and the emergence of new themes, which was likely to improve the resultant theory (Eisenhardt, 1989).

#### **3.4 DATA COLLECTION PROCEDURE**

Case study evidence can be generated from various sources (Eisenhardt & Graebner, 2007; Yin, 2013). Moreover, the challenges of qualitative data are best mitigated through the data collection approach, which limits bias (Eisenhardt & Graebner, 2007). This research applied multiple sources (top managers, middle managers, employees) and methods (interviews, questionnaire, secondary sources) of data collection to ensure the adequate triangulation of data. Interviews with participants were the main source of qualitative data while two standard questionnaires (see Appendix B, Questionnaire 1 and 2) were used to collect quantitative data. Details of questionnaire and assessment procedures are described in Section 3.4.4.

The use of numerous and highly knowledgeable key informants who viewed the focal phenomena from diverse perspectives was the best way to mitigate the challenges in qualitative data collection approaches (Eisenhardt & Graebner, 2007). Qualitative interviewing with key informants were the primary sources of evidence for this case study process. Interviews are a highly effective way of gathering rich empirical data



(Eisenhardt & Graebner, 2007) and it is highly recommended when studies are about human affairs and actions (Yin, 2013) to capture the different opinions, attitudes and meanings despite explaining behavioural events.

The key informants were identified as the CEO and/or top managers who represented innovation and or human resource functions (to understand organisational level practices related to intrapreneurship), middle managers who were involved in the development and implementation of employee intrapreneurship projects (to describe in detail the intrapreneurship process, activities, innovation projects initiated by employees) and intrapreneurs (to understand individual-level behaviours) in the selected organisations. Participants were selected from four organisations based on their availability, accessibility and/or until data saturation was met. Apart from the interviews, the review of accessible secondary data sources related to the case organisations involving company websites, annual reports (publicly available), and trade publications was implemented.

The qualitative data collection was conducted in a three-step process: initial CEO or top manager interviews, interviews with middle managers, and interviews with intrapreneurs.

#### **3.4.1 Initial CEO or top manager interviews**

Using a semi-structured format, an entry interview was conducted individually with the CEO or a few of the most senior managers of each firm. The interview began by asking the CEO or senior managers to describe the company's innovation culture. The CEOs/senior managers were then asked to describe their firm's policies and internal environment that facilitated intrapreneurial activities and initiatives. Each CEO/senior manager then identified recent or ongoing intrapreneurship projects. The decision to conduct subsequent, in-depth interviews with middle managers was taken

based on who had experience in implementing employee intrapreneurial projects. Choices were based on criteria similar to those other researchers have used for defining intrapreneurship projects (Bosma et al., 2013; Burgers & Van De Vrande, 2016; Pinchot & Pellman, 1999). To be chosen, an intrapreneurship project (1) had to be initiated by the employee alone or with others out of their job responsibility, and (2) the project outcome could be new products/services, new business, new ventures, process or technology innovations.

#### **3.4.2 Interviews with middle managers**

After the top manager/senior manager interview, the semi-structured interviews with middle managers who were involved in the development and implementation of employee intrapreneurship projects were interviewed. The interview began by asking the middle manager to also describe the company's innovation culture. Managers were then asked to describe in detail the intrapreneurship process, activities, innovation projects initiated by employees in the last three years. They then identified recent or ongoing intrapreneurship projects and intrapreneurs (employees) who initiated and contributed to the implementation of those projects. The interview consisted of open-ended questions, which are in Appendix A, and was typically from 30 to 90 minutes long.

#### **3.4.3 Interviews with intrapreneurs**

After the middle manager interviews, semi-structured interviews were conducted with intrapreneurs or employees who initiated innovative projects for their organisations. The interviews consisted of open-ended questions, which are in Appendix A, and were typically from 30 minutes to 90 minutes long. The interview began with a request to describe a project/s initiated by the employee alone or with others within the last three years, then the motivations to pursue opportunities and the

contribution to the project implementation were discussed. The interviewees were asked to talk about the benefits they had gained by being intrapreneurial. Thus, a general view of the intrapreneurship projects within the organisation and an in-depth understanding of the specific contextual factors that drove intrapreneurs motivation emerged.

The researcher sought consent from all the participants to record the interviews, and the preservation of anonymity was assured. The interview data was later transcribed and used for the analysis, which is discussed in detail in section 3.5.

#### 3.4.4 Questionnaires

At the end of the interview, the CEO/senior managers and middle managers were requested to complete two questionnaires (see Appendix B, Questionnaire 1 and 2) which took approximately 5-15 minutes to complete. The purpose of the questionnaires was to confirm the opinions (existence of intrapreneurship practices and type of organisational culture) of different informants of the organisation from different data sources, which aimed to increase the validity of the data sources. The questionnaires assessed the practice of intrapreneurship and the dominant culture type of the organisation. Participants except managerial level employees were given only the questionnaire 2. All the primary data were collected at office locations.

*Assessment of the practice of intrapreneurship:* The assessment of the practice of intrapreneurship was the initial stage of understanding the intrapreneurship culture in each case. The designed assessment method consisted of the questionnaire (See Appendix B, questionnaire 1) based on the four-dimensional scale of intrapreneurship (Antoncic & Hisrich, 2001) which comprised 28 questions to cover four main aspects of intrapreneurship which were named as innovativeness, new business creation, self-renewal activities and proactiveness (Antoncic & Hisrich, 2001). The new-business

creation dimension refers to “pursuing and entering new businesses related to the firm’s current products or markets” (Antoncic & Hisrich, 2001, p. 495). Whereas, the innovativeness dimension refers to the product and service innovation with emphasis on development and innovation in technology (Antoncic & Hisrich, 2001). The self-renewal dimension refers to the redefinition of the business concept, reorganisation, and the introduction of system-wide changes (Zahra, 1993). The final dimension, proactiveness reflects top management’s orientation in pursuing competitiveness and the firm’s ability to aggressively and proactively compete with industry rivals (Antoncic & Hisrich, 2003). This four-dimensional scale of intrapreneurship is cross-validated by Antoncic and Hisrich (2001) in terms of convergent, discriminant, and nomological validity in a cross-cultural study with a sample of developed and transition economy.

The questionnaire 1 was distributed among all the managerial employees at each case and participants were asked to rate each question on a Likert scale from 1 to 5 (1 = the minor emphasis and 5 = the major emphasis). The questionnaire was mainly used objective measures which were the manager's perception towards the intrapreneurship elements at each Case. The sample of the questionnaire is in Appendix B. The average scores for the items measuring each dimension of intrapreneurship ( innovativeness, new business creation, self-renewal activities and proactiveness) were calculated to assess the practice of intrapreneurship at each case.

*Assessment of the dominant culture of the organisation:* The internal environment of the organisation has been found to be a defining factor of intrapreneurship success (Antoncic & Hisrich, 2001). The organisational culture has been found to be significantly influential in connecting all the internal environmental factors (Antoncic & Hisrich, 2001; Franco & Pinto, 2017; Haase et al., 2015), and

which can substantially impact on intrapreneurship. To assess the organisational culture and understand the dominant culture type of each Case, the Organisational Culture Assessment Instrument (Cameron & Quinn, 2011) was used (See Appendix B, Questionnaire 2). The questionnaire 2 comprises 24 questions that cover six, main characteristics of organisational culture. From a range of organisational culture measures proposed by several research in the past, OCAI (Cameron & Quinn, 2011) appeared the most suitable for this research. OCAI provides a holistic view of the organisational culture based on six main characteristics of organisational culture namely dominant characteristics of the organisation, organisational leadership, management of employees, organisational glue, strategic emphasis, and criteria of success (Cameron & Quinn, 2011).

The questionnaire was distributed among all the participants of each case after the interview and participants were given instructions to fill the questionnaire. The questionnaire data was analysed based on the procedure to analyse OCAI as advised by Cameron and Quinn (2011).

#### **3.4.5 Secondary sources**

Secondary sources are very useful in providing specific details to support evidence from other sources, such as interviews (Yin, 2011). In this research, secondary data sources, involving company websites, annual reports (publicly available), and trade publications were used throughout the research process. Before the interviews were conducted, the available secondary data were reviewed to gain an understanding of the company profiles, and their orientation to innovation and entrepreneurship. After conducting the interviews, these secondary sources were again reviewed to further confirm the evidence from the interviews and gain a better

understanding of the factors that facilitated each company's intrapreneurship orientation.

Overall, in this research case study evidence was collected from multiple data sources: (1) initial CEO or top manager interviews; (2) semi-structured interviews with middle managers; (3) interviews with intrapreneurs; (4) questionnaires completed by interview participants and (5) the secondary data sources. The combination of multiple informants was likely to mitigate the subjective biases and led to rich and more elaborated conclusions (Eisenhardt & Graebner, 2007). Proper use of multiple data sources aimed to enhance the construct validity and reliability of the evidence (Patton, 2005; Yin, 2013).

### **3.5 DATA ANALYSIS**

Analysis of the case study evidence has been one of the most challenging but least developed aspects in case study research (Eisenhardt, 1989; Yin, 2013) and can be used in both qualitative and quantitative data (Yin, 2013). However, much is dependent on the "researcher's own style of rigorous empirical thinking, sufficient presentation of evidence and careful consideration of alternative interpretations" (Yin, 2013, p. 133).

#### **3.5.1 Data analysis procedure**

According to (Miles, Huberman, & Saldana, 2013), qualitative data analysis should consist of three steps. First, data reduction, second, data display and third, generating conclusions and verifications. The first two steps were done using NVivo software tools. At first, recorded interviews were transcribed into Word documents, and the associated comments and notes were attached with each transcribed document.

All 31 interviews were transcribed, with four interviews transcribed in the participants' original language, Sinhalese. English was the second language for all the

research participants, 27 participants expressed their willingness to conduct the interviews in English as English was used as the official language in their respective organisations. Twenty-seven English transcripts were transcribed in the participants' words. Four non-English transcripts were then translated into English by the researcher. The back translation method was used as recommended by Brislin (1970) following the criteria to meet the translation equivalence. Two bilinguals who were fluent in both English and Sinhalese were involved in this procedure, and no serious inconsistencies were apparent.

The transcribed interview data were then uploaded into NVivo. The qualitative data analysis process began with data coding (Charmaz, 2014). Given the exploratory and inductive nature of this study, Grounded Theory techniques were adopted as the main analytical approach for the qualitative data as the focus of the analysis was to observe and extract new meanings and dominant patterns within four cases in an inductive approach (Charmaz, 2014). This approach was selected as a base for classifying the collected data, understand the relationships among them and to answer the research questions in order to develop the integrative framework of the determinants of IB.

In addition, quantitative data collected from two questionnaires were entered into Microsoft Excel sheets in an organised way and later analysed using the appropriate analytical tools. The average scores were calculated from the Questionnaire 1 data to assess the practice of intrapreneurship at each case in terms of four dimensions of intrapreneurship (innovativeness, new business creation, self-renewal activities and proactiveness). The questionnaire 2 data was analysed following the procedure to analyse OCAI as advised by Cameron and Quinn (2011). Organisational cultures were

then categorised into four organisational culture types; clan, adhocracy, hierarchy and market.

### **3.5.2 Qualitative data coding**

Following the methodology for data coding proposed by Eriksson and Kovalainen (2015), three steps were performed in the present study. First, a process of open coding was used to arrange the qualitative data into main categories. Open coding is known as the interpretive process of analytically separating or disaggregating data into units (Charmaz, 2014). Since the aim of the research was to explore the determinants of IB, the preliminary research framework developed in Chapter 2 was used as a basis for the open coding to develop appropriate codes and categories. Preliminary coding was done manually and then organised in NVivo. At the end of the open coding process, a number of codes were developed, but the need for integration among the related codes was apparent to provide a meaningful understanding of the data.

Second, Axial coding was applied to relate codes to each other, observing relationships among the open codes and to find categories based on similarities and common properties in the extracted codes. Third, selective coding was applied to identify dominant themes/patterns and understand the relationships among the categories (Eriksson & Kovalainen, 2015) according to their meaning with the data. This process enabled the development of themes and categories of the individual and organisational determinants of IB and recognised themes that described the relationships among the socio-cultural variables and their influence on IB. Once the coding structure was properly arranged, the within-case analysis began.



### **3.5.3 Within-case analysis**

The within-case analysis explored every case as a standalone entity. It helped the researcher to effectively handle the inherent complexity of the case study data (Eisenhardt, 1989), aiming to familiarise each case as a standalone entity before the process of cross-case analysis (Yin, 2013). The outcome of this analysis was a detailed case study write-up for each case, as suggested by Yin (2013), though there was no standard format for this (Eisenhardt, 1989).

According to Yin (2013), there are number of analytic techniques, such as pattern matching, explanation building, numerical count analysis, and cross-case synthesis that can be used in a case study analysis. For this research, pattern matching logic was used as it has been one of the most accepted techniques used in case study data analysis (Yin, 2013) along with thematic analysis (Strauss & Corbin, 1998). Unique patterns and relationships emerged that were expected to be related to the drivers of IB. Thematic analysis ensured the coded data was relevant for the analysis as the analysis revealed first-order codes and identified categories and themes that best described the data. In addition, explanation building is a special type of pattern matching technique by which the analysis of the case studies is carried out by building an explanation of the case (Yin 2009). This technique was also employed in this thesis to build plausible explanations about the case and to explain why the similarities and differences appeared. Results from the within-case analysis are presented in Chapter 4.

### **3.5.4 Cross-case analysis**

The aim of the cross-case analysis was to strengthen the research findings of the within-case analysis and to develop robust propositions, theories or conclusions (Yin 2003). Cross-case analysis is applicable to multiple case study research and

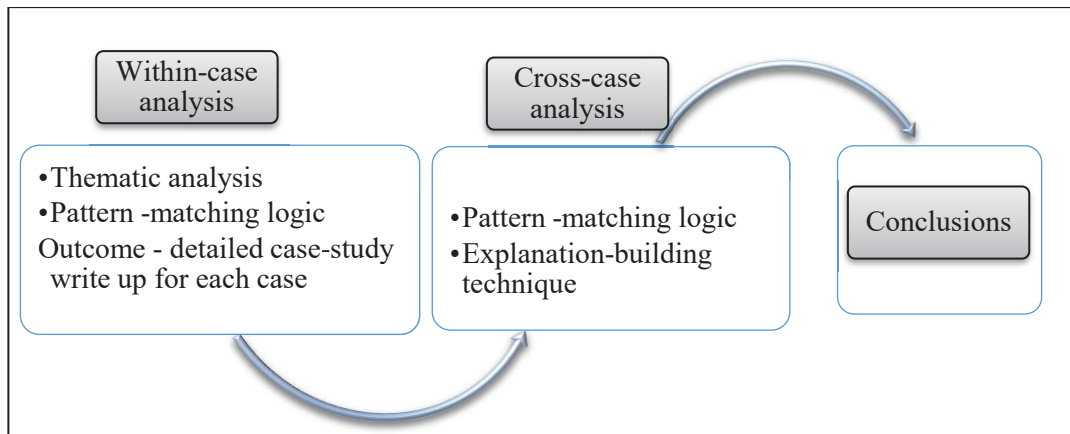
enables the findings of each case to be compared across cases in the expectation of discovering meaningful patterns (Yin, 2013). Identified cross-case patterns can lead to strong argumentative interpretations of the findings (Yin, 2013). A stronger synthesis can also entertain possible, rival cross-case patterns and any alternative interpretations to the findings, which may give robust outcomes and help strengthen the findings of case study research (Yin, 2013).

To avoid reaching premature or false conclusions, the data was analysed using several divergent ways as advised by Eisenhardt (1989). Hence, pattern-matching logic and the explanation-building technique were applied to explain the findings for the research questions. The explanation-building method has been found to be more suitable in explanatory case studies (Yin, 2013) and needs to be applied using a systematic process. This technique assisted in identifying relationships between intrapreneurial motivations and assisted in explaining how and why certain events occurred. This also provided a detailed explanation and rich understanding of the events discovered during the cross-case analysis process.

Using the stated appropriate case study analysis techniques supported the ultimate purpose of generating robust, plausible and fair arguments (Yin, 2013) that were supported by the data. One of the aims of undertaking cross-case analysis was to compare and analyse the similarities and differences of the research framework's elements in the four different case studies. For instance, the organisational policies that induced intrapreneurship were examined in the four cases and explained similarities, differences and then explained the reasons for such similarities and differences. Tables were developed for elements of the research framework to compare the findings across cases. The results of the cross-case analysis is presented in Chapters 5. A summary of the analytical techniques is presented in Figure 3.1.

**Figure 3.1**

*Summary of Analytical Techniques*



### 3.6 OVERALL RIGOUR OF THE METHODOLOGICAL APPROACH

According to (Yin, 2013), the quality of any empirical social research depends on four tests: construct validity, internal validity, external validity, and reliability. As “case study research is also a part of this larger body, these four factors are relevant to case study research” (Yin, 2013, p. 45).

In this research, multiple sources of evidence were used in order to ensure construct validity. Triangulation has been identified as a rationale for using multiple sources, and it can ensure a greater rigour of evidence and enables to integrate the study findings (Yin, 2013). Triangulation has two basic forms: data triangulation and methodological triangulation. In this research, data triangulation was likely to ensure by collecting data from multiple sources (interviews with senior managers, middle managers, and intrapreneurs) that aimed to review primary as well as secondary data. Methodological triangulation was ensured by combining multiple methods to gather data (questionnaire, interviews, and review of secondary data) at different times.

Internal validity was likely to ensure by the best use of analytical techniques, such as explanation-building technique, pattern matching logic, and addressing rival explanations. External validity was verified by the use of replication logic in multiple

cases study design through the cross-case analysis. Hence, cases confirmed the validity of emerging relationships (Eisenhardt, 1989) by replicating the findings in Case 2 and 3 and up to Case 4.

In qualitative research, reliability refers to the consistency of the results obtained in the research and demonstrates that the study can be repeated to generate same results if the same data collection procedures and instruments are used (Yin, 2013). The reliability of the results is addressed by the use of case study protocol and developing a detailed case study database as advised by (Yin, 2013). This may enable future researchers to reach the same outcomes and conclusions.

### **3.7 ETHICAL CONSIDERATIONS**

Strict ethical guidelines outlined by the Queensland University of Technology were followed in this research. Accordingly, ethical clearances were granted by the University Human Research Ethics Committee to proceed with the data collection. This research fell under low-risk research involving human participants according to the Queensland University of Technology ethical guidelines. Key ethical issues associated with this research were privacy and confidentiality (Liamputtong, 2009; Patton, 1990). In this research, all efforts were used by the researcher to ensure anonymity and confidentiality. To assure these, participant information sheets were provided to all the participants that outlined the study's aim, requirements and outcomes of the study. Participants were also informed about the security measures for the data protection and storage. Another major ethical consideration is coercion and misleading conduct by the researcher (Cavana et al., 2001). Therefore, all the participants joined the research data collection on a voluntary basis, and no influence was made by the researcher.

### 3.8 CHAPTER SUMMARY

This chapter presented the research design and methods that were used to answer the research questions. It began with a discussion of the philosophical paradigm that was applied and then discussed the research design, including the case selection procedure, data collection, and analysis of the case data. Finally, the overall rigour of the methods was discussed, and ethical considerations for this research were addressed. The findings of the within-case analysis are presented in Chapter 4.

# Chapter 4: Within-case Analysis

---

## 4.1 INTRODUCTION

In the previous chapter, the qualitative research design and methods which were used to answer the research questions were discussed. As discussed in Chapter 3, multiple-case design was applied to examine the research questions in-depth and to explore the contextual determinants of IB. Two main forms of case study analysis were used in this thesis which is the within-case analysis and the cross-case analysis. In this chapter, the findings of the within-case analysis related to the following research questions are presented for the four cases:

RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

The aim of this chapter is to provide a rich familiarity with each case as a stand-alone entity (Eisenhardt, 1989) and discuss the unique patterns that emerged from the data analysis of each case. This rich familiarity aimed to accelerate the cross-case comparison (Eisenhardt & Graebner, 2007) by providing an appropriate interpretation for the complex data (Yin, 2013). A summary of demographic characteristics of each case is shown in Table 4.1.

In the next section, the within-case analysis of each case is presented using the same format. Each case starts with a profile (case description) followed by an analysis of the firm's intrapreneurship orientation, and then the analysis of the determinants of IB is presented accordingly. At the end of each case, a brief summary is presented. The

detailed relationship patterns that occurred across the four cases are presented in Chapter 5 on the cross-case analysis.

**Table 4.1**

*Summary of the Demographic Characteristics of Four Cases*

<b>Characteristic</b>	<b>Case A</b>	<b>Case B</b>	<b>Case C</b>	<b>Case D</b>
<b>Firm size</b>	Large	Small	Large	Large
<b>No. of staff</b>	350 +	30 +	150+	400+
<b>Age (years, 2020)</b>	12	6	5	33
<b>Industry</b>	Healthcare	Technology 1	Technology 2	Finance
<b>No. of key informants</b>	7	8	8	8

## 4.2 CASE A (HEALTHCARE)

### 4.2.1 Profile

Case A was a private health care provider that was established in the late 2000s as a subsidiary of a well-established company in Sri Lanka. Case A's mission was to provide quality and affordable healthcare to developing cities all over the country. It was keen to diversify its business by embarking on innovative digital solutions for the health care industry. At the time of the study, around 350 employees worked at Case A.

Altogether there were seven case study participants consisting of four managers (AM1-AM4) and three employees (AE1-AE3), including two intrapreneurs (AE1, AE2) who pursued both external opportunities (aimed at developing a new product/service) and internal opportunities (aimed at the process and technological innovations) for the organisation. Interviews were conducted at the hospital premises in Colombo, Sri Lanka. The demographics of the participants are shown in Table 4.2.

**Table 4.2*****Demographics of participants - Case A***

<b>ID</b>	<b>Position</b>	<b>Service to Case A (years, 2020)</b>	<b>Gender</b>
AM-1	Senior Manager- Innovation	3+	Male
AM-2	Head of the customer experience	4+	Male
AM-3	Operations Manager	3+	Female
AM-4	Assistant Manager - HR	3+	Male
AE-1	Senior Executive - physiotherapy	4+	Female
AE-2	Senior Nurse	9+	Female
AE-3	Sister-in-charge	2+	Female

**4.2.2 Intrapreneurship orientation at Case A**

The assessment of the practice of intrapreneurship was the initial stage of understanding the intrapreneurship culture in the firm. The designed assessment method was the questionnaire for the four-dimensional scale of intrapreneurship, developed and cross-culturally validated by Antoncic and Hisrich (2001) (see Section 3.4 and Appendix B, Questionnaire 1). The questionnaire was answered by all four managerial employees, and the results are presented in Figure 4.1.

As shown in Figure 4.1, Case A had a relatively low emphasis on the proactiveness dimension. These results, which were supported by the responses of managers and employees, indicated that Case A was keen to promote an innovation-driven organisational culture, that promoted employee self-initiatives for new business creation, new products/services development and the improvement of existing process and technologies.

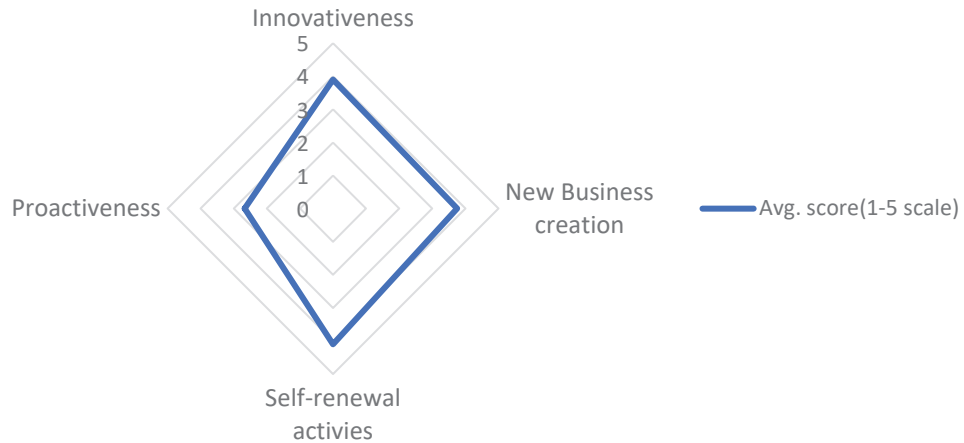
The interviews with managers also confirmed the questionnaire results on the firm's major emphasis on self-renewal. For example, the firm had redefined its business purpose as to position the firm as a smart hospital which offered many digital solutions for health care (AM2, AM3). Furthermore, the top management decision to



create an intrapreneurship culture within the firm was also reflected the firm's introduction of a system-wide change for innovation.

**Figure 4.1**

*Questionnaire Results for Intrapreneurship Dimensions – Case A*



*Note.* Self-renewal = 4.1, New business creation = 3.75, Innovativeness = 3.9, Proactiveness = 2.67;

Questionnaire results indicated that Case A was relatively a less proactive business unit. Three out of the four managers indicated that the parent company culture was less aggressive (competitive) in dealing with the competitors and demonstrated a risk-averse corporate culture. A senior manager explained that “we [parent company] turn 70 years this year. This is a very established company. We are very risk-averse, and we only go into established areas where we know exactly what we are doing” (AM1). Collectively, this data suggested that Case A had a higher emphasis on three intrapreneurship dimensions; self-renewal, innovativeness and new business creation dimensions.

**4.2.3 Organisational determinants of IB at Case A**

Intrapreneurship is a bottom-up approach, in which the innovation process is initiated by the employees. There are two aspects that are important for intrapreneurs’ potential to unfold: proactive behaviours of the intrapreneurs, and also the supportive

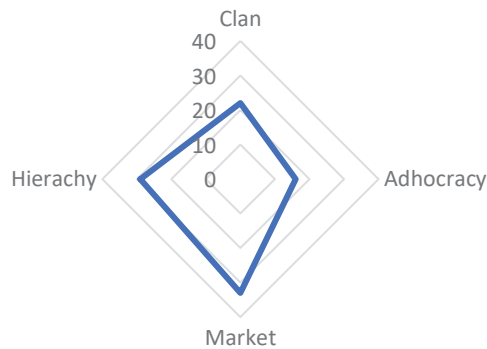
organisational environment that appreciates and allows them to behave entrepreneurially (Blanka, 2018). In this section, the findings on the organisational factors that determined IB at Case A are discussed based on four main, broader themes derived from the data analysis: organisational culture, organisational structure and strategies, the role of leadership and organisational policies. In the following section, each of the main themes is discussed separately in relation to Case A.

***Organisational culture:*** In fostering IB in organisations, elements of the internal organisational environmental, such as organisational culture (Franco & Pinto, 2017; Haase, Franco, & Félix, 2015), and organisational values (Antoncic & Hisrich, 2001) have been found to play a critical role. To assess the organisational culture and understand the dominant culture type, the Organisational Culture Assessment Instrument (Cameron & Quinn, 2011) was used (see Section 3.4.4 and Appendix B, Questionnaire 2). To avoid single respondent bias, the questionnaire was answered by six of the seven participants from Case A. Questionnaire 2 results demonstrated that market culture was dominant at Case A, and the hierarchy culture appeared to be the second most dominant culture type (see Figure 4.2), suggesting that the firm was very results- and achievement-oriented, but was also a controlled and structured workplace.

The interview respondents confirmed that the firm was driven by performance, and formal procedures, standards and practices were generally used to coordinate, organise tasks and people (AM1, AM2, AM3, AE1). For example, the firm had obtained international accreditation for health care standards and was keen to maintain internal processes accordingly (AM2, AM3).

**Figure 4. 2**

*Organisational Culture Profile of Case A*



*Note.* Clan = 22, Hierarchy = 29, Market = 33, Adhocracy = 16.

A manager stated that “the good thing is since we have international certification, work is easy. All the processes are documented” (AM2). However, managers indicated that Case A had recently moved from a clan culture to a performance-based culture. A manager stated that

a few years ago, it[culture] was a very family culture, a little laidback also, but which is now moving it to a performance culture. Earlier, everyone used to get a standard bonus and that sort of thing. Now we have a very transparent bonus. It can go from zero to eight months, depending on your performance.  
(AM2)

Employees appreciated the organisational culture that valued trust, mutual understanding and friendship. As an employee stated, “I can always talk to my boss, or I can even go to the other superiors. Normally we do not do it, because of the friendship and rapport we have. The rapport is very nice. You can go and talk to your boss as a friend even” (AE1). This indicates that even though the OCAS questionnaire data indicated that the market culture was dominant at Case A, the interview data revealed that the organisational culture had an influence on the clan culture that valued friendship, mutual understanding, trust and shared benefits.

During the interviews, managers revealed that they had recognised the value of employee ideas and the importance of having a consistent approach to drive innovation. A manager explained that “one thing we changed, and I still believe that there can be a billion rupee ideas in our staff, but we were saying that a billion rupee idea might not come up immediately” (AM2). Another manager added that “in the first stage, we launched our idea competition, I must say there were no extraordinary ideas. But extraordinary ideas come in Season 2” (AM4).

Notably, three of the four managers stated that the Sri Lankan employees were often reluctant to express their views, and suggestions ideas to managers (AM2, AM3 and AM4). They demonstrated less proactive behaviour at work and often sought instructions from their superiors to perform tasks. As the first step to build an innovation and intrapreneurial culture within the organisation, the firm’s approach was to create an open and suggestion-based culture where employees felt free to express their innovative ideas to the management (AM1, AM2 and AM4). To be more insistent on a suggestion-based culture, the firm’s approach had been to build a competition-based winning culture through an annual ideas competition where employees could express their innovative ideas to the management individually or as groups. Management selected the idea champions and rewarded them. However, the management identified that some employees felt shy to express their ideas at larger or formal gatherings (AM2 and AM3). Therefore, apart from the annual ideas competition, Case A practised two other formal quarterly gatherings (one large and one small gathering) and informal, small weekly meetings where employees could express their innovative ideas to management.

Moreover, the management recognised that making employees aware of the ideas culture and the potential benefits of being intrapreneurial were essential first

steps in promoting IB. A manager stated that “it is not that everybody knows to think out of the box and come up with some innovative ideas” (AM3). Another manager expressed that “we had to give them hope. So, we showed [potential benefits] and how we will help them to scale up the idea” (AM4).

Interviews with all three employees further confirmed this viewpoint. They acknowledged the immersive support and guidance given to understand the intrapreneurship and innovation cultures and to train them to look for opportunities to make innovations in their work life.

Collectively, these responses confirmed that the firm’s approach to create an innovation-driven entrepreneurial organisational culture and promote employees to engage with innovation and intrapreneurial activities was driven by the company’s own approach developed by understanding the socio-cultural barriers to establishing such an innovative culture within the organisation.

***Organisational structures and strategies:*** The organisational structure and internal processes also played a major role in influencing employees to pursue opportunities within the organisation. Even though the respondents perceived that the firm maintained a certain level of hierarchy in terms of operational and procedural controls, they believed that the firm had deliberately created a flexible structure and environment that allowed employees to communicate their innovative ideas directly to the top management through the annual idea competitions. A manager stated that “I think it is an open culture. We have a hierarchy, but it is very open for ideas. You can go and reach the chairman, MD, CEO. They really encourage that” (AM3). This had eliminated some of the barriers to intrapreneurship, such as a lack of cooperation of middle managers in taking employee ideas and speeding up the decision-making and implementation of the ideas (AM1, AM2). Interviews with all three employees

revealed that they appreciated the opportunity provided to them to present their innovative ideas to the top management. One employee clearly explained that

when I got the idea, lucky there was an opportunity to present my idea through the [idea] competition. I presented the idea to the forum. And they have selected it as one of the good ideas they would like to implement. That truly inspired me. (AE1)

Managers revealed that innovation was built into the firm strategy: “our company has three strategic pillars: 1. people development, 2. innovation and 3. wellness. Anything the company does has to be in one of these three” (AM2) to be more competitive, profitable and survive in the extremely competitive private healthcare industry in Sri Lanka (AM1, AM2, AM4). Moreover, the management had recognised promoting IB as a strategic approach to achieve the firm’s innovation goals while providing meaningful employment opportunities and getting employees more engaged with the firm’s innovation activities. A senior manager explained that

we wanted to go into new market segments, we wanted to drive profitability, and we realised that without active investment in innovation ... [i.e., intrapreneurship]...that is very difficult to do. So, we decided to go into this ... [promoting IB] ... . (AM1)

Another manager added that “if you want to get employees engaged, this ... [promoting IB] ... is one of the best ways. And, this is a service industry, everything people based, therefore, employee engagement is very much important” (AM2).

The firm’s expectation was stated as to make intrapreneurship and being intrapreneurial a part of the daily activities of all types of employees. “we have to have some sort of a program everybody should feel intrapreneurship as a day to day thing. Not an additional burden” (AM3). Therefore, with the top management

initiation, a formal program to introduce the intrapreneurship culture was formed in 2016 which consisted of awareness programs on innovation and intrapreneurship, ideas competitions, a mechanism to evaluate and support the implementation of ideas and also to reward ideas champions. A manager who had been actively involved in this program explained that “top management wanted us to come with a program to include this particular thing ... [intrapreneurship]. We did some research, studied some good cases in the world to understand how other companies do it, and then we formed a program” (AM3).

It was stated that the management believed that the ideas implementation phase was equally as important as getting the ideas. A senior manager explained the reason for this:

one thing I believe is, if you want to build this culture, it is about getting this idea and implementing at least 50% of those ideas. It shows them that we are keen on it, because, 1st year when we do, people are excited. The second time, if you go back to them, you won't get the same unless you implemented those ideas. (AM2)

All the managers stated that the ideas implementation was the most challenging aspect. The implementation was always a cross-functional team effort where the ideator usually was involved in the implementation.

The interview data also revealed that some factors that inhibited the intrapreneurship project success. Respondents perceived the company is willing to provide necessary resources to implement intrapreneurial projects, however, two of the managers indicated the top managers' concern about investing in large projects which required significant investments (AM2, AM3). A manager stated that “when a huge investment is required, everybody steps back unless they see drastic outcomes”

(AM3). However, three out of the four managers stated that the allocation of time for new projects and managing ongoing projects along with the current work were some of the major operational challenges to intrapreneurship at Case A.

The data presented above suggested that the firm's flexible structure to facilitate innovation, and its innovation-driven strategic approach to institutionalising the intrapreneurship culture while eliminating structural and cultural barriers to intrapreneurship, had played a major role in facilitating employees to initiate and implement innovative suggestions at Case A.

***Role of leadership:*** Management support and encouragement was necessary to the employees who were willing to undertake intrapreneurial activities. All four managers acknowledged that being a service organisation, front line employees had a good sense of customer needs and expectations, and their suggestions were very valuable. The operational manager explained this in the following way:

when they ... [employees] ... suggest something, and we believe that they will come up with better ideas than us. Because they know the practical aspect, including difficulties, when they come up with a new idea, it will have more impact. (AM3)

Notably, the managers stated that the decision to build a culture of intrapreneurship must be initiated by the top management. Top management should first recognise the value of employee ideas and appreciate the idea of decentralisation where not only the managers, but the other employees also must be allowed to make innovative suggestions (AM2, AM3 and AM4). This was evident as the top management decision was to develop a separate program to introduce the intrapreneurship concept and provide a special training program for a group of the



selected managerial-level employees on intrapreneurship and idea culture. As one manager explained,

I got to know more about this concept ... [intrapreneurship] ... due to our future leader's forum which this company ... [mother company] ... is conducting for their employees. They take a set of managerial-level people across the group ... [company]. All the MD's have to choose employees for this program. I represented Hospitals. The program was done in ...[country name]. They divided us into groups and gave us a challenge. Our challenge was, how to create an intrapreneurship culture within the ... [company]. It is a topic given by our director innovation. (AM2)

Interviews with all the two intrapreneurs confirmed that, along with their own motivation, top management's inspiration had been the key enabler to take up their innovative ideas to the implementation stage. One employee stated that "actually we get inspired by them. We were not depressed or pushed back. When the idea came up, they always asked from me where are we, what are we doing now, how can we launch this" (AE2). Another added that "along with my personal motivation within the hospital environment, my superiors, especially MD's inspiration, brought me to this level" (AE1).

Not only the top managers but the middle managers also played a key role in facilitating employees to pursue opportunities and promoting IB at Case A. Middle managers' key responsibilities were revealed as making employees aware of the intrapreneurship concept and ideas culture and aware of the potential benefits of being innovative at work, guiding them to think innovatively and entrepreneurially and to develop their ideas, and facilitate the implementation of the ideas. Moreover, setting up different modes for employees to present ideas was also seen as the role of middle

management. This was further confirmed from the interviews with the employees. Two of the entrepreneurial employees (AE1, AE2) noted their appreciation for the support they received from their middle managers and particularly their immediate superiors in guiding them to think innovatively and identifying problems/opportunities, developing project proposals, presenting ideas to the management, and even the implementation of their ideas.

However, it was revealed in the discussions with the managers that they believed that middle management had shown some resistance to take employee suggestions. A manager explained this further:

especially in countries like Sri Lanka, managers may not feel comfortable in taking feedback or ideas from subordinates. (AM1). They feel like they should be the ones who have all the ideas. So, they may not feel comfortable in taking ideas. (AM2)

This indicated that managers may have maintained a certain distance with employees, which may have prevented them from providing opportunities for employees who were willing to undertake intrapreneurial activities within the organisation.

Collectively, these responses revealed that when the top management believed in the power of employee ideas and suggestions, an intrapreneurial culture was more likely to be developed within the organisation through the active contribution from the middle and lower-level management.

***Organisational policies:*** The use of appropriate policies and motivational techniques are necessary to build an intrapreneurial culture and to build employee lasting commitment to intrapreneurship. It was clear from the interviews with the managers that the firm had started to consider the innovative capabilities of employees

when making recruitment decisions even for non-managerial positions. A manager stated that

for manager level and onwards, we always considered the innovative capabilities. But for other employees, that is something we started probably last year. Even in our interview sheets, we asked them about innovation. We asked them to tell us something you did differently at school, community.

(AM4)

Moreover, hiring employees with an innovative mindset was stated as essential to building an intrapreneurial workforce. A manager explained that

innovation is something some people are born with, you can enhance. If a person is not innovative at all, sometimes it will be difficult to make them innovative. If they have the skill with them, you can develop them, it is like people management. If you like to work with people, you can enhance it, but some people hate to work with people, then it is difficult. (AM1)

Notably, the management strongly believed that it was important to develop employees within the organisation. A manager explained that “as management, we believe, whenever employees leave, we can’t recruit from outside. One thing is it is costly and, we do not get the right skill from the market. So, we think, can we develop people inside”(AM4). Interestingly, additional secondary data also provided evidence that people development was one of the three strategic priorities of the firm. This implied that the firm’s orientation to human resource development was instrumental in promoting IB because it offered self-development opportunities for employees by providing them with more meaningful and challenging work environment. Following the firm’s human resource development (HRD) policy, Case A had organised a series of workshops, awareness programs on intrapreneurship, creative thinking and ideation

to facilitate employees to recognise and develop innovative ideas and opportunities (AM1, AM2, AM3, AE1, AE2). Moreover, managers at Case A had created idea competitions (monthly and annually) to get more active participation in the intrapreneurship projects. This was confirmed from the interviews with two intrapreneurs, that the company environment motivated them to express their innovative ideas to the management (AE1, AE2).

