



**EFFECT OF ORGANISATIONAL AND INDIVIDUAL FACTORS ON  
INTRAPRENEURIAL BEHAVIOUR OF PUBLIC UNIVERSITY  
ACADEMICIANS**

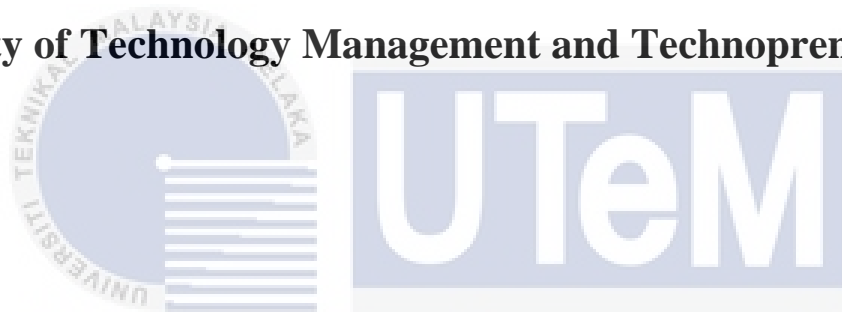
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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**MASTER OF SCIENCE IN ENTREPRENEURSHIP**

**2024**



**Faculty of Technology Management and Technopreneurship**



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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**Jahirul Islam**

**Master of Science in Entrepreneurship**

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INTRAPRENEURIAL BEHAVIOUR OF PUBLIC UNIVERSITY ACADEMICIANS**

**JAHIRUL ISLAM**

**A thesis submitted in fulfilment of the requirements for the degree of  
Master of Science in Entrepreneurship**



**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

**2024**

## DECLARATION

I declare that this thesis entitled “Effect of Organisational and Individual Factors on Intrapreneurial Behaviour of Public Universities Academicians” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.



## APPROVAL

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in scope and quality for the award of Master of Science in Entrepreneurship.



## DEDICATION

To my beloved mother and father



## **ABSTRACT**

In recent years, academia in Malaysia is striving to move forward towards more innovative and intrapreneurial culture. However, factors affecting intrapreneurial behaviour of academicians working at the public university in the Southern part of Peninsular Malaysia received limited attention in academic research. Hence, this research aims to examine both organisational and individual factors affecting their intrapreneurial behaviour, since it is assumed that both organisational and individual attributes have independent effects on intrapreneurial exposure. Four organisational factors were identified, namely managerial support, flexible organisational structure, favourable organisational culture and recognition of intrapreneurial activity, whereas four other individual factors were identified, namely proactive personality, self-efficacy, need for autonomy and risk-taking propensity. Three underpinning theories namely, human capital theory, resource-based theory and McGregor's Theory of X and Y have been adopted to support the prospective findings. Primary data was collected from a sample of 250 respondents who are academicians at four universities in the Southern part of Peninsular Malaysia through online survey questionnaire. The study finds that all the organisational factors and individual factors have an effect on intrapreneurial behaviour of academicians. However, while gender acts as moderating variable, all other factors show significant effect on intrapreneurial behaviour except self-efficacy and recognition of intrapreneurial activity. The study has both theoretical implications and practical implications. Academicians are recommended to develop the abovementioned individual factors and university managements are recommended to provide support and reward in favour of intrapreneurship inside the campus.