Moreover, it was clear that managers believed that employees volunteered to bring their innovative ideas if some return was shown, “at least you need to tell them this will be implemented. You can give them certificates, medals, vouchers, etc.” (AM2). Another added that “you need to give them a hope” (AM3). Case A’s policy was to recognise all the innovative ideas and reward implementable ideas. Recognition was given by sending an appreciation letter, small gifts, and letting employees present ideas to the management.

The management acknowledged that rewarding innovative ideas were the key to building a sustainable intrapreneurial culture as they could motivate potential employees who were willing to pursue opportunities. However, management did not think the innovative employee ideas should be rewarded financially, a manager stated that, “we try not to touch the money part” (AM2). Another manager explained that “sometimes it may give a different/negative flavour if the money comes in” (AM1). But the opportunity to get top management recognition for innovative suggestions was perceived as more important than financial benefits (AM2, AM3 and AE1). However, having the right reward mechanism which mutually benefited the employee and the employer had been stated as one of the most challenges to intrapreneurship (AM1 and AM2).

Collectively, these responses confirmed that the organisational policies for recruiting a capable and creative workforce, the approach to human resource development, motivating employees on potential benefits, and rewarding implementable ideas were the keys to enable IB which led to employees recognising opportunities and turning them into profitable business realities at Case A. Section 4.2.4 discusses the findings on the employee-specific determinants of IB.

#### **4.2.4 Employee-specific determinants of IB at Case A**

Organisational-level approaches as well as individual-level initiatives and actions are necessary to enable IB (Blanka, 2018). In this section, the findings related to individual (employee-specific) factors that motivated employees to become and act as intrapreneurs are presented based on three main themes derived from the data analysis: employee desires and expectations, skills and competencies, and personal values. The findings were informed by two intrapreneurs who pursued both external opportunities (aimed at developing a new product/service) and internal opportunities (aimed at process and technological innovations) on behalf of the firm, with input from their managers.

***Employee desires and expectations:*** Employees' expectations to do something different and challenging had been a common motivation for all two intrapreneurs. One employee stated that "I had a personal motivation also. I wanted to do something different and new" (AE1). Another added that "I knew my proposal was challenging, but I wanted to take it forward" (AE2). Moreover, the expectation to build a personal brand was stated by one of the employees as the key motivation to pursue opportunities within the organisation:

I would like to brand myself as well. Wherever I go, I would be proud to go and say, “I am the one who initiated this project ... [new service] ... and we worked as a team to bring it up”. (AE1)

Interestingly, employees were not only satisfied with making positive contributions to the firm or achieving personal objectives but also looked for ways to make a social contribution. Furthermore, when employees were more concerned for others’ wellbeing (e.g., customers, community), it seemed to be a positive motivation to pursue opportunities that would largely benefit various stakeholder groups. One employee expressed that “by doing this project, we try to make the ... [company name] ... brand shine and bright outwardly and at the same time make physiotherapy a good health practice among the society” (AE1). Another employee added that “I am trying to open up my mind, head and eyes and look into things happening in the world and think what we can adopt into our society and make others’ lives easy” (AE2). These findings collectively suggested that employee expectations for personal, organisational as well as social benefits motivated them to become intrapreneurs.

***Skills and competencies:*** It was evident from the interviews with employees that apart from employee desires and expectations, specific employee skills, and competencies also influenced IB. For example, demonstrating vision and project planning, project leadership, negotiation and communication skills, decision-making skills and, interestingly, risk-management ability had all contributed to the likelihood of intrapreneurship project success.

An employee explained the perception of risk and how it was managed: “my aim is to take those risks and be prepared. When we do something new, anyway it has a risk. I am calculating that risk. And I am trying to go forward by taking the risk” (AE2). Another added:

when I launched my project, there has to be a physiotherapist who offers that ... [new service]. If a person says no, I can't do the ... [particular service] ... here, I am ready to face that risk, because I am ready to convince them and taking their compliance by talking to them. Not only talking, but there could also be other things. For the matters or problems, we could face in future, and perhaps we will maintain a register. (AE1)

**Personal values:** The two intrapreneurs expressed that they mostly valued creativity and tried to be innovative at even the small work tasks they did daily, and enjoyed challenging and non-routine work (AE1 and AE2). An optimistic perception of success was noted as common to all two intrapreneurs: "I am trying to go forward by taking the risk, because I believe that everything is possible" (AE2). Notably, when the employees were goal-oriented and had positive work attitudes (e.g., continuous learning), they seemed to work beyond their KPIs (AE1 and AE2). An employee stated that

innovation is not in my KPI. I think it is a general concept which we all can develop. But management did not stop us thinking. I think innovation is coming under the learning part of my KPI. But under even learning, I do not have a subcategory for innovation. (AE1)

These responses revealed that apart from the employees' personal desires, skills and competencies, their personal values also contributed to their motivation to become and act as an intrapreneur.

However, the interview data with managers indicated that Sri Lanka was not a suggestion-based culture and people were generally less forward and proactive. A manager stated that "I think we realised people feel shy and not willing to come forward. But now it has changed up to a certain extent" (AM2). Another manager

added that “they like to work on their comfort zones, and we need to educate them and support them. That is still lacking. I mean that from the ground level” (AM4).

An employee explained, with reference to the experience of launching an intrapreneurship project, that:

when we had this idea [new project], we always had one issue in mind. Because Sri Lankan community is not a very forward community. If you do not know the technology, you do not know it. You do not want to get to know the technology. You either go with society, or you do not go with technology. We had a question mark, will this product be useful for our community? (AE1)

As such, employee attitudes (e.g., employees’ passive mindset, resistance to change, reluctance to take individual responsibilities), as well as subjective norms of the collectivist society (e.g., dependence, low assertiveness), had caused employee resistance to come forward and take individual responsibility (AM1, AM3, AM4). Notably, the senior manager did not think the employee resistance to intrapreneurship culture was the most critical challenge, but the manager's resistance to change had been stated as the most critical challenge to build the intrapreneurship culture. The senior manager explained that

especially in countries like Sri Lanka, managers may not be comfortable in taking feedback or ideas from subordinates. They feel like they should be the ones who have all the ideas. So, they may not feel comfortable in taking employee ideas. (AM1)

In some instances, middle managers and immediate superiors did not show their cooperation to take employee ideas forward: “there are some situations where the unit in-charge may be the barrier to give new ideas. When the boss is there, sometimes,



they ... [employees] ... also feel bad, sometimes the boss also says, this idea might not work” (AM2). This indicated that not only the employees’ resistance was due to the negative attitudes and subjective social norms, but also the manager's resistance to change and organisational power distance had caused some challenges in building the intrapreneurship culture at Case A.

#### **4.2.5 Summary of Case A**

In the above analysis, the determinants of IB at Case A were identified with respect to organisational and employee-specific factors. In this section, a summary of these findings is presented to answer the following research question.

*RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

Data revealed that the firm’s approach to induce IB was driven by its approach which was developed by understanding the barriers (such as manager and employee resistance to intrapreneurship culture) to establish an innovative culture within the organisation. The firm’s flexible structure to facilitate innovation, giving priority to establish a culture in which employees volunteered to come up with innovative ideas, and allowing employees to present ideas to the top management, the firm’s recruitment policies for recruiting capable and creative workforce, the approach for human resource development, motivating employees on potential benefits, and rewarding implementable ideas were seen as instrumental in enabling IBs at Case A. A summary of the findings of organisational determinants of IB at Case A is presented in Table 4.3.

**Table 4.3**

*Summary of Findings - Organisational determinants of IB at Case A*

<b>Organisational culture</b>	<b>Structure and strategies</b>	<b>Leadership and supervisory support</b>	<b>Policies</b>
<p><b>Dominant culture:</b></p> <ul style="list-style-type: none"> <li>- <i>Clan</i> culture</li> <li>- Moving to a <i>market</i> culture</li> </ul> <p><b>Cultural focus:</b></p> <ul style="list-style-type: none"> <li>- Becoming performance- and achievement-orientated</li> <li>- Process and procedural control</li> </ul> <p><b>Intrapreneurial culture:</b></p> <ul style="list-style-type: none"> <li>- Formal program to introduce an intrapreneurship culture</li> </ul>	<ul style="list-style-type: none"> <li>- Flexible structure to facilitate innovation</li> <li>- Innovation was built into the firm strategy</li> <li>- Intrapreneurship was given a strategic priority</li> <li>- Priority to build a culture of bringing innovative ideas</li> <li>- Opportunity to present ideas to the top management</li> <li>- Formalised structure for ideas evaluation and implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Top manager priority to create an intrapreneurial culture</li> <li>- Made employees aware of the potential benefits of being entrepreneurial</li> <li>- Guided employees to think innovatively</li> <li>- Different modes for employees to present ideas</li> </ul>	<ul style="list-style-type: none"> <li>- HRD was a strategic priority</li> <li>- Targeted employees with innovative capabilities, innovative mindsets</li> <li>- Training and workshops on creative thinking, ideation</li> <li>- Opportunities for participating in internal ideas competitions</li> <li>- Recognition was more important than rewards</li> <li>- Rewarded implementable ideas at large gatherings, annual rewards ceremony</li> <li>- Contribution to the organisation was considered in promotions, more career advancement opportunities</li> </ul>

**4.3 CASE B (SOFTWARE)**

**4.3.1 Profile**

Case B, a software engineering company, was established in the early 2000s to search for unseen dimensions in the domain of the internet of things (IoT). The firm was specialised in delivering cutting edge IoT-based solutions with its own IoT platform. Within a very short period, they became a leading Sri Lanka firm for all IoT solutions and had since expanded operations into Japan and the United Kingdom. At

the time of the study, the firm had around 20 full-time employees and 10 part-time employees.

Altogether there were eight case study participants: four senior managers (BM1- BM 4) and four employees (BE1- BE4), including three intrapreneurs (BE1, BE2, BE3) who pursued external opportunities (aimed at developing new products) on behalf of Case B. Interviews were conducted at the office in Sri Lanka. The demographics of the participants are shown in Table 4.4.

**Table 4.4**  
*Demographics of Informants - Case B*

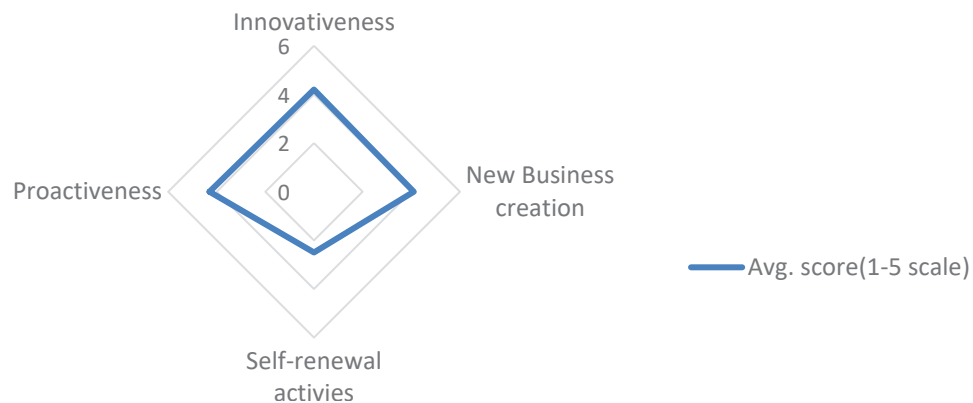
<b>ID</b>	<b>Position</b>	<b>Service to Case B (years, 2020)</b>	<b>Gender</b>
BM-1	Chief Executive Officer - Co-founder	3+	Male
BM-2	Director 1- Global Operations	4+	Male
BM-3	Chief Product Officer	4+	Male
BM-4	Director 2 - Co-founder	4+	Male
BE-1	Biomedical Engineer 1	3+	Male
BE-2	Software Engineer	2+	Male
BE-3	Biomedical Engineer 2	3+	Male
BE-4	Trainee R & D division	1+	Female

#### 4.3.2 Intrapreneurship orientation at Case B

The assessment of the firm intrapreneurship orientation was done with a questionnaire 1, which was answered by all four managerial employees interviewed at Case B. In the four-dimensional scale of intrapreneurship (Antoncic & Hisrich, 2001), the questionnaire data illustrated that Case B had a strong emphasis on the three intrapreneurship dimensions of new business creation, innovation and proactiveness. Alternatively, as shown in Figure 4.3, they had a low emphasis on self-renewal dimension.

**Figure 4.3**

*Questionnaire Results for Intrapreneurship Dimensions - Case B*



*Note.* Innovativeness = 4.2, Proactiveness = 4.3, New business creation = 4.1, Self-renewal = 2.5

These results, together with the interview responses of the managers and employees, indicated that Case B was keen to promote an intrapreneurial culture by giving employees more challenging opportunities that truly engaged them. The firm's main emphasis was on innovativeness and being an industry pioneer by creating new businesses and/or new products/services through employee self-initiatives (BM1, BM2, BM3). In the next section, the organisational determinants of intrapreneurship for Case B are discussed.

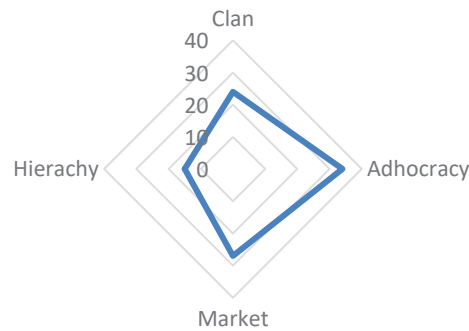
#### 4.3.3 Organisational determinants of IB at Case B

This section presents the findings on the organisational factors that motivated employees to behave intrapreneurially at Case B, aligning four main themes: organisational culture, organisational structure and strategy, leadership role and organisational policies.

**Organisational culture:** Results from the OCAS demonstrated that an *adhocracy culture* was the dominant culture type at Case B, which indicated the firm's orientation to the dynamic and entrepreneurial work environment (see Figure 4.4).

**Figure 4.4**

*Organisational Culture Profile of Case B*



*Note.* Clan = 24, Adhocracy = 34, Market = 27, Hierarchy = 15.

This was observed and later confirmed with the interview respondents. The young team of top managers together with ambitious young employees at Case B had already commercialised several innovative projects initiated by employees and constantly encouraged employees to look for external opportunities. Therefore, both sources of data provided strong support for the presence of internal perceptions that the organisation was a dynamic and entrepreneurial place, and that people were willing to take risks and initiatives. For example, top management stated the importance of allowing every employee to come up with innovative suggestions and contribute to the firm's value creation:

it is not only a few people but also the entire pool of employees are looking at value creation. And that value creation is the one added to the top, middle and bottom line. Here we want everyone to do that. (BM2)

Moreover, management recognised the power of employee self-initiatives. When ideas were self-initiated, it was clear that employees felt ownership of the ideas and had a real motivation to take them forward (BM1). Having identified the value of employee self-initiatives, the company created a culture that challenged employees to

capitalise on opportunities, believing the entrepreneurial organisational culture was a key to intrapreneurship success. The CEO stated that “we created this type of culture. We wanted people to take up challenges, for example, I let them ... [employees] ... directly to deal with clients and find market opportunities” (B1).

Despite the expressed confidence that a supportive organisational culture had been developed, no obvious mechanism for employees to express new ideas to the management was observed. Having daily product meetings and direct meetings with senior managers to enable employees to express their innovative suggestions to the management. Moreover, the firm encouraged employees to develop their new product ideas and participate in national-level pitching competitions.

Furthermore, both managers and employees confirmed that the firm supported a culture that tolerated mistakes whilst engaged in challenges. An employee and two of the managers explained this clearly:

I was doing a project at my university [while doing an undergraduate degree] we stopped that project [because of time limits]. [However, the CEO] has asked me to re-start that project here, [saying] he would find funds for the project. (BE3)

they[employees] do many errors. But I am taking responsibility for that. (BM3)

still I haven't charged a cent for their mistakes. Sometimes I had to pay penalties to the clients also. For example, to a Japanese client, I had to pay the penalty. (BM1)

Collectively, these respondents confirmed that the firm's approach to promoting individual initiatives, experiments and opportunity-seeking behaviour were

clearly driven by a well-established intrapreneurial culture. This was further evidenced when the structure and strategies of the firm were considered.

***Organisational structure and strategies:*** Interviews with both managers and employees revealed that organisational structures and strategies had played a significant role in motivating employees to pursue opportunities within the organisation. The organisational structure was less hierarchical, and informal relationships were noticeable among employees and managers. This was reflected in the OCAS results which showed a low score for the hierarchy culture type (see Figure 4.4). It was also observed during two organisational visits that the employees called the CEO and other managers “brothers” and the employees’ attire was very casual. The office premise was also designed to promote informal and relaxed interactions. The CEO explained that

it is like our culture. They have the freedom, all the time they are not bonded to a hieratical order. I am going with them. Like nobody can come to the company and find the CEO. All are the same. I take the lead. But everyone is the same. Even our interns can directly talk to us [to] explain their new ideas.  
(BM1)

An employee further stated that “we work as friends. There are some rules, but we all are like the same age people, so we work as friends” (BE3). This less hierarchical, friendly and informal environment was claimed to have prompted employees to generate and present new ideas to management.

Notably, three out of the four managers stated that external networking opportunities were the key to organisational success, with one stating that “if we have the trust[ed] network[s], good solutions and good technology innovation, then you can only win” (BM2). It was clear from the interviews that the firm was keen on building

and managing networks with external parties, such as industry leaders, professionals, government and to also encourage employees to build their own networks. The CEO stated that “any employee can build their network. I give lots of opportunities for my employees [to] build their networks. I take them to clubs, associations, meetings etc” (BM1).

There was clear evidence that the firm had benefited from leveraging its networks, being the recipient of great support from the government’s external funding agencies and regulatory institutions due to the strong networks they had built; for example, one of the recent innovative projects was funded by the National Science Foundation, Sri Lanka for the second consecutive year, and the implementation of that project was done within three provinces in the country with government support. The management had used their external networks with doctors to get the government support for the project.

The ideas implementation was considered the most challenging step in the intrapreneurship process as new ideas needed to be aligned to a market need and accepted by the potential customers. It was noted that

implementing ideas is the most difficult thing. Getting the ideas are a little easier. Implementation is a different job; ideas should be absorbed by society, [that is, by] certain organisations or a certain group of people because it is not the technology, it is people’s mindset. In the implementation [process], we must be able to manage the people’s mindset. (BM1)

Interestingly, even though management had recognised the challenges with the ideas implementation, the company was not able to identify a formal mechanism through which to facilitate it.



***The role of leadership:*** Senior managers were observed to be innovators and risk-takers, having already started a new venture as a spin-off (BM1, BM2, BM3). It was clear during the interviews that a top management priority was building a confident workforce by developing employee leadership skills, promoting autonomy and decision-making while encouraging opportunity-seeking behaviours. One senior manager stated that a “key thing is to make others a leader” (BM2), while another noted, “I encourage them to come up with ideas. Even when I gave the direction, they are the ones who nourish the idea and getting it done” (BM1). Two of the intrapreneurs who appreciated how management supported them to excel in their capabilities, and the freedom to make decisions and overall workplace flexibility to pursue new opportunities, added:

They have given me the full freedom to define goals and deliverables. Also, I have the freedom to take people in, chose my team. (BE2)

From the day we joined, they encouraged us to do new things like that. We have the freedom to think and come up with ideas needed for the project. (BE3)

This clearly shows that the approach of senior management to build a confident and resourceful workforce positively contributed to building the intrapreneurial workforce and motivated employees to pursue innovative opportunities at Case B.

***Organisational policies:*** the firm had an attractive policy for recruiting employees. As the three senior managers noted, it was keen on hiring employees with entrepreneurial passion:

I believe ... [that] ... their passion ... [is a] ... source of energy. Passion is your never-ending energy source. If you select your job through your passion,

you have never-ending energy to do whatever you want. We look for people like that. (BM1)

In addition, it was clear that the firm was keen to find people with multiple capabilities. They wanted to know

a little bit of their history, their attitude to work, how to ... deal ... [with] ... hard situations, whether they have a degree only; I always want to know whether they are capable of doing several things. If someone can prove he can do certain things, I would like to give him a chance. (BM1)

Furthermore, it was clear that having some sort of previous entrepreneurial experience was important in the firm's recruiting decision-making. A senior manager explained this clearly:

One of the things we look at is whether they have already done some start-up work at the university level. Also, we look at their extracurricular activities, initiatives like that; if they have gone ... [that] ... extra step in their final year projects, for example, not just a completed project, ... [but having] ... marketed their product, won some competitions. That is the sort of people we are looking at. (BM3)

The top management believed that it was vital to set up an appropriate and attractive benefit, particularly the financial benefits for extraordinary employees who had the capacity to become intrapreneurs, a manager stated that "star performers should be able to get those benefits. Since they are doing well, they need to innovate and need benefits and get into the next level as well" (BM2). Even though management recognised the need for having a reward mechanism, the company was not able to identify a formal mechanism through which to reward intrapreneurs. In Section 4.3.3,

the findings on the employee-specific determinants of IB are discussed to answer the second research question.

#### 4.3.4 Employee-specific determinants of IB at Case B

This section presents the findings on the employee-specific factors that motivated intrapreneurial behaviour at Case B. The initial findings were informed by interviews with three intrapreneurs who were employees (BE1, BE2, BE3) who pursued external opportunities (aimed at developing new products) on behalf of Case B, and the input from senior managers.

*Motivations/Employee desires and expectations:* The employee's expectation of pursuing an entrepreneurial career was stated as a personal motivation to become an intrapreneur by all three intrapreneurs (BE1, BE2, BE3). One employee explained that

it is risky to do a job in a start-up because they are still moving, and we do not know what will happen. I came here because I wanted to learn how things work in a start-up. I still have my idea to start my own business. That is why I choose this company. (BE1)

The managers also believed that in order to gain the employees' contributions to intrapreneurship projects, the employees needed to understand the potential benefits of being innovative and intrapreneurial at work. A senior manager noted that

because in some companies if employees come up with an idea, someone else will get the benefits, because they do not see the benefits. The more you become innovative, maybe the more you have to work. Getting new products out is a very hard thing; you have to do a lot of things. If you do not see the benefits, nobody will be going after more than what is required. (BM1)

The managers acknowledged that financial benefits are more important to best performing intrapreneurs (BM1, BM2). However, in the interviews, all three intrapreneurs at Case B revealed that they were not overly motivated by financial benefits in starting their project. They seemed more concerned about the possible future (non-financial) benefits of getting exposed to new experiences, and meeting persons of potential influence. An employee explained this clearly:

Actually, the exposure is the main thing. Within one year, I was exposed to so many top leaders in this field. I was able to meet the CEOs of top companies, industry leaders; people in [other] companies may not have been able to talk to them directly, but as an employee here, I was able to do that.  
(BE3)

***Skills and competencies:*** It was evident that the development and/or presence of employee project management skills, risk management ability, communication and project leadership skills all contributed to the likelihood of intrapreneurship projects proceeding. As an employee explained, “for my projects, if the project is for three months, I allocate four months because even we can deliver in three months, certain things may not go in the way you want. I always consider the possible risks” (BE3). Another added that

at the very first stage of this project, I was developing this project under my supervisor. Right now, I am the one who supervises this project, and responsible for budget preparation and things like that. Now, most of the project management things are done by me. (BE1)

***Values and attitudes:*** Value creativity, innovativeness and appreciation of non-routine and challenging tasks were the common work values among all three intrapreneurs. One employee stated that “most of my friends work in big companies; they have less

risk in with their job, but some of them also want to join this company because they are doing very routine jobs” (BE2). Another employee expressed that

a friend of mine, one of the best ones in our undergraduate batch, joined a company as a software engineer. He was getting a very good salary from his employer. Recently he abandoned that job to a very lower [salary] one because he has felt like the job is very routine and not new things to do. He has left the place; as he said, there was no room for him to improve. (BE1)

The employees’ positive attitudes of continuous learning and optimistic perceptions were noted as common to all three intrapreneurs which had driven them to pursue new opportunities within the organisation. One employee said that “I like to learn new things such as new programming languages. I believe we can solve the same problems differently by using different programming languages. I really enjoy doing that” (BE3). Another employee added:

I like to learn new things. I am searching on Google and other web sites, other blogs for innovations and developments happening around the world. Since I am a researcher, I have to read a lot related to this subject and develop my project. (BE1)

Notably, all three employees explained that their sensitivity for social issues had led them to pursue new business opportunities that benefited the larger society. This is discussed in detail in Section 5.5.3 in Chapter 5.

Collectively, this data indicated that the employees’ expectation of pursuing an entrepreneurial career was the key motivation to become intrapreneurs and pursue opportunities at Case B. The development and/or presence of employee project management skills, risk management ability, communication and project leadership skills all contributed to the likelihood of intrapreneurship projects proceeding.

Employee work values, such as value creativity, innovativeness, appreciation of challenging tasks, and positive attitudes, such as continuous learning and development and optimistic perceptions of success seemed to drive intrapreneurs to generate and implement innovative suggestions within organisations. Interestingly, employee sensitivity or concern for social issues had led intrapreneurs to generate new business opportunities that benefited the broader society. Moreover, even though the managers believed the financial benefits were essential to motivate intrapreneurs, employees seemed more concerned about the possible future (non-financial) benefits, such as getting networking opportunities, meeting persons of potential influence, and being exposed to new experiences that would help them step into their entrepreneurial career in the future.

#### **4.3.5 Summary of Case B**

In the above analysis, the detriments of IB at Case B were identified with respect to organisational and employee-specific factors. In this section, a summary of these findings is presented that focuses on answering the following research question:

*RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

A summary of the findings of organisational determinants of IB at Case B is presented in Table 4.5. The firm's culture focus was on creating a dynamic and entrepreneurial work environment that promoted individual initiatives, opportunity-seeking and problem-solving behaviours of employees. The organisational structure, intrapreneurial strategies and policies all aligned with the dominant culture of the firm and facilitated the creation of an independent, achievement-oriented, confident, and resourceful workforce that was capable in pursuing innovative opportunities within the firm.

**Table 4.5****Summary of Findings - Organisational determinants of IB at Case B**

Organisational culture	Structure and strategies	Leadership and supervisory support	Policies
<b>Dominant culture:</b> <i>Adhocracy</i> culture  <b>Cultural focus:</b> Dynamic and entrepreneurial growth  <b>Intrapreneurial culture:</b> <ul style="list-style-type: none"> <li>- Promoted individual initiatives</li> <li>- Encouraged opportunity-seeking behaviours</li> <li>- Tolerance of mistakes</li> </ul>	<ul style="list-style-type: none"> <li>- Less hierarchical structure</li> <li>- Informal relationships</li> <li>- Promoted networking behaviours</li> <li>- Opportunities to participate in external ideas competitions</li> <li>- Benefits through networking (sponsors, training providers)</li> </ul>	<ul style="list-style-type: none"> <li>- Senior managers were innovators and risk-takers</li> <li>- Priority to build a confident workforce</li> <li>- Developing employee leadership skills</li> <li>- Promoted autonomy and individual decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- Hired employees with entrepreneurial passion</li> <li>- Considered previous entrepreneurial experience in recruitment</li> <li>- Attractive benefits for intrapreneurs were essential</li> <li>- Financial rewards were important</li> </ul>

**4.4 CASE C (TRANSPORTATION)****4.4.1 Profile**

Case C was established in the early 2000s as a digital mobility service provider in Sri Lanka. This was a time when the Sri Lankan transportation industry was being disrupted to meet the needs of modern citizens. Having identified market opportunities in the transportation sector, the vision was created around solving problems in the Sri Lankan transport sector through technological innovation. At the time of the study, the company serviced the five main commercial cities in Sri Lanka.

Altogether there were eight case study participants: four managers (CM1- CM 4) and four employees (CE1- CE4), including three intrapreneurs who pursued both external (aimed at improving existing products) and internal (aimed at process and technological innovations) opportunities on behalf of Case C. Interviews were conducted at the office in Sri Lanka. The demographics of the participants are shown in Table 4.6.

**Table 4.6*****Demographics of Informants - Case C***

<b>ID</b>	<b>Position</b>	<b>Service to Case C (years, 2020)</b>	<b>Gender</b>
CM-1	Founder and CEO	4+	Male
CM-2	Senior Manager - Business Consultancy	4+	Male
CM-3	HR Manager	4+	Female
CM-4	Manager - Business Developments	2+	Male
CE-1	Product owner	4+	Male
CE-2	Product Development Engineer 1	3+	Male
CE-3	Product Development Engineer 2	3+	Male
CE-4	Engineer R & D.	4+	Male

**4.4.2 Intrapreneurship orientation at Case C**

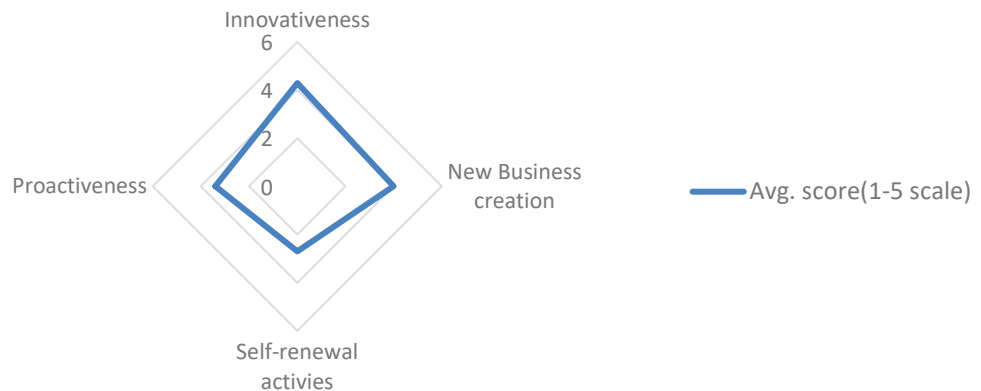
The assessment of the intrapreneurship orientation was done with a questionnaire 1, which was answered by all four managerial employees interviewed at Case C. The data from the four-dimensional scale of intrapreneurship questionnaire (Antoncic & Hisrich, 2001) illustrated that Case C had a higher emphasis on two intrapreneurship dimensions: innovativeness and new business creation. Alternatively, they had a moderate emphasis on proactiveness and self-renewal activities dimensions (see figure 4.5).

These results, together with the interview responses, indicated that Case C's managers were keen to develop an intrapreneurial culture by allowing an employee to take up challenges, identify issues and generate innovative solutions. The firm's main emphasis was on the improvement of existing products to meet the needs of customers while also looking for new market and new business opportunities (CM1, CM2, CM4). The CEO explained that "it is bringing everyone's minds together to build a much superior product. Essentially, we have to do that. At the same time, we keep on finding new markets and new business opportunities" (CM1). Section 4.4.4 discusses the organisational determinants of IB for Case C.



**Figure 4.5**

*Questionnaire Results for Intrapreneurship Dimensions – Case C*



*Note.* Innovativeness = 4.29, New Business Creation = 4, Proactiveness = 3.4, Self-renewal = 2.7; Scale: 1= Minor emphasis, 5 = Major emphasis.

#### **4.4.1 Organisational determinants of IB at Case C**

This section reports the findings on organisational factors that motivated IB at Case C. The findings are presented according to the four main themes: organisational culture, organisational structure and strategy, leadership role and organisational policies.

**Organisational culture:** The results of the analysis of the OCAI demonstrated that *market culture* was dominant at Case C, and the *hierarchy culture* appeared to be the second most dominant aspect in firm’s culture (see Figure 4.6). This suggested that the firm’s culture was performance-oriented, yet a controlled and structured workplace.

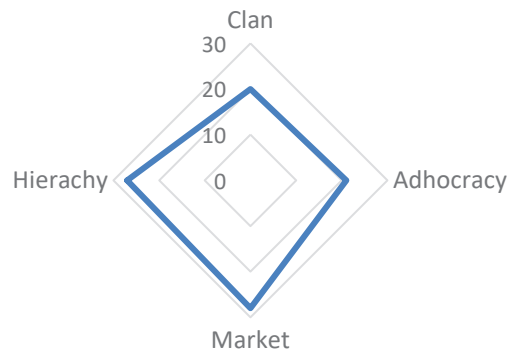
The respondents (CM1, CM2, CM4, CE1) confirmed that the firm’s key focus was on performance and achievements which were supported by formal procedures, structures, and clear guidelines to manage operational activities (CM1, CM3, CE1, CE2). Notably, an employee stated that

at the time I joined this company; if we come up with an innovative idea, we just developed it. But now we had to follow a process, and we have to validate

it with the real market and we had to wait till two weeks or sometimes one month with the Agile process. Ad-hoc developments are not there now. (CE3)

**Figure 4.6**

*Organisational Culture Profile of Case C*



*Note.* Clan = 20, Adhocracy = 22, Market = 28, Hierachy = 27.

It was also revealed during the interviews that the firm was driven by performance and the management was keen to add an innovation focus to employee KPIs in the expectation of them being innovative and intrapreneurial, to the benefit of both the employee and the organisation. As an employee stated,

I am the product owner of [product name]. My product has KPIs. I must suggest new ideas to achieve my KPI. We improved this product to a vast extent with my suggestions. It largely contributed to our company overall KPI. (CE1)

Notably, in interviews with both managers and employees, it was revealed that even though the hierarchy culture was dominant, a flexible approach to innovation was demonstrated that allowed employees at all levels to come up with innovative ideas, and suggestions to enhance current products and to pursue opportunities for new business. The CEO clearly explained this:

Obviously, we have a large tech team, large operational team. But if you look at the operational team, there is a bit of a hierarchy built because of all the

reporting that ... [we have] ... We follow a very agile process but when it comes to innovations, we do not have a hierarchy, we have an open office, we encourage people to come forward, we have given lots of opportunities to scale up in their skills set. (CM1)

One employee stated that “what I feel is the ideas that are coming up with me, this is the place where I can put it into real practice” (CE2). Another added that “in terms of culture, this is the best company I have seen. There is a great opportunity for our ideas” (CE1).

Furthermore, weekly department meetings, monthly town hall meetings and direct meetings with managers enabled employees to express their innovative suggestions to the management. Collectively, respondents confirmed that the firm’s intrapreneurship culture was clearly driven by the flexible approach to promoting individual initiatives and performance-driven culture, adding an innovation focus to employee KPIs.

***Structure and strategies:*** Interviews with senior managers revealed that innovation was given a priority in the firm’s strategies to achieve KPIs, firm survival and maintain competitiveness. The CEO stated that “we know that if we innovate, we can achieve our KPIs” (CM1). Another added that “innovation is the key to our success and survival” (CM3). It was clear that senior management believed that intrapreneurship could be a way to get staff to contribute to building more competitive products. The CEO stated that “it is bringing everyone’s minds together to build a much superior product. So essentially we had to do that” (CM1).

Even with a hierarchical structure through which operational activities occurred, managers encouraged employees to identify issues and opportunities for improvements, and come up with innovative suggestions. For example, a priority was

to maintain an *open office*, which was a hive of active collaboration for smart employees to access all parts of the organisation, including transport logisticians, data scientists and, even drivers to share experiences, ideas, and negotiate and design new transport solutions of value to customers. The firm also encouraged employees to present their innovative ideas to the top management through direct meetings with managers, weekly department meetings and monthly town hall meetings.

Notably, manager interviews revealed that the firm had no shortage of new ideas, and employees generally were willing to express their ideas. As they received many ideas, an ideas register was maintained to record implementable ideas. However, in regards to the implementation of ideas, employees' work behaviour demonstrated some traditional work values, such as dependence, low assertiveness, and respect for authority (Chandrakumara & Sparrow, 2004; Gamage et al., 2003b), and these work values may have inhibited the employee entrepreneurial behaviours (CM1, CM2).

The approach to evaluating ideas and implementation was observed to be a key determinant of intrapreneurship project success in Case C. For example, ideas were prioritised for implementation based on the *value matrix* (expected cost and benefits of the proposal) and relevance to strategies and objectives (CM1, CM2, CM3). Importantly, the company kept records of learning, for example, what went right or wrong in intrapreneurial projects. The implementation of viable ideas was facilitated by finding sufficient time and the necessary resources. However, in Case C it was also acknowledged that implementation was the most challenging step in the intrapreneurship process.

Collectively, respondents confirmed that the firm's strategic approach to recognising innovation as a strategic need, having flexible structures to facilitate innovation, and maintaining a formalised structure to evaluate and implement ideas

had contributed to intrapreneurship project success and inspired employees to pursue opportunities at Case C.

**Leadership role:** It was observed that Case C was home to a young team of ambitious employees. It was clear when interviewing the CEO that he was a technology professional with a strong history of entrepreneurial activity that was started at the age of 17 years. The CEO worked for a Fortune 100 company in the USA prior to establishing Case C. The CEO's prior experience and exposure to innovative organisational approaches were observed to be a key enabler for the practice of intrapreneurship at Case C. The CEO believed that every employee's contribution to the organisation was very important and felt everyone in the organisation would be empowered to pursue internal opportunities that aligned with the company's strategic direction. He noticed that

everyone has to be empowered, but it has to be aligned with the company objectives as people will look at optimising the set up here, look at better ways to get things done. Those things help the whole engine of [firm] growth.  
(CM1)

From the perspective of other managers, the CEO's drive was appreciated. One manager stated that "to be frank, ... [the] ... CEO is the one who drives this idea culture" (CM2), with another manager adding, "... [the] ...CEO is the one who initiated it from the very start" (CM3).

Middle managers were also observed to be innovators and risk-takers, having already started their own ventures, and generated several innovative projects in the firm (CM3, CM2). They mainly guided employees on how to think innovatively, supporting their ideas development, for example, in preparation of new project proposals, budgets, the presentation of ideas to the management, and empowering

operational-level employees to make more decisions. All four employees interviewed expressed their appreciation for this level of managerial support to excel in their capabilities. One stated that “actually, my ideas were largely recognised here. I discussed with managers all the time. My initial idea could be this much improved due to that [management support]”(CE1).

In terms of autonomy, or the freedom to make decisions, employees had some mixed views. While one employee explained that “everything was done to my taste; no one was questioning me” (CE2), another added that

when I joined this company, this was not very organised, just a start-up. We didn’t have strict procedures, and we had much freedom to do new things, innovations. Still that freedom remains, but now there are some procedures and standards ... to streamline things. As we cannot go on all the time as a start-up mindset. So, the management structure has been changed. (CE3)

Notably, three of the four employees stated that interdepartmental collaboration and team support for idea implementation was a major enabler for project implementation. An employee explained this clearly:

In the implementation, I wanted much support from our IT team, also, the finance team, also, the registration team. All those things should connect like a chain. If not, if some issues happened somewhere, it might affect the company. So, the support from the whole team from the company was important. (CE1)

Collectively, these statements confirmed that the combined leadership of top and middle management to support and leverage ideas had significantly influenced IB and facilitated employees to generate and implement innovative suggestions at Case C.

***Organisational policies:*** It was evident during the interviews with top managers that the firm's recruitment policy targeted ambitious and courageous persons who were willing to take responsibilities and make fast decisions. Furthermore, having some sort of previous entrepreneurial experience was also a factor in making recruitment decisions. The CEO explained this clearly:

One of the things we ask - have they run their own business before? Because that means that they have gone through a 360 view of running a business. It is very important for us. Because we have different units, they are required to do decisions faster. (CM1)

Even though the importance of having a mechanism to reward employee innovative ideas and implementations was recognised, the firm did not have a specific policy for recognising and rewarding intrapreneurs. However, it was clear from the interviews with managers that employee contributions through intrapreneurship projects were informally recognised, with the appreciation expressed at large gatherings such as town hall meetings. Also, these employees were recognised in employee work appraisals that created the opportunity for career success.

In the next section, the findings on employee-specific determinants of IB at Case C are discussed.

#### **4.4.2 Employee-specific determinants of IB at Case C**

In this section, the findings on employee-specific factors that motivated IB at Case C are discussed, based on three main themes: employee desires and expectations, skills and competencies, and values and attitudes. The findings were informed by three intrapreneurs (CE1, CE2, CE3) who pursued both external (aimed at improving existing products) and internal (aimed at the process and technological innovations) opportunities on behalf of Case C.

***Employee desires and expectations:*** Employees' expectations of becoming entrepreneurs were confirmed by two of the three employees, vis-à-vis their personal motivation to become an intrapreneur. One employee explained that

actually, I want to be a business person. I came here to get my hands on it. Right now also, I am doing some consultancy just for start-ups. What I am experiencing here will help me to prepare for that. (CE2)

Notably, it was evident from the interviews with the employees that some have joined the organisation intending to become entrepreneurs in the future, while others developed this intention after getting exposure to challenging work experiences. One employee explained it this way: “before joining here, I didn't have any such ideas [to become an entrepreneur in the future], but after joining here, I ... think innovatively and proactively. Actually, a huge change happened in my life” (CE1).

Apart from the employees' personal objectives, their desire to make others (co-workers and customers) work and life easier was also stated as a motivation for pursuing external opportunities. Employees commented that

if I add a new feature to our main app, that is going to impact on a large number of people in the country, both drivers and customers; that makes my satisfaction. Things I am doing is really affecting them in a way positively (CE2), and it gives real satisfaction when your designs and innovations help others and make their life easy” (CE3).

***Skills and competencies:*** It was clear from the interviews with three employees that the presence of employee visioning and project planning skills, project management skills, and risk management skills, all contributed to the likelihood of intrapreneurship project success and inspired intrapreneurs to pursue more



opportunities within Case C. One employee stated that the previous work and training experiences also enabled them to pursue opportunities as an employee, noting that

before I joined this company, I worked in a five-star hotel. I followed a trainee chef course there; I worked on the Japanese floor kitchen. Then I did a six-month course on hospitality. They taught what hospitality is and what customer service is. That has largely impacted on my current work. From that, only I learnt how to talk to customers properly. How to understand the customer and his requirements. We have drivers and customers from different socio-economic backgrounds here. To understand their concerns and requirements, that course was very useful. (CE2)

**Values and attitudes:** Apart from employee expectations and skills, employee work values and positive attitudes also seemed to drive innovative behaviours of employees at Case C. All three intrapreneurs stated that they valued creativity, innovation and challenging work opportunities. An employee said that “I do not agree that things work theoretically. If I have work, I put myself into imagination and my possibility of achieving that to this. I do a mapping. Based on that I have done most of the things” (CE2). Another employee added that “I always had a drive to creativity and a new way of thinking” (CE1). Another employee stated that “If I can do something that other people gave up, I really enjoy doing that” (CE3).

It was evident that intrapreneurs were self-learners: “I didn’t get a training, but I myself learnt things” (CE1), and often value freedom and autonomy. An employee expressed that

most of the time I take advice only when it is necessary. If I get advice from other people whom I think they are experts, I get their expert opinion based on their way of explanation which may not solve my problem or may not be

the way I want to solve that issue. Therefore, I get advice when I find it is really hard to figure out something by myself. (CE2).

While expecting job autonomy, employees expected to perform an extra role to help them feel satisfied and accomplished. An employee stated that “if you do things that other people do, you won’t feel like you are satisfied, and you fall into the average” (CE2).

Interestingly, employees’ attitudes to learning from failures or mistakes had brought them to pursue more innovative opportunities within the organisation. An employee stated that

I have worked with several projects so far. Everything is a lesson. Even from bitter experiences, I learnt a lot; that had helped me a lot to plan my new projects. Maybe I can turn them [lessons learned from failures] into opportunities and safeguard from future failures. (CE3)

Collectively, responses confirmed that employee work values, positive attitudes and project management skills developed throughout their career had driven their IB and motivated them to pursue opportunities within the organisation. Their personal expectations of becoming entrepreneurs and the social expectations of making a positive social contribution were the common motivations to become intrapreneurs at Case C.

#### **4.4.3 Summary of Case C**

In the above analysis, the determinants of IB in Case C were identified in terms of organisational and employee-specific factors. In this section, a summary of these findings is presented that focuses on answering the following research question:

*RQ1a: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

The organisational dominant culture promoted individual initiatives, performance, and responsible, achievement-orientated employee behaviours. The firms' proactive strategic approach to recognising innovation as a strategic need, having flexible structures to facilitate innovation, maintaining a formalised structure to evaluate and implement ideas, the firm's recruitment policy, rewards and policies that recognised employee innovative contributions from employee work appraisals, and career advancement opportunities were identified as the factors that motivated intrapreneurs to pursue opportunities at Case C. A summary of the findings of organisational determinants of IB at Case C is presented in Table 4.7.

**Table 4.7**

***Summary of Findings - Organisational determinants of IB at Case C***

<b>Organisational culture</b>	<b>Structure and strategies</b>	<b>Leadership and supervisory support</b>	<b>Policies</b>
<b>Dominant culture:</b> <i>Market</i> culture  <b>Cultural focus:</b> - Performance and achievement orientation - Process and procedural control  <b>Intrapreneurial culture:</b> - Promoted individual initiatives - Allowed employees to take up challenges, identify issues and generate innovative solutions - Different modes to express employee ideas - Freedom to make decisions	- Innovation and intrapreneurship were strategic priorities - Flexible structure to facilitate innovation and intrapreneurship - Formalised structure to evaluate and implement ideas	- Senior and middle managers were innovators and risk-takers - Empowered the front line - Guided employees on innovative thinking - Supported employee ideas development - Facilitated interdepartmental collaboration and team support for ideas implementation	- Recruitment policy targeted ambitious and courageous persons - Considered previous entrepreneurial experience in recruitment - Employee innovative contributions were appreciated at large gatherings - More career progression opportunities for entrepreneurial employees

## 4.5 CASE D (FINANCE)

### 4.5.1 Profile

Case D was a private commercial bank in Sri Lanka which was established in the late 1980s. At the time of the study, the company was home to around 200 branches country-wide. For this study, only one business unit (head office) was selected as the unit of analysis. This unit was the focal point where firm intrapreneurship and most innovative projects began, with around 410 employees. Top management was very keen to have a creative and dynamic work environment to encourage every employee to contribute to the creation of new value for customers.

Altogether there were eight case study participants: four senior managers (DM1-CM4) and four employees including three intrapreneurs (DE1, DE2, DE3) who pursued external (aimed at developing new products/services) as well as internal (aimed at the process and technological innovations) opportunities on behalf of Case D. The interviews were conducted at the head office in Sri Lanka. The demographics of the participants are shown in Table 4.8.

**Table 4.8**

***Demographics of Participants- Case D***

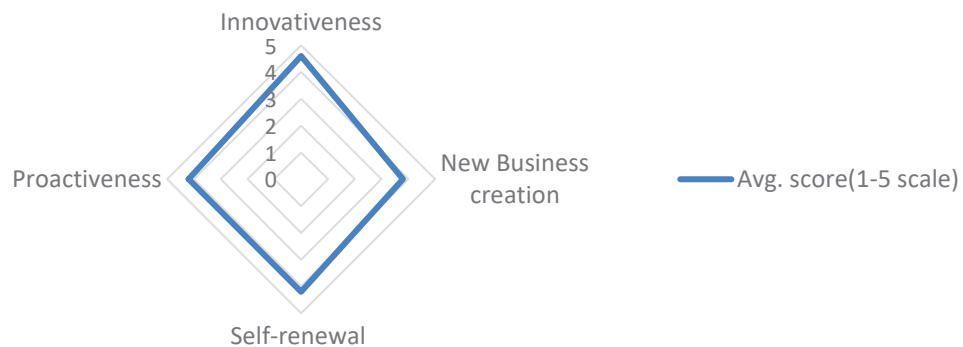
<b>ID</b>	<b>Position</b>	<b>Service to Case D (no. of years, 2020)</b>	<b>Gender</b>
<b>DM1</b>	Senior Manager - HR	28+	Female
<b>DM2</b>	Senior Manager - Digital Banking	17+	Male
<b>DM3</b>	Senior Manager - Systems Development	29+	Male
<b>DM4</b>	Senior Manager - Operations	12+	Male
<b>DE1</b>	Manager - IT and Systems Development	12+	Male
<b>DE2</b>	Executive - Business Process Re-engineering	15+	Male
<b>DE3</b>	Executive - Systems Development	7+	Male
<b>DE4</b>	Trainee - Systems Development	1+	Female

#### 4.5.2 Intrapreneurship orientation at Case D

The assessment of the intrapreneurship orientation was done with a questionnaire 1 which was answered by all four managerial employees interviewed at Case D. Notably, in terms of the four dimensional scales of intrapreneurship (Antoncic & Hisrich, 2001), the data illustrated that Case D had a high emphasis on all four intrapreneurship dimensions: new business creation, innovativeness, proactiveness and self-renewal activities (see Figure 4.6).

**Figure 4.6**

*Questionnaire Results for Intrapreneurship Dimensions – Case D*



*Note.* Innovativeness = 4.6, Proactiveness = 4.2, Self-renewal = 4.2, New Business Creation = 4; Scale: 1= Minor emphasis, 5= Major emphasis.

A review of various secondary data sources (involving the company website, industry reviews, and press articles) revealed that over the past 20 years ( between 2000 and 2020) the company had been very active in introducing innovative digital solutions within the Sri Lankan banking sector. The firm had won many national and international awards for futuristic innovations in informational and mobile technologies. These secondary data sources confirmed the firm's major emphasis on self-renewal through innovation and the proactive approach to becoming an industry leader.

The interview responses revealed that Case D was keen to develop an intrapreneurial culture by allowing employees to be innovative and provide

suggestions for improvements. The firm's main emphasis on intrapreneurship related to capitalising both internal and external opportunities, particularly new products/service development, technology and process innovations (DM1, DM2, DM3). This was further evidenced when the organisational culture was considered.

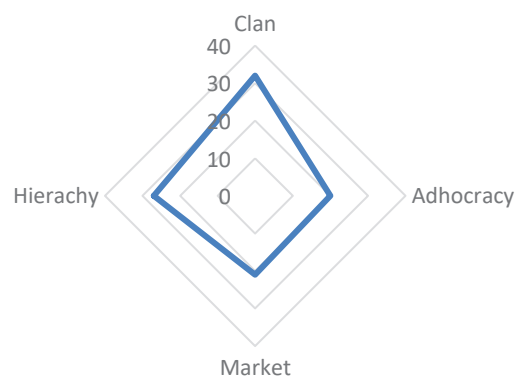
#### 4.5.3 Organisational determinants of IB at CASE D

In this section, the findings on the organisational factors that motivated IB at Case D are presented based on four main themes: organisational culture, organisational structure and strategy, leadership role and organisational policies.

**Organisational culture:** The OCAI demonstrated that organisational members believed the *clan* culture was dominant at Case D and the hierarchy culture appeared to be the second dominant aspect in firm's culture (see Figure 4.7). This suggested that employees considered the organisation as a very personal place that promoted teamwork, collaboration, and participation but formal rules and policies were in place to enable its smooth running.

**Figure 4.7**

*Organisational Culture Profile of Case D*



*Note.* Clan = 32, Hierarchy = 27, Market = 21, Adhocracy = 20.

The questionnaire results of OCASI were confirmed by the interviews of the managers and employees. It was revealed from the interviews that Case D's

organisational culture valued and promoted a team culture, mutual understanding, sharing benefits, and life-time employment. As one manager stated that “it is a team culture; in all aspects of behaviours we want employees to work as teams. We place emphasis on building teams” (DM3). Another manager added that “our culture is team-based; we have team-based targets and related bonuses. If someone is not performing with the team, our culture is not that we reject that person, but develop that person and get to the level where that person can work and contribute” (DM1).

It was also observed that the firm was home to many long-tenured employees. For example, all six employees interviewed had been with the company for more than seven years, whereas two of them had been working there for nearly 30 years. Managers reported that the annual labour turnover was less than 3% and generally employees sought lifelong employment at Case D. This suggested that the firm had a strong culture that connected with people and created loyalty to the firm. However, due to the nature of the operations, the firm was keen to maintain formal procedures, structures, and clear guidelines to manage operational activities. A senior manager stated that “if you take banks, you need to have a hierarchy, as we work with others’ money. For the business purpose, account handling and regulatory things, very much hieratical structure we have, such as dual control systems and procedures” (DM1).

Interestingly, the approach to promote active employee participation for innovation and intrapreneurship was clearly driven by these cultural values of the organisation. For example, the employees were often encouraged to come up with innovative ideas in teams and further develop subsequent ideas through additional collaboration. Recognition was also given to all group members and any rewards were shared among the team members.

However, it was evident that in the beginning, the firm promoted an ideas culture through ideas competitions and giving priority to an organisational culture supportive of developing innovative ideas. But more recently, thinking innovatively and suggesting something for improvement had become a day-to-day practice for many employees (DM1, DE1, DE2). For example, employees mainly expressed their innovative ideas through the internal social networking platform, and other members also got the opportunity to add their own ideas to further enhance those initial ideas. As a manager stated, “whenever people get a new idea, they put it into the platform. The colleagues can add their suggestions too. Finally, better products will come because people might see benefits and/or disadvantages also” (DM1).

The management seemed to appreciate that with being a service organisation, the contribution of front-line employees to innovation was significant. A senior manager stated that “they are in the front line, talk to customers, get their ideas, also they are the ones ... [that sell] ... new products to customers at a later stage. So, their involvement is very much important” (DM2). The challenge for management was to use this valuable information from employees and pursue the right opportunities to create added value for customers. Moreover, management believed that getting the ideator involved in the implementation process was also important to ensure a sustainable approach that motivated the ideator and others to pursue any future opportunities (DM1). The interviews clearly supported the view that top management viewed employee ideas and general engagement as central to the firm’s innovation strategy.

The firm's orientation to continuous learning was observed to be central to the development of a sustainable intrapreneurship culture. A senior manager stated that “sometimes we call [bank name] is like a university. People who join the bank consider



[bank name] as a university because there are lots of opportunities to learn and apply” (DM1). This was further evident in the firm’s value statement that clearly indicated that the firm’s key focus was to create a learning culture that promoted individual and organisational development, innovations and added value for customers.

Collectively, these respondents confirmed that the well-established intrapreneurial culture was clearly driven by the values of the traditional Sri Lankan culture, such as team orientation, shared benefits, and life-time employment (Chandrakumara & Sparrow, 2004; Gamage, 2014) and instrumental in driving IB. The firm's approach to promote team initiatives, collective ideas implementation, shared benefits, and employee involvement throughout the process were examples of a unique approach the firm used to induce IB. The next section focuses on the firm’s organisational structure and strategies that enabled and inspired employees to behave intrapreneurially

***Organisational structures and strategies:*** Interviews with both the managers and employees revealed that organisational strategies had played a significant role in enabling intrapreneurs to pursue opportunities at Case D. It was clear that innovation was at the heart of the strategic priority to remain competitive and proactively act upon environmental changes, with intrapreneurship a key driver of innovation. A senior manager explained that

when we set our strategies at the beginning of each year, innovation and creativity are the foundation that we run-up. We, the HR team together with the Innovation teams plan for it. For example, how to do awareness to encourage innovations and get employees more engaged with the innovative culture. (DM2).

Even though the firm adopted a hierarchical structure for its operational activities, they facilitated innovation and intrapreneurship by having a flexible structure for ideation and by promoting an open culture that welcomed new ideas. A manager stated that

we need to maintain a certain hierarchy in order to carry out the processes. For that aspect only; other than that, it is not that hierarchical, especially for innovations. Even for grievance handling, suggestions, you can go and speak to anyone, even the managing director. (DM1)

IB had been promoted as a strategy to bring strategic information from front-line employees and turned this information into novel products/services, or to improve existing products and processes. However, all the senior managers stated that this practice had been there for a long time, and they could not remember any particular year of introduction of such practices.

Furthermore, having a systematic approach to managing innovative employee ideas was observed as another enabler of intrapreneurship project success that motivated employees to engage in intrapreneurship projects at Case D. For example, new ideas generation was handled by the process owners. They did the initial screening of ideas and referred them to the respective department to do further evaluation and prioritise ideas for implementation. The best ideas were taken as a separate project of the respective department, for example, digitisation, and a team from this department did the necessary modifications to the initial concept then did the implementation.

These responses showed the firm's strategic approach to promoting innovation, such as making innovation a strategic priority, having a flexible structure to promote innovation, and having a mechanism to facilitate the implementation of ideas, which were all instrumental in driving IB at Case D.

***The role of leadership:*** It was clear during the interviews with senior managers and intrapreneurs, that the managing director's (MD) visionary leadership was the main enabler of firm intrapreneurship culture and motivated employees to pursue innovative opportunities at Case D. For example, keeping managers aware of the possible future challenges, “as our MD says, in times to come, there won't be any traditional banks, all the tech companies will do banking. Banking will be a small thing there” (DM2). This overarching message was reinforced through using various communication methods such as MD's business club (for top management) and the MD's desk (for all the employees). Having several different senior management groups to drive innovation and promote an innovative and intrapreneurial culture within the firm supported employee contributions to the firm's innovation strategy (DM1, DM2, DM4). A senior manager stated that

when the MD meets us, he always says, “what did you do differently during the last three weeks? What did you implement differently?”; That is how he asks; he is a person like that. You have to be prepared. Everyone had to think differently and do something differently otherwise, you feel, I didn't do anything new, like a shame after that. That is the kind of the culture and also a motivation for us. (DM3)

This clearly showed that the top management visionary leadership and proactive approach for future challenges had also enabled inspired employees to pursue innovative opportunities at Case D.

***Organisational policies:*** It was evident during the interviews with managers that the firm's recruitment policy targeted ambitious and courageous persons who were willing to take on responsibilities and think critically and innovatively. Furthermore, the firm had arranged a series of awareness and training programs on creative and

innovative thinking, locally and internationally, that were aimed at employee development. These initiatives were complemented by the decision to add an innovation component to department and employee KPIs and other related employee incentives (DM1, DM3, DM4).

Furthermore, interview data revealed that the management strongly believed in the importance of communicating on the progress of the ideas implementation with the ideators (DM1, DM2). Sometimes it was not possible for the ideators to contribute to the implementation phase, but efforts were made to ensure they knew about the progress of the ideas as they moved forward. Managers explained that this would be a great motivation for the ideators as well as others to pursue further opportunities: “when you give a suggestion if you do not know what has happened, it is a concern” (DM2). Another manager added that “the person is communicated, like the idea is accepted, implementing, this is the stage now, but sometimes, they are not able to get involved because of their limited knowledge or competency level towards it” (DM1).

The management acknowledged the importance of having an appropriate recognition system to get employees engaged with intrapreneurship projects: “I think people will go for the extra mile when they are appreciated and recognised” (DM3). Another added that

I think the recognition is very important. Once we implemented and enjoyed the success of the particular idea, we have to recognise that particular team and those who contributed that. That will encourage the others too. I do not think the financial benefits play a role. (DM1)

The interviews also revealed that the employees’ expectations of recognition and rewards were quite different among different levels of employees. Even though the middle and upper management did not expect any formal appreciation for their

innovations, lower management and operational staff always expected the right recognition and rewards for their innovative ideas. A manager explained this clearly:

I think this is going to do something about the culture here. The middle management and mostly the higher management, sometimes for their ideas they will not want to put forward as “this is my idea”. But they will implement with the approval from the relevant person. However, when it comes to junior grade, they are more like to put their ideas into the formal system. And their suggestions are getting due recognition. Therefore, juniors up to executive grade, it's about 60-70 %, it is recorded and rewarded. (DM1)

Notably, the firm's policy was not to reward employees financially for innovativeness. However, managers and employees both revealed that employees indirectly benefited from being innovative and entrepreneurial through internal promotions and/or other career advancement opportunities. A manager explained that

I think there are no direct financial benefits. But you will be recognised, for example, if you have a good idea and it is implemented; we have a promotion scheme. There will be an interview. In the interview, what we would like to see what contribution you have done to the organisation. (DM2)

Collectively, these statements confirmed that the firm's intrapreneurship culture, intrapreneurship strategies, policies on human resource development, rewards and recognition were all driven by a team-based, participatory approach which reflected the values of the traditional, collective national culture of Sri Lanka.

#### **4.5.4 Employee-specific determinants of IB at Case D**

In this section, the findings on the individual factors that motivated IB at Case D are discussed, aligned to three main themes: employee desires and expectations, skills and competencies, employee perceived benefits. The findings were informed by three

intrapreneurs (DE1, DE2, DE3), employees who pursued external (aimed at developing new products/services) as well as internal (aimed at the process and technological innovations) opportunities on behalf of Case D, along with the inputs from three managers.

***Desires and expectations:*** The employees' expectation to do something different and challenging was stated as a personal motivation by all three intrapreneurs. One intrapreneur stated that "doing something different, it is my passion" (DE2). Another added that "I always enjoy doing something new and challenging; that is the biggest motivation for me" (DE1). A manager also confirmed this: "I think there are some employees who have not given any idea; but people who want to involve this type of work, want to do some challenging tasks, they get involved" (DM3). In addition, the desire to make others' (customers and co-workers) life and work easier was stated by two of the intrapreneurs as another motivation to pursue innovative opportunities. For example, making services more convenient for customers:

even for deposits you have to come to the branch. Then I thought, how can we improve this type of work, people who are coming to the bank? Then only [...] idea came to my mind and even that new product development process I have started (DE1).

and, furthermore, making co-workers work easier:

I want to do something different and I want to make sure the lives of my staff are easy. When I joined [the company], my GM that time told me one thing; I want you to make others' lives easy. I am keeping that thing in mind. (DE2)

Notably, the employees' desire to make an impact on society and the environment was stated by two employees as a motivation to pursue opportunities within the organisation. One employee explained that "with this [innovation project] we can

largely reduce the paper consumption and I thought of the environmental benefits as well” (DE1).

***Skills, competencies and personal values:*** Moreover, it could be seen in the presence of employee project management skills, particularly the visioning and planning skills, that risk management ability contributed to the likelihood of intrapreneurship projects proceeding (DE1, DE2, DE3). It could also be seen that the employees’ personal values, such as value creativity and innovativeness, an optimistic perception of success, goal orientation, and a continuous learning and development focus also contributed to employee motivation to become intrapreneur and implement innovative suggestions to create added value for customers.

***Employee perceived benefits:*** The managers also believed that employees were motivated to be innovative and go the extra mile when they see the benefits of being innovative. However, these benefits were not merely financial but also non-financial benefits, such as recognition and appreciation from the senior management, eligibility to apply for promotions and/or other internal career advancement opportunities. This was previously discussed in Section 4.5.3. Two of the intrapreneurs also stated that they were not overly motivated for financial benefits in starting their projects. They seemed more concerned about the possible future non-financial benefits of getting recognised by the top management and career progression opportunities.

However, it was also evident that employees benefited financially, albeit indirectly as the innovative component was added to the department KPIs (DE1, DE2, DE3), and employee annual financial incentives (bonuses) depended on the department’s KPIs. Interestingly, one senior manager stated that innovative employee ideas led to better firm performance and this impacted on the job security of employees, noting that

I think in a country like Sri Lanka, you should have job security. To have job security, the company has to perform well. To perform well, you have to come up with innovative ideas, competitive products and you have to win the competition. That may not only be the responsibility of the management. You have to give your ideas, suggestions and implement. (DM2)

These responses collectively confirmed that employees' personal and social objectives, skills and competencies, personal values and perceived benefits also motivated employees to pursue opportunities on behalf of the organisation.

#### **4.5.5 Summary of Case D**

In the above analysis, the determinants of IB at Case D were identified with respect to organisational and employee-specific factors. In this section, a summary of these findings is presented that focuses on answering the research question 1.

*RQ1: What are the organisational determinants of IB in service sector organisations in Sri Lanka?*

A summary of the findings of organisational determinants of IB at Case D is presented in Table 4.9. The analysis of the case data confirmed that the well-established intrapreneurial culture at Case D and intrapreneurship strategies, policies on human resource development, rewards and recognition had been clearly driven by the collective values rooted in the traditional Sri Lankan national culture. The firm's approach to promote team initiatives, collective ideas implementation, shared benefits, and employee involvement throughout the process were examples of a unique approach the firm used to promote IB.

Notably, the findings of the questionnaire data showed this firm as the most intrapreneurial firm among four case organisations as it had recorded the highest values for all four intrapreneurship dimensions (see Table 5.10 in Chapter 5).



**Table 4.9**

***Summary of Findings - Organisational determinants of IB at Case D***

<b>Organisational culture</b>	<b>Structure and strategies</b>	<b>Leadership and supervisory support</b>	<b>Policies</b>
<b>Dominant culture:</b> <i>Clan</i> culture, team culture <b>Cultural focus:</b> - Achievement through team effort - Employee engagement and involvement - Process and procedural control - Growth <b>Intrapreneurial culture:</b> - Group idea generation and implementation - Group benefits - Thinking innovatively has become a day-to-day practice of many - Emphasis on learning culture	- Innovation is the strategic priority - Flexible structure for ideation and promote intrapreneurship - A proper mechanism to facilitate the implementation of ideas - Communication throughout the process	- Top management visionary leadership - Make employees aware of future challenges - Constant communication with senior and middle management teams about challenges and suggestions - Deferent senior management teams to drive the firm innovation strategy	- HRD a strategic priority - Training and workshops on creative thinking, ideation - Get the ideator involved in the intrapreneurship process - Recognition is more important than rewards - The policy is not to reward employees financially for innovativeness. - Group rewards - Indirect benefits for employee innovative contribution

The secondary data showed that Case D was recognised as one of the most innovative companies in the industry in Sri Lanka and was awarded several national and international innovation, service and business excellence awards during the last two decades. This innovative culture seemed driven by the established intrapreneurial culture. All these data suggested that Case D's unique approach to foster IB was instrumental in creating a sustainable intrapreneurial culture within the organisation as managers stated that innovative thinking and making suggestions for the benefit of the firm had become a part of the organisational culture and it was already blended into the daily activities of many employees.

## 4.6 CHAPTER SUMMARY

This chapter presented the within-case analysis of four cases of the factors that determined IB and the analyses explored in detail the specific organisational and employee-specific factors that motivated IB at four cases. At the end of each section a summary of the findings of the organisational determinants was presented. The detailed analysis of the employee-specific determinants of IB and the impact of the socio-cultural context on IB are presented in Chapter 6. Cross-case analysis and discussion of the key findings are presented in the next chapter.



# Chapter 5: Cross-case Analysis and Discussion

---

## 5.1 INTRODUCTION

In the previous chapter, the finding of the within-case analysis for the four cases were presented, aiming to provide a rich familiarity with each case and discussed the unique patterns that emerge from each case. The purpose of this chapter is to provide a comparison among the four cases and present the emergent findings followed by a discussion of the key findings related to the research questions.

*RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

*RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

*RQ3: How does the socio-cultural context of Sri Lanka influence intrapreneurial behaviour in service sector organisations in Sri Lanka?*

In this chapter, first, the cross-case procedure is presented, followed by the discussion of the firm intrapreneurship orientation. Second, the analysis of the organisational determinants of IB is presented. Next, a discussion of the key findings on organisational determinants of IB related to the extant literature is presented. The analysis of the employee-specific factors that motivated IB is then discussed, followed by a discussion of key findings. Finally, the chapter conclusion is provided.

## 5.2 CROSS-CASE ANALYSIS PROCEDURE

The purpose of the cross-case analysis was to look for similarities and differences across the cases and to explain the reasons for them. Pattern-matching logic and the explanation-building technique were mainly applied to explain the findings for

the research questions. Pattern-matching logic was used to enable a constant comparison between cases and to verify the emergent relationships (Eisenhardt & Graebner, 2007). The explanation-building method is more suitable in explanatory case studies and this technique often leads to richer findings (Yin, 2013).

### 5.3 FIRM INTRAPRENEURSHIP ORIENTATION

An assessment of the practice of intrapreneurship is the initial stage of understanding a firm's intrapreneurship culture. The designed assessment method included a questionnaire (see Appendix B, Questionnaire 1) on the four-dimensional scale of intrapreneurship (Antoncic & Hisrich, 2001) followed by interview responses to questions about the practice of intrapreneurship. The questionnaire results for the intrapreneurship dimensions are summarised in Table 5.1. This intrapreneurship scale is not a measure of individual-level behaviour of intrapreneurs.

**Table 5.1**

*Mean Scores for the Intrapreneurship Dimensions*

<b>Intrapreneurship dimensions</b>	<b>Case A</b> <i>M</i>	<b>Case B</b> <i>M</i>	<b>Case C</b> <i>M</i>	<b>Case D</b> <i>M</i>
New business creation	3.7	4.1	4	<b>4.0</b>
Innovativeness	3.9	4.2	4.3	<b>4.6</b>
Self-renewal activities	4.1	2.5	2.7	<b>4.2</b>
Proactiveness	2.7	4.3	3.4	<b>4.2</b>

*Note.* Scale: (1 = Minor emphasis, 5 = Major emphasis)

Analysis results of the questionnaire 1 data in Table 5.1 indicated that in all four cases, there was a relatively stronger emphasis on two intrapreneurship dimensions: new business creation and innovativeness, whereas Case D had its highest score of 4 or above on all 4 dimensions. However, there were mixed results on the self-renewal and proactiveness dimensions. Case A and D had a relatively higher emphasis on self-renewal activities while in Case B and C there was minor emphasis on the same dimension. The self-renewal dimension refers to the redefinition of the business

concept, reorganisation, and the introduction of system-wide changes (Zahra, 1993). It was evident from the discussions with managers at Case A that several transformations or renewals were made in the firm, such as moving from a family-based to a performance-driven organisational culture and redefinition of the firm's purpose to be positioned as a smart hospital that offered many digital solutions for the health care sector (AM2, AM3). Moreover, the respondents from Case D also confirmed the firm's approach to re-defining the business, such as moving to paperless banking (DM3, DM2).

However, it was observed and then revealed from the analysis of the interview responses that Case B and C were very young firms and had just moved from the start-up phase whereas Case D was a mature firm and Case A was a subsidiary of a 70-year-old parent company. It would seem that firm age mattered, and the Case B and C still at the introductory stages of their respective business life cycles, and not having been driven by the need for self-renewal activities at the time of data collection.

The proactiveness dimension of intrapreneurship reflected top management's orientation in pursuing competitiveness and the firm's ability to aggressively and proactively compete with industry rivals (Antoncic & Hisrich, 2003). On the proactiveness dimension, the questionnaire data analysis suggested that Case A did not show a major emphasis on this dimension. In contrast, the other three cases had a major emphasis on this dimension (see Table 5.1). The interview data confirmed that Cases B, C and D were very aggressive in dealing with competitors, and they were the pioneers in introducing new products, services and technologies to the industries in which they each operated.

The questionnaire results for the four-dimensional scale of intrapreneurship (Antoncic & Hisrich, 2001) provided quantitative evidence of the intrapreneurship

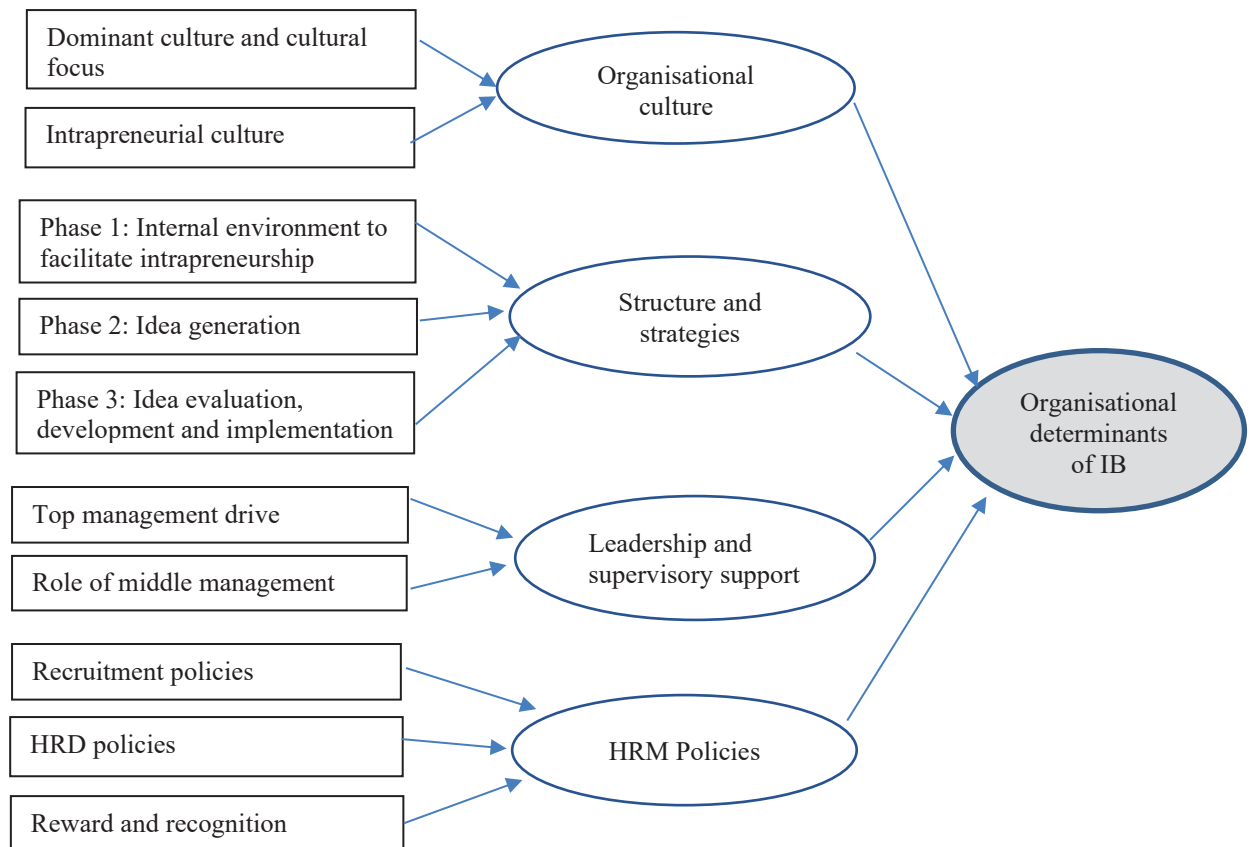
practice in organisations. Quantitative results were later confirmed from the interview responses. This collectively provided an appropriate context to study the research questions in detail as the research aim was to explore the organisational and employee-specific determinants of IB. The identification of the organisations that practice intrapreneurship concept and allow employees to behave entrepreneurially was crucial in selecting most appropriate case organisations for this study.

#### 5.4 ORGANISATIONAL DETERMINANTS OF INTRAPRENEURIAL BEHAVIOUR

This section presents the analysis of the organisational determinants of IB across four cases based on the four main themes derived from the data analysis: organisational culture, structure and strategies, leadership and supervisory support and HRM policies.

**Figure 5.1**

*Qualitative Data Structure - Organisational Determinants of IB*



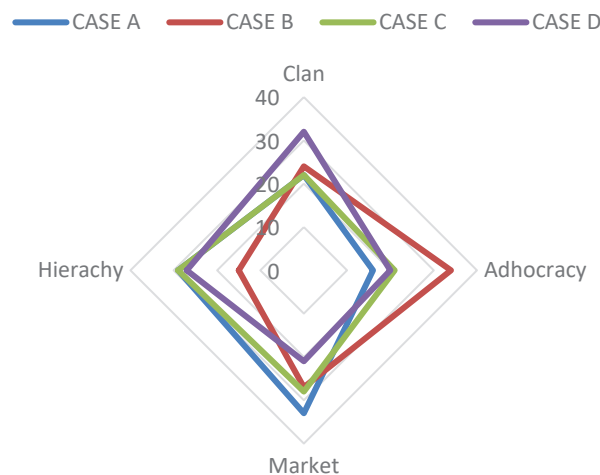
### 5.4.1 Organisational culture

Promoting IB is about facilitating the interaction between intrapreneurs and the organisational environment (Blanka, 2018; Menzel et al., 2007) that enable employees to pursue opportunities within the existing organisations. The current literature has tended to stress that entrepreneurial and innovating behaviours of employees are primarily a question of organisational culture (Martins & Terblanche, 2003; Menzel et al., 2007; Menzel et al., 2008), although it has been also noted that more research into the definition and interpretation of culture that is supportive of IB is required (Prieto Leon et al., 2020), particularly in developing economies (Nicolaidis & Kosta, 2011).

To understand the dominant culture type of each firm, the OCAI was used (see Section 3.4.4 and Appendix B: Questionnaire 2). In Figure 5.2, the results of the OCAI for four cases are outlined.

**Figure 5.2**

*Organisational Culture Profiles of the Four cases (OCAI Results)*



*Note.* Case A: Clan = 22, Adhocracy = 16, Market = 33, Hierarchy = 29; Case B: Clan = 24, Adhocracy = 34, Market = 27, Hierarchy = 15; Case C: Clan = 20, Adhocracy = 21, Market = 28, Hierarchy = 27; Case D: Clan = 32, Adhocracy = 20, Market = 21, Hierarchy = 27.

***The dominant culture type and intrapreneurship:*** Findings of the cross-case analysis indicated that the organisational dominant culture and cultural focus affected



the intrapreneurial culture, which included the firms' approaches to generate and implement innovative employee suggestions. This research drew on the definition of Hisrich (1990) to define intrapreneurial culture as organisational cultures which encourage new ideas and experimentation, make resources available for intrapreneurial projects, facilitate a multidisciplinary team-work approach, maintain an appropriate rewards for intrapreneurs, and promote flexibility through top management support. Table 5.2 displays the main cultural focus and a summary across the four cases of the organisational cultural fundamentals that were found to influence intrapreneurial culture.