# **KESAN FAKTOR ORGANISASI DAN INDIVIDU TERHADAP TINGKAH LAKU INTRAPRENEURIAL AHLI AKADEMIK UNIVERSITI AWAM**

## **ABSTRAK**

*Dalam beberapa tahun kebelakangan ini, ahli akademik di Malaysia sedang berusaha untuk bergerak ke hadapan ke arah budaya yang lebih inovatif dan intrapreneurial. Walau bagaimanapun, faktor-faktor yang mempengaruhi tingkah laku intrapreneurial ahli akademik yang bekerja di universiti awam di wilayah Selatan Malaysia telah mendapat perhatian yang terhad dalam penyelidikan akademik. Oleh itu, penyelidikan ini bertujuan untuk mengkaji kedua-dua faktor organisasi dan individu yang mempengaruhi tingkah laku intrapreneurial mereka, kerana diandaikan bahawa kedua-dua atribut organisasi dan individu mempunyai kesan bebas terhadap pendedahan intrapreneurial. Empat faktor organisasi dikenal pasti iaitu sokongan pengurusan, struktur organisasi yang fleksibel, budaya organisasi yang menggalakkan dan pengiktirafan aktiviti intrapreneurial, manakala empat lagi faktor individu dikenal pasti iaitu personaliti proaktif, efikasi sendiri, keperluan autonomi dan kecenderungan mengambil risiko. Tiga teori asas iaitu, teori modal insan, teori berasaskan sumber dan Teori X dan Y McGregor telah diterima pakai untuk menyokong penemuan prospektif. Data primer dikumpul daripada sampel 250 responden yang merupakan ahli akademik di empat universiti di wilayah Selatan Malaysia melalui soal selidik tinjauan dalam talian. Kajian mendapati semua faktor organisasi dan faktor individu mempunyai kesan terhadap tingkah laku intrapreneurial ahli akademik. Walau bagaimanapun, sementara jantung bertindak sebagai pembolehubah penyederhana, semua faktor lain menunjukkan kesan yang ketara ke atas tingkah laku intrapreneurial kecuali efikasi sendiri dan pengiktirafan aktiviti intrapreneurial. Kajian ini mempunyai implikasi teori dan implikasi praktikal. Ahli akademik disyorkan untuk membangunkan faktor individu yang dinyatakan di atas dan pengurusan universiti disyorkan untuk memberikan sokongan dan ganjaran yang memihak kepada intrapreneurship di kampus.*



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## LIST OF ABBREVIATIONS

ACRONYM	ABBREVIATION
ANOVA	- Analysis of variance
AVE	- Average Variance Extracted
DTD	- Domestic Texas Department
ETP	- Economic Transformation Plan
FBiH	- Bosnia and Herzegovina Federation
FOC	- Favourable Organisational Culture
FOS	- Flexible Organisational Structure
FPMAG	- Fruit Processors and Marketing Association of Ghana
GTP	- Government Transformation Plan
IBA	- Intrapreneurial Behaviour of Academicians
IBM	- Intrapreneurial Behaviour Measure
IT	- Information Technology
JCorp	- Johor Corp
KRA	- Kenya Revenue Authority
KPJ	- KPJ Healthcare Bhd
MCQ	- Multiple Choice Questions
MECA	- Malaysia Employers Consulting Agency
MOHE	- Ministry of Higher Education
MRU	- Malaysian Research University
MS	- Management Support

<b>ACRONYM</b>	<b>ABBREVIATION</b>
NA	- Need for Autonomy
NHESP	- National Higher Education Strategic Plan
PLS	- Partial Least Squares
PP	- Proactive Personality
R&D	- Research and Development
RIA	- Recognition of Intrapreneurial Activity
RO	- Research Objectives
RQ	- Research Questions
RTP	- Risk-Taking Propensity
SE	- Self-Efficacy
SEM	- Structural Equation Modelling
SPSS	- Statistical Package for the Social Sciences
SRMR	- Standardized Root Mean Residual
SSE	- Sum of Squares of Prediction Errors
SSO	- Sum of Squares of Observations
STDEV	- Standard Deviation
UiTM	- Universiti Teknologi MARA
UKM	- Universiti Kebangsaan Malaysia
UNESCO	- United Nations Educational, Scientific and Cultural Organisation
UTeM	- Universiti Teknikal Malaysia Melaka
UTHM	- Universiti Tun Hussein Onn Malaysia
UTM	- Universiti Teknologi Malaysia

## LIST OF PUBLICATIONS

Islam, J., Aziz, N.A.B.A., Mansor, N.B. 2024. Effect of Organisational Factors on Intrapreneurial Behaviour of Public University Academicians in Malaysia. *Qeios*.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

Technological advancement, globalisation and fluctuation in economies have increased competitions among organisations around the world. Organisations are now seeking ways to increase profitability and at the same time retain the employees who have more contribution to organisational growth. Intrapreneurship refers to the behaviour of employees that allow them to be proactive, risk-taker and innovative within the organisational boundary (Bakar, Mahmood and Lucky, 2015). Thus, organisations worldwide now require people who possess and demonstrate intrapreneurial behaviour.