It was evident from the data that the firms' orientation to foster IB was driven by the dominant organisational culture type and the cultural focus. For example, the questionnaire 2 (OCAI) data revealed, and the interview data confirmed that a *market culture* was dominant among two cases (Cases A and C). This reflected the firms' cultural focus on performance and achievement orientation, productivity and winning (Cameron & Quinn, 2011). These two firms' approaches to foster IB were driven by promoting individual initiatives and achievements, and individual benefits over shared benefits with a focus on building a competitive work environment. Moreover, the questionnaire 2 data further revealed that an *adhocracy culture* was the dominant culture type in Case B, which indicated that the firm was a dynamic, entrepreneurial and creative workplace (Cameron & Quinn, 2011). This was later confirmed with by interview respondents that the organisation was entrepreneurial, promoted individual initiatives, and opportunity-seeking and networking behaviours of employees.

**Table 5.2**

***Summary of Cultural Fundamentals Found to Influence IB***

<b>Cultural fundamental</b>	<b>Case A</b>	<b>Case B</b>	<b>Case C</b>	<b>Case D</b>
<b>Dominant culture</b>	Market (compete) culture (recently moved from <i>Clan</i> culture)	Adhocracy (create) culture	Market (compete) culture	Clan (collaborate) culture
<b>Cultural focus</b>	<ul style="list-style-type: none"> <li>- Achievement and results-oriented</li> <li>- Process and procedure controls</li> </ul>	<ul style="list-style-type: none"> <li>- Dynamic and entrepreneurial</li> <li>- Creativity</li> <li>- Growth</li> </ul>	<ul style="list-style-type: none"> <li>- Achievement and results-oriented</li> <li>- Growth</li> <li>- Process and procedure controls</li> </ul>	<ul style="list-style-type: none"> <li>- Achievement through team effort</li> <li>- Family culture</li> <li>- Employee engagement and involvement</li> <li>- Process and procedure controls</li> </ul>
<b>Intrapreneurial culture</b>				
<b>Encourage new ideas and experimentations</b>	<ul style="list-style-type: none"> <li>- Promoted individual and team initiatives</li> <li>- Internal ideas competitions</li> </ul>	<ul style="list-style-type: none"> <li>- Promoted individual initiatives</li> <li>- Promoted opportunity-seeking and networking behaviours</li> <li>- External ideas competitions</li> </ul>	<ul style="list-style-type: none"> <li>- Promoted individual initiatives</li> <li>- Expected employees to take decisions, responsibilities</li> <li>- Different modes to express employee ideas</li> </ul>	<ul style="list-style-type: none"> <li>- Promoted team initiatives</li> <li>- Many ways to express ideas</li> <li>- Thinking innovatively had become a day-to-day practice</li> <li>- Emphasis on learning culture</li> </ul>
<b>Availability of resources for intrapreneurial projects</b>	<ul style="list-style-type: none"> <li>- Human and technological resources were available</li> <li>- Management concerned about financial resources</li> </ul>	<ul style="list-style-type: none"> <li>- Provided all necessary resources (financial, human, technological)</li> <li>- Tolerated failure</li> </ul>	<ul style="list-style-type: none"> <li>- Human and technological resources were available</li> <li>- Management concerned about financial resources</li> </ul>	<ul style="list-style-type: none"> <li>- Provided all necessary resources (financial, human, technological)</li> <li>- Assessed the risk and compliance issues</li> </ul>
<b>Multidiscipline team-work approach</b>	Management promoted multidisciplinary team-work approach to develop and implement ideas	Management promoted multidisciplinary team-work approach to develop and implement ideas	Management promoted multidisciplinary team-work approach to develop and implement ideas	Management promoted multidisciplinary team-work approach to develop and implement ideas
<b>Rewards for intrapreneurs</b>	Rewarded idea champions or teams	Rewarded idea champions	Rewarded idea champions	Rewarded teams

The questionnaire 2 results of Case D indicated that a *clan culture* was the dominant culture type in Case D. This reflected the firms' cultural focus on teamwork, collaboration and employee involvement. As discussed in Chapter 4, the questionnaire 2 results were confirmed from the interview data that Case D's organisational culture had mostly embraced the traditional Sri Lankan cultural values, such as teamwork, relationship orientation, and shared benefits (Gamage et al., 2003a). This had resulted in the organisation finding their own approaches to management and ways to face business challenges. A senior manager from Case D stated, "the way this organisation thinks about changes is different; for example, how we want to achieve our digitalisation journey is different from other organisations" (DM3).

Notably, the organisation's approach to promoting IB was also aligned with this cultural focus. The firm's approach to encouraging team initiatives, collective ideas implementation, shared benefits, and employee involvement throughout the process were examples of a unique approach the firm used to promote IB that led employees to generate and implement innovative suggestions (e.g., new business, new products, and new services) that customers valued within the organisation. Interestingly, the questionnaire data on firm intrapreneurship orientation revealed that Case D had a strong emphasis on all four intrapreneurship dimensions: new business creation, innovativeness, proactiveness, self-renewal activities (see Table 5.1). Managers appreciated the employee contribution to generate innovative new products/services through the intrapreneurship culture.

Moreover, the evidence revealed that Case A had also shown *clan culture* values and respondents believed the firm had a family culture and at the time of the study, moving to a performance-based culture (AM1, AM2). A family culture meant the relationship was important to avoid conflicts and which led to the smooth

functioning of activities. An employee who pursued a new business opportunity at Case A stated that “I can always talk to my boss, or I can even go to the other superiors. Normally we do not do it. We do not go because of the friendship and rapport we have. The rapport is very nice” (AE1). The employee further stated that “... so working to make it a success, though it is challenging, taking my personal time, still I like to do that. There were a couple of days I had to stay awake until midnight” (AE1).

This indicated that the organisational culture had promoted organisational identity, commitment, and loyalty for the employee to act beyond job responsibilities, and spend personal time to pursue opportunities for the organisation. This was different from the intrapreneurship literature that suggests that organisations need to provide additional time for intrapreneurs to engage in their new projects (Hisrich, 1990).

Facilitating IB is about generating as well as implementing innovative employee suggestions (Pinchot III, 1985). Making resources available for intrapreneurial projects is essential to facilitate the implementation of ideas (Hisrich, 1990; Rigtering & Weitzel, 2013; Skovvang Christensen, 2005). A majority of the managers from all four cases agreed that the availability of resources was also a determinant in intrapreneurial project success. However, managers from Cases A and C reported their concern about financial support and that some of the intrapreneurial projects of these firms that required substantial investments had less priority for their implementation. This is further discussed in Section 5.4.3.

***Challenges in establishing the intrapreneurial culture:*** At least two managers from Cases A, C and D stated that Sri Lanka was not a suggestion-based culture and employees generally demonstrated less forward-thinking and/or less independent behaviours. A manager explained that “as Sri Lankans, we have not come from the

suggestion-based culture. If we go to a bank, there is a small device to say your satisfaction. How many people here give their suggestions? Maybe a very few” (DM1). Managers believed this could be due to the social norms, such as dependence, a lack of self-confidence, resistance to change, and also the teacher-centred school education system (AM1, AM2, CM1). A manager stated that “I might say it comes from the main culture and education—the culture which we are not being given that opportunity to give ideas” (AM2).

Moreover, it was revealed in the discussions with the managers that employee resistance to intrapreneurship and an ideas culture was not the only impediment to enabling IB. Middle management resistance to intrapreneurship was also stated as another barrier. As senior managers of Case A clearly stated, middle management had shown some resistance to getting and implementing ideas from employees. A manager explained this further: “especially in countries like Sri Lanka, managers may not feel comfortable in taking feedback or ideas from subordinates”. (AM1). Another manager added that “they feel like they should be the ones who have all the ideas. So, they may not feel comfortable in taking employee ideas” (AM2). This indicated that organisational bureaucracy and power distance may have prevented employees who are willing to undertake intrapreneurial activities within the organisation from providing opportunities.

However, a fundamental aspect of establishing an intrapreneurial culture is that the employees must bring innovative ideas and suggestions while working within their assigned roles (Hisrich, 1990; Prieto Leon et al., 2020). Notably, in all four cases, management effort was stated as wanting to create a culture which was very open to innovative employee ideas and suggestions and where employees from any level felt free to speak to management, a corporate team, or even the top management and

express their innovative ideas and suggestions. A manager stated that “what we were keen on developing is this open culture. I feel today, employees have access to any level of management” (AM2).

However, managers from Case D stated that in the beginning, the firm had promoted an ideas culture through ideas competitions and giving priority to a culture that supported the development of innovative ideas. However, recently, thinking innovatively and suggesting something for improvement had become a day-to-day practice for many employees (DE1, DE2). This indicated that Case D’s unique approach to foster IB and encourage employees’ innovative suggestions was instrumental in creating a sustainable intrapreneurial culture within the organisation.

Collectively, the data provided evidence to suggest that the firms had different dominant culture types, and these affected the intrapreneurial culture, which included the firms’ approach to generate and implement innovative employee suggestions. For example, Case B’s dominant culture type was identified as an *adhocracy culture*, which indicated that the firm had a dynamic, entrepreneurial and creative workplace (Cameron & Quinn, 2011). Accordingly, the organisation’s intrapreneurial culture promoted individual initiatives, experiments, and opportunity-seeking and networking behaviours of employees whereas Case D’s *clan culture* (team culture) appreciated collective values and promoted IB through a collectivist or participative approach. This approach seemed to be embraced by the majority of the employees at Case D and was influential in creating a sustainable intrapreneurial culture. Accordingly, in this research context, a *clan culture* appeared more conducive in enabling IB. In the next section, the role of organisational structure and strategies to drive IB in the four cases are discussed.

#### 5.4.2 Organisational structure and strategies

**Organisational structure:** Intrapreneurship could be important not only for large organisations but also for small and medium-sized ones, particularly for profit-oriented firms (Antoncic & Hisrich, 2001; Rigtering & Weitzel, 2013). However, this limited research work has not differentiated the strategies between small and large firms to foster IB (Rigtering & Weitzel, 2013) and specific structural organisational conditions under which IB can flourish in different contexts is a question for managers (Haase et al., 2015; Rigtering & Weitzel, 2013).

The analysis of the cross-case data revealed that the organisational structure affected the intrapreneurship strategies which were formed to drive IB. For example, Case B, which was a young, small firm, had a different structure from the other three cases. It had an informal and less hierarchical organisational structure that encouraged individual decision-making and promoted both internal and external relationships and networks. This informal and less hierarchical environment promoted flexibility and open interaction between organisational members. This structure was appreciated by employees who claimed to be encouraged to generate and present innovative ideas to management and it had already enabled the commercialisation of employee innovative projects through organisational and external support. This is further discussed in Chapter 4, Section 4.3.3.

However, the managers in the three large firms of Cases A, C and D acknowledged that their structure was formal; the firms had adopted a hierarchical structure for their operations activities, and process and procedure control systems were put in place to enable this smooth running. Interestingly, even though these firms operated with hierarchical structures, they facilitated employee innovation by having a flexible structure for ideation, maintaining and promoting an open culture that welcomed every idea from employees and maintained open offices that made

employees feel free to express their innovative ideas to the management. Managers believed that giving an employee power and a greater sense of freedom to innovate and creating opportunities for employees to develop and share ideas for innovative projects was essential to achieve intrapreneurial project success.

A senior manager from Case D stated:

if you take banks, you need to have a hierarchy, as we work with others' money. For the business purpose, account handling and things, very much hieratical structure we have. Dual control, systems and procedures, etc. for that aspect only. Other than that, it is not hieratical. Even for grievance handling, suggestions, ... you can go and speak to anyone. (DM1)

The CEO of Case C stated:

Obviously we have a large tech team, large operational team. If you look at the operational team, there is a bit of a hierarchy built because of all the reporting that has, but when it comes to software and innovations, we do not have a hierarchy, but we follow a very agile process. (CM1)

Notably, all four cases promoted employee innovations through the collaborative effort of cross-functional teams that focused on customer-driven innovations. For example, in Case C the opportunity was given to have an active collaboration of smart-minded employees to access all parts of the organisation, including transport logisticians, data scientists and even drivers to share experiences, ideas, and negotiate and design new transport solutions of value to customers.

***Organisational strategies:*** Specific strategies and management approaches are crucial factors to nurture IB (Haase et al., 2015). Such strategic efforts can increase an organisation's competitiveness (Zahra, 1993) and make sure employees embrace the culture of intrapreneurship and deliver the expected results. Therefore,



management must ensure that employees recognise the organisation's innovation strategy and feel involved and motivated to implement it (Haase et al., 2015). Findings of this research further revealed that the organisations adopted different strategies to get employees engaged in the culture of intrapreneurship. These strategies had overcome structural barriers (e.g., bureaucracy) and employee resistance to intrapreneurship in the established firms. The findings on organisational strategies were categorised into three main phases of the intrapreneurship process: making the internal environment conducive for intrapreneurship, an ideas generation phase and an ideas evaluation and implementation/commercialisation phase (as presented in Table 5.3)

### **Phase 1- Making the internal environment conducive for intrapreneurship**

*Innovation was built into the firm's strategy:* In all four cases, innovation was prioritised in the firm's strategies to remain competitive, profitable and to proactively act on environmental changes. Cases A and D revealed that innovation was key to the firms' survival and finding new markets as they were currently in the maturity stage of the business life cycle and experienced huge industry competition. A senior manager from Case A explained that "we wanted to go into new market segments, we wanted to drive profitability, and we realised that without active investment in innovation [intrapreneurship], that is very difficult to do" (AM1).

*Intrapreneurship was given a strategic priority:* Notably, in all four cases, there was evidence that intrapreneurship was given a strategic priority to achieve the firms' innovation goals through innovative employee suggestions. For example, in Case A, as a top management initiative, an organisation-wide, transformational program to introduce an intrapreneurship concept to the firm and promote IB was formed in 2016.

**Table 5.3**

***Organisational Strategies Elicited in the Four Cases***

	<b>Case A</b>	<b>Case B</b>	<b>Case C</b>	<b>Case D</b>
<b>Organisational structure</b>	Hierarchical	Less hierarchical, flexible	Hierarchical	Hierarchical
<b>Strategies</b>				
<b>Phase 1: Making the internal environment conducive for intrapreneurship</b>	Innovation was built into the firm's strategy	Innovation was built into the firm's strategy	Innovation was built into the firm's strategy	Innovation was built into the firm's strategy
	Intrapreneurship was given a strategic priority	Intrapreneurship was given a strategic priority	Intrapreneurship was given a strategic priority	Intrapreneurship was given a strategic priority
	Flexible structure to facilitate innovation	Informal, flexible work environment	Flexible structure to facilitate innovation	Flexible structure to facilitate innovation
<b>Phase 2: Idea generation</b>	Priority to build a culture of bringing innovative ideas	-	-	Priority to build a culture of bringing innovative ideas
	Opportunity to present ideas to the top management	Opportunities to participate in external ideas competitions	Opportunity to present ideas to the top management	Opportunity to present ideas to the top management
<b>Phase 3: Ideas evaluation, development and implementation/commercialisation</b>	Formalised structure for ideas evaluation and implementation	-	Formalised structure for ideas evaluation and implementation	Formalised structure for ideas evaluation and implementation
	Multidisciplinary teams for ideas development and implementation	Multidisciplinary teams for ideas development and implementation	Multidisciplinary teams for ideas development and implementation	Multidisciplinary teams for ideas development and implementation
	-	Benefits through networking (sponsors, training providers)	-	-
	Communication throughout the process	-	-	Communication throughout the process

That program consisted of awareness programs on innovation and intrapreneurship, ideas competitions, the mechanism to evaluate and support ideas implementation, and also to reward ideas champions. Moreover, Case A's expectation was stated as to make intrapreneurship a part of the daily activity for all types of

employees: “we have to have some sort of a program everybody should feel intrapreneurship as a day-to-day thing. Not an additional burden” (AM3).

However, Case B, being a small, young firm, had recognised the need for intrapreneurship and facilitated innovative employee behaviours in a different way . A senior manager stated that

we are trying to get the best of the best talented employees, in terms of knowledge level, skill level, innovation. But, we are not in a position to give the best salary scheme as we are still a very early-stage company, just four years old. But what we offer right now is, you get a chance to grow more than someone working in another company. If you come up with your own idea, we will fund that as well, plus we will give all the support, and you can be a part of that product. (BM1)

For Case B, the managers were very concerned about retaining star performers/best performers. They believed that facilitating employees to behave intrapreneurially would be one of the best ways to keep high performing employees motivated to work (BM1, BM2).

***Flexible structure to facilitate innovation:*** As discussed previously, even though Cases A (healthcare), C (technology) and D (finance) had adopted a hierarchical structure for their operations, they facilitated IB by having a flexible structure for ideation by promoting empowerment, and maintaining an open office environment that welcomed new ideas and suggestions. Managers stated that their firms benefited by maintaining such a flexible structure for innovation and ideas generation by enthusiastic cross-functional teams working together for innovations that valued customers. However, Case B’s, informal, collaborative and less

hierarchical work environment was claimed to have prompted employees to be creative and entrepreneurial.

## **Phase 2 - Ideas generation**

*Priority to build a culture of bringing innovative ideas:* As discussed in Section 5.4.1, at least two managers from Cases A, C and D acknowledged that Sri Lanka was not a suggestion-based culture (Gamage & Wickramasinghe, 2012a; Irfan, 2016) and people were generally less forward, dependent and accepted the status quo. Cases A and D's strategy was to build a culture of employees bringing innovative ideas to the management through a series of awareness programs on intrapreneurship, innovation, and communication of the potential benefits of being intrapreneurial. It was evident the managers at Cases A and D recognised that employees generally preferred to work in teams in Sri Lankan culture, and allowing employees to present their innovative ideas as teams had created some convenience for employees and boosted the ideas generation (AM1, AM2, DM1, DM2).

However, Cases B and C, being two young firms, had no shortage of new ideas and employees generally were willing to express their ideas to the management. These two firms were observed to be homes to teams of young and ambitious employees, and top managers were observed as innovators and risk-takers who promoted employees to be independent and achievement-oriented.

Moreover, to be more aggressive in the ideas culture, Cases A and D had created a *competition-driven, winning culture* within organisations. For example, they had created an ideas competitions (monthly and annually) to get more active participation of employees who got inspired through the competitive environment. This was confirmed from the interviews with intrapreneurs at Cases A and D that the company environment motivated them to express their innovative ideas to the management, and

no barriers stopped them. However, this strategy was intended to encourage individual employees as well as group initiatives and to bridge the cultural barriers of being less forward and less independent in making innovative suggestions. One employee stated that

when I came up with the idea, luckily, there was an opportunity to present my idea through the [idea] competition. I presented the idea to the forum. And they have selected it as one of the good ideas they would like to implement. That truly inspired me. (AE1)

Furthermore, the senior manager at Case A revealed that some employees had less confidence and felt uncomfortable in expressing their ideas at larger or formal gatherings (AM2, AM3). However, setting up small and informal gatherings were beneficial in getting more employee participation in the intrapreneurship program by overcoming employee resistance to taking initiatives and making suggestions.

Notably, Cases B and D did not promote internal ideas competitions. But Case B's management promoted employees to participate in external ideas competitions and pitch their innovative ideas at larger gatherings. A senior manager of Case B stated that

we have already applied for national ideas competitions... [competition name]... One of our employees pitched his idea there. He came 2nd, and he got Rs.500,000 prize. Our plan is to make a separate company and make him the CEO. (BM1)

***Opportunity to present ideas to the top management:*** Notably, it was revealed in the discussions with managers at Case A that the middle management had shown some resistance to getting and implementing employee ideas (AM1, AM2). A manager explained that “especially in countries like Sri Lanka, managers may not feel

comfortable in taking feedback or ideas from subordinates. (AM1). Another manager added that “they [managers] feel like they should be the ones who have all the ideas. So, they may not feel comfortable in taking ideas from employees” (AM2). The firm’s strategy was to provide an opportunity to present innovative employee ideas directly to the top management through suggestion forums or ideas competitions. This strategy was observed in Cases A and D and was observed to be a key determinant of intrapreneurial project success as it could overcome middle managers’ resistance to take employee ideas forward. However, this pattern was not observed in Case B. A reason could be that Case B’s very informal and flexible organisational structure allowed the team of young employees to maintain a close relationship with senior management.

### **Phase 3 - Ideas evaluation, implementation, and commercialisation**

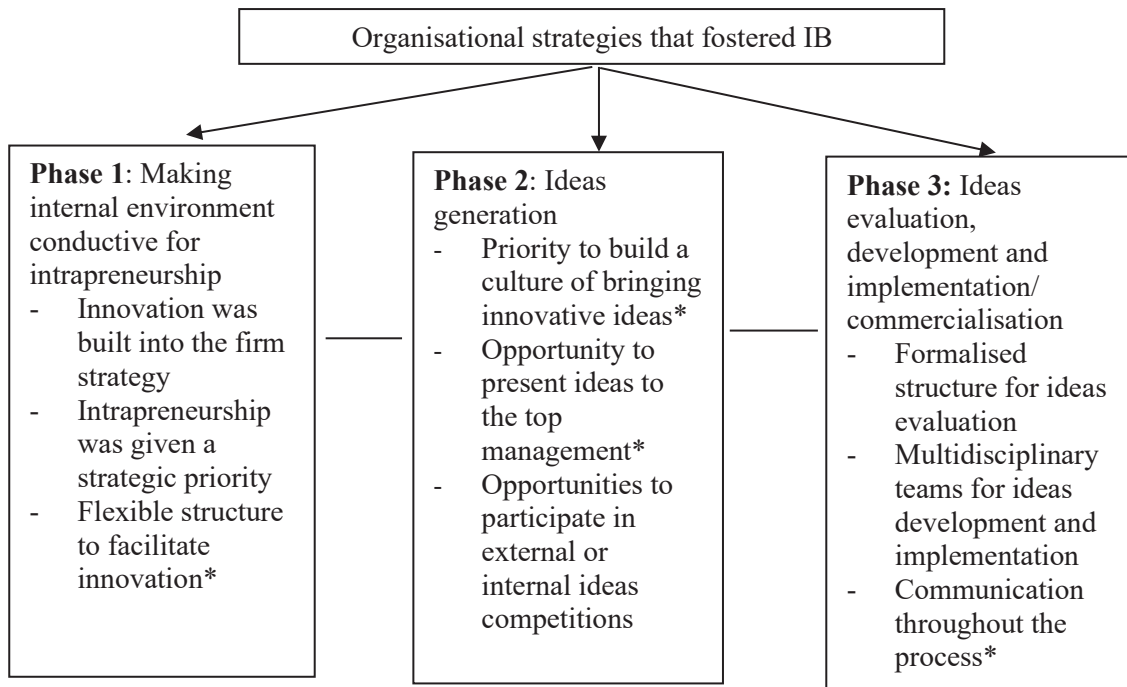
*Formalised structure for ideas evaluation and facilitation of idea implementation:* The firm’s approach to evaluating ideas and facilitating their implementation were observed to be other key determinants that motivated employees to pursue opportunities at three cases (Cases A, C and D). For example, Case C prioritised ideas based on the *value matrix* (expected benefit of the proposed projects) and the relevance to the firms’ main strategy and objectives (CM1, CM2, CM3). These three cases were previously recognised as maintaining a certain hierarchy and standard procedures for operations. Furthermore, having a skilled team to evaluate employee ideas and facilitate their implementation was also observed to be critical for project success. However, Case B had yet to set up a formal mechanism to evaluate and facilitate the implementation of employees’ ideas in the same way as other cases. Moreover, it was observed that Case B was a very young firm and demonstrated a very informal organisational culture and leadership orientation.

*Communication throughout the process:* Cases A and D had recognised the importance of effective communication throughout the intrapreneurship process to motivate intrapreneurs and encourage their lasting commitment to their projects. In some circumstances, the ideator did not get the opportunity to join the implementation phase due to a lack of required skills, or limited knowledge and competencies; however, communication on the progress of ideas implementation was very important. A senior manager stated that “when you give a suggestion if you do not know what has happened, it is a concern” (DM1). Cases A and D were keen to maintain a proper communication system between the ideators and management throughout the intrapreneurship process to communicate information, such as the acceptance or rejection of ideas and stage of the implementation.

In summary, Case B was a small technology firm, whereas Cases A, C and D were three large firms. Data revealed that organisational structure appeared to have an influence on intrapreneurial strategies which fostered IB. It was evident from the data analysis that Case B’s intrapreneurial culture that was facilitated by a less hierarchical, informal structure was claimed to have prompted employees to generate and implement innovative suggestions whereas the large established firms (Cases A and D) had experienced different cultural and structural barriers to foster IB, such as manager and employee resistance to intrapreneurship culture. Interestingly, the data showed that Case D’s proactive approach and strategies had successfully overcome cultural barriers and more likely helped retain the most talented employees, as the strategies were supportive in creating loyal, collaborative and committed employees who were part of the firm’s clan/family culture. A summary of the findings is presented in Figure 5.3.

**Figure 5.3**

*Summary of Findings on Organisational Strategies that fostered IB*



\*Seen only at established firms.

#### 5.4.3 Leadership and supervisory support

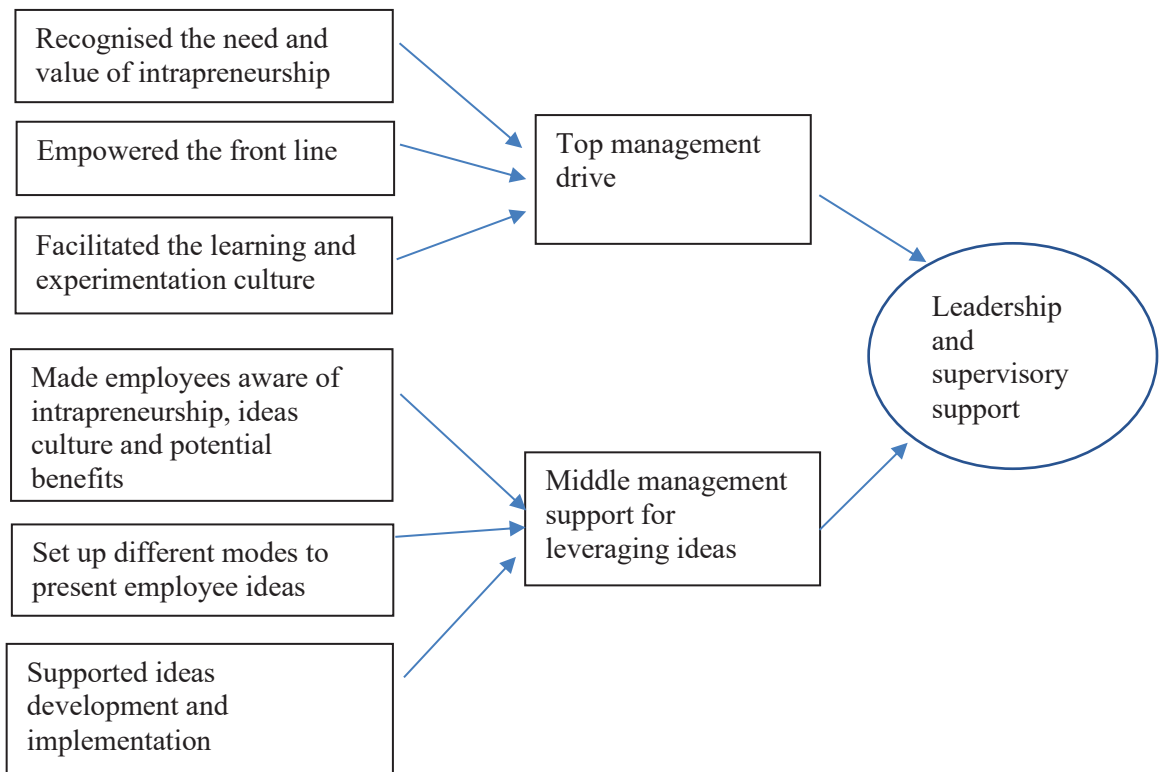
Organisational leadership plays a critical role in enabling employee entrepreneurial behaviours (Haase et al., 2015; Moriano et al., 2014; Valsania et al., 2016). Top management support for ideas development has been often identified as the key enabler of IB (Alpkan et al., 2010; Antoncic & Hisrich, 2001; Farrukh et al., 2017; Haase et al., 2015; Smith et al., 2016). Kuratko et al. (2005) recognised the influential role of middle-level managers in corporate entrepreneurship as their closeness to employees and top management. However, little has been known in the context of intrapreneurship as to the extent of the importance of the middle management role to foster IB.

Data analysis revealed distinct roles that top and middle managers had played in fostering IB. The data structure is presented in Figure 5.4.



**Figure 5.4**

*Data Structure: Leadership and Supervisory Role*



**Top management drive:** The basic idea of top management support is to inspire employees to feel that innovation is embedded in the role of all employees (Skovvang Christensen, 2005). This was precisely the case for the four cases. Data further revealed three main categories of leadership roles played by the top managers in fostering IB: recognise the need and value of intrapreneurship, empower the front line, and facilitate the learning and experimentation culture.

**Recognition of the need and value of intrapreneurship:** Managers at two established firms, Cases A and D, stated that the decision to build a culture of intrapreneurship must be initiated by the top management (AM2, AM3, DE1, DE2, DE3). It was essential that the top management first should recognise the value of employee ideas and appreciate the ideas' decentralisation and provide the opportunity for employees across the organisation to contribute value creation (AM1, BM2, DM1). One of the managers stated that "it should come from top management. First, the CEO

should believe that we need to have an innovative culture within our organisation. Then the MD. Likewise, it should reach the ground level” (AM2).

In all four cases, at least two managers from each case stated that intrapreneurship was a way to be competitive and survive in their industries by making more innovative products and services through innovative employee suggestions. Being service organisations, every employee that contributed to firm innovation had been recognised by the top management in all four firms. In particular, the inputs from front line employees became increasingly valuable and made much impact on the firm's profitability (AM1, AM2, CM1, DM1). Moreover, in Cases B and D top managers stated the increasing demand for customer-driven innovation is mainly to satisfy the current generation of customers, millennials. The CEO of Case B said that “we are not the ones who are designing our target market. The market decides what they want from us” (BM1). Another senior manager from Case D stated that “now the millennials do not like to come to the branch and open accounts and do the transactions. So, we have to initiate and promote remote account opening and other services to fulfil their needs” (DM3).

The top managers' prior experience of innovative organisational approaches seemed to be the main reason that motivated intrapreneurs to pursue opportunities at two young firms, Cases B and C. For example, the CEO of Case C had worked in a Fortune 100 company in the USA prior to establishing Case C. This had enabled the CEO to practice innovative organisational and process management techniques (e.g., Agile approach) within the current organisation.

Notably, top management drive to have the intrapreneurship and innovative culture has been able to eliminate some of the structural barriers, such as managers’

resistance to receive ideas from employees, which was seen in two established firms that were driven by traditional cultural values. Another senior manager stated that

it is not only a few people but also the entire pool of employees is looking at value creation. Generally, if we take companies in Sri Lanka, value creation is at the top management. Here, we want everyone to do that. (BM2)

The previous literature has also revealed as discussed in Chapter 2 (Section 2.8.2), Sri Lankans have demonstrated a unique position in South Asia concerning *unequal power distribution* within the society (Irfan, 2016).

***Empowerment of the front line:*** In all four cases, top managers allowed employees across the organisation to make decisions and take responsibility aligning firm objectives. For example, the CEO of Case C stated that

I think everyone has to be empowered; but it must be aligned to whatever the company objectives. So, it can help the company a lot. It can cut down the employee requirement if it happens well. As people will look at optimising the set up here. Look at better ways to get things done. Those things help to the whole engine of firm growth. (CM1)

In Case B, the top management priority was to build a confident workforce by developing leadership and decision-making skills while providing opportunities to network with key industry leaders and agencies. Notably, more than two intrapreneurs from each firm commended the opportunities provided by the top management, and their inspiration was the driving force behind the employee initiatives.

***Facilitation of the learning and experimentation culture:*** The availability of resources can play an important role in achieving intrapreneurship project success (Benitez-Amado, Llorens-Montes, & Nieves Perez-Arostegui, 2010; Rigtering & Weitzel, 2013; Skovvang Christensen, 2005). Making resources available for

developing ideas (e.g., for prototyping or experiments) and implementing ideas was observed to be another key role played by the top management in the four cases to foster IB. The availability of human and technological resources to develop and implement intrapreneurship projects was pursued as more important by managers in all four cases. However, the managers' views on making financial resources available for new projects showed some missed results between large and small firms. Senior managers at two of the large firms (Cases A and C) revealed the top management concerns about investing in projects that required significant investments. Managers at Case A revealed that the top manager was concerned about an early return on investments and did not support projects that required large investments. A manager stated that

when it [project proposal] goes to the senior management level, they always think about what the return is. When it comes to innovation, they can't expect the return from day one. In our peoples' mind, it is like they expect that from day one. If they do not see that expectation, they are reluctant to support that innovation. (AM3)

Another manager stated that “actually the [project name] was suggested by one of our employees. It requires a large investment. When a huge investment is required, everybody stepped back” (AM2).

Being a young firm, Case B's top management were confident in the ability to find necessary resources (sponsors, investors) for employees' innovative projects through the strong networks they maintained with external stakeholders. As an intrapreneur from Case B explained,

[project name] was funded by the national science foundation for the 2nd consecutive year. For this project also, even if it is a pilot project, the

implementation can be done within three provinces with government support, but it didn't come directly from the government side, because we met some doctors, they gave us a chance; through the doctors' connection we could approach them. (BE1)

Case D's managers acknowledged the top management's dedicated approach to making all necessary resources available for experimental projects; it was evident that the firm was keen on mitigating project risks. An intrapreneur who initiated a new project with others at Case D stated that

when we told this idea first, even from the risk compliance, audit and everywhere asked about the compliance issues and possible risks. That is their job. So, the compliance department should think about possible compliance issues? Then they raise questions, and we have to reply. (DE1)

A lack of time for the continuation of intrapreneurial projects was a common barrier in all four cases. A manager stated that

the biggest issue I feel is the allocation of time, because the employee has a full day job when they give ideas and we ask can you take ownership of it? You form your team; the company will give you money and resources; but it takes time. (AM2)

However, only Case B provided additional time for employees in intrapreneurship projects, and top managers at Cases A, C and D did not see additional time was necessary for intrapreneurship projects. The CEO of Case C stated that "they[employees] do their projects while they do their jobs, but we do not do like Google method[for intrapreneurship], 80-20 rule. If they are enthusiastic enough, they will find the time to do it" (CM1). However, as discussed in Section 5.4.1, the *clan culture* of Case A and D has promoted organisational identity, commitment, and

loyalty for the employee to act beyond job responsibilities, spending personal time and pursuing opportunities for the organisation.

Collectively, this data suggested that top management decisions to have the intrapreneurship culture and to empower the front-line was able to eliminate some of the barriers, such as middle managers resistance to take innovative employee ideas forward in two established firms. The top managers' prior experience of innovative organisational approaches seemed to be the main reason for achieving intrapreneurship project success at two young firms. However, the family culture of Cases A and D seems promoted organisational identity, commitment, and loyalty for employees to act beyond job responsibilities, spending personal time and pursuing opportunities for the organisation.

***Middle management support for leveraging ideas:*** Most of the prior intrapreneurship research has investigated the influential role of top management. However, the supportive and stimulating role of middle management has been overlooked (Blanka, 2018). This research provided evidence that not only the top management, also the middle management played an important role in driving IB. The data revealed three categories of leadership roles played by the middle managers: making employees aware of intrapreneurship and its potential benefits, setting up different modes to present employee ideas, support for ideas development and implementation.

***Making employees aware of intrapreneurship and its potential benefits:*** Most of the research applying the organisational-level lens has investigated the supporting role of the organisation and management but has not paid attention to the stimulating role of management (Blanka, 2018). Making employees aware of intrapreneurship, an ideas culture and the potential benefits to them was recognised as an important

stimulating role played by middle managers in Cases A and D. These two firms, which were based on traditional Sri Lankan cultural values, had experienced some resistance from employees to change and embrace the intrapreneurship culture at the beginning. Middle managers became further engaged in guiding employees on how to think innovatively and look for opportunities. A manager stated that “it is not that everybody knows to think out of the box, so that we show them, from their day-to-day work, how they can think out of the box and come up with some innovative ideas” (AM3). However, this pattern was not seen in Cases B, and C. This may have been due to these two firms being a home for a young team of ambitious employees and managers, and also the culture promoted entrepreneurial, independent and risk-taking behaviours. Employees generally looked for opportunities around them and some challenging work opportunities.

***Setting up different modes to present employee ideas:*** Middle managers at Cases A and D further engaged in setting up different modes in which employees could present their ideas to management. This also could be seen as a stimulating role of the middle managers. This included formal and informal methods to present ideas as well as setting up small and large gatherings for employees to express their innovative ideas. Because management had identified some employee resistance to express their ideas at larger or formal gatherings (AM2, AM3, DM1, DM2), setting up small and informal gatherings were also beneficial in getting more employee participation in the intrapreneurship program. This was further confirmed by the interviews with employees in Cases A and D. At least two intrapreneurs from each case appreciated the opportunities they got to present their ideas to the top management.

***Support for ideas development and implementation:*** Middle managers’ support for ideas development and implementation was a common pattern in all four

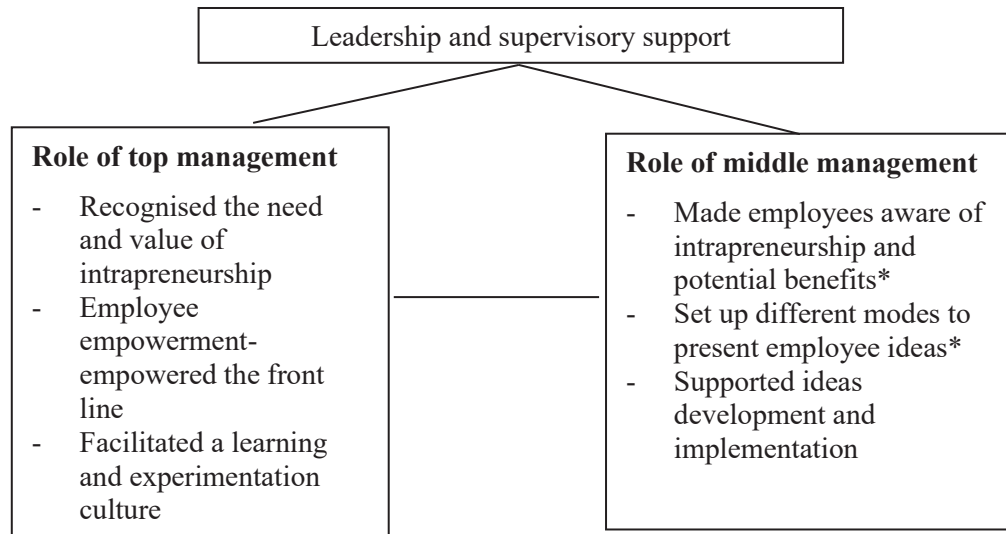
cases. This included guiding and advising the development of ideas that aligned with the company's direction and available resources. As well as setting up teams to develop and implement ideas, guidance on project planning, facilitation of interdepartmental collaboration for ideas implementation, and facilitation of effective communication among team members and management to ensure successful project implementation. A majority of the intrapreneurs expressed in the interviews their appreciation of managers' and supervisors' guidance on identifying problems/opportunities, developing project proposals, presenting ideas to the management, and even implementation of their ideas. One intrapreneur stated that "actually, my ideas were largely recognised here. I discussed with managers all the time. My initial idea could be this much improved due to that [management support]" (CE1).

In summary, the visionary leadership and proactive approaches of the top management, together with middle managers' stimulus and supportive role in leveraging ideas had significantly contributed to employee motivation and commitment to intrapreneurship projects in all four cases. At the established firms, the middle managers played a specific, stimulating role to overcome employee resistance to an intrapreneurship culture, such as setting up programs to make employees aware of the intrapreneurship culture, potential benefits, setting up different modes (formal, informal, large and small gatherings) for employees to present their innovative ideas to the management. A summary of the findings on leadership and supervisory support that fostered IB is presented in Figure 5.5.



**Figure 5.5**

*Summary of Findings on Leadership and Supervisory Support that Fostered IB*



\*Seen only at the established firms.

#### **5.4.4 Human resource development policies**

A challenge faced in promoting IB is the use of appropriate policies and motivational techniques that build a lasting commitment of employees to intrapreneurship projects and retain intrapreneurs within the organisation (De Villiers-Scheepers, 2011). A few researchers have explored the role of reward policies on intrapreneurial motivation (Alpkan et al., 2010; De Villiers-Scheepers, 2011). However, Schuler (1986) and some later studies suggested that broader organisational policies on human resource development (HRM) were the predictors of corporate entrepreneurship (Hayton, 2005; Schmelter et al., 2010; Shipton et al., 2006) and product and technological innovation (Shipton et al., 2006). By selecting and implementing appropriate practices, HR managers could foster and facilitate innovation and entrepreneurial activity within their organizations (Schmelter et al., 2010). However, little has been known in the context of intrapreneurship about the role of HRM policies on driving and stimulating employees to behave entrepreneurially.

The findings of this thesis revealed three categories of HRM policies, namely, recruitment policies, human resource development (HRD) and policies on reward and recognition, were all essential in driving IB and the employees' voluntary behaviour to recognise opportunities and turn them into profitable realities for the organisation. A summary of the findings on organisational policies is presented in Table 5.6.

**Table 5.6**  
*HRM Policies Elicited in the Four Cases*

<b>HRM Policies</b>	<b>Case A</b>	<b>Case B</b>	<b>Case C</b>	<b>Case D</b>
<b>Recruitment policies</b>	Targeted employees with innovative capabilities, innovative mindsets  -	Targeted employees with entrepreneurial passion, innovative mindsets  Considered the previous entrepreneurial experience	Targeted persons with ambition and courage to do new things, make decisions  Considered the previous entrepreneurial experience	Targeted critical and innovative thinkers, ambitious persons, team orientation  -
<b>HRD practices</b>	Develop employees internally was a strategic priority Training and workshops on creative thinking, ideation  Opportunities for participating in internal ideas competitions	-  Sent employees to exhibitions, external training programs, workshops on creative thinking, ideation  Opportunities for participating in external ideas competitions, external networking opportunities, directly handled clients	-  Training and workshops on creative thinking, ideation  No data	Develop employees internally was a strategic priority  Training and workshops on creative thinking, ideation - local and international  Opportunities for participating in internal ideas competitions
<b>Recognition</b>	Recognition was very important: recognise all the innovative ideas Appreciation letters, small gifts  Let employees present ideas to the top management	Recognition was important  Appreciation at staff meetings  Let employees participate in external pitching/idea competitions	Recognition was important  Appreciation at staff meetings by the top management  No data	Recognition was very important  Appreciation at large gatherings by the top management, appreciation letters Let employees present ideas to the top management

**Table 5.6 – continued*****HRM Policies Elicited in the Four Cases***

HRM policies	Case A	Case B	Case C	Case D
<b>Rewards</b>	Rewarded implementable ideas at large gatherings, annual reward ceremonies (certificates, meddles, etc.)	Senior management decided the rewards occasionally	Senior management decided the rewards occasionally	Rewarded implementable ideas at large gatherings, annual reward ceremony
Financial rewards	Did not reward financially	Financial rewards were important	Some received financial rewards	Did not reward financially
Non-financial	Contribution to the organisation is considered in promotions, more career advancement opportunities	Opportunities for external networking, employability and entrepreneurial skills development	Contribution to the organisation is considered in employee work appraisals	Contribution to the organisation is considered in promotions, more career advancement opportunities

***Recruitment policies:*** The literature has suggested that companies that employed staff with entrepreneurial abilities, such as creativity and proactiveness, could quickly react to capture opportunities in the environment (Kaya, 2006; Schmelter et al., 2010). The data in the present study revealed in all four cases that the firms’ recruitment policies targeted employees with innovative capabilities, innovative mindsets, and ambitious and courageous people who were willing to take responsibilities and make decisions. A manager from Case A stated that it was important to hire employees with the right attitudes for innovation: “innovation is something some people are born with, you can enhance. If a person is not innovative at all, sometimes it will be difficult to make them innovative. If they have the skill with them, you can develop them” (AM1). Another manager stated that “when recruiting people, we concentrate mostly on the attitudes, because skills can be trained, but sometimes it is hard to change the attitudes. So, when we pick the right people, it is easy to encourage even for creative things” (BM3).

Notably, having some sort of previous entrepreneurial experience or demonstration of entrepreneurial passion was also a factor in making recruitment decisions in Cases B and C, which were two of the young firms. The CEO of Case B stated that

I believe ... [that] ... their passion ... [is a] ... source of energy. Passion is your never-ending energy source.. If you select your job through your passion, you have never-ending energy to do whatever you want. We look for people like that. (BM1)

The CEO from Case C also added that “one of the things we ask: have they run their own business before? Because that means that they have gone through a 360 view on running a business. It is very important for us” (CM1). This recruitment strategy could be adopted because these two young firms were led by young and ambitious top managers who were mainly focused on firm growth and expected to create a dynamic and entrepreneurial work environment. Notably, Case D’s recruitment policy targeted critical and innovative thinkers, and ambitious people who could collaboratively work in teams. This may have been due to the firm’s dominant culture, which valued teamwork and collaboration in every aspect of work.

Collectively, this indicated that when the staff selection criteria in line with IB dimensions ( innovativeness, risk propensity, proactiveness), organisation are more likely to create an intrapreneurial workforce by having appropriate skills to drive employee innovations. When the firms were highly dynamic and entrepreneurial, they expected employees to have dynamic capabilities, such as entrepreneurial experience and learning capabilities which inspired employees to behave entrepreneurially and pursue innovative opportunities.

**HRD policies:** Beyond ensuring employees' entrepreneurial abilities through staff selection criteria, appropriate skills and abilities could be acquired through training and development (Khandwalla, 2006; Schmelter et al., 2010), and facilitated by the firm's HRD policies. Data revealed that HRD policies also mattered in fostering IB. Managers in Cases A and D had reorganised that developing people within the organisation is important than hiring outside. These two firms had recognised that HRD was a strategic priority, which was also clearly included in their value statements. A senior manager from Case A stated that "our company pursued three strategic pillars: people development, innovation and wellness. Anything the company does to be in one of these three" (AM3). A senior manager HR from Case D stated that

if we take our HR philosophy, we want to develop our employees within. Maybe you have seen very less number of advertisements we publish in print and media for new recruitments because most of the time we want to develop our own people; but of course, when we find we want to go for different competencies, capabilities, we do not see the people inside, then we advertise. Other than that, we put a lot of resources to build our HR. (DM1)

In aligning the strategic priority of HRD, the firms' approach to provide employees with the opportunities to become familiar with innovative thinking, opportunity identification, and ideas development through various training and workshops seemed to be the key determinant of intrapreneurial motivation to generate and implement innovative ideas. At least two intrapreneurs from each case appreciated the resources they gathered through various training and workshops and how these things influenced their innovative thinking and idea generation activities. An intrapreneur from Case B stated that "listening to the talks, even guest speakers have

largely inspired me. Sometimes they have failed also. When you open to those sessions, you tend to do new things” (AE1). However, Case B managers stated they had a different strategy in providing training opportunities for employees. A senior manager from Case B explained:

we are still an early-stage company. We do not have a very big training budget. We do software for one of the leading training companies. We do it for the lowest fee. Instead of that, we get a training from them for our employees mainly for leadership and creative thinking. (BM2)

Another approach that two established firms (Cases A and D) adopted to enhance employee intrapreneurial abilities was noted as providing opportunity for employees to participate in internal ideas competitions. However, Case B promoted employees to compete in external ideas competitions instead of internal competitions.

A senior manager from Case B stated that

some of our employees have already applied for some competitions, for example, ...[a national idea competition]... One of our employees pitched his idea there. He came second, and he got a cash prize too. Our plan is to make a separate company and make him the CEO of that company. (BE2)

Case B further provided opportunities to directly handle their clients, mainly the international clients, expecting this would be a great avenue for young entrepreneurial employees to develop their entrepreneurial skills. The CEO of Case B stated that “we created this type of culture. We wanted people to take up challenges. For example, I let them[employees] directly to deal with clients and find market opportunities” (BM1). Employees from Case B appreciated the opportunities provided through the external idea competitions and allowing to meet international clients and key industry

professionals had even led to developing their confidence, negotiation skills, project planning, and effective communication.

Collectively, the data confirmed that firms' policies on human resource development and providing necessary training and development opportunities, and external networking opportunities had enabled employees to develop their entrepreneurial skills and pursue opportunities within their organisations. Moreover, different HRM practices of young and established firms were evident. The established firms attempted to develop employee entrepreneurial skills by having clear policies and using some traditional approaches (e.g., ideas competitions). In contrast, young entrepreneurial firms tended to provide compelling opportunities for employees to excel in their innovative and entrepreneurial capabilities.

***Rewards and recognition:*** One of the major challenges faced in promoting IB is the use of motivational techniques and incentives that build commitment to intrapreneurial projects (De Villiers-Scheepers, 2011). Incentives can be both financial and non-financial rewards in exchange for the employee's work performance (Kuratko, Morris, & Schindehutte, 2015). The literature on intrapreneurial rewards has shown mixed results. While some authors have found that monetary incentives or benefits were not the important motivators for intrapreneurs (Alpkan et al., 2010; De Villiers-Scheepers, 2011), some have argued that the financial rewards must be appreciable to incentivise entrepreneurial employees to remain with the company (Pinchot III, 1985; Schmelter et al., 2010). However, adequate incentives can increase employees' risk propensity and motivation for innovation (Schmelter et al., 2010).

At Cases A and D, the majority of the managers and employees stated that *recognition* was an essential motivator for employees who pursued new opportunities for the organisation more than rewards. These two firms were previously identified as

larger, established firms that valued Sri Lankan cultural characteristics. A senior manager from Case D stated that “I think people will go an extra mile when they are appreciated and recognised” (DM3). Case A’s policy was stated as recognising all the innovative ideas that were often produced with appreciation letters signed by the top management, and small gifts of appreciation. Notably, the majority of the managers at Case A stated that letting employees present their innovative ideas to the top management through internal ideas competitions was significantly beneficial, gaining good recognition for the ideator.

However, managers at the two young firms of Cases B and C believed that appropriate rewards were more important to intrapreneurs than recognition. These firms’ approach was to recognise innovative ideas mainly with verbal appreciation given informally by the senior management at staff gatherings. Case B also provided employment to participate in external ideas contentions, believing it was one of the best ways to motivate innovative employees (BM2, BM3).

Managers’ perceptions of rewarding innovative ideas showed mixed results. A majority of the managers from all four cases perceived that rewarding implementable ideas and idea champions was important. Cases A and D’s policy was not to reward innovative ideas and idea champions financially. A manager stated that

I think the recognition is very important. Once we implemented and enjoyed the success of the particular idea, we have to recognise that particular team and those who contributed that. That will encourage the others too. I do not think the financial benefits play a role here. (DM1)

A manager from Case A stated that “we try not to touch the money part” (AM2). Another manager explained that “sometimes it may give a different/ negative flavour if the money comes in” (AM1). Another manager added that “but the opportunity to



get the top management recognition for innovative suggestions was perceived as more important than financial benefits” (AM3).

However, top management at Case B firmly believed that financial rewards and career growth opportunities were very important to motivate intrapreneurs. A senior manager of Case B stated that

I may have some salary increments, bonuses. This is ok for low performing employees. But not for the star performers. Since they are doing really well following their passion, they need more financial benefits and the opportunity to get into the next level as well. (BM2)

Cases B and C were two early stage firms, and managers had recognised the need for having a proper way of rewarding idea champions. However, such a mechanism had yet to be in place at Cases B and C.

Even though managers from Cases A and D did not appreciate the need of financial benefits for intrapreneurs, data analysis revealed that employees indirectly benefited from being innovative and entrepreneurial when at the employee work appraisals and promotions, and then provided more career advancement opportunities.

A manager explained:

I think there are no direct financial benefits. But you will be recognised. For example, if you have a good idea and it is implemented, we have a promotion scheme. There will be an interview. In the interview, what we would like to see what contribution you have done to the organisation and marks will be given based on your innovative suggestions. (DM2)

Furthermore, senior managers from Case D revealed that all the innovation projects at Case D were done in teams and the successful teams were rewarded with a team bonus but individual rewards were not provided. A senior manager stated that

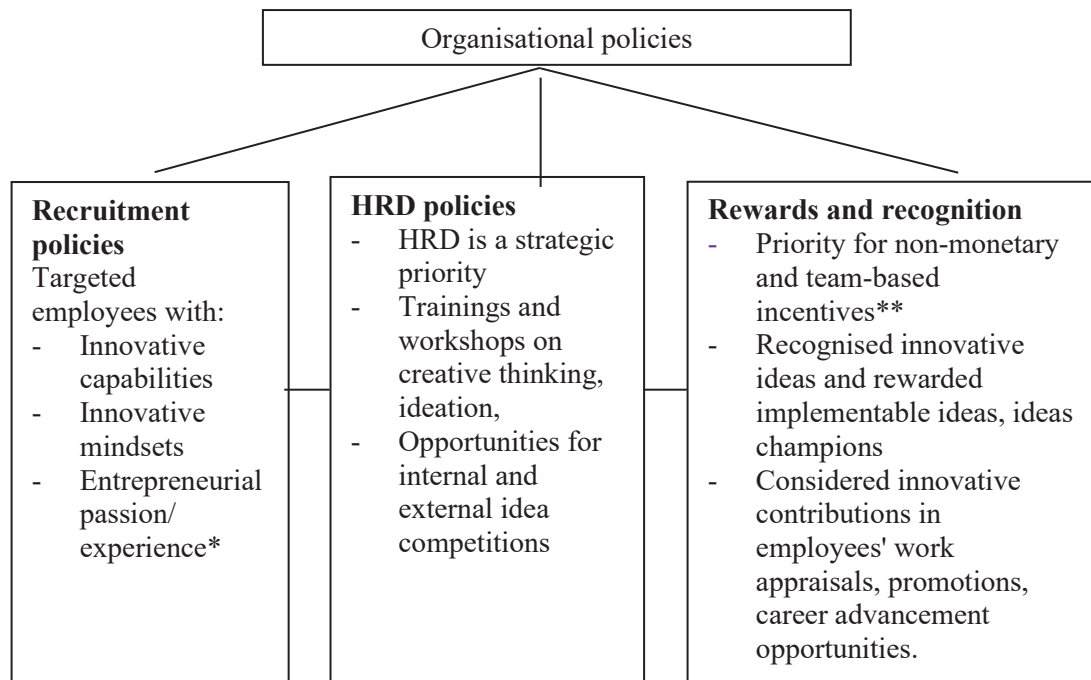
“it is a team culture here, we even do not have the individual bonus. But we have a team-based bonus system. When a team achieves an innovation target, we reward them as a team” (DM1).

Collectively, cross-case data suggested that organisational rewards and recognition policies had directly and indirectly benefited intrapreneurs and had increased employee motivation for innovation and pursue opportunities. Moreover, in large, established firms (Cases A and D) a *clan culture* was dominant, in which non-financial benefits (e.g., recognition, appreciation from top management) were more important in keeping employees motivated to engage in innovation activities than financial benefits. However, managers at two young firms believed that attractive and adequate financial rewards were important to keep intrapreneurs within the company.

In summary, the cross-case analysis of the data from the four cases confirmed that the organisational HRM policies on recruitment, human resource development, and rewards and recognition were important drivers of IB because they enabled recruitment of capable and entrepreneurially-minded employees, further developed their entrepreneurial skills and competencies, and enhanced employee engagement and commitment with appropriate incentives to contribute to innovative organisational activities. There were clear differences in the reward policies adopted by the established and young firms. A summary of the findings on organisational policies that fostered IB is presented in Figure 5.5.

**Figure 5.6**

*Summary of Findings on Organisational Policies that fostered IB*



\* Seen only at the young firms.

\*\*Seen only at the established firms.

#### **5.4.5 Discussion of the key findings on the organisational determinants of IB**

In the above sections, the cross-case analysis of the organisational determinants of IB at four cases was presented. In this section, a summary of these findings is presented followed by a discussion of key findings that focus on answering the following research question:

*RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

Findings of the cross-case analysis revealed that organisational culture, organisational structure and strategies, HRM policies, and leadership and supervisory support played a distinct role in fostering intrapreneurial behaviour in the Sri Lankan organisations in this study. Three major impediments to fostering intrapreneurship

within the context were identified as bureaucratic structures of organisations, and manager and employee resistance to intrapreneurship.

**Organisational culture:** Findings of this thesis indicated that organisational dominant culture type and cultural focus affect the intrapreneurial culture, which included the firms' approach to generate and implement innovative employee suggestions. For example, a *clan culture* was the dominant culture type in Case D. This reflected the firm's focus on teamwork, collaboration and employee engagement. Case D's intrapreneurial culture was driven by a participative, teamwork-based approach whereas an *adhocracy culture* was the dominant culture type in Case B that indicated that the firm was dynamic and entrepreneurial. Case B's intrapreneurial culture promoted individual initiatives, experiments, opportunity-seeking and networking behaviours of the employees.

In this research context, a *clan culture* appeared more conducive to promoting the IB as it aligned with the collectivist social traits of the national culture. Past researchers have recognised social collectivism as a dominant value among Sri Lankans (Gamage et al., 2003a; Nanayakkara, 1999). This dimension has been important not only at the national level but also at the level of the organisational culture (Fayolle et al., 2010). Researchers have argued that organisational culture and values can be influenced by the characteristics of national culture (Hofstede et al., 1990; Turró, Urbano, & Peris-Ortiz, 2014). It was evident that a *clan culture* enabled the facilitation of intrapreneurial activities through a teamwork-based, participative approach which had eliminated certain barriers to intrapreneurship (e.g., employee and manager resistance) and got employees engaged in intrapreneurship activities. For example, Case D, the organisation that valued the collectivist social traits in the Sri Lankan society, had promoted the whole intrapreneurship process (ideas generation,

implementation, rewarding) through a collectivist and participative approach that included collective ideas generation, collaborative project implementation and shared rewards. This unique culture seemed to promote organisational identity, commitment, and loyalty for the employees to act beyond their job responsibilities and pursuing opportunities for the organisation.

***Organisational structure and strategies:*** The findings of this thesis confirmed the view that organisational structure affected intrapreneurship strategies which are formed to motivate IB and facilitated intrapreneurs to pursue opportunities within the organisation. For example, Case B, one of the young firm, demonstrated that their organisational structure was less hierarchical and flexible and had fostered innovative employee behaviours through strategies that included creating an informal, flexible work environment, providing opportunities to participate in external ideas competitions, and getting benefits through external networks, such as sponsors and training providers. This less hierarchical, friendly and informal environment was claimed to have prompted employees to generate and present new ideas to management. This is in line with Cosh, Fu, and Hughes (2012), who claimed that young firms operating in high technology sectors with informal structures had a greater tendency to be innovative.

Whereas Cases A, C and D, being larger organisations, demonstrated a hierarchical organisational structure, and they had experienced more cultural and structural barriers to induce IB. Evidence from these three large organisations revealed that organisational bureaucracy and power distance were likely to have prevented them from providing opportunities for employees who were willing to undertake intrapreneurial activities within the organisation. Past researchers such as Irfan (2016) have argued that Sri Lanka has demonstrated a unique position within South Asia

concerning unequal power distribution within the society and people have experienced different power levels strongly among family, organisations, and societal groups in Sri Lanka (Irfan, 2016). Hofstede (1980) also argued that social power distance was often reflected in organisational power distance. Notably, even though these three firms demonstrated the influence of a hierarchical culture and structure, they deliberately created a flexible structure to facilitate employee innovation by promoting empowerment and maintained an open office environment that welcomed new ideas and suggestions. This was claimed to be a success factor in these large, established firms in fostering IB.

The established firms recognised the importance of effective communication throughout the intrapreneurship process to get employees to participate more in intrapreneurship projects. This finding was in line with Antoncic and Hisrich (2001), and Park et al. (2014) who argued that effective communication promoted good relationships between organisational members and also allowed critical information about markets, technologies and so on to be passed on to employees, which positively contributed to the success of intrapreneurship projects.

Moreover, the findings revealed that the four organisations adopted different strategies at different stages of the intrapreneurship process to motivate intrapreneurs. Clear differences were evident in the strategy adopted by the established and young firms. The established firms had used unique approaches, such as developing a competition-based winning culture, promoting team innovations, and providing opportunities to present ideas to the top management to overcome cultural and structural barriers, such as manager and employee resistance to intrapreneurship. The findings further confirmed that intrapreneurship was important not only for the large organisations but also for the small firms (Antoncic & Hisrich, 2001; Rigtering &

Weitzel, 2013), and uncovered specific organisational strategies under which IB could flourish in different contexts, particularly to overcome socio-cultural barriers.

However, researchers and practitioners have increasingly highlighted the challenge of retaining intrapreneurs within an organisation as they had a high level of self-autonomy, were highly motivated, were viewed by others as leaders (Buekens, 2014; Mohedano-Suanes & Benítez, 2018), and often left the company to start their own ventures if their expectations were not met (Govindarajan & Desai, 2013). Interestingly, the data showed that Case D's proactive approach and strategies had successfully overcome cultural barriers and were more likely to retain the most talented employees as the strategies were supportive in creating loyal, collaborative and committed employees who were part of the firm's clan/family culture.

***Leadership and supervisory support:*** The findings of this thesis confirmed that the top management drive which included recognising value and the need for intrapreneurship, empowering the front line, and that facilitating the learning and experimentation culture had played a major role in driving employee intrapreneurial behaviour within the organisations. This finding was in line with research that has claimed that the top management support for ideas development was a key enabler of IB (Alpkan et al., 2010; Antoncic & Hisrich, 2001; Farrukh et al., 2017; Haase et al., 2015; Smith et al., 2016).

The interplay between management and intrapreneur is central to innovation, yet it might involve conflicting situations when intrapreneurial activities clash with the organisational models and with managers' expectations (Halme, Lindeman, & Linna, 2012). Findings of the thesis revealed that middle management had shown some resistance to take and implement employee suggestions, particularly in established organisations. Data provided evidence that managers may have maintained a certain

distance from employees, which may have prevented them from providing opportunities for employees to undertake their intrapreneurial projects. However, through organisational strategies and proactive approaches, such as providing employees with opportunities to present their innovative suggestions directly to top management (e.g. via suggestion forums or ideas competitions), creating a flexible and less hierarchical structure, having a formalised structure for idea evaluation, and effective communication through the intrapreneurship process were claimed to have successfully overcome managers' resistance to the intrapreneurship culture." Moreover, the visionary leadership and proactive approaches of the top management were also seen as instrumental in eliminating some of the barriers to intrapreneurship, such as middle managers' resistance to taking innovative employee ideas forward in traditional, established firms.

The findings further revealed that not only the role of top management also the middle manager's stimulus and support role to leverage ideas significantly contributed to intrapreneurial motivation and project success. Kuratko et al. (2005) recognised that the influential role of middle-level managers on corporate entrepreneurship success was their closeness to employees and top management. However, little has been known about the role of middle-level managers in the context of intrapreneurship. Findings of this thesis revealed that, to overcome employee resistance to an intrapreneurship culture at the established firms, the middle managers played a specific, stimulating role, such as setting up programs to make the employee aware of the intrapreneurship culture and its potential benefits, and setting up different modes (formal, informal, and large and small gatherings) for employees to present their innovative ideas to the management. Burns and Stalker (1995) and Sine, Mitsuhashi, and Kirsch (2006) argued that the rigid structures of established firms limited the flexibility for innovative



approaches. However, Cosh et al. (2012) revealed that older firms could use formal structures and procedures to improve the firm's innovation propensity as it was vital to get a wider range of staff with a variety of skills and knowledge involved in decision-making.

***Organisational policies:*** The findings of this thesis showed that the organisational HRM policies on recruitment, human resource development, and rewards and recognition were all instrumental in driving IB because such policies enabled the recruitment of capable and entrepreneurially-minded employees, further developed their entrepreneurial skills and competencies, and enhanced employee engagement and commitment, with appropriate incentives to contribute to innovative organisational activities.

There were clear differences in the HRM policies adopted by the young and established firms. For example, in the large, established firms (Cases A and D) in which a *clan culture* was the dominant culture type, pursuing non-financial benefits (e.g., recognition, and appreciation from top management) were more important in keeping employees motivated to engage in innovative activities than financial benefits. The HRM literature in Sri Lanka revealed that the power, prestige, and privileges of positions generated adequate work satisfaction in Sri Lanka and employees demonstrated status-oriented feeling in traditional organisational environments (Chandrakumara & Sparrow, 2004; Nanayakkara, 1999). However, managers at two young firms believed that attractive and adequate financial rewards were important to keep intrapreneurs within the company. Schuler (1986) noted that HRM practices could reflect a company's culture.

The human resource policies of two established firms (Cases A and D) had ensured that performance evaluations awarded extra points to employees who pursued

creative projects in their innovative contribution to the organisation. This policy enabled ambitious and creative employees to receive indirect benefits, such as career advancement opportunities (e.g., promotions) and team-based financial benefits (e.g., group bonuses), based on their organisational culture values. The cross-case data showed that organisational reward and recognition policies had directly and indirectly benefited intrapreneurs. Despite the acknowledged importance of these rewards to encourage innovation, there was surprisingly little empirical evidence to provide guidance on which rewards motivated them (De Villiers-Scheepers, 2011). Some authors have argued that monetary benefits were not the important motivators for intrapreneurs (Alpkan et al., 2010; De Villiers-Scheepers, 2011) while some have argued that financial rewards must be appreciable to incentivise entrepreneurial employees to remain with the company (Pinchot III, 1985; Schmelter et al., 2010). However, the findings of this thesis revealed that both intrinsic and extrinsic rewards were vital in motivating intrapreneurs as adequate incentives could increase employees' risk propensity and motivation for innovation (Schmelter et al., 2010).

Collectively, the findings of this study on the organisational determinants of IB were noteworthy in the context of intrapreneurship as they provided an in-depth understanding of the organisational factors that motivated employees to behave intrapreneurially and pursue opportunities for their organisation, particularly in a less intrapreneurial environment. The findings further revealed that organisational culture was likely to affect the organisational structure, strategies and policies that were necessary to foster IB. The research data also provided rich empirical evidence to suggest that Sri Lanka's socio-cultural environment was likely to influence the organisational determinants, such as organisational culture, and intrapreneurial strategies and policies. For example, Case D, which was the organisation that had

mostly embraced the collectivist values of the traditional Sri Lankan culture, had enabled the practice of intrapreneurship through a context-sensitive, collectivist approach that had eliminated socio-cultural barriers (e.g., manager and employee resistance) to create an innovative culture within its organisation. This approach seemed to promote organisational identity, commitment, and loyalty for the employees to act beyond their job responsibilities and pursuing opportunities for the organisation. Interestingly, the findings of the questionnaire 1 data showed that Case D was the most intrapreneurial firm among the four case organisations as it recorded highest mean values for all four intrapreneurship dimensions of self-renewal, new business creation, innovativeness, and proactiveness (see Table 5.1 in Chapter 5). This innovative culture seemed to be embraced by all the intrapreneurs interviewed in Case D. All these data suggested that Case D's unique approach to fostering the IB of employees seemed instrumental in creating a sustainable intrapreneurial culture within the organisation.

However, two young firms (Case B and C) demonstrated most of the characteristics of a highly entrepreneurial firm and fostered IB through an individualist approach, such as promoting individual initiatives, competitions, and achievements, but seemed to ignore the unique culture and the behaviours of the employee within its context. The reason for this may be as Joiner (2001) noted organisations in developing countries tended to apply the practices of successful organisations from more industrialised countries without considering their surrounding societal values, and the sustainability of such practices is a question.

## 5.5 EMPLOYEE-SPECIFIC DETERMINANTS OF INTRAPRENEURIAL BEHAVIOUR

People are the building blocks of organisations (Prieto Leon et al., 2020) and thus organisational performance depends on the capacity of individuals and groups to execute their tasks efficiently, formulate and develop new ideas, and implement innovative solutions to maximise organisational competitiveness (Prieto Leon et al., 2020). This section presents the cross-case analysis of the employee-specific factors that determined IB in four cases and findings on the influence of the socio-cultural environment on the behaviour of intrapreneurs as they relate to Research Questions 2 and 3:

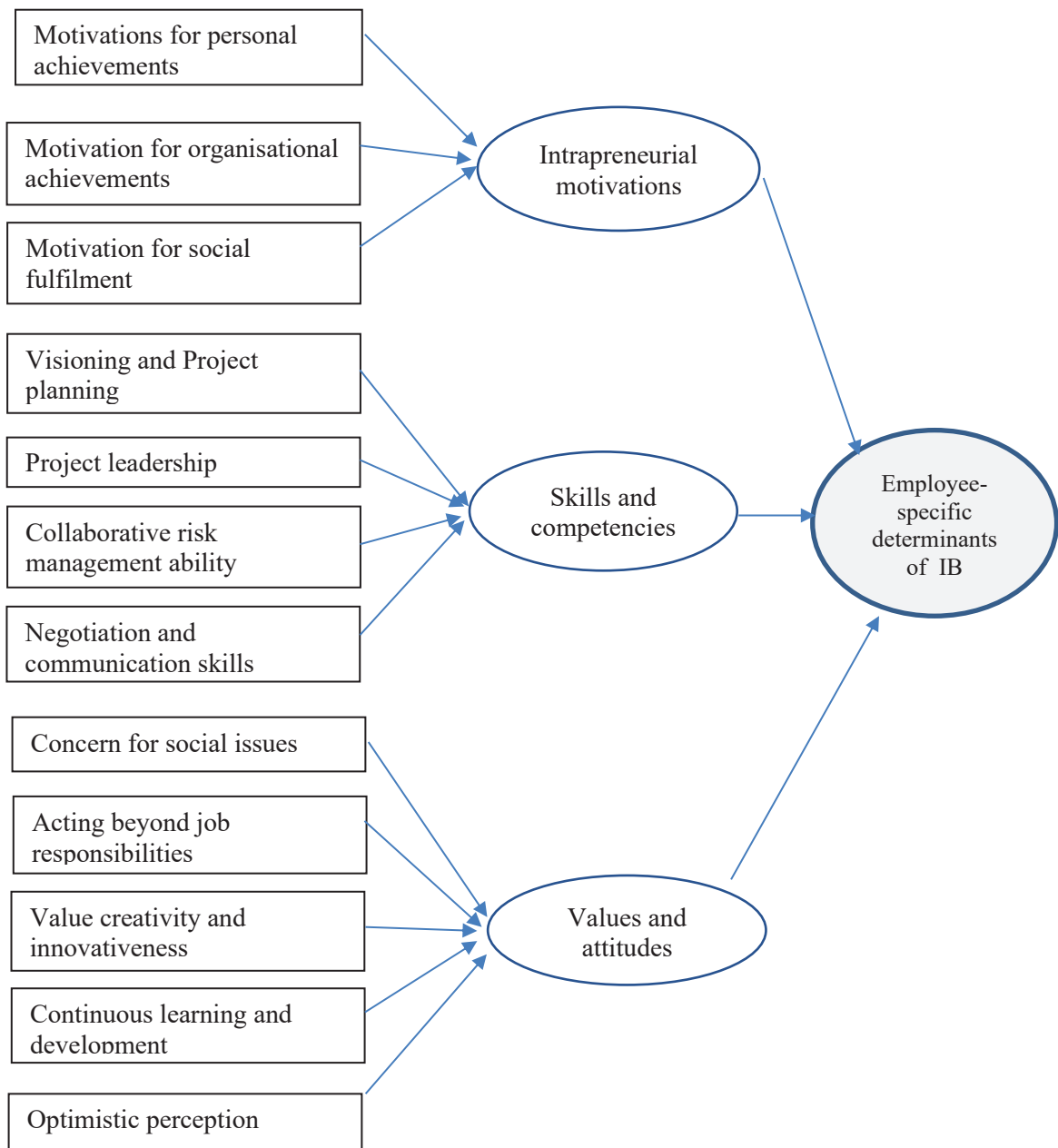
*RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

*RQ3: How does the socio-cultural context of Sri Lanka influence intrapreneurial behaviour in service sector organisations in Sri Lanka?*

The findings were informed by 10 intrapreneurs who pursued both external (aimed at developing a new product/service or new business) and internal (aimed at process and technological innovations) opportunities on behalf of their respective firm and the views from their managers. The findings are presented based on three main themes derived from the data analysis: intrapreneurial motivations, skills and competencies, and intrapreneurial values and attitudes. The analysis further revealed several sub-themes, as illustrated in Figure 5.7. In the following section, each of the main themes is discussed separately.

**Figure 5.7**

*Data structure - Employee-specific determinants of Intrapreneurial Behaviour*



### 5.5.1 Intrapreneurial motivation

As discussed in Chapter 2, IB is defined as the employee voluntary behaviour aimed at the creation or discovery of value-creating opportunities and the turning of these opportunities into profitable business realities (Pinchot III, 1985). The analysis of the case data revealed three subcategories of intrapreneurial motivation: personal and organisational achievements, and social fulfilment.

*Intrapreneurial motivation for personal achievements:* It was evident from the data that intrapreneurs were motivated to pursue opportunities by having different personal expectations and desires, as summarised in Table 5.7.

**Table 5.7**

***Employee Personal Expectations and Desires that Motivated IB***

<b>Case A (AE1, AE2)</b>	<b>Case B (BE1, BE2, BE3)</b>	<b>Case C (CE1, CE2, CE3)</b>	<b>Case D (DE1, DE2)</b>
Develop own professional success (AE1, AE2)	Desire to start own business (BE1, BE2, BE3)	Desire to start own business (CE1, CE2, CE3)	Develop own professional success (DE1, DE2)
Do challenging, new and different things (AE1, AE2)	Do challenging, new and different things (BE1, BE2, BE3)	Do challenging, new and different things (CE1, CE2, CE3)	Do challenging, new and different things (DE1, DE2)
	Satisfaction and experience (BE1, BE2, BE3).	Satisfaction and experience (CE1, CE3)	Recognition from top management (DE1, DE2)

The employees’ expectations of pursuing an entrepreneurial career were stated by six of the ten intrapreneurs from Cases B and C as a personal motivation to become intrapreneurs. Some employees had joined these organisations knowing that these organisations provide opportunities to become intrapreneurial and hoping that they would give the best foundation for their prospective entrepreneurial careers. A respondent stated that:

it is risky to do a job in a start-up because they are still moving, and we do not know what will happen; but I accepted the risk and came here because I wanted to learn things and how things work in a start-up. I still have my idea to start my own business; that is why I choose this company. ( BE1)

Notably, some employees had developed this intention after being exposed to challenging work experiences in their current workplace. One employee explained that “before joining here, I didn’t have any such ideas [to become an entrepreneur in the

future]; but after joining here, I ... think innovatively and proactively. Actually, a huge change happened in my life” (CE1).

Furthermore, employees at these two cases (Cases B and C) seemed to be motivated by the satisfaction gained through the new experiences and networking opportunities. An employee from Case C stated that “I feel like every day I am doing something new. I had to go and meet new people, conducting interviews, getting to know a lot of good characters; these things are the motivations” (CE3). However, this pattern was not seen in Cases A and D. It was observed that Cases B and C were very young firms that had just passed their start-up stage and were driven by a young team of top managers who were achievement and growth-oriented. The top managers had created opportunities for high performing employees to excel in their talents and be entrepreneurial.

Moreover, employee expectations of building their own professional success were stated by four employees as a motivation to become intrapreneurs (AE1, AE2, DE1, DE2) in Cases A and D. One employee from Case A stated that the expectation of developing a personal brand motivated the employee to be engaged in innovative and entrepreneurial activities at work. This employee stated that “I would like to brand myself as well. Wherever I go, I would be proud to go and say, I am the one who initiated this, and we worked as a team to bring it up” (AE1). Employees in Case D (DE1, DE2) stated that they expected to gain recognition from the top management by initiating new projects within the organisation. Interviews with managers at Case D confirmed that innovative employee contributions were considered for employee appraisals and giving promotions and providing career advancement opportunities (DM1, DM2).

Almost all the intrapreneurs expressed their deep motivation to do something challenging, new and different and they expected the organisation to provide opportunities for them to engage in some challenging and meaningful tasks that generated new value to stakeholders.

***Intrapreneurial motivation for organisational achievements:*** Apart from the employees’ personal desires and expectations, their desire to make a positive contribution to the organisation, and to make others’ (co-workers and customers) work or life easier was stated as another motivation to pursue innovative opportunities by seven of the ten employees from all four cases. (See Table 5.8 for some remarks from respondents about their expectations for their organisations’, co-workers’ and end-users’ benefit). Employees’ sensitivity to recognise the needs and difficulties of customers as well as their co-workers and providing innovative solutions to overcome such difficulties/issues was evident in all four cases.

**Table 5.8**

***Respondents’ Remarks About Their Expectations for Organisations’, Co-workers’, and Customers’/End-users’ Benefit***

<b>Case</b>	<b>Statement</b>	<b>Perceived Benefit to</b>
A	“By doing that we try to make the company brand shine and bright” (AE1).	Organisation
B	“Through a cloud-based, mobile application, the patient is assigned risk-based probabilities for 10 years for heart disease, diabetes and kidney disease” (BE2).	Customer
B	“This will make an additional revenue source for the company. The management plan is to make a separate company. I am happy that I could initiate this project”(BE1).	Organisation
C	“If I do a feature, that is going to impact on a large number of people. For example, earlier drivers had to come to the office to upgrade their devices. What I did was I created an automatic update from the web base. Now they do not have to come to the office to update their devices. It makes their life easier. I am very satisfied as it affected a large number of drives and made their work easier” (CE1).	Customer
C	“I always try to improve everything in this system to keep the customer satisfied” (CE2).	Customer



---

D	“We wanted to reduce the number of people coming to the bank. Then we introduced so many things like tellers, mobile apps, but still, certain people come to the bank. Then I thought why can’t we have a [project name] system and let the customer enter data... then the time we could save. If the customer is the initiator, the errors will be minimised. Another thing is storing the slips and printing the slips, all eliminated with this innovation” (DE1).	Organisation, customer and co-workers
D	“From everything I have done, the benefits it are not just to myself. It makes the work-life easier for me and others. Apart from the financial benefits to the organisation, it made our work life easier” (DE2).	Co-workers

---

***Intrapreneurial motivation for social fulfilment:*** Interestingly, employees were not only satisfied by achieving personal objectives or making a positive contribution to organisations but also looked for ways to make a social contribution. This was revealed by six of the ten employees who represented all four cases. For example, in Cases A and B, new business opportunities pursued by employees (AE1, BE1, BE2) were likely to enhance the wellness of people in the broader community. Moreover, the new product developed by an employee (DE1) in Case D was likely to bring substantial environmental benefits by reducing the paper consumption of Case D. It was clear that when employees were more concerned about social wellbeing, it seemed a positive motivation to pursue opportunities that would largely benefit various stakeholder groups. It was also observed during the interviews that the employees’ were enthusiastic to talk about the social benefits of their projects with pride. Some of the remarks from respondents are listed in Table 5.9.