The term ‘intrapreneurship’ should not be confused with the term ‘entrepreneurship’. Both the terms have clear differences. Entrepreneurship refers to exploring an opportunity and developing new business models or strategies through innovation and maximum risk taking in a business platform, whereas intrapreneurship is a revolutionary process of challenging the existing system and process by innovating and bringing change into them within an organisation (Maier and Zenovia, 2011). Though both entrepreneur and intrapreneur have similar characteristics and traits, such as innovativeness, flexibility, risk taking propensity and ambition, the traits among entrepreneurs are higher comparatively and are demonstrated in an unsafe business platform, whereas traits of intrapreneurs are demonstrated in a safer boundary of an organisation (Cadaru and Badulescu, 2015).

Price (2016) affirmed that the academia world now has moved towards recognising ‘Intrapreneur Teacher’. A lecturer with intrapreneurial behaviour has to have three basic characteristics, such as a role model for students, a world shaper and an innovation facilitator who transfer industry-required skills into students.

Intrapreneurship has not yet become a common practice in Malaysia (Yeoh, 2017). Organisations in Malaysia provide minimum freedom for experiment and autonomy to the employees. Due to lack of such practice, those employees who are creative, innovative and bold in nature usually leave the workplace in order to find a better and favourable workplace that would provide them adequate autonomy to work with freedom.

## **1.2 Background of the Study**

In the past two decades, higher learning institutions in Malaysia have become more exposed to intrapreneurship due to rising demand of innovation and adaption of trend at workplace across all sectors (Blanka, 2019). Growing interest have been noticed among academic researchers in exploring the context of intrapreneurship in the past two decades in Malaysia. Ramlee et al. (2022) examined various intrapreneurial behaviour of the academicians of Universiti Teknologi MARA and established significant relationship between intrapreneurship and the academicians’ performance. A total of 8 academicians from 4 public higher learning institutions, more known for research grants from government, were involved in a study of Yusof Siddiq and Nor (2014). They revealed that when intrapreneurship is involved in research and publications among academicians, it helps to bring creative idea, solve problems and as well as transfer knowledge not only among the researchers, but also from researchers to students and to practitioners. Nordin (2020), a specialist at Universiti Kebangsaan Malaysia (UKM), revealed that due to novel coronavirus outbreak, the academics

have seen a paradigm shift in learning, working and socialising. Now intrapreneurship is no more limited to classroom activities, it has rather shifted to online learning. Academicians now work extra hours, even staying home, prepare lessons, tutorials, infographics, web seminars and home assignments that can be broadcasted online either through social media or Youtube platform. Furthermore, intrapreneurship may also involve activities such as, raising awareness among students and colleagues and during the pandemic. One of the examples is 'Majalah Sains' that has been created by some of the academicians at UKM, through which information on awareness are disseminated. Intrapreneurship by academicians may also enable rapid and cost-effective decision-making through virtual meetings via video conferencing.

Having received considerable support in terms of research grants, and technical and regulatory policies, it has become more environment-friendly for public universities in Malaysia to imply intrapreneurial culture in respective premises. The Economic Transformation Plan (ETP), the Government Transformation Plan (GTP) and the National Higher Education Strategic Plan (NHESP) endorsed by the Malaysian government attempt to guide academic leaders in Malaysia to demonstrate intrapreneurship and adopt appropriate knowledge sharing style, embracing technology as well as contemporary changes (Bakar, Mahmood and Lucky, 2015).