**Table 5.9*****Respondents' Remarks About Their Expectation for Social Contribution***

<b>Case</b>	<b>Statement</b>	<b>Perceived benefit</b>
A	“By doing this project ... we expect to make physiotherapy a good practice in the society” (AE1).	Community wellbeing
B	“This simple solution is for the prevention and detection of cardiovascular diseases. This eliminates the number of probable causes, leading to better diagnosis of the risk of cardiovascular diseases, like heart failure, diabetes and kidney disease.” (BE2).	Community wellbeing
C	“I think whatever the effort you are putting should make an impact on the community” (CE1).	Impact on community
C	If I do a feature, that is going to impact on a large number of people in the country. That makes my satisfaction. Things I am doing is really affecting them, in a way positively” (CE2).	Impact on community
C	“It is really drive full when you see your designs and your innovations help others who want to ride for day-to-day things” (CE3).	Fulfilling social needs
D	“with this [innovation project] we can largely reduce the paper consumption and I thought of the environmental benefits as well” (DE1).	Environmental benefits

Collectively, these data suggested that the intrapreneurs in this study were not only motivated by personal achievements but also by the expectation of organisational and social fulfilment. When the intrapreneurial motivation was beyond personal achievement, intrapreneurs recognised and pursued opportunities in social value were likely to benefit the broader society.

### **5.5.2 Employee skills and competencies**

Findings revealed four main categories of employee skills and competencies that drove IB: visioning and project planning, project leadership, ability to manage risk, and negotiation and communication skills (as summarised in Table 5.10).

It was evident that the presence of employee visioning and project planning skills contributed to the likelihood of projects proceeding in all four cases (9/10 employees). Identifying opportunities and problems that were internal or external to the organisation had been central in pursuing an intrapreneurial career. Moreover,

intrapreneurs also used their analytical skills to make more informed decisions. For example, one employee stated that

I got data from our system. I analysed how it was, how is it now. By considering everything, I planned to improve this. After getting these kinds of ideas, I started to develop this product. Now we have around 300 vans.  
(CE1)

**Table 5.10**  
*Comparative Case Summary of Employee Skills and Competencies that determined Intrapreneurial Behaviour*

Category	Case A		Case B			Case C			Case D		Overall Position
	AE 1	AE 2	BE 1	BE 2	BE 3	CE 1	CE 2	CE 3	DE 1	DE 2	
Visioning and project planning	√	√	√	√	-	√	√	√	√	√	9/10
Project leadership	√	-	√	√	√	√	√	-	√	-	7/10
Risk management ability	√	√	√	-	√	√	√	√	√	√	9/10
Negotiation and communication	√	-	√	-	√	√	√	-	√	-	6/10

Note. √ = they had the characteristic.

Employee project leadership skills had also been identified as a driving force behind intrapreneurial action in all four cases (7/10 employees). The skills of the intrapreneurs had involved leading the project team, allocating tasks to the right people at the right time, and coordinating activities among cross-functional teams. An employee stated that

I have given others a task to look into the problems that may arise; for example, if we take risk, what are our risks? When they sit, they may not have any idea about the risk, but I have given them a time to think and come up

with ideas they have. They are free to come and talk to me at any time; could be related to this project, could be related to others. (AE1)

Notably, the presence or the development of employee risk management abilities also contributed to the intrapreneurship project success in all four cases (9/10 employees). For example, some employees (AE1, CE1, DE1) explained that they were willing to take risks in a project and conveyed positive attitudes towards risk. One of the employees stated that “you can’t be 100% crystal clear and expect things to happen as planned. In my life, everything has happened accidentally, but it was good” (CE2). Five employees clearly stated that they felt uncomfortable to take project risks alone, but that they had successfully managed the risks through the collaborative effort of project teams, including managers and other stakeholders. For example, cross-functional teams with complementary skills to implement the projects were seen in all four cases. An employee stated that “we have a five-member team working on my project. There is one IT person, digital health person, psychotherapist, and two from the marketing department. We planned together and identified possible risks and actions to take” (AE1). Another employee added that “we have to work together to win project challenges”(BE1). In Case B, the approach was to mitigate the project risk by maintaining strong networks with external parties, such as funding institutions and government authorities.

Moreover, it was clear from the interviews with employees that having strong negotiation and communication skills had benefited the majority of the employees (6/10) in four cases, mainly by way of convincing management of their ideas, and getting the necessary support from relevant teams and management to develop and implement their projects. One employee stated that

I think I have the talent to do public speaking or PR skills. Maybe that helped me to do this type of work and to get the contribution from my bosses and others, including the marketing director, managing director, my fellow staff and even my clients here. (AE1)

Convincing management about employees' new ideas was stated as a challenge that some employees faced. However, having the right skills had overcome these challenges to a greater extent. An employee stated

that blood glucose meter has never been done before. So many people have tried but never successes, but I could convince my idea to the top. I think I pointed it at the right time to the right people. So convincing the idea was not challenging. (BE1)

In conclusion, employee project management skills that consisted of project planning, project leadership, risk management, and negotiation skills contributed to the likelihood of the project success of intrapreneurs. Notably, intrapreneurs in this study had managed the project risk through the collaborative effort of project team members and managers.

### **5.5.3 Values and attitudes**

The findings further revealed five subcategories of employee values and attitudes that determined IB: action beyond job responsibilities, concern for social issues, value creativity and innovativeness, continuous learning and development and optimistic perception of success (as summarised in Table 5.11).

It was evident that intrapreneurs were highly goal-oriented and self-motivated employees who often acted beyond their job responsibilities with positive attitudes. This was a pattern among the four cases (6/10 employees). An employee who pursued a new business opportunity at Case A stated that "innovation is not in my KPI, but

management did not stop us thinking. I think innovation, it is a general concept which we can develop. It is not in my job list” (AE1). These employees were willing to spend their personal time and actively engage in their innovative projects at their organisations. The employee further stated that

if I look at my work, I am always stuck with day-to-day operations. It is also again you have to think out of the box, and you have to get yourself away from your day-to-day work at least 30 minutes a day to think, where are we now. (BE1)

Another employee added, “working to make it a success, though it is challenging, taking my personal time; still I like to do that” (DE1).

**Table 5.11**

***Comparative Case Summary of Employee Values and Attitudes that determined Intrapreneurial Behaviour***

Category	Case A		Case B			Case C			Case D		Overall position
	AE 1	AE 2	BE 1	BE 2	BE 3	CE 1	CE 2	CE 3	DE 1	DE 2	
Act beyond job responsibilities	√	√	√	-	-	√	√	-	√	-	<b>6/10</b>
Sensitivity for social issues	√	-	√	√	√	-	√	-	√	-	<b>6/10</b>
Value creativity and innovativeness	√	√	√	√	√	√	√	√	√	√	<b>10/10</b>
Continuous learning and development	√	√	√	√	√	√	√	-	√	√	<b>9/10</b>
Optimistic perceptions	√	-	√	√	√	√	√	√	√	√	<b>9/10</b>

Note. √ = they had the characteristic

Moreover, six of the ten employees representing all four cases expressed their sensitivity for social and environmental issues and this had made them pursue some opportunities for social value. For example, employees at Cases A and B had initiated

projects that aimed to improve social health and wellbeing. A project initiated by an employee in Case D was mainly concerned with issues in the environment and found out an innovative way to reduce paper consumption at the firm. This data indicated that employee concern or sensitivity for social and environmental issues had led them to pursue opportunities that benefited the broader society. Some of the remarks from respondents are listed in Table 5.12.

**Table 5.12**

***Some Remarks from Respondents About Their Concern for Social Issues***

<b>Case</b>	<b>Statement</b>	<b>Main concern</b>
A	“most of the elderly people who live in Sri Lanka where their children are abroad, they find it difficult to drive to the hospital; but they want the care, they want to get the session done, but still, they find it difficult to come. That’s why I thought of online ...[service]...” (AE1).	Social issue
B	“In Sri Lanka retinal diseases can be a huge health problem to the population. At the end of the eye disease, you will be blind if it is not treated well...” ( BE1).	Community health issue
B	“This solution is for the prevention and detection of cardiovascular diseases. This eliminates the number of probable causes, leading to better diagnosis of the risk of cardiovascular disease, like heart failure, diabetes and kidney disease” (BE2).	Community health issue
C	“In 2016 we had a disaster, a massive flood. We contributed to the rescue mission by developing a system using our existing devices with some added features. We could rescue around 500 lives. Even now, we have that feature. We haven’t turned it off. I was really happy because I did a dashboard application overnight to facilitate that process” (CE2).	Natural disaster
D	“with this project...we can largely reduce the paper consumption of the bank. That will be a big saving for the country also...” (DE1).	Environmental issues

Notably, all 10 employees expressed that they mostly valued creativity and innovativeness. They enjoyed challenging and non-routine work that provided challenging work opportunities and enabled them to excel in their capabilities. The employees’ positive attitudes of continuous learning and optimistic perceptions were noted as common to nine out of the 10 employees in all four cases. Not thinking

negatively, working without complaints, and an optimistic mindset were common patterns among the intrapreneurs. Spending personal time on self-learning was noted as a major avenue for the majority of employees to discover opportunities and further develop their innovative ideas. These values seemed to enable employees to pursue new opportunities within their organisations. An employee stated that “I am trying to open up my mind, head and eyes and look into things happening in the world and think what we can adopt into our society” (AE1).

However, managers revealed certain barriers that limited the employee drive towards IB. *Negative attitudes*, such as employees’ passive mindset, less forward thinking, less proactiveness, and employee reluctance to take individual responsibilities and decisions had been recognised as some of the main barriers to IB by at least two managers from each case. A manager stated that

at the beginning, we could not get more ideas because they are reluctant to give ideas. Sometimes they think twice before giving the ideas. They may think this may be not a good idea, and this idea may not work. (AM2)

It was indicated that the national culture in the country did not promote forward-thinking and proactiveness. An employee stated that the “Sri Lankan community is not a very forward community. If you do not know the technology, you do not know it. You do not want to get to know the technology” (AE1). A manager stated that “in Sri Lanka, if we give a standard, they will stick to the standard. They do not want to improve the standards” (DM4). The Organisations had expected a lot more people to come forward and take-up responsibilities and challenges (CM1) and managers believed the fear of failure was also a factor that limited innovative employee behaviour. A manager stated that “when someone is giving ideas, he should think it is ok to fail, but that culture is not there in the Sri Lankan context” (AM4).



These factors were stated as a significant challenge for institutionalising an intrapreneurship culture within organisations.

Moreover, interviews with managers revealed that certain *social norms*, such as dependence and the acceptance of the status-quo also negatively affected innovative employee behaviours. Managers acknowledged that dependence that made people dependent on others (seniors, peers) to perform activities was a cultural norm. A manager stated that “it is a cultural thing, because even at school, even in the society, in family circles, also it’s not the thing. The senior person and hierarchy make all the decisions and others act accordingly” (CM2), which was reflected by employees being less forward in giving their suggestions and low self-confidence with skills and abilities. A manager stated that “people do not want to show themselves too much; shyness and all is very common” (CM1).

At least two managers from Cases A, C and D stated that employees generally tended to be satisfied with the current work and they lacked a continuous improvement mindset, which was less likely to engaged employees in intrapreneurial work. Accepting the status quo had been identified as a national cultural norm among Sri Lankans (Gamage et al., 2003b; Gamage & Wickramasinghe, 2012c). Managers believed people needed to be more ambitious and have more career targets that would motivate them to act as intrapreneurs (AM2, CM1, DM1, DM2).

Collectively, this data suggested that the socio-cultural environment had caused some positive as well as negative influences towards IB through intrapreneurial motivation, values and risk-management ability. While the cultural characteristics of dependence, low assertiveness, resistance to change, and acceptance of the status-quo may have negatively affected employee self-motivation for intrapreneurship (negative attitudes towards intrapreneurship), the need for social fulfilment and value with

concerning social issues together with a collaborative risk management ability motivated them to pursue opportunities that benefited the broader society.

#### **5.5.4 Discussion of the key findings on the employee-specific determinants**

In the above sections, the results of the analysis of the employee-specific determinants of IB at the four cases was presented. In this section, a summary of these findings is presented that focuses on answering the following research questions:

*RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*

*RQ3: How does the socio-cultural context of Sri Lanka influence intrapreneurial behaviour in service sector organisations in Sri Lanka?*

The results indicated that *intrapreneurial* motivation, which involved a motivation for personal and organisational achievements, and for social fulfilment, and *employee skills and competencies* that involved visioning and project planning, project leadership, collaborative risk management ability, and negotiation and communication skills, and *employee values and attitudes*, which comprised a concern for social issues, action beyond job responsibilities, value creativity and innovativeness, continuous learning and development, and an optimistic perception motivated IB, which was identified as the capitalisation of internal or external opportunities within organisations.

Regarding the intrapreneurial motivation, it was evident that intrapreneurs were motivated to pursue opportunities by having different personal expectations and desires. A majority of the employees interviewed from two young firms stated that their expectations of pursuing an entrepreneurial career was a personal motivation to become intrapreneurs. However, intrapreneurs at two established firms seemed to be motivated by the expectation of building their own professional success over the

expectation of pursuing an entrepreneurial career. This finding supports the proposition of Chan et al. (2017), who claimed that a high level of employee professional motivation was associated with greater levels of intrapreneurial motivation. Kacperczyk (2012) revealed that employees in established firms are less likely to become entrepreneurs than employees in small and young organisations because they choose to become intrapreneurs instead. However, Cosh et al. (2012) argued that the environment facing young firms was more hostile and uncertain than that for more established firms. As such, the intrapreneurs in young firms might have prioritised their expectation of pursuing an entrepreneurial career over developing professional success.

Apart from the employees' personal desires and expectations, their desire to make a positive contribution to the organisation and to make others' (co-workers and customers) work or life easier was stated as another motivation to pursue innovative opportunities by the majority of the employees in all four cases. Employees' sensitivity to recognise the needs and difficulties of customers as well as co-workers, and providing innovative solutions to overcome such difficulties/issues was evident in all four cases. This is in line with the research findings that have indicated that employee emotional attachment with their organisation (Farrukh et al., 2017), and organisation identification (Elenkov & Manev, 2005; Eyal & Kark, 2004; Ling, Simsek, Lubatkin, & Veiga, 2008) can have a positive impact on employee extra-role behaviours such as IB (Morianio et al., 2014).

Notably, this research revealed that employees were not only satisfied by achieving personal objectives or making a positive contribution to organisations but also looked for ways to make a social contribution. For example, some of the new opportunities pursued by employees were likely to enhance the wellness of people in the broader

community, and some projects were likely to bring substantial environmental benefits. This indicated that when intrapreneurial motivation went beyond personal achievements, intrapreneurs recognised and pursued opportunities in social value in the collective society. The reason for this behaviour could be due to the influence of the collectivist social traits of the national culture of Sri Lanka.

Social collectivism has been recognised as a dominant value among Sri Lankans (Gamage, Cameron, & Woods, 2003a; Nanayakkara, 1999). This dimension has been important not only at the national level, also at the level of the firms' culture (Fayolle et al., 2010). In a study on entrepreneurial motivation in Sri Lanka, Gamage et al. (2003a) revealed that Sri Lankan entrepreneurs were culturally different from entrepreneurs in developed economies due to factors, such as social power, social relations and culturally-based collectivism that created a unique setting for the motivation and behaviour of entrepreneurs in Sri Lanka. Gamage et al. (2003) further argued that entrepreneurs in Sri Lanka were motivated not only by their need for individual achievement but also by their need for satisfactory feelings of social contribution and social achievement. As such, culturally-based collectivism might have motivated intrapreneurs in the present study to pursue opportunities that benefited the broader society. Socio-cultural characteristics of unity and collectiveness have been identified as crucial elements in socio-cultural behaviour in Sri Lanka (Chandrakumara & Sparrow, 2004; RupikaSenadheera, Gamage, & Karunaratne, 2014). It seems reasonable to propose that intrapreneurial motivation in the context of the service industry in Sri Lanka has been very likely influenced by the socio-cultural context of the country.

With employee skills and competencies, this research findings revealed that employee project management skills that consisted of project planning, project

leadership, risk management, and negotiation skills contributed to the likelihood of the success of intrapreneurship projects. Risk-taking has been identified as a driver for intrapreneurial intentions (Razavi & Ab Aziz, 2017; Rigtering & Weitzel, 2013) and intrapreneurs have been often recognised as risk-takers (Razavi & Ab Aziz, 2017; Rigtering & Weitzel, 2013). However, some have argued that intrapreneurs can demonstrate risk-averse behaviour, and that employee risk-taking ability does not play a role in the stimulation of innovative behaviours and personal initiatives amongst employees (Rigtering & Weitzel, 2013). This research data revealed that intrapreneurs were better risk managers than the risk-takers in the present study context. The employee risk behaviour demonstrated a collaborative risk management ability, which was reflected by the management of project risk through the collaborative effort of project teams, including managers and various other stakeholders.

The study site of Sri Lanka has been well-known as a country that has experienced a higher level of social collectivism and uncertainty avoidance (Gamage & Wickramasinghe, 2014; Lin et al., 2013). Higher levels of uncertainty avoidance indicate that people feel threatened by uncertain and ambiguous situations, whereas a high level of collectivism emphasis on cohesiveness among individuals and prioritisation of the group over the self. Gamage (2014) study of risk behaviour of Sri Lankan entrepreneurs revealed that in Sri Lanka, socio-cultural context can influence the risk behaviour of entrepreneurs and the toleration and management of uncertainty and risk, which were driven socially and culturally. As such, the identified risk management behaviour of intrapreneurs could have been as a result of the socio-cultural characteristics of the country.

With intrapreneurial values and attitudes, it was evident that intrapreneurs were highly goal-oriented and self-motivated employees who often acted beyond their job

responsibilities with positive attitudes such as an optimistic perception of success. This is in line with Lages et al. (2017), who claimed that employees' optimistic perception of success and affective state significantly influenced proactivity, risk-taking attitudes and employee entrepreneurial behaviours. Employee sensitivity for social issues and the pursuit of opportunities that benefited the broader society were significant findings. Six out of the ten intrapreneurs in all four cases expressed their sensitivity for social and environmental issues, which had made them pursue some opportunities for social value, such as improving social health and wellbeing and positive environmental effects.

The intrapreneurship literature seems ignored the socio-cultural influence on intrapreneurial values. However, previous studies on entrepreneurial values have found that collectivist values of entrepreneurs in collectivist societies have been as important as individualist values when applied to business start-ups (Rosa, Kodithuwakku, & Balunywa, 2008; Tellegen, 1997). Therefore, it seems reasonable to suggest that the intrapreneurial value of social issues could have been influenced by the culturally-based collectivism in Sri Lanka which had led intrapreneurs to pursue innovative opportunities within their organisation.

However, managers revealed certain barriers that limited employees drive towards IB. Negative attitudes (employees' passive mindset, being less forward-thinking and less proactiveness, and employee reluctance to take individual responsibilities and decisions) and certain social norms (dependence and acceptance of the status-quo) had been recognised as some of the main barriers to becoming an intrapreneur and pursuing opportunities within organisations.

Collectively, these findings suggested that the socio-cultural environment of Sri Lanka had a significant influence on the employee-specific determinants of IB.

The cultural dimension of social collectivism and the propensity to risk seemed to influence intrapreneurs' risk management ability, influence on intrapreneurial motivation for social fulfilment, and the intrapreneurial value of the concern for social issues. As such, the intrapreneurial motivation generated in the collectivist society was more likely to motivate employees to pursue opportunities that benefited the broader society.

The current literature tended to stress that IB was primarily a matter of organisational culture (Martins & Terblanche, 2003; Menzel et al., 2007; Menzel et al., 2008). However, the findings of this thesis provided rich empirical evidence to suggest that IB in the sample of Sri Lankan intrapreneurs was significantly influenced by the socio-cultural context of the country.

## **5.6 CHAPTER SUMMARY**

The aim of this chapter was to provide a comparison of the finding on the determinants of IB among the four cases and present the emergent findings with a discussion of the key findings related to three research questions. The analysis of the organisational determinants of IB were first presented, followed by a discussion of the key findings. The results of the analysis of the employee-specific determinants of IB were then discussed and this chapter was concluded with a discussion of the key findings on the influence of the socio-cultural context on IB. The conclusion chapter is next and provides answers to the research questions, discusses the study contributions and the limitations of the study and provide directions for future research.

# Chapter 6: Conclusions

---

## 6.1 INTRODUCTION

In Chapter 1, the need to investigate the contextual determinants of IB in a country context where the socio-cultural influence was significant for individual behaviours was highlighted. Chapter 2 reviewed the related key research concepts, research gaps, research questions and proposed a framework to address the research questions. In Chapter 3, the research methodology used to address the research questions are justified and discussed. Chapter 4, within-case analysis provided a rich familiarity with each case as a stand-alone entity (Eisenhardt, 1989) and discussed the unique patterns that emerge from each case. In Chapter 5, comparison among four cases was presented with emerging findings followed by a discussion of the key findings with the extant literature.

In this concluding chapter, the aims are to provide a summary of the study findings, answers to research questions, discuss the study contributions, acknowledge the study limitations and provide directions for future research.

## 6.2 SUMMARY OF THE STUDY FINDINGS FOR THE RESEARCH QUESTIONS

The findings of this study provide a significant contribution to the current understanding of the determinants of IB. In this section, a summary of the findings for the research questions are presented.

### 6.2.1 Addressing research question one

*RQ1: What are the organisational determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?*



The purpose of RQ1 was to provide a deeper insight into the organisational determinants of IB within the context of four service sector organisations in Sri Lanka. The findings across the four cases relating to organisational factors revealed that organisational culture, organisational structure and strategies, HRM policies, leadership and supervisory support played distinct roles in driving IB in the Sri Lankan organisations. The results of an in-depth analysis of these factors further explained how each of the factors motivated employees to pursue, develop and implement innovative ideas within their organisations. Three major impediments to foster IB within the context were highlighted as the bureaucratic structures of the organisations, and managers (particularly the middle managers) and employees' resistance to intrapreneurship.

***Organisational culture:*** The findings of this thesis revealed that the firm's orientation to foster IB was driven by the dominant culture of the firm. Aligning its dominant culture and values, the organisations created a subculture of *intrapreneurial culture* (Hisrich, 1990) to foster innovative behaviours of employees, which included the firms' approach to generate and implement innovative suggestions of employees. For example, a *clan culture* was the dominant culture type in Case D, which reflected the firms' focus on teamwork, collaboration and employee engagement. Its intrapreneurial culture was driven by a participative and teamwork-based approach. In contrast, an *adhocracy culture* was the dominant culture type in Case B, which indicated that the firm was dynamic and entrepreneurial. Case B's intrapreneurial culture promoted individual initiatives, experiments, opportunity-seeking and networking behaviours of employees. Collectively, this finding confirmed that organisational culture played a significant role in fostering IB, that led employees to pursue opportunities that customers valued. This is in line with the intrapreneurship

literature that claimed that internal organisational elements, such as organisational culture (Franco & Pinto, 2017; Haase et al., 2015), and organisational values (Antoncic & Hisrich, 2001) can play a critical role in cultivating an intrapreneurial culture and enabling the IB within organisations.

If organisational culture and values can be influenced by the characteristics of national culture (Hofstede et al., 1990; Turró et al., 2014), then the firms' approach to foster IB seemed driven by the values of the national culture. For example, Case D was the organisation that valued the collectivist social traits of the national culture of Sri Lanka and had promoted the whole intrapreneurship process (ideas generation, implementation and rewarding) through a collectivist and participative approach that included collective ideas generation, collaborative project implementation, and shared rewards. This unique culture appeared to promote organisational identity, commitment, and loyalty to the employees to act beyond job responsibilities and pursue opportunities for the organisation.

Case D's unique approach seemed influential in creating a sustainable intrapreneurial culture. For example, CASE D was home to long-tenured employees, and managers acknowledged that thinking innovatively had become a part of the organisational culture and daily activities of the majority of the employees. Case D had institutionalised IB as a firm culture to continue to be successful and encourage innovative suggestions from employees across the organisation

***Organisational structure and strategies:*** The findings of this thesis revealed that the organisational structure affected intrapreneurship strategies, which inspired IB. For example, Case B, the young firm, demonstrated a flexible and less hierarchical organisational structure and had promoted employee innovations through strategies that included creating an informal, flexible work environment, providing opportunities

to participate in external ideas competitions, and getting benefits through external networks, such as sponsors and training providers. This less hierarchical, friendly and informal environment was claimed to have prompted employees to generate and present new ideas to management. This is in line with Cosh et al. (2012), who claimed that young firms operating in high technology sectors with informal structures had a greater tendency to be innovative.

In contrast, Cases A, C and D, which were larger organisations, demonstrated a hierarchical organisational structure, and had experienced more cultural and structural barriers in fostering IB. Interestingly, even though these three firms demonstrated the influence of a hierarchical culture and structure, they deliberately created a flexible structure to facilitate employee innovation by promoting empowerment, and maintaining an open office environment that welcomed new ideas and suggestions. This was claimed to be a success factor in fostering IB in the large, established firms.

Moreover, findings revealed that organisations adopted different strategies at different stages of the intrapreneurship process to engage employees in the culture of intrapreneurship. Clear differences were evident in the strategy adopted by the established firms and young firms. The established firms had used unique approaches, such as developing a competition-based, winning culture, promoted team innovations, provided opportunities to present ideas to the top management, and overcame cultural and structural barriers, such as manager and employee resistance to intrapreneurship. The findings further confirmed that not only the large organisations but also the small firms could benefit from promoting IB (Antoncic & Hisrich, 2001; Rigtering & Weitzel, 2013), and uncovered specific organisational strategies under which IB could flourish in different contexts, particularly in overcoming cultural barriers. Notably, the data showed that Case D's proactive approach and strategies had successfully

overcome cultural barriers to intrapreneurship and it was likely to retain the most talented employees as the strategies were supportive in creating loyal, collaborative and committed employees who were part of the firm's clan/collaborate culture.

***Leadership and supervisory support:*** The findings of this thesis confirmed that the visionary leadership and proactive approaches of the top management were instrumental in inspiring capable employees to innovate within their organisations. This finding is in line with research that found that the top management support for ideas development was a key enabler of intrapreneurship (Alpkan et al., 2010; Antoncic & Hisrich, 2001; Farrukh et al., 2017; Haase et al., 2015; Smith et al., 2016). The visionary leadership and proactive approaches of the top management seemed influential in eliminating some of the barriers to intrapreneurship, such as middle managers' resistance in the traditionally established firms to take innovative employee ideas forward.

The findings further revealed that not only the role of top management also the middle managers' stimulus and support role to leverage ideas significantly contributed to the success of the intrapreneurship projects. Kuratko et al. (2005) recognised the influential role of middle-level managers on corporate entrepreneurship success as being related to their closeness to employees and top management. However, little has been known in the context of intrapreneurship of the role that middle management may play in driving IB. At the established firms, to overcome employee resistance to intrapreneurship culture, the middle managers had played a specific, stimulating role, such as setting up programs to make the employees aware of the intrapreneurship culture and its potential benefits, and setting up different modes (formal, informal and large and small gatherings) for employees to present their innovative ideas to the management.

In summary, the visionary leadership and proactive approaches of the top management together with the middle managers' stimulus and support role to leverage ideas had significantly contributed to employee motivation and their commitment to intrapreneurship projects in all four cases.

*Organisational policies:* The findings of this thesis provided rich empirical evidence to suggest that the organisational HRM policies on recruitment, human resource development, rewards and recognition were all instrumental in driving IB because such policies enabled the recruitment of capable and entrepreneurially-minded employees, further developed their entrepreneurial skills and competencies, and enhanced their engagement and commitment with appropriate incentives to contribute to innovative organisational activities.

Interestingly, the organisation (CASE D) that was driven by the collective cultural values of Sri Lanka had prioritised their reward and recognition policy on providing non-financial benefits over financial benefits and team-based incentives for employee entrepreneurial and innovative effort. However, human resource policies of the firm had ensured that performance evaluations awarded extra points to employees who pursued creative projects in their innovative contribution to the organisations. This policy enabled such ambitious and creative employees to get indirect benefits, such as career advancement opportunities (e.g., promotions) and team-based financial benefits (e.g. group bonuses) that aligned with their organisational cultural values. This inline with Schuler (1986) who noted that HRM practices could reflect a company's culture.

Despite the acknowledged importance of rewards to encourage innovation, there has been surprisingly little empirical evidence to provide guidance on which rewards motivate intrapreneurs (De Villiers-Scheepers, 2011). The findings of the

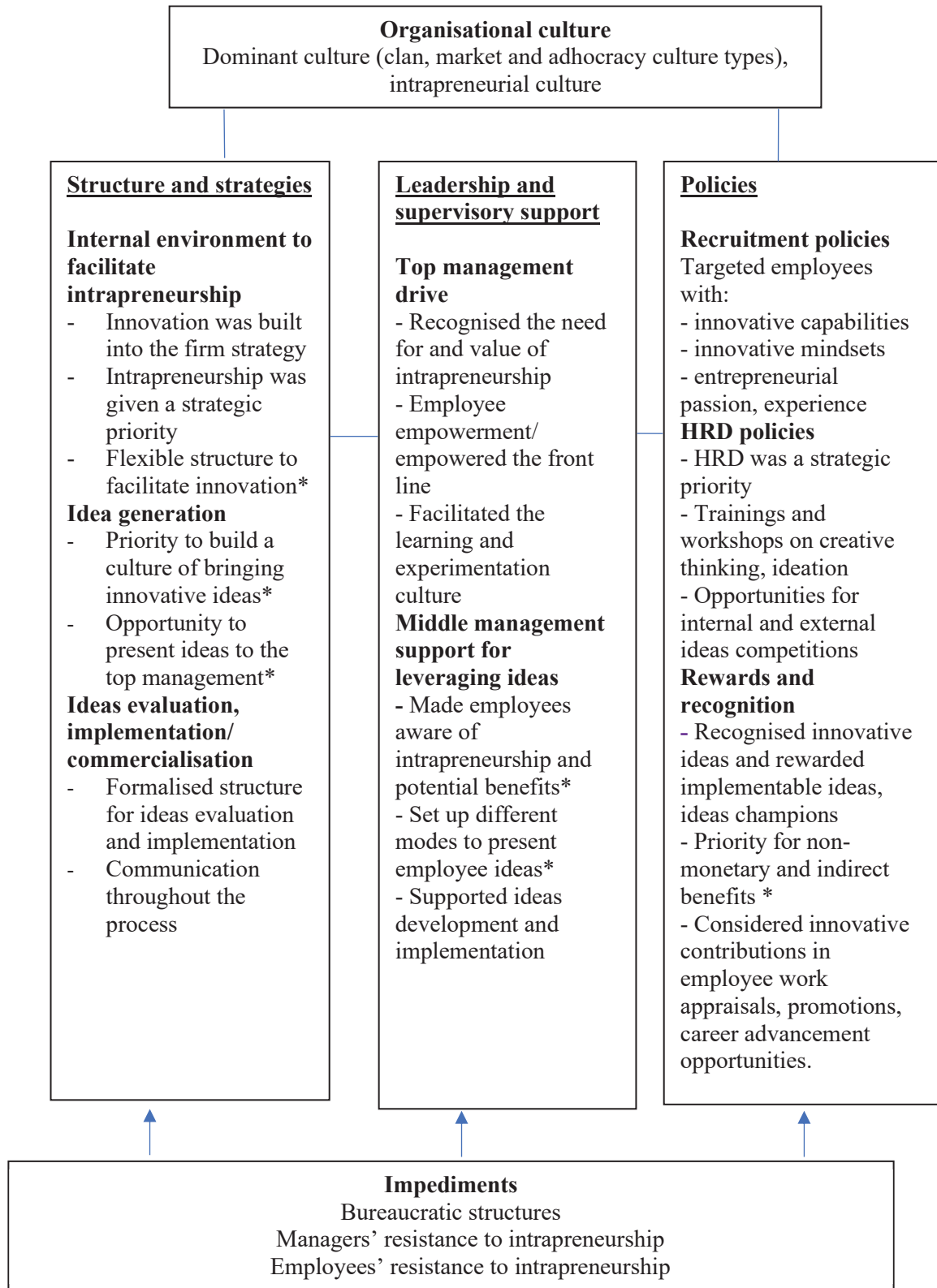
present study revealed that both intrinsic and extrinsic rewards were likely to be vital in motivating intrapreneurs.

Collectively, the findings on the organisational determinants of IB were noteworthy in the context of intrapreneurship as they provided an in-depth understanding of the organisational factors that determined IB. Findings further revealed how organisations fostered IB, particularly in a less intrapreneurial environment through organisational culture, the organisational structure and strategies, HRM policies, and leadership and supervisory support. Notably, findings further revealed that organisational culture was likely to have influenced on organisational structure, strategies and policies that were instrumental in fostering IB.

The organisation (Case D) that had mainly embraced the values of the traditional Sri Lankan culture had fostered IB through a context-sensitive approach that had eliminated socio-cultural barriers to create an intrapreneurial culture. Interestingly, the findings of the questionnaire 1 data showed that Case D was the most intrapreneurial firm among four case organisations. The secondary data evident that Case D was recognised as one of the most innovative companies in the industry in Sri Lanka and it was awarded several national and international innovation, service and business excellence awards during the last two decades (between 2000 and 2020). These findings bring new insights to the body of intrapreneurship knowledge in that the organisations in less intrapreneurial environments are more likely to create a sustainable intrapreneurial culture by applying a context-sensitive approach to foster IB by eliminating contextual barriers for such innovative approaches. A summary of the findings for the organisational determinants of IB is presented in Figure 6.1.

**Figure 6.1**

*Summary of Findings on Organisational Determinants of Intrapreneurial Behaviour*



\*context-specific approaches/practices.

### 6.2.2 Addressing research question two

RQ2: What are the employee-specific determinants of intrapreneurial behaviour in service sector organisations in Sri Lanka?

The purpose of this research question was to provide a deeper insight into the employee-specific determinants of IB in the context of the service sector organisations in Sri Lanka. The findings were informed by 10 intrapreneurs who were employees who pursued both external (aimed at developing a new products/services, and new business) and internal (aimed at process and technological innovations) opportunities on behalf of their respective firm in all four cases, and the views of their managers. The findings revealed that intrapreneurial motivation, project management skills and employee values were the key employee-specific factors that determined IB in service sector organisations selected for this study in Sri Lanka. The major impediments that limited employee drive towards IB were revealed as employees' negative attitudes (employees' passive mindset, less forward-thinking, less proactiveness and their reluctance to take individual responsibility and decisions) and certain social norms (dependence and acceptance of the status-quo).

In relation to *intrapreneurial motivation*, findings revealed that intrapreneurs were motivated to pursue opportunities by having different motivations for personal, organisational and societal achievements. Expectation of pursuing an entrepreneurial career was revealed as the personal motivation for intrapreneurs at young firms, whereas intrapreneurs at established firms seemed motivated by the expectation of building their own professional success. Apart from employees' personal motivations, it was evident that a majority of the intrapreneurs had the desire to make a positive contribution to their organisation by helping to make co-workers' and customers' work or life easier by developing innovative solutions to the issues they experienced.



Notably, this research revealed that employees were not only satisfied by achieving personal objectives or making a positive contribution to their organisation but also looked for ways to make social contributions by being innovative and intrapreneurial. This is further discussed in Section 5.5.1.

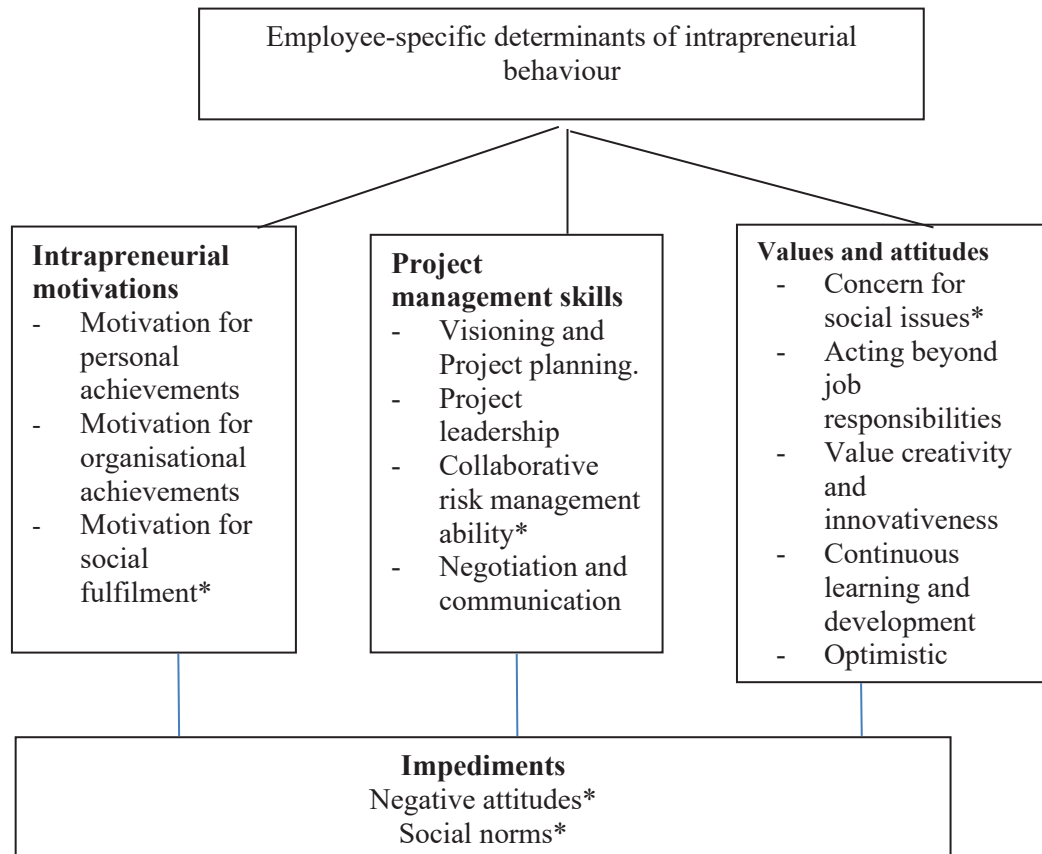
In relation to intrapreneurs' *skills and competencies*, the research findings revealed that the employees' project management skills that consisted of project planning, project leadership, risk management, and negotiation skills contributed to the likelihood of success of the intrapreneurship projects. This research data revealed that intrapreneurs were better risk managers than risk-takers in this study context. The employees' risk behaviour demonstrated a collaborative risk management ability, which was reflected in the management of the project risk through the collaborative effort of project teams, including managers and various other stakeholders. A majority of the intrapreneurs believed that the project risk must be managed collaboratively. This is further discussed in Section 6.2.3.

With *intrapreneurial values*, it was evident that intrapreneurs were highly goal-oriented and self-motivated employees who often acted beyond their job responsibilities with positive attitudes such as an optimistic perception of success. This is in line with Lages et al. (2017), who claimed that employees' optimistic perception of success and affective state significantly influenced their proactivity, risk-taking attitudes and entrepreneurial behaviours. Employee sensitivity for social issues and pursuing opportunities that benefited the broader society were also significant findings. A majority of the intrapreneurs expressed their sensitivity for social and environmental issues, which had made them pursue some opportunities for social value, such as improving social health and wellbeing, and positive environmental

effects. This is further discussed in Section 6.2.3. A summary of the findings for the employee-specific determinants of IB is presented in Figure 6.2.

**Figure 6.2**

*Summary of Findings on Employee-specific Determinants of Intrapreneurial Behaviour*



\*Factors influenced by the socio-cultural context (discussed in Section 6.2.3)

### 6.2.3 Addressing research question three

*RQ3: How does the socio-cultural context of Sri Lanka influence the intrapreneurial behaviour in service sector organisations in Sri Lanka?*

The purpose of this research question was to understand the influence of socio-cultural context ( socio-cultural characteristics and values identified in Chapter 2) of Sri Lanka on the behaviour of intrapreneurs. The findings of this thesis revealed that social-cultural characteristics, such as social collectivism and the propensity to risk were likely to significantly influence the employee-specific determinants of IB

(intrapreneurial motivations, risk behaviour, and intrapreneurial values) in the four cases of the study in the service industry in Sri Lanka.

***Intrapreneurial motivation for social fulfilment:*** With intrapreneurial motivation this research revealed that employees were not only satisfied in achieving personal objectives or making a positive contribution to their organisation but also looked for ways to make a social contribution. For example, some of the new opportunities pursued by employees are likely to enhance the wellness of people in the broader community, and some projects are likely to bring substantial environmental benefits. Social collectivism has been recognised as a dominant cultural value among Sri Lankans (Gamage, Cameron, & Woods, 2003a; Nanayakkara, 1999). When intrapreneurial motivation goes beyond personal achievements, intrapreneurs are more likely to recognise and pursue opportunities in social value in the collectivist society. Culturally-based collectivism may have motivated the intrapreneurs to pursue opportunities that benefited the broader society. Accordingly, these research findings revealed that socio-cultural environment likely significantly influences the intrapreneurial motivation in the context of the Sri Lankan service industry.

***Collaborative risk management ability:*** In this research, intrapreneurs' risk behaviour demonstrated a collaborative risk management ability. Employees clearly stated that they felt uncomfortable to take project risks alone, but that they had successfully managed the risks through the collaborative effort of project teams, including managers and other stakeholders. A majority of the intrapreneurs believed that the project risk must be managed collaboratively. The study site of Sri Lanka has been well known as a country that has experienced a higher level of social collectivism and uncertainty avoidance (Gamage & Wickramasinghe, 2014; Lin et al., 2013). The identified risk management behaviour of employees could have been as a result of the

socio-cultural characteristics of the country. Accordingly, this research findings suggested that socio-cultural environment is likely influences the intrapreneurial risk-behaviour in the context of the Sri Lankan service industry.

*Intrapreneurial value for the concern for social issues:* The intrapreneurs' sensitivity for social issues and their pursuit of opportunities that benefit the broader society was a significant finding. A majority of the intrapreneurs expressed their sensitivity for social and environmental issues that had made them pursue some opportunities for social value, such as improving social health and wellbeing, and positive environmental effects. The intrapreneurship literature seems ignored the socio-cultural construction of intrapreneurial values. However, research on entrepreneurial values has claimed that collectivist values of entrepreneurs in collectivist societies have been as important as individualist values when applied to business start-ups (Rosa et al., 2008; Tellegen, 1997). Therefore, it seems reasonable to suggest that the intrapreneurial sensitivity to social issues may have been influenced by the culturally-based collectivism in Sri Lanka which led intrapreneurs to pursue innovative opportunities within organisation for the betterment of the broader society.

Accordingly, the findings of this thesis brought new insights in that the socio-cultural environment (social collectivism, and propensity to risk) was likely to have positively influenced intrapreneurial motivation, risk management ability, and intrapreneurial values, which were identified as the employee-specific determinants of IB. It was evident that the need for social fulfilment/contribution and intrapreneurs' sensitivity to social issues motivated intrapreneur's self-motivation to pursue opportunities that could benefit the broader society. The current literature has emphasised that IB is primarily a matter of organisational culture (Martins & Terblanche, 2003; Menzel et al., 2007; Menzel et al., 2008). However, the findings of

this thesis revealed that IB in the context of the service industry in Sri Lanka was significantly influenced by the socio-cultural environment of the country. This brought new insights into the cultural aspect of intrapreneurship.

#### **6.2.4 Integrated research findings: Contextual Determinants of IB**

The purpose of this thesis was to explore the contextual determinants of IB in a country context where the socio-cultural influence was significant for individual behaviours. By addressing three sub-questions with an in-depth analysis of data from four cases, findings revealed the organisational factors according to four main themes (the organisational culture, the organisations' structure and strategy, leadership and supervisory roles, and policies) and employee-specific factors according to three main themes (intrapreneurial motivation, project management skills, and intrapreneurial values) that determined IB within the context. The findings brought new insights with that socio-cultural context (social collectivism and propensity to risk) were likely to have significantly influenced the employee-specific determinants of IB, such as intrapreneurial motivation, intrapreneurial skills, and values.

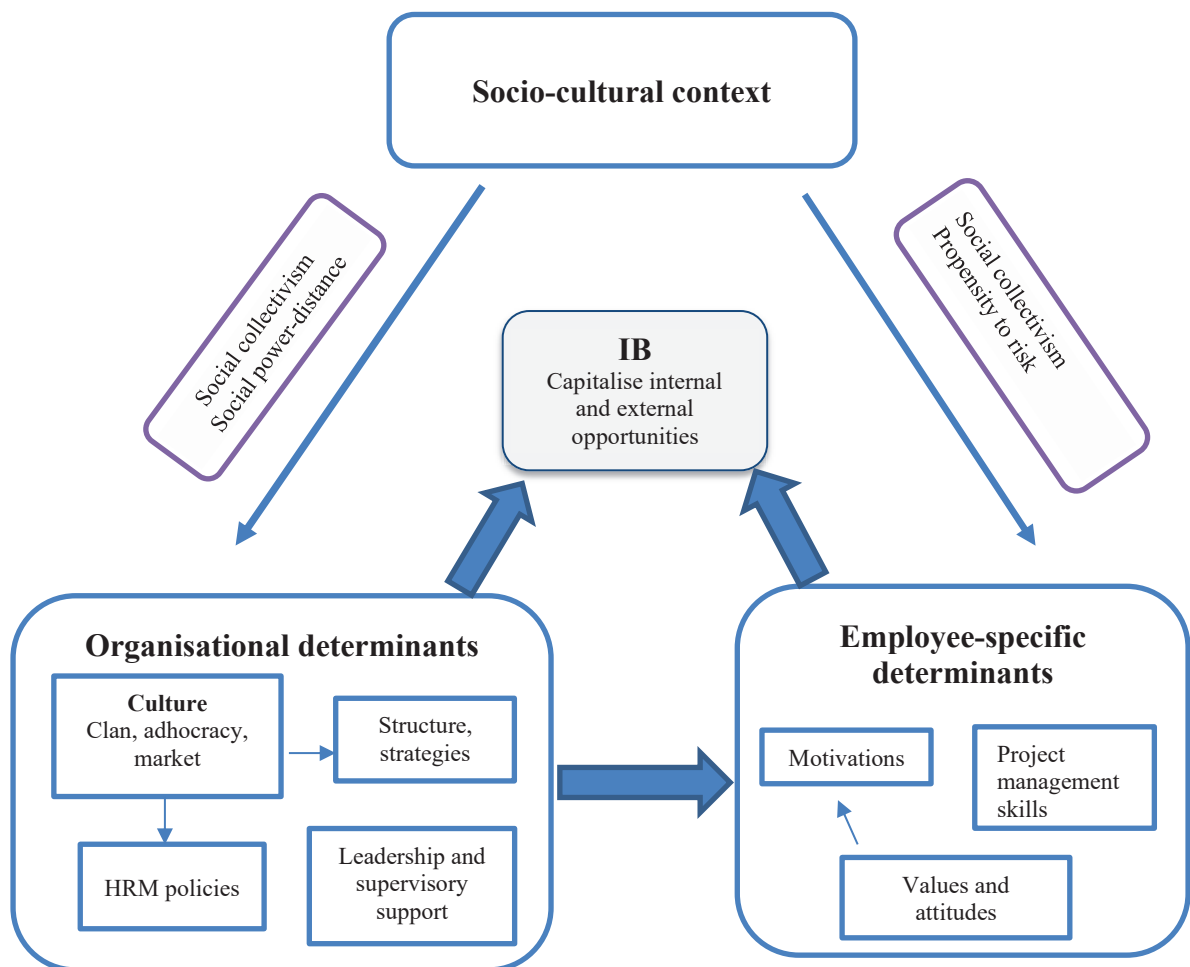
Moreover, the in-depth analysis of the organisational determinants of IB revealed that the socio-cultural context (social collectivism and social power distance) was likely to have influenced the organisational determinants of IB (the organisational culture, intrapreneurial strategies, and policies) particularly in the established organisations. As such, the findings of this thesis explained that the IB is a complex phenomenon and can be significantly influenced by three key contextual determinants; organisational, employee-specific and socio-cultural context.

Overall, the findings of this study are illustrated in Figure 6.3, which integrates the determinants of IB. Therefore, the emphasis that the intrapreneurship researchers has recently placed on the need for studies to adopt a combined perspective on the

intrapreneurship phenomenon was addressed in this thesis (Badoiu et al., 2020; Blanka, 2018), which integrates both organisational and individual-level determinants of IB taken together with the socio-cultural aspect of intrapreneurship. This integration deepens the current understanding of the determinants of IB by providing meaningful factors that drive employee IB in a unique context and brings new insights to the cultural aspect of intrapreneurship literature by explaining the influence of socio-cultural context on IB.

**Figure 6.3**

*Integrated Research Findings- Contextual Determinants of Intrapreneurial Behaviour*



## 6.3 CONTRIBUTIONS

The findings drawn from this research provide a number of contributions to the body of knowledge in the intrapreneurship domain. This study also provides a range of practical implications to foster IB, particularly in environments that are known as less intrapreneurial. In this section, each of the contributions is discussed in relation to the extant literature.

### 6.3.1 Contributions to the intrapreneurship literature

The findings of this study provide a significant contribution to the current understanding of the determinants of intrapreneurial motivation and risk behaviour and intrapreneurial values.

***Insights of the influence of socio-cultural context (social collectivism) on intrapreneurial motivation:*** The current intrapreneurship literature has established that intrapreneurial motivation has been due to employee professional and leadership motivations (Chan et al., 2017), employee commitment to the organisation (Farrukh et al., 2017), and job satisfaction (Antoncic & Antoncic, 2011). However, the complex nature of the dimension of intrapreneurial motivation has suggested that there could be numerous other factors (Mustafa et al., 2018) that may affect employees' motivation to become intrapreneurs. Still, limited empirical evidence is shown on intrapreneur's motivations and the influence of the socio-cultural context of intrapreneurial motivation is largely overlooked.

In response to this gap in the literature, this research makes an important contribution by providing rich empirical evidence that suggests that in a sample of Sri Lankan intrapreneurs, intrapreneurial motivation could be due to having different motivations for personal, organisational and societal achievements. It was evident that, when the intrapreneurial motivation is beyond personal and organisational

achievements, intrapreneurs recognise and pursue opportunities in social value. The study site of Sri Lanka has been well known as a country that has experienced a higher level of social collectivism (Gamage & Wickramasinghe, 2014; Lin et al., 2013). Social collectivism dimension has been important not only at the national level also at the organisational level (Fayolle et al., 2010). As such, culturally-based collectivism seems to have motivated intrapreneurs to pursue opportunities that benefited the broader society. Accordingly, these research findings suggest that in the context of service sector in Sri Lanka, intrapreneurial motivation is likely significantly influenced by the socio-cultural context of the country.

***Insights of the influence of socio-cultural context on (social collectivism and propensity to risk) on intrapreneurial risk behaviour:*** Risk-taking behaviour has been identified as a driver for intrapreneurial intention (Razavi & Ab Aziz, 2017; Rigtering & Weitzel, 2013) and intrapreneurs have been often recognised as risk-takers (Miller, 2011; Razavi & Ab Aziz, 2017; Rigtering & Weitzel, 2013). However, some have argued that intrapreneurs can demonstrate risk-averse behaviour (Rigtering & Weitzel, 2013). The findings of this thesis brought new insights that the presence or the development of employee risk management ability contributed to the success of intrapreneurship projects in organisations. Notably, data evident that majority of the intrapreneurs felt uncomfortable to take project risks alone, but were able to successfully manage project risks through their collaborative risk management ability and the effort of project teams, including managers, co-workers and various other stakeholders, such as funding institutions and government authorities' beliefs that the project risk must be managed collaboratively.

The study site of Sri Lanka is well known as a country that has experienced a higher level of social collectivism and uncertainty avoidance (Gamage &



Wickramasinghe, 2014; Lin et al., 2013). Higher levels of uncertainty avoidance indicate that people feel threatened by uncertain and ambiguous situations, whereas a high level of collectivism emphasis on cohesiveness among individuals and prioritisation of the group over the self (Gamage, 2014). As such the identified risk behaviour of intrapreneurs could be a result of these socio-cultural characteristics (social collectivism and propensity to risk) of the country. Accordingly, these research findings suggest that in the context of service sector in Sri Lanka, intrapreneurial risk behaviour is likely influenced by the socio-cultural context of the country.

*Insights of the influence of socio-cultural context (social collectivism) on intrapreneurial values:* The current intrapreneurship literature has established that intrapreneurs' values can influence their innovation performance (Camelo-Ordaz et al., 2012). Research has shown that intrapreneur's values, such as persistence, hard work, ambition, creativity, risk-taking (Camelo-Ordaz et al., 2012), an optimistic perception of success (Camelo-Ordaz et al., 2012; Lages et al., 2017), an orientation towards goals (Franco & Pinto, 2016), and a desire to take on new challenges (Smith et al., 2016) can influence their innovative behaviours.

The intrapreneurs' sensitivity for social issues and their pursuit of opportunities for the benefit of the broader society was a significant finding of this research. A majority of the intrapreneurs who represented different age groups (young to matured) expressed their sensitivity for social and environmental issues that had made them pursue opportunities proactively and innovatively for social value. In the context of entrepreneurial values, researchers have claimed that collectivist values of entrepreneurs in collectivist societies have been as important as individualist values when applied to business start-ups (Rosa et al., 2008; Tellegen, 1997). As such, the identified intrapreneurial value for the sensitivity to social issues may have been

influenced by the culturally-based collectivism in Sri Lanka. However, the intrapreneurship literature that emphasises positive work values as a main driver of the IB seems to have ignored such socio-cultural influence found in the intrapreneurial values in the sample of intrapreneurs in Sri Lanka.

***A context-sensitive approach to foster IB in less intrapreneurial environments:***

Intrapreneurship has been recognised as an essential component in developing an innovative culture within organisations and providing an opportunity for them to engage employees in challenging and meaningful work. However, there has been substantial variation in the prevalence of intrapreneurship across countries, particularly among developed and developing countries (GEM, 2019; Boma, Stam and Wennekers, 2011). Whilst country-level variations and contextual influences have been primarily accounted for in the broader entrepreneurship literature (Hayton et al., 2002; Kreiser et al., 2010; Li et al., 2017; Shim & Davidsson, 2015), they have been rarely accounted for in the intrapreneurship research.

The aim of this thesis was to explore the determinants of IB in Sri Lanka, where the socio-cultural influence was significant in employee behaviour. The findings of this thesis brought new insights to the body of intrapreneurship literature in explaining a context-sensitive approach to foster IB in environments that have traditionally been noted as less intrapreneurial. Having recognised the structural and cultural impediments to practice intrapreneurship while appreciating the values of the collective society, the organisational approach to foster IB was facilitated by a team-based, intrapreneurship approach driven by organisational culture, specific strategies, and HRM policies and facilitated by the distinct leadership roles of top and middle management. This approach seems an ideal environment for employees in the

collective society to contribute their organisational innovation activities, and may be instrumental in achieving sustainable intrapreneurial culture.

As such, this research is significant given that this study answered the call of researchers to further investigate the generalisability of firm-level entrepreneurship theories, practices or approaches, such as corporate entrepreneurship, and intrapreneurship within unique contexts (Sinha & Srivastava, 2013; Zahra & Wright, 2011; Zahra et al., 2014). Such effort may help generate new definitions and uncover success factors and or stories (Zahra & Wright, 2011) and this could also be an interest to countries and policymakers eager to promote particular entrepreneurial activities, such as intrapreneurship within different contexts.

### **6.3.2 Contributions to methods in intrapreneurship research**

#### *Utilisation of Embedded multiple case design in intrapreneurship research:*

Rouse and Daellenbach (1999) advocated that the effects of organisational processes could be best uncovered using in-depth research inside organisations. In this thesis, intrapreneurship was viewed as a process by which individuals inside organisations pursue opportunities for the organisation (Stevenson & Jarillo, 2007). To date, intrapreneurship researchers have mainly relied on quantitative approaches which have been often used with a single respondent view to investigate the determinants of IB in organisations. Moreover, most studies in the field of intrapreneurship research have been based on the consideration of organisational factors as the determinant of employee intrapreneurial activity (Badoiu et al., 2020; Blanka, 2018). However, there has been little evidence of the combination of organisational and employee-specific factors as determinants of IB (Badoiu et al., 2020; Blanka, 2018).

In this thesis, IB was examined through an integrated approach that combined both organisational and employee-specific factors. The embedded, multiple case

design adopted in this thesis allowed the use of multiple units of analysis (Yin, 2013). As the focus of this thesis was to explore the determinants of IB within organisations, four service firms were the core units of analysis of the study, whereas intrapreneurs were taken as the subunit embedded within the core unit of analysis (firm). Therefore, in this thesis, the recent emphasis for intrapreneurship research to adopt a combined perspective of the intrapreneurship phenomenon (Badoiu et al., 2020; Blanka, 2018) was addressed, which integrated both organisational and individual-level determinants of IB. This embedded, multiple-case design yielded a more insightful understanding of the determinants of IB and added qualitative results to the body of quantitative studies in the intrapreneurship domain. This embedded, multiple-case design approach (Yin, 2013) makes an additional methodological contribution to the intrapreneurship research.

### **6.3.3 Practical implications**

Findings of this thesis brought considerable theoretical and practical value. In this section, the practical implications of this research are presented.

The findings indicated that the firm's orientation to facilitate IB was driven by an organisationally dominant culture type and the cultural focus. Thus, it is recommended that managers assess their dominant culture type and cultural focus and prioritise strategies and policies accordingly to foster the IB. Moreover, senior managers could adopt a long-term view of the effect of intrapreneurship, and having a continuous approach to recognise, develop and retain intrapreneurs are important.

Findings further revealed that not only visionary leadership and proactive approaches by the top management also the middle managers' stimulus and support roles to leverage ideas may significantly help drive employees to pursue opportunities within the organisations. It is recommended that top management should acknowledge

and facilitate the distinct role both they and middle management have to play in enabling and stimulating IB, particularly in environments that are less intrapreneurial.

The findings of this research also suggest that intrapreneurial motivation is a complex phenomenon and employees have different motivations, such as desires for personal and organisational benefits, who also look for the ways to make a positive social contribution through intrapreneurial projects. Therefore, it is recommended that managers be aware of this complexity of intrapreneurial motivation and provide the appropriate opportunity for intrapreneurs to achieve their intrapreneurial goals in order to retain them within the organisation in the long run.

This research confirmed that employees' project management skills that consisted of project planning, project leadership, risk management, and negotiation skills can contribute to the likelihood of the success of intrapreneurship projects. Therefore, it is recommended that, in order to foster IB, managers could focus on intraparietal training and development opportunities that target the development of adequate skills in project management. This may enable the successful implementation of intrapreneurial projects.

Finally, findings of this thesis provide a recommendation for policy formulation to achieve broader national development goals in Sri Lanka. The countries' vision was identified in Section 1.2 of converting the country's strategic location advantage into a major economic hub within the region (Central Bank Report, 2019), with the expectation that entrepreneurial and intrapreneurial practices will drive such a transformation. However, it has not been clear from the limited research literature on the Sri Lankan context whether the development of strategies to foster IB should be based on the traditional literature or on a more nuanced understanding of the local organisational cultures and employee behaviours (Kaluarachchi, 2015). The findings

of this thesis suggested the necessity of having a unique, context-sensitive approach that is developed by understanding local organisational cultures and employee behaviours to foster IB in the Sri Lankan context. Such an approach could facilitate organisational renewal through innovation, enhance employee engagement and commitment to drive the firm's innovation strategies, and finally, contribute to achieve broader national goals. This suggestion may also apply to countries in a similar social-cultural environment to foster IB within organisations.

#### **6.4 LIMITATIONS AND FUTURE RESEARCH**

This study had a number of limitations that may be addressed in future research. These limitations were mainly identified relating to the nature of the research context, nature of the research design and the procedure.

##### **6.4.1 Nature of the research context**

Studies on the influence of national culture on IB to date have been limited (Abraham, 1997; Sinha & Srivastava, 2013). This thesis was limited to a domestic Sri Lankan sample. This was done to align the argument of Abraham (1997) who stated that single country studies should be the starting point for such investigations in order to observe more closely the influence of cultural variables with organisational practices or individual behaviours. However, particularly to strengthen the cultural claims made by this research, further studies considering the socio-cultural influence on the IB could undertake a comparative cross-cultural study that includes a sample of intrapreneurs from different countries that represent cultural and behavioural diversity.

##### **6.4.2 Nature of the research design and conduct**

Even though this research claimed that the selection of cases followed the case selection criteria and theoretical sampling logic, this was done to some extent. The identification of cases was based on the availability and the accessibility to the data

and key informants and the participants were selected from four organisations based on their availability, accessibility and/or until data saturation was met. As a result, all the cases selected were in the capital city of Sri Lanka and represented a range of different industries in the service sector. However, firm innovation and intrapreneurship orientation and performance may vary in different environments, particularly in different industries (Cosh et al., 2012). This might affect the organisational determinants of IB such as organisational strategies and policies which are developed to induce IB. Therefore, it could be important to conduct research focusing on a single industry or comparative studies on distinct industries, thus capturing their distinct organisational factors and their particular patterns which could influence the IB. Such studies may generate advanced hypotheses or propositions that consider the complex links among contextual determinants of IB.

In addition, it was discussed in this thesis that IB was associated with three key contextual determinants: external environment, organisational determinants and employee-specific determinants. The environmental context in this research was limited to socio-cultural factors. Limiting the research scope to these factors allowed the researcher to maintain manageable focus. However, there could be various other environmental factors, such as political, legal and technological environments, and so on that can also affect IB, which may lead employees to pursue internal and external opportunities. Therefore, there is a need to explore how other relevant environmental dimensions that may influence IB, particularly using a longitudinal study which could best capture the developments or changes of extra role behaviours of employees over time (Knies & Leisink, 2014).

### 6.4.3 Other considerations

A qualitative approach was used in this thesis to explore the contextual determinants of IB. This qualitative approach through in-depth semi-structured interviews with 10 intrapreneurs and their managers enabled a better understanding of IB in a more nuanced reality, beyond the focus of existing intrapreneurship literature. However, the generalisability of findings was limited to the study sample, and also there could be various demographic factors (e.g., age, gender, and education level) that affect the employee-specific determinants of IB. Further research may validate these findings with a quantitative study with a larger sample taking possible demographic factors as moderators of IB.

In addition, the qualitative nature of this research methodology enabled to explore the organisational and employee-specific determinants of IB in depth and to recognise the most salient socio-cultural influences on IB in the context of service sector organisations in Sri Lanka. However, future research can explore the relationships between these factors, probably using a quantitative research approach.





## References

---

- Abraham, R. (1997). The relationship of vertical and horizontal individualism and collectivism to intrapreneurship and organizational commitment. *Leadership & Organization Development Journal*, 18(4), 179-186.  
<https://doi.org/10.1108/01437739710182278>
- Adachi, T., & Hisada, T. (2017). Gender differences in entrepreneurship and intrapreneurship: An empirical analysis. *Small Business Economics*, 48(3), 447-486.  
<https://doi.org/10.1007/s11187-016-9793-y>
- Ağca, V., Topal, Y., & Kaya, H. (2012). Linking intrapreneurship activities to multidimensional firm performance in Turkish manufacturing firms: An empirical study. *International Entrepreneurship and Management Journal*, 8(1), 15-33.  
<https://doi.org/10.1007/s11365-009-0132-5>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179-211.  
[https://doi.org/10.1016/0749-5978\(91\)90020-t](https://doi.org/10.1016/0749-5978(91)90020-t)
- Alpkan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010). Organizational support for intrapreneurship and its interaction with human capital to enhance innovative performance. *Management Decision*, 48(5), 732-755.  
<https://doi.org/10.1108/00251741011043902>
- Perry, M. J. (2020, May 26). Only 51 US companies have been on the Fortune 500 since 1955, thanks to the creative destruction that fuels economic prosperity. *American Enterprise Institute*.  
<https://www.aei.org/carpe-diem/only-51-us-companies-have-been-on-the-fortune-500-since-1955-thanks-to-the-creative-destruction-that-fuels-economic-prosperity/>
- Amo, B. W. (2010). Corporate entrepreneurship and intrapreneurship related to innovation behaviour among employees. *International Journal of Entrepreneurial Venturing*, 2(2), 144-158.  
<https://doi.org/10.1504/ijev.2010.034819>
- Åmo, B. W., & Kolvereid, L. (2005). Organizational strategy, individual personality and innovation behavior. *Journal of Enterprising Culture*, 13(1), 7-19.  
<https://doi.org/10.1142/s0218495805000033>
- Antonicic, B. (2011). Employee satisfaction, intrapreneurship and firm growth: A model. *Industrial Management & Data Systems*, 111(4), 589-607.  
<https://doi.org/10.1108/02635571111133560>

- Antoncic, B., & Hisrich, R.D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. *Journal of Business Venturing*, 16(5), 495-527. [https://doi.org/10.1016/s0883-9026\(99\)00054-3](https://doi.org/10.1016/s0883-9026(99)00054-3)
- Antoncic, B., & Hisrich, R.D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7-24 <https://doi.org/10.1108/14626000310461187>
- Antonic, J. A., & Antoncic, B. (2011). Employee satisfaction, intrapreneurship and firm growth: A model. *Industrial Management & Data Systems*, 11(4), 589-607. <https://doi.org/10.1108/02635571111133560>
- Augusto Felício, J., Rodrigues, R., & Caldeirinha, V. R. (2012). The effect of intrapreneurship on corporate performance. *Management Decision*, 50(10), 1717-1738. <https://doi.org/10.1108/00251741211279567>
- Azmat, F., & Zutshi, A. (2012). Influence of home-country culture and regulatory environment on corporate social responsibility perceptions: The case of Sri Lankan immigrant entrepreneurs. *Thunderbird International Business Review*, 54(1), 15-27. <https://doi.org/10.1002/tie.21435>
- Badoiu, G. A., Segarra-Ciprés, M., & Escrig-Tena, A. B. (2020). Understanding employees' intrapreneurial behavior: A case study. *Personnel Review*, 49(8), 1677-1694. <https://doi.org/10.1108/pr-04-2019-0201>
- Baruah, B., & Ward, A. (2015). Metamorphosis of intrapreneurship as an effective organizational strategy. *International Entrepreneurship and Management Journal*, 11(4), 811-822. <https://doi.org/10.1007/s11365-014-0318-3>
- Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report*, 13(4), 544-559.
- Becker, G. S. (2002). *Human capital. A theoretical and empirical analysis with special reference to education* (3rd ed.). The University of Chicago Press.
- Belk, R. W. (2007). *Handbook of qualitative research methods in marketing*. Edward Elgar Publishing. <https://doi.org/10.4337/9781847204127>
- Benitez-Amado, J., Llorens-Montes, F. J., & Nieves Perez-Arostegui, M. (2010). Information technology-enabled intrapreneurship culture and firm performance. *Industrial Management & Data Systems*, 110(4), 550-566. <https://doi.org/10.1108/02635571011039025>
- Berzin, S., Pitt-Catsoupes, M., & Gaitan-Rossi, P. (2016). Innovation and sustainability: An exploratory study of intrapreneurship among human service organizations. *Human Service Organizations: Management, Leadership & Governance*, 40(5), 540-552. <https://doi.org/10.1080/23303131.2016.1184207>

- Blanka, C. (2018). An individual-level perspective on intrapreneurship: A review and ways forward. *Review of Managerial Science*, 13(5), 919-961. <https://doi.org/10.1007/s11846-018-0277-0>
- Bosma, N., Stam, E., & Wennekers, S. (2011). Intrapreneurship versus independent entrepreneurship: A cross-national analysis of individual entrepreneurial behavior. *Discussion Paper Series, Tjalling C. Koopmans Research Institute*, 11(4). <https://dspace.library.uu.nl/handle/1874/218872>
- Bosma, N., Wennekers, S., Guerrero, M., Amorós, J. E., Martiarena, A., & Singer, S. (2013). *Special Report on Entrepreneurial Employee Activity*. (Global Entrepreneurship Monitor Report) <https://www.gemconsortium.org/file/open?fileId=48592>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216. <https://doi.org/10.1177/135910457000100301>
- Buekens, W. (2014). Fostering intrapreneurship: The challenge for a new game leadership. *Procedia Economics and Finance*, 16(0), 580-586. [https://doi.org/10.1016/s2212-5671\(14\)00843-0](https://doi.org/10.1016/s2212-5671(14)00843-0)
- Burgelman, R. A. (1983). A process model of internal corporate venturing in the diversified major firm. *Administrative Science Quarterly*, 28(2), 223-244. <https://doi.org/10.2307/2392619>
- Burgers, H., & Van De Vrande, V. (2016). Who is the corporate entrepreneur? Insights from opportunity discovery and creation theory. In S. A. Zahra., D. O. Neubaum & J. C. Hayton (Eds.), *Handbook of Research on Corporate Entrepreneurship* (pp. 64-86). Edward Elgar Publishing. <https://doi.org/10.4337/9781785368738.00008>
- Burns, T., & Stalker, G. (1995). *The management of innovation*. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780198288787.001.0001>
- Camelo-Ordaz, C., Fernández-Alles, M., Ruiz-Navarro, J., & Sousa-Ginel, E. (2012). The intrapreneur and innovation in creative firms. *International Small Business Journal*, 30(5), 513-535. <https://doi.org/10.1177/0266242610385396>
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). John Wiley & Sons.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. John Wiley & Sons.
- Central Bank of Sri Lanka. (2019). *Annual Report 2019*. <https://www.cbsl.gov.lk/en/publications/economic-and-financial-reports/annual-reports/annual-report-2019>

- Chan, K. Y., Ho, M. H. R., Kennedy, J. C., Uy, M. A., Kang, B., Chernyshenko, O. S., & Yu, K. Y. T. (2017). Who wants to be an intrapreneur?. *Frontiers in Psychology*, 8:2041. <https://doi.org/10.3389/fpsyg.2017.02041>
- Chandrakumara, A., & Sparrow, P. (2004). Work orientation as an element of national culture and its impact on HRM policy-practice design choices: Lessons from Sri Lanka. *International Journal of Manpower*, 25(6), 564-589. <https://doi.org/10.1108/01437720410560451>
- Charmaz, K. (2014). *Constructing grounded theory*. (2nd ed.). Sage Publications.
- Corbin, J., & Strauss, A. (2014). *Basics of qualitative research: Techniques and procedures for developing grounded theory*. (4th ed.). Sage Publications.
- Cosh, A., Fu, X., & Hughes, A. (2012). Organisation structure and innovation performance in different environments. *Small Business Economics*, 39(2), 301-317. <https://doi.org/10.1007/s11187-010-9304-5>
- Covin, J. G., & Slevin, D. P. (1991). A conceptual model of entrepreneurship as firm behavior. *Entrepreneurship theory and Practice*, 16(1), 7-26. <https://doi.org/10.1177/104225879101600102>
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. Sage Publications.
- Davidsson, P. (2015). Entrepreneurial opportunities and the entrepreneurship nexus: A re-conceptualization. *Journal of Business Venturing*, 30(5), 674-695. <https://doi.org/10.1016/j.jbusvent.2015.01.002>
- Davidsson, P., Recker, J., & von Briel, F. (2018). External enablement of new venture creation: A framework. *Academy of Management Perspectives*, 34(3), 311-332. <https://doi.org/10.5465/amp.2017.0163>
- De Jong, J., & Wennekers, S. (May, 2008). *Conceptualizing entrepreneurial employee behaviour* (Scientific Analysis of Entrepreneurship and SMEs (EIM-SCALES Report 2008). <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.460.5106&rep=rep1&type=pdf>
- De Jong, J. P. J., Parker, S. K., Wenneker, S., & Wu, C. H. (2015). Entrepreneurial behavior in organizations: Does job design matter? *Entrepreneurship Theory and Practice*, 39(4), 981-995.
- De Silva, K. M., & De Silva, K. M. (1981). *A history of Sri Lanka*. University of California Press.
- De Villiers-Scheepers, M. (2011). Motivating intrapreneurs: The relevance of rewards. *Industry and Higher Education*, 25(4), 249-263. <https://doi.org/10.5367/ihe.2011.0051>

- Denzin, N. K., & Lincoln, Y. S. (2011). *The Sage handbook of qualitative research*. (4th ed.). Sage Publications.
- Deprez, J., & Euwema, M. (2017). You can't always get what you want? Leadership expectations of intrapreneurs. *Journal of Managerial Psychology*, 32(6), 430-444. <https://doi.org/10.1108/jmp-04-2016-0107>
- Deshpande, R. (1983). "Paradigms lost": On theory and method in research in marketing. *Journal of Marketing*, 47(4), 101-110. <https://doi.org/10.2307/1251403>
- Desouza, K. C. (2011). *Intrapreneurship: managing ideas within your organization*. Rotman-UTP Publishing.
- Douglas, E. J., & Fitzsimmons, J. R. (2013). Intrapreneurial intentions versus entrepreneurial intentions: distinct constructs with different antecedents. *Small Business Economics*, 41(1), 115-132. <https://doi.org/10.1007/s11187-012-9419-y>
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550. <https://doi.org/10.2307/258557>
- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of Management Journal*, 50(1), 25-32. <https://doi.org/10.5465/amj.2007.24160888>
- Elenkov, D. S., & Manev, I. M. (2005). Top management leadership and influence on innovation: The role of sociocultural context. *Journal of management*, 31(3), 381-402. <https://doi.org/10.1177/0149206304272151>
- Ellawala, H. (1969). *Social history of early Ceylon*. (Department of Cultural Affairs, Sri Lanka).
- Eriksson, P., & Kovalainen, A. (2015). *Qualitative methods in business research: A practical guide to social research*. (2nd ed.). Sage Publications.
- Eyal, O., & Kark, R. (2004). How do transformational leaders transform organizations? A study of the relationship between leadership and entrepreneurship. *Leadership and Policy in Schools*, 3(3), 211-235. <https://doi.org/10.1080/15700760490503715>
- Farrukh, M., Chong, W. Y., Mansori, S., & Ravan Ramzani, S. (2017). Intrapreneurial behaviour: the role of organizational commitment. *World Journal of Entrepreneurship, Management and Sustainable Development*, 13(3), 243-256. <https://doi.org/10.1108/wjemdsd-03-2017-0016>
- Fayolle, A., Basso, O., & Bouchard, V. (2010). Three levels of culture and firms' entrepreneurial orientation: A research agenda. *Entrepreneurship and Regional Development*, 22(7-8), 707-730. <https://doi.org/10.1080/08985620903233952>

- Floyd, S. W., & Lane, P. J. (2000). Strategizing throughout the organization: Managing role conflict in strategic renewal. *Academy of Management Review*, 25(1), 154-177. <https://doi.org/10.2307/259268>
- Franco, M., & Pinto, J. (2017). Intrapreneurship practices in municipal archives: A practice-oriented study. *Journal of Librarianship and Information Science*, 49(2), 165-179. <https://doi.org/10.1177/0961000616632055>
- Gamage, H. R., (2014). Entrepreneurial drive beyond the need for achievement: a point of difference in South Asian entrepreneurial drive, inspiration and motivation. *International Journal of Process Management and Benchmarking*, 4(3), 234-246. <https://doi.org/10.1504/ijpmb.2014.063232>
- Gamage, H. R., Cameron, D., & Woods. E. (2003a, November 28-30 ). *Are Sri Lankan entrepreneurs motivated by the need for achievement?* [Conference paper]. 9<sup>th</sup> International Conference in Sri Lankan Studies, University of Ruhuna, Sri Lanka.
- Gamage, H. R., Cameron, D, & Woods. E. (2003b, November 28-30). *Theory, surprise and reality: exploring the world of the Sri Lankan entrepreneur.* [Conference paper]. 9<sup>th</sup> International Conference on Sri Lankan Studies, University of Ruhuna, Sri Lanka.
- Gamage, H. R., & Wickramasinghe. A. (2012a). Culture of social institutions and behavioural manifestations in entrepreneurship development: A South-Asian case. *Interdisciplinary Journal of Contemporary Research in Business*, 4(7), 64-79.
- Gamage, H. R., & Wickramasinghe. (2012b). Development in Western ideology of entrepreneurialism and their (mis) applications in the context of non-western cultures. *Corporate Ownership and Control*, 10, 421-433.
- Gamage, H. R., & Wickramasinghe. (2012c). Western perspectives on entrepreneurship and their sensitivity in the context of Asian cultures. *International Journal of Entrepreneurship and Small Business*, 17(4), 525-537. <https://doi.org/10.1504/ijesb.2012.050168>
- Gamage, H. R., & Wickramasinghe, A. (2014). Idiosyncrasies of taking risk: A case of a South-Asian context. *Corporate Ownership and Control*, 11(2), 231-241. <https://doi.org/10.22495/cocv11i3c2p2>
- Gapp, R., & Fisher, R. (2007). Developing an intrapreneur-led three-phase model of innovation. *International Journal of Entrepreneurial Behavior & Research*, 13(6), 330-348. <https://doi.org/10.1108/13552550710829151>
- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2017). Employee intrapreneurship and work engagement: A latent change score approach. *Journal of Vocational Behavior*, 100(2017), 88-100



- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2019). Measuring intrapreneurship at the individual level: Development and validation of the Employee Intrapreneurship Scale (EIS). *European Management Journal*, 37(6), 806-817.
- Global Entrepreneurship Monitor, *Global Report (2019-2020, February 25)*. <https://www.gemconsortium.org/report/gem-2019-2020-global-report>
- Globocnik, D., & Salomo, S. (2015). Do formal management practices impact the emergence of bootlegging behavior? *Journal of Product Innovation Management*, 32(4), 505-521. <https://doi.org/10.1111/jpim.12215>
- Govindarajan, V., & Desai, J. (2013). Recognize intrapreneurs before they leave. *Harvard Business Review*. [https://hbr.org/2013/09/recognize\\_intrapreneurs](https://hbr.org/2013/09/recognize_intrapreneurs)
- Graebner, M. E., & Eisenhardt, K. M. (2004). The seller's side of the story: Acquisition as courtship and governance as syndicate in entrepreneurial firms. *Administrative Science Quarterly*, 49(3), 366-403.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of Qualitative Research*, (pp. 105-117). Sage Publications.
- Guerrero, M., & Peña-Legazkue, I. (2013). The effect of intrapreneurial experience on corporate venturing: Evidence from developed economies. *International Entrepreneurship and Management Journal*, 9(3), 397-416. <https://doi.org/10.1007/s11365-013-0260-9>
- Guth, W. D., & Ginsberg, A. (1990). Guest editors' introduction: Corporate entrepreneurship. *Strategic Management Journal*, 11, 5-15.
- Haase, H., Franco, M., & Félix, M. (2015). Organisational learning and intrapreneurship: evidence of interrelated concepts. *Leadership & Organization Development Journal*, 36(8), 906-926. <https://doi.org/10.1108/lodj-03-2014-0053>
- Halme, M., Lindeman, S., & Linna, P. (2012). Innovation for inclusive business: Intrapreneurial bricolage in multinational corporations. *Journal of Management Studies*, 49(4), 743-784.
- Hayton, J. C. (2005). Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. *Human resource management review*, 15(1), 21-41. <https://doi.org/10.1016/j.hrmr.2005.01.003>
- Hayton, J. C., George, G., & Zahra, S. A. (2002). National culture and entrepreneurship: A review of behavioral research. *Entrepreneurship theory and Practice*, 26(4), 33-52. <https://doi.org/10.1177/104225870202600403>
- Healy, M., & Perry, C. (2000). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative Market*



*Research: An International Journal*. 3(3), 118-126.  
<https://doi.org/10.1108/13522750010333861>

- Herbig, P., & Dunphy, S. (1998). Culture and innovation. *Cross Cultural Management*, 5(4), 13-21. <https://doi.org/10.1108/13527609810796844>
- Hisrich, R. D. (1990). Entrepreneurship/intrapreneurship. *The American Psychologist*, 45(2), 209-222. <https://doi.org/10.1037/0003-066x.45.2.209>
- Hofstede, G. (1980). Culture and organizations. *International Studies of Management & Organization*, 10(4), 15-41.  
<https://doi.org/10.1080/00208825.1980.11656300>
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values*. Sage Publications.
- Hofstede, G. (2007). Asian management in the 21st century. *Asia Pacific Journal of Management*, 24(4), 411-420. <https://doi.org/10.1007/s10490-007-9049-0>
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 8.  
<https://doi.org/10.9707/2307-0919.1014>
- Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35(2), 286-316.  
<https://doi.org/10.2307/2393392>
- Hofstede Insights, *Country Comparison* (2020). <https://www.hofstede-insights.com/country-comparison/sri-lanka/>
- Ikram, S., Udugama, J., & Jayasinghe-Mudalige, U. (2013). Nurturing Intrapreneurship: Exploring the Developments in Plantation Sector of Sri Lanka. *Journal of Food and Agriculture*, 3(1-2).
- Ikram, S., Udugama, J., & Jayasinghe-Mudalige, U. (2014). Leadership in the Context of Plantation Sector of Sri Lanka: Exploring the Style, Behavior and Perspectives of Estate Managers. *South Asian Journal of Management*, 21(2), 7.
- Irfan, M. I. M. (2016). Cultural dimensions of Hofstede and their impact on organizational performance in Sri Lanka. *Imperial Journal of Interdisciplinary Research*, 2(10), 1160-1169.
- Joiner, T. A. (2001). The influence of national culture and organizational culture alignment on job stress and performance: evidence from Greece. *Journal of Managerial Psychology*, 16(3), 229-242.  
<https://doi.org/10.1108/02683940110385776>

- Jong, J. P. d., Parker, S. K., Wennekers, S., & Wu, C. H. (2015). Entrepreneurial behavior in organizations: does job design matter? *Entrepreneurship theory and Practice*, 39(4), 981-995.
- Kacperczyk, A. J. (2012). Opportunity structures in established firms: Entrepreneurship versus intrapreneurship in mutual funds. *Administrative science quarterly*, 57(3), 484-521.
- Kaluarachchi, K. (2015). Entrepreneurship to intrapreneurship: Intrapreneurial behavior at individual level in a Sri Lankan family business. *Archives of Business Research*, 3(2), 43-53. <https://doi.org/10.14738/abr.32.880>
- Kattenbach, R., & Fietze, S. (2018). Entrepreneurial orientation and the job demands-resources model. *Personnel Review*, 47(3), 745-764. <https://doi.org/10.1108/pr-08-2016-0194>
- Kaya, N. (2006). The impact of human resource management practices and corporate entrepreneurship on firm performance: Evidence from Turkish firms. *The International Journal of Human Resource Management*, 17(12), 2074-2090. <https://doi.org/10.1080/09585190601000204>
- Kearney, C., Hisrich, R. D., & Antoncic, B. (2013). The mediating role of corporate entrepreneurship for external environment effects on performance. *Journal of Business Economics and Management*, 14(1), 328-357.
- Khandwalla, P. N. (2006). Tools for enhancing innovativeness in enterprises. *Vikalpa*, 31(1), 1-16. <https://doi.org/10.1177/0256090920060101>
- Kraus, S., Rigtering, J. C., Hughes, M., & Hosman, V. (2012). Entrepreneurial orientation and the business performance of SMEs: A quantitative study from the Netherlands. *Review of Managerial Science*, 6(2), 161-182. <https://doi.org/10.1007/s11846-011-0062-9>
- Kreiser, P. M., Marino, L. D., Dickson, P., & Weaver, K. M. (2010). Cultural influences on entrepreneurial orientation: The impact of national culture on risk taking and proactiveness in SMEs. *Entrepreneurship Theory and Practice*, 34(5), 959-983. <https://doi.org/10.1111/j.1540-6520.2010.00396.x>
- Kuratko, D. F., & Audretsch, D. B. (2013). Clarifying the domains of corporate entrepreneurship. *International Entrepreneurship and Management Journal*, 9(3), 323-335. <https://doi.org/10.1007/s11365-013-0257-4>
- Kuratko, D. F., Ireland, R. D., Covin, J. G., & Hornsby, J. S. (2005). A model of middle-level managers' entrepreneurial behavior. *Entrepreneurship Theory and Practice*, 29(6), 699-716. <https://doi.org/10.1111/j.1540-6520.2005.00104.x>
- Kuratko, D. F., Montagno, R. V., & Hornsby, J. S. (1990). Developing an intrapreneurial assessment instrument for an effective corporate

entrepreneurial environment. *Strategic Management Journal*, 11(SP ISS), 49-58.

- Kuratko, D.F., Morris, M. H., & Schindehutte, M. (2015). Understanding the dynamics of entrepreneurship through framework approaches. *Small Business Economics*, 45(1), 1-13.
- Kvale, S. (1994). *Interviews: An introduction to qualitative research interviewing*. Sage Publications.
- Lages, M., Marques, C. S., Ferreira, J. J., & Ferreira, F. A. (2017). Intrapreneurship and firm entrepreneurial orientation: insights from the health care service industry. *International Entrepreneurship and Management Journal*, 13(3), 837-854. <https://doi.org/10.1007/s11365-016-0428-1>
- Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31-48. <https://doi.org/10.2307/259035>
- Li, Y., Zahra, S. A., & Lan, S. (2017). Heterogeneity in new venture formation rates across nations-The Schumpeterian and institutional economics views. In N. Dai (Eds.), *World Scientific Reference on Entrepreneurship*. (pp. 1-35).
- Liamputtong, P. (2009). Qualitative data analysis: Conceptual and practical considerations. *Health Promotion Journal of Australia*, 20(2), 133-139. <https://doi.org/10.1071/he09133>
- Lin, X., Carsrud, A., Jagoda, K., & Shen, W. (2013). Determinants of entrepreneurial intentions: applying western model to the Sri Lanka context. *Journal of Enterprising Culture*, 21(02), 153-174. <https://doi.org/10.1142/s0218495813500076>
- Ling, Y., Simsek, Z., Lubatkin, M. H., & Veiga, J. F. (2008). Transformational leadership's role in promoting corporate entrepreneurship: Examining the CEO-TMT interface. *Academy of Management Journal*, 51(3), 557-576. <https://doi.org/10.5465/amj.2008.32626023>
- Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135-172. <https://doi.org/10.2307/258632>
- MacMillan, I. C., & George, R. (1985). Corporate venturing: Challenges for senior managers. *Journal of Business Strategy*, 5(3), 34-43. <https://doi.org/10.1108/eb039073>
- Malmadana Kapuge, A., & Smith, M. (2007). Management practices and performance reporting in the Sri Lankan apparel sector. *Managerial Auditing Journal*, 22(3), 303-318. <https://doi.org/10.1108/02686900710733161>
- Martiarena, A. (2013). What's so entrepreneurial about intrapreneurs? *Small Business Economics*, 40(1), 27-39. <https://doi.org/10.1007/s11187-011-9348-1>

- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64-74. <https://doi.org/10.1108/14601060310456337>
- McMullen, J. S., & Shepherd, D. A. (2006). Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur. *Academy of Management Review*, 31(1), 132-152. <https://doi.org/10.5465/amr.2006.19379628>
- Menzel, H. C., Aaltio, I., & Ulijn, J. M. (2007). On the way to creativity: Engineers as intrapreneurs in organizations. *Technovation*, 27(12), 732-743. <https://doi.org/10.1016/j.technovation.2007.05.004>
- Menzel, H. C., Krauss, R., Ulijn, J., & Weggeman, M. (2008). Developing characteristics of an intrapreneurship-supportive culture. In A. Fayolle & P. Kyrö (Eds.), *The Dynamics Between Entrepreneurship, Environment and Education* (pp. 77-102). Edward Elgar Publishing.
- Meynhardt, T., & Diefenbach, F. E. (2012). What drives entrepreneurial orientation in the public sector? Evidence from Germany's federal labor agency. *Journal of Public Administration Research and Theory*, 22(4), 761-792.
- Miles, M. P., Huberman, A. M., & Saldana, J. (2013). *Qualitative data analysis*. Sage Publications.
- Miles, M. P., & Covin, J. G. (2002). Exploring the practice of corporate venturing: Some common forms and their organizational implications. *Entrepreneurship theory and Practice*, 26(3), 21-40. <https://doi.org/10.1177/104225870202600302>
- Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770-791. <https://doi.org/10.1287/mnsc.29.7.770>
- Miller, D. (2011). Miller (1983) Revisited: A reflection on EO research and some suggestions for the future. *Entrepreneurship Theory and Practice*, 35(5), 873-894. <https://doi.org/10.1111/j.1540-6520.2011.00457.x>
- Mohedano-Suanes, A., & Benítez, D. G. (2018). Intrapreneurs: Characteristics and behavior. In A. Porcar & R. Soriano (Eds.), *Inside the Mind of the Entrepreneur* (pp. 109-119). Springer International Publishing.
- Moriano, J. A., Molero, F., Topa, G., & Mangin, J.-P. L. (2014). The influence of transformational leadership and organizational identification on intrapreneurship. *International Entrepreneurship and Management Journal*, 10(1), 103-119. <https://doi.org/10.1007/s11365-011-0196-x>
- Mustafa, M., Gavin, F., & Hughes, M. (2018). Contextual Determinants of Employee Entrepreneurial Behavior in Support of Corporate Entrepreneurship: A Systematic Review and Research Agenda. *Journal of Enterprising Culture*, 26(3), 285-326. <https://doi.org/10.1142/s0218495818500115>

- Nanayakkara, G. (1999). The study of best management practices in Sri Lanka's high performing companies. *Journal of Comparative International Management*, 2(1).
- Neessen, P. C., Caniëls, M. C., Vos, B., & De Jong, J. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, 15(2), 545-571. <https://doi.org/10.5465/ambpp.2017.10355abstract>
- Nicolaidis, C. S., & Kosta, G. C. (2011). Intrapreneurship as a unique competitive advantage. *World Academy of Science, Engineering and Technology*, 59(5), 1121-1125.
- Orchard, S. (2015). Entrepreneurship and the human capital of organizational innovation: The intrapreneur. In S. Sindakis & C. Walter (Eds.), *The Entrepreneurial Rise in Southeast Asia* (pp. 111-138). Springer International Publishing.
- Otache, I., & Mahmood, R. (2015). Corporate entrepreneurship and business performance: The role of external environment and organizational culture: A proposed framework. *Mediterranean Journal of Social Sciences*, 6(4), 524-524. <https://doi.org/10.5901/mjss.2015.v6n4s3p524>
- Park, S. H., Kim, J.-N., & Krishna, A. (2014). Bottom-up building of an innovative organization: Motivating employee intrapreneurship and scouting and their strategic value. *Management Communication Quarterly*, 28(4), 531-560. <https://doi.org/10.1177/0893318914541667>
- Parker, S. C. (2011). Intrapreneurship or entrepreneurship? *Journal of Business Venturing*, 26(1), 19-34. <https://doi.org/10.1016/j.jbusvent.2009.07.003>
- Patton, M. Q. (1990). *Qualitative evaluation and research methods* (2nd ed.). Sage Publications.
- Patton, M. Q. (2005). *Qualitative research*. Wiley Online Library. <https://doi.org/10.1002/0470013192.bsa514>
- Pinchot, G., & Pellman, R. (1999). *Intrapreneuring in action: A handbook for business innovation*. Berrett-Koehler Publishers.
- Pinchot III, G. (1985). *Intrapreneuring: Why you don't have to leave the corporation to become an entrepreneur*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship. <https://ssrn.com/abstract=1496196>
- Prieto Leon, C., Phipps Simone, T. A., & Kungu, K. (2020). Facilitating a culture of intrapreneurship: An employee involvement approach. *Strategic HR Review*, 19(2), 93-95. <https://doi.org/10.1108/shr-04-2020-181>

- Razavi, S. H., & Ab Aziz, K. (2017). The dynamics between entrepreneurial orientation, transformational leadership, and intrapreneurial intention in Iranian R&D sector. *International Journal of Entrepreneurial Behavior & Research*, 23(5), 769-792. <https://doi.org/10.1108/ijebr-10-2016-0337>
- Rigtering, J., & Weitzel, U. (2013). Work context and employee behaviour as antecedents for intrapreneurship. *International Entrepreneurship and Management Journal*, 9(3), 337-360. <https://doi.org/10.1007/s11365-013-0258-3>
- Rouse, M. J., & Daellenbach, U. S. (1999). Rethinking research methods for the resource-based perspective: Isolating sources of sustainable competitive advantage. *Strategic Management Journal*, 20(5), 487-494. [https://doi.org/10.1002/\(sici\)1097-0266\(199905\)20:5<487::aid-smj26>3.0.co;2-k](https://doi.org/10.1002/(sici)1097-0266(199905)20:5<487::aid-smj26>3.0.co;2-k)
- Rule, E. G., & Irwin, D. W. (1988). Fostering intrapreneurship: The new competitive edge. *The Journal of Business Strategy*, 9(3), 44-47. <https://doi.org/10.1108/eb039227>
- Schmelter, R., Mauer, R., Börsch, C., & Brettel, M. (2010). Boosting corporate entrepreneurship through HRM practices: Evidence from German SMEs. *Human Resource Management*, 49(4), 715-741. <https://doi.org/10.1002/hrm.20366>
- Schollhammer, H. (1982). Internal corporate entrepreneurship. In D. Kent., L. Sexton, & K.H., (Eds.), *Encyclopedia of Entrepreneurship* (pp, 209- 223). Prentice Hal Publishing.
- Schuler, R. S. (1986). Fostering and facilitating entrepreneurship in organizations: Implications for organization structure and human resource management practices. *Human Resource Management*, 25(4), 607-629. <https://doi.org/10.1002/hrm.3930250408>
- Schumpeter, J. (1942). *Capitalism, Socialism and Democracy*. Harper & Bros.
- Seshadri, D., & Tripathy, A. (2006). Innovation through intrapreneurship: The road less travelled. *Vikalpa*, 31(1), 17-30. <https://doi.org/10.1177/0256090920060102>
- Shah, R., Gao, Z., & Mittal, H. (2014). *Innovation, entrepreneurship, and the economy in the US, China, and India: Historical perspectives and future trends*. Academic Press.
- Shane. S. (2003). *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing.
- Shane, S. (1993). Cultural influences on national rates of innovation. *Journal of Business Venturing*, 8(1), 59-73.



[https://doi.org/10.1016/0883-9026\(93\)90011-s](https://doi.org/10.1016/0883-9026(93)90011-s)

- Shane, S., Venkataraman, S., & MacMillan, I. (1995). Cultural differences in innovation championing strategies. *Journal of Management*, 21(5), 931-952. <https://doi.org/10.1177/014920639502100507>
- Shim, J., & Davidsson, P. (2015, June 10-13). *Cross-country differences in entrepreneurial activity: Adding insight through simulations*. [Conference paper]. Babson College Entrepreneurship Research Conference (BCERC).
- Shipton, H., West, M. A., Dawson, J., Birdi, K., & Patterson, M. (2006). HRM as a predictor of innovation. *Human Resource Management Journal*, 16(1), 3-27.
- Sine, W. D., Mitsuhashi, H., & Kirsch, D. A. (2006). Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors. *Academy of Management Journal*, 49(1), 121-132. <https://doi.org/10.5465/amj.2006.20785590>
- Sinha, N., & Srivastava, K. B. (2013). Association of personality, work values and socio-cultural factors with intrapreneurial orientation. *The Journal of Entrepreneurship*, 22(1), 97-113. <https://doi.org/10.1177/0971355712469186>
- Sinha, N., & Srivastava, K. B. (2015). Intrapreneurship orientation and innovation championing in Indian organizations. *Global Business Review*, 16(5), 760-771. <https://doi.org/10.1177/0972150915591431>
- Skovvang Christensen, K. (2005). Enabling intrapreneurship: The case of a knowledge-intensive industrial company. *European Journal of Innovation Management*, 8(3), 305-322. <https://doi.org/10.1108/14601060510610171>
- Slife, B. D., & Williams, R. N. (1995). *What's behind the research?: Discovering hidden assumptions in the behavioral sciences*. Sage Publications. <http://dx.doi.org/10.4135/9781483327372.n1>
- Smith, L., Rees, P., & Murray, N. (2016). Turning entrepreneurs into intrapreneurs: Thomas Cook, a case-study. *Tourism Management*, 56, 191-204. <https://doi.org/10.1016/j.tourman.2016.04.005>
- Sobh, R., & Perry, C. (2006). Research design and data analysis in realism research. *European Journal of Marketing*, 40(11-12), 1194-1209.
- Stevenson, H. H., & Jarillo, J. C. (2007). A paradigm of entrepreneurship: Entrepreneurial management. In *Entrepreneurship* (pp. 155-170). Springer International Publishing.
- Stopford, J. M., & Baden-Fuller, C. W. (1994). Creating corporate entrepreneurship. *Strategic Management Journal*, 15(7), 521-536. <https://doi.org/10.1002/smj.4250150703>

- Strauss, A., & Corbin, J. (1998). *Basics of qualitative research: Techniques and Procedures for Developing Grounded Theory* (2nd ed.). Sage Publications.
- Thennakoon, D. (2013). *Employee Engagement and its crossover from superiors to subordinates: An exploratory study of licensed commercial banks of Sri Lanka*. [Unpublished paper]. QUT Eprints. <https://eprints.qut.edu.au/107100/>
- Turro, A., Alvarez, C., & Urbano, D. (2016). Intrapreneurship in the Spanish context: a regional analysis. *Entrepreneurship & Regional Development*, 28(5-6), 380-402. <https://doi.org/10.1080/08985626.2016.1162850>
- Turró, A., Urbano, D., & Peris-Ortiz, M. (2014). Culture and innovation: The moderating effect of cultural values on corporate entrepreneurship. *Technological Forecasting and Social Change*, 88, 360-369. <https://doi.org/10.1016/j.techfore.2013.10.004>
- Urbano, D., Alvarez, C., & Turró, A. (2013). Organizational resources and intrapreneurial activities: an international study. *Management Decision*, 51(4), 854-870. <https://doi.org/10.1108/00251741311326617>
- Valsania, S. E., Moriano, J. A., & Molero, F. (2016). Authentic leadership and intrapreneurial behavior: Cross-level analysis of the mediator effect of organizational identification and empowerment. *International Entrepreneurship and Management Journal*, 12(1), 131-152. <https://doi.org/10.1007/s11365-014-0333-4>
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1), 108-119. <https://doi.org/10.2307/256902>
- Van Wyk, R., & Adonisi, M. (2008). The role of entrepreneurial characteristics in predicting job satisfaction. *South African Journal of Economic and Management Sciences*, 11(4), 391-407. <https://doi.org/10.4102/sajems.v11i4.266>
- von Briel, F., Davidsson, P., & Recker, J. (2018). Digital technologies as external enablers of new venture creation in the IT hardware sector. *Entrepreneurship theory and Practice*, 42(1), 47-69. <https://doi.org/10.1177/1042258717732779>
- Wakkee, I., Elfring, T., & Monaghan, S. (2010). Creating entrepreneurial employees in traditional service sectors. *International Entrepreneurship and Management Journal*, 6(1), 1-21. <https://doi.org/10.1007/s11365-008-0078-z>
- Wickramasinghe, V., & Kumara, S. (2010). Work-related attitudes of employees in the emerging ITES-BPO sector of Sri Lanka. *Strategic Outsourcing: An International Journal*, 3(1), 20-32. <https://doi.org/10.1108/17538291011023052>
- Wickramasinghe, V., & Perera, S. (2014). Effects of perceived organisation support, employee engagement and organisation citizenship behaviour on quality



performance. *Total Quality Management & Business Excellence*, 25(11-12), 1280-1294. <https://doi.org/10.1080/14783363.2012.728855>

Yin, R. K. (2011). *Applications of case study research* (3rd ed.). Sage Publications.

Yin, R. K. (2013). *Case study research: Design and methods* (6th ed.). Sage Publications.

Zahra, S. A. (1991). Predictors and financial outcomes of corporate entrepreneurship: An exploratory study. *Journal of Business Venturing*, 6(4), 259-285. [https://doi.org/10.1016/0883-9026\(91\)90019-a](https://doi.org/10.1016/0883-9026(91)90019-a)

Zahra, S. A. (1993). Environment, corporate entrepreneurship, and financial performance: A taxonomic approach. *Journal of Business Venturing*, 8(4), 319-340. [https://doi.org/10.1016/0883-9026\(93\)90003-n](https://doi.org/10.1016/0883-9026(93)90003-n)

Zahra, S. A., Jennings, D. F., & Kuratko, D. F. (1999). The antecedents and consequences of firm-level entrepreneurship: The state of the field. *Entrepreneurship Theory and Practice*, 24(2), 45-65. <https://doi.org/10.1177/104225879902400205>

Zahra, S. A., & Wright, M. (2011). Entrepreneurship's next act. *The Academy of Management Perspectives*, 25(4), 67-83. <https://doi.org/10.5465/amp.2010.0149>

Zahra, S. A., Wright, M., & Abdelgawad, S. G. (2014). Contextualization and the advancement of entrepreneurship research. *International small business journal*, 32(5), 479-500. <https://doi.org/10.1177/0266242613519807>

# Appendices

## Appendix A: Interview Guides

<b>Interview Guide 1</b>	
<b>To Understand the Organisational Contexts, Practices and Potential Participants</b>	
<b>A) Introduction</b>	
<ul style="list-style-type: none"> <li>• Introduce myself and the research.</li> <li>• Ensure confidentiality and provide ethics consent form for signature.</li> </ul> <p>QUT has a strict policy on ethics and this research has been approved by the QUT ethics committee. Before the interview I would like to ensure you that this interview is absolutely confidential. You do not have to mention your name and the name of your organisation in the interview, and in no way it could be apparent that responses came from you. Your interview responses will only be shared with research team members and you may end the interview at any time. If you do not wish to answer any of the questions, you have the right to do so.</p> <p>Could you please read and sign this consent form to confirm your participation to this interview.</p> <p>Ask for permission to record the interview.</p>	
<b>B) Questions</b>	
1.	How long have you been working for this organization?
2.	What is your role/position in the organization?
3.	Can you describe about your organisational culture? (Family culture/ achievement oriented/ control and structured)
4.	Does your organisation appreciate and allow employees to come up with new ideas which are relevant to the business? Why?
5.	Does your organisation facilitate employees to implement their ideas and pursue new business opportunities which create new value? How?
6	Are there any employees within your organization who have initiated (alone or with others) and implemented their ideas and created significant value? Can you describe this little further?
7	Have you recognized any employees who are willing to pursue some business opportunities in future?
	<b><i>Can you talk about the employees (Please do not mention their names) in your organization and their entrepreneurial activities?</i></b>
8	What sort of value creation activities initiated and or implemented by your company employees? (New business/new product/service/process innovations/technology innovations)
9	Do your organisation have any recruitment policies to assess employee's entrepreneurial ability?
10	What type of training do your organisation provide for employees to be entrepreneurial?
11	What type of responsibilities do your organisation give for employees to gain entrepreneurial abilities?
12	How do you reward entrepreneurial employees?

**Appendix A - continued**  
**Interview Guide 1**

13	Within your firm, what factors you believe supportive for employees to be entrepreneurial and innovative?
14	What factors you believe exist and supportive to promote organisation to be entrepreneurial and innovative? <ul style="list-style-type: none"> <li>- Industry growth</li> <li>- Demand for new products</li> <li>- Technological opportunities</li> <li>- Government support for industry</li> <li>- Government policies and procedures</li> <li>- Economic condition</li> </ul>
15	Can you explain the benefits your firm has gained from employee's entrepreneurial activities? <ul style="list-style-type: none"> <li>- Revenue growth</li> <li>- Growth of no of employee</li> <li>- Market exploration</li> <li>- etc.</li> </ul>
16	In future, what benefits do you believe your organisation will gain from supporting employee's entrepreneurial activities?
	<b><i>Seeking further assistance</i></b>
	<ul style="list-style-type: none"> <li>- Would you mind send an invitation email to the employees who have pursued some business opportunities within your organization to participate this study? I would like to speak to them with regard to their experience in relation to their entrepreneurial activities?</li> <li>- Would you mind send an invitation email to few organizational decision makers on firm entrepreneurship / innovation or Human Resource development activities whom I can speak to with regard to innovation and employee entrepreneurial activities at your organization?</li> </ul>

**Interview Guide 2- Main Study (Group 1)**

**Employees Who Have Contributed in Pursuing New Business Opportunities For The Organisation.**

**A) Introduction**

- Introduce myself and the research.
- Ensure confidentiality and provide ethics consent form for signature.

QUT has a strict policy on ethics and this research has been approved by the QUT ethics committee. Before the interview I would like to ensure you that this interview is absolutely confidential. You do not have to mention your name or the name of your organisation in the interview, and in no way it could be apparent that responses came from you. Your interview responses will only be shared with research members and you may end the interview at any time. If you do not wish to answer any of the questions, you have the right to do so. Could you please read and sign this consent form to confirm your participation to this interview.

Ask for permission to record the interview

**B) Background Questions**

**Appendix A - continued**  
**Interview Guide 2**

1.	How long have you been working for this organization?
2.	What is your role/position in the organization?
3.	Can you briefly describe your academic and professional background?
4.	Can you briefly describe your previous work experience? a) business experience b) sector/industry experience
5.	Do you have a history of desire to pursue new business opportunities for your firm? (new products/ new services/ new business/new projects/technology and process innovations) Are you currently involved in the development of such new activity?
<b>C) Opportunity Recognition and Decision</b>	
6.	What sort of new business activities initiated by you, alone or with colleagues/others within last three years? a) New business (new ventures), new product/service, process/technology innovations? b) How many of these ideas were implemented?
<b><i>Can we talk about one business idea you alone or with others initiated and implemented within last 3 years?</i></b>	
7.	When did you or others get the idea? Why did you or others wanted to initiate this business idea?
8.	What were the activities you had to perform (your role)? Who assisted you on this?
<b><i>If you think about your social environment and your culture...</i></b>	
9.	Did someone of your personal contacts encourage you (e.g. family, friends, and colleagues) or was it only your idea? Who? When How?
10.	Do you have any role models / examples of entrepreneurs in your family, community? Who? What business? How did they influence you?
11.	Do you feel that the society in your country, your region, supports entrepreneurship?
12.	To what degree is it important in your culture to be - Successful in business to show ones success? Successful in profession to show ones success?
13.	How did you deal with risk when planning your new business activity (future risks like unexpected events, etc)?

14	How comfortable did you feel with this uncertainty? Do you plan ahead?
15	Do you think you have the ability to anticipate future needs, changes and challenges in the business environment?
16	Do you enjoy doing things differently? How? Why?
<b>D) Opportunity Exploitation and Implementation</b>	

17	After the decision to pursue new business opportunity, how was your experience in implementing this ideas? Who supported your work?
18	From your professional network, who supported you? How?
19	How was this new value creation (new venture/new business/project) financed?
20	Overall, did your social network play an important role when implementing your idea?
21	What knowledge and skills supported you in implementing your idea?
22	Do you have education/training related to being entrepreneurial or innovative? How did that influence you?
23	How do you think the economic situation of the country drive your work (implementation of the idea)?
24	How did you feel encouraged by the national/local government, regulations, and laws?
25	How technology development in your industry did supported the development of your work (the new venture/new business/new product)?
<b>E) Impact</b>	
26	Can you describe any benefits you enjoy by initiating and implementing your ideas at work?
<b>Thank you</b>	

**Appendix A - continued**  
**Interview Guide 2**

<b>Interview Guide 2- Main Study (Group 2)</b>	
<b>Employers or Organisational Decision Makers</b>	
<b>B) Introduction</b>	
<ul style="list-style-type: none"> <li>• Introduce myself and the research</li> <li>• Ensure confidentiality and provide ethics consent form for signature.</li> </ul> <p>QUT has a strict policy on ethics and this research has been approved by the QUT ethics committee. Before the interview I would like to ensure you that this interview is absolutely confidential. You do not have to mention your name and the organizational name in the interview, and in no way it could be apparent that responses came from you. Your interview responses will only be shared with research members and you may end the interview at any time. If you do not wish to answer any of the questions, you have the right to do so. Could you please read and sign this consent form to confirm your participation to this interview.</p> <p>Ask for permission to record the interview</p>	
<b>B) Questions</b>	
1.	How long have you been working for this organization?
2.	What is your role/position in the organization?
3.	Can you describe about your organisational culture? (Family culture/ achievement oriented/ control and structured)
4.	Does your organisation appreciate and allow employees to come up with new ideas which are relevant to the business? Why?
5.	Does your organisation facilitate employees to implement their ideas and pursue new business opportunities which create new value? How?
6	Are there any employees within your organization who have initiated (alone or with others) and implemented their ideas and created significant value? Can you describe this little further?
7	Have you recognized any employees who are willing to pursue some business opportunities in future?
<b><i>Can you talk about the employees (please do not mention their names) in your organization and their entrepreneurial activities?</i></b>	
8	What sort of value creation activities initiated and or implemented by your company employees? (New business/new product/service/process innovations/technology innovations)
9	Do your organisation have any recruitment policies to assess employee's entrepreneurial ability?
10	What type of training do your organisation provide for employees to be entrepreneurial?

11	What type of responsibilities do your organisation give for employees to gain entrepreneurial abilities?
12	How do you reward entrepreneurial employees?
13	Within your firm, what factors you believe supportive for employees to be entrepreneurial and innovative?
14	<p>What factors you believe exist and supportive to promote organisation to be entrepreneurial and innovative?</p> <ul style="list-style-type: none"> <li>- Industry growth</li> <li>- Demand for new products</li> <li>- Technological opportunities</li> <li>- Government support for industry</li> <li>- Government policies and procedures</li> </ul> <p>Economic condition</p>
15	<p>Can you explain the benefits your firm has gained from employee's entrepreneurial activities?</p> <ul style="list-style-type: none"> <li>- Revenue growth</li> <li>- Growth of no of employee</li> <li>- Market exploration</li> </ul> <p>etc.</p>
16	In future, what benefits do you believe your organisation will gain from supporting employee's entrepreneurial activities?
	<b><i>Thank you</i></b>

## Appendix B: Questionnaires

### Questionnaire 1: Intrapreneurship Dimensions

Ref. No (researcher's use only)

**Note: You are not required to write your name or organization name.**

**Overview**

This is in addition to the interviews you had with us. The purpose of this questioner is to get an additional assessment on the organisational internal environment and the organisational culture. Your effort to fill the questionnaire will determine the quality if this research.

**The questionnaire comprised 5 pages and in 2 sections.**

**Section 1: Intrapreneurship Dimensions**

**1.1** Indicate the extent to which **your company has emphasized** each of the following items **over the past three years**.

		1	2	3	4	5
		<b>Minor Emphasis</b>				<b>Major Emphasis</b>
	<b>Innovativeness</b>	1	2	3	4	5
1.	Spending on new product/service development activities					
2.	Adding new products/services					
3.	Company's emphasis on technological innovation					
4.	Company's emphasis on process innovation					
5.	Changes in product or service lines					
6.	Emphasis on research & development					

**1.2** Indicate the extent to which **your company has emphasized** each of the following items **over the past three years**.

		1	2	3	4	5
		<b>Minor Emphasis</b>				<b>Major Emphasis</b>
	<b>New Business Creation</b>	1	2	3	4	5
1.	Broadening the business lines in the current industries					
2.	Pursuing new businesses in new industries that are related to your company current business					
3.	Finding new niches for products/services in current markets					
4.	Entering new businesses by offering new lines of products/services					
	<b>Self-Renewal Activities</b>					
5.	Reorganising units and divisions to increase innovation					
6.	Coordinated activities among units to enhance company innovation.					
7.	Increasing the autonomy (independence) of different units to enhance their innovation					



8.	Adopting flexible organizational structures to increase innovation					
9.	Training employees in creativity techniques					
10.	Rewarding employees for creativity and innovation					
11.	Establishing procedures to bring employee ideas for innovations					

12.	Establishing procedures to examine new innovation ideas					
13.	Designating formal idea (project or venture) champions					
14.	Making resources available for experimental projects					

1.3 . For each statement, indicate your agreement or disagreement

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	<b>Proactiveness</b>					
	<b><i>In dealing with competitors, my firm ...</i></b>					
1.	Is very often the first business to introduce new products/services, administrative techniques, operating technologies, etc					
2.	Typically adopts a very competitive posture (e.g. ready to compete)					
	<b><i>In general, the top managers at my firm...</i></b>					
3.	Have a strong tendency for high-risk projects (with chances of very high returns)					
	<b><i>When confronted with decision-making situations involving uncertainty, my firm...</i></b>					
4.	Typically, does not adopt aggressive posture (e.g. quick approaches) in order to get the benefits of potential opportunities.					

## Appendix B: *continued*

### Questionnaire 2: Organisational Culture Assessment

**Questionnaire 2: Organisational Culture Assessment**

Tell us about your organization culture, **focusing on the unit/division or department you are currently working in.**

This section consists of six questions. Each question has four alternatives. Divide 100 points among these four alternatives (A, B, C, D) depending on the extent to which each alternative is similar to your own organization (**the culture, as it exists today**).

Give a higher number of points to the alternative that is most similar to your organization.

For example, in question one (Q1), if you think alternative A is very similar to your organization, alternative B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points to both B and C, and 5 points to D. **Just be sure your total equals 100 points for each question.**

**E.g.**

***Dominant characteristics of my organization***

		<b>Points</b>
<b>A</b>	<i>The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.</i>	<b>55</b>
<b>B</b>	<i>The organization is a very dynamic entrepreneurial place. People are willing to take risks.</i>	<b>20</b>
<b>C</b>	<i>The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.</i>	<b>20</b>
<b>D</b>	<i>The organization is a very controlled and structured place. Formal procedures generally govern what people do.</i>	<b>5</b>
	<i>Total</i>	<b>100</b>

#### Questions

<b>Q 1. Dominant Characteristics of my organisation</b>		<b>Points</b>
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	The organization is a very dynamic entrepreneurial place. People are willing to take risks.	
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	
	<b>Total</b>	<b>100</b>
<b>Q 2. Organizational Leadership</b>		<b>Points</b>
A	The leadership in my organization is generally considered to demonstrate mentoring, facilitating.	
B	The leadership in my organization is generally considered to demonstrate entrepreneurship, innovating, or risk taking.	

C	The leadership in my organization is generally considered to demonstrate an aggressive, results-oriented focus.	
D	The leadership in my organization is generally considered to demonstrate coordinating, organizing, or smooth-running efficiency.	
	<b>Total</b>	<b>100</b>
<b>Q3. Management of Employees</b>		<b>Points</b>
A	The management style in my organization is characterized by teamwork, consensus, and participation.	
B	The management style in my organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	
C	The management style in my organization is characterized by hard-driving competitiveness, high demands, and achievement.	
D	The management style in my organization is characterized by security of employment, conformity, predictability, and stability in relationships.	
	<b>Total</b>	<b>100</b>
<b>Q4. Organization Glue</b>		<b>Points</b>
A	The glue that holds my organization together is loyalty and mutual trust. Commitment to this organization runs high.	
B	The glue that holds my organization together is commitment to innovation and development.	
C	The glue that holds my organization together is the emphasis on achievement and goal accomplishment.	
D	The glue that holds my organization together is formal rules and policies. Maintaining a smooth-running organization is important.	
	<b>Total</b>	<b>100</b>

<b>Q5. Strategic Emphases</b>		<b>Points</b>
A	My organization emphasises human development. High trust, openness, and participation.	
B	My organization emphasises acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	
C	My organization emphasises competitive actions and achievement. Having stretch targets and winning in the marketplace are dominant.	
D	My organization emphasises permanence and stability. Efficiency, control and smooth operations are important.	
	<b>Total</b>	<b>100</b>
<b>Q6. Criteria of Success</b>		<b>Points</b>
A	My organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	
B	My organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	

C	My organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	
D	My organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	
	<b>Total</b>	<b>100</b>

.... End....

**Thank you**

Deepthi Wickramaarachchi|

PhD Candidate | QUT Business School | Queensland University of Technology | Australia

Email: [wickrama.arachchi@hdr.qut.edu.au](mailto:wickrama.arachchi@hdr.qut.edu.au)