The government initiatives have sparked growing interest of practicing intrapreneurship in Malaysian public universities, especially in the Southern region of the country's peninsular part. There are four public universities with six campuses (**Appendix A**) in the Southern part of Peninsular Malaysia (Negeri Sembilan, Melaka and Johor). The intrapreneurial behaviour of the academicians in these universities require more attention in an empirical research context.

### 1.3 Problem Statement

Past studies reveal that intrapreneurial behaviour of academicians are affected by both organisational factors and individual factors (Tende, Onuoha and Alagah, 2022). Numerous literatures examined the effect of several organisational factors on intrapreneurial behaviour, outside the academic context, such as management support (Yariv and Galit, 2017; Aparicio, 2017), favourable organisational culture (Kapil and Saxena, 2019; Eze et al., 2018, Gürsoy and Güven, 2016), flexible organisational culture (Delić, Alibegović and Mešanović, 2016; Shoghi and Safieepoor, 2013), recognition of intrapreneurial activity (Taştana and Güçel, 2014; Ferrier, 2014; Madu, 2011). Others have sought to examine various individual factors, such as, proactive personality (Neessen et al., 2019, Blanka et al., 2019; Razavi and Abdul Aziz, 2017; Weel, 2017), self-efficacy (Afriyie, Melyoki and Nchimbi, 2020; Adriaans, 2019; Soran, Şeşen and Güven, 2019; Bearelle, 2017; Blumbergs, 2017; Zurriaga- Carda, Kageyama and Akai, 2016), need for autonomy (Shir, Nikolaev and Wincent, 2019; Omari, 2018; Arunga, 2017; Mbaka, 2017), risk-taking propensity (Madell, 2014; Azami, 2013; Martiarena, 2013; Heinonen, Hytti and Vuorinen, 2013; Bayhan, Serinkan and Arat, 2013; Nunes et al., 2012). All these researches have been carried out focusing on population who are non-academicians. Hence, not all the abovementioned factors were empirically tested involving academicians.

Only few of the aforementioned determinants were empirically studied involving academicians, such as management support (Mathu, 2016; Lizote, Lana and Verdinelli, 2014), flexible organisational structure (Gupta and Srivastava, 2013), proactivity and risk-taking propensity (Vargas-Halabí, Mora-Esquivel and Siles, 2017). However, the relationships among these factors and intrapreneurial behaviour are still unclear. The current research fills the research gap.

It can be argued whether both organizational and individual factors are crucial for growth in the performance of academicians as well as higher learning institutions. Researchers are of the view that organizational motivation in the form of support, culture, reward and recognition are not adequate, if there are no academicians interested to undertake intrapreneurship. On the other hand, academicians with individual innovative characteristics have no value, if respective institutions cannot provide adequate support and environment. For example, Norhasimah et al. (2012) revealed that whereas innovativeness and risk-taking is significantly related to job satisfaction, innovativeness and pro-activeness have positive and significant effect on individual job performance which further affects organisational performance. Others acknowledged that when enabling environment for intrapreneurial behaviour such as, innovativeness and pro-activeness is provided by organisations, it increases the organisational adaptive capacity of employees (Thomas and Bolaji, 2016). That is why, examining both organisational factors and individual factors in a single research work is important in the context of Malaysian academicians.

Very few researches have focused on both organisational factors and individual factors that may have effect on intrapreneurial behaviour of academicians in Malaysian context. Mathu (2016) carried out similar research in the context of Kenya, however, the study was based on different factors of intrapreneurial behaviour except only management support. This research also fills the gap of examining both organisational factors and individual factors and their effect on the intrapreneurial behaviour of academicians in Malaysia.

The study is required to be carried out from the viewpoint of both higher learning institutions and academicians since researchers also argue that adequate opportunities, support and environment in the academia increase employee engagement, satisfaction and performance (Bubenik, 2019). Ismail et al. (2012) affirmed that whereas innovativeness and