

**Intrapreneurship: Means of Measuring Innovation and Creativity within  
Corporate Zone of Pakistan**

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# ABSTRACT

The concept of Intrapreneurship is examined in this dissertation which encompasses the study of four leading corporate organizations in Pakistan in the Twin Cities of Rawalpindi & Islamabad.

The purpose of this research is to examine the extent of intrapreneurship being adopted by all levels of management in corporate organizations of Pakistan with the point of interest being to provide pointers regarding the support and development of an intrapreneurial environment in those organizations.

Past studies were studied in order to study the concept of intrapreneurship and an environment facilitating intrapreneurial environment. The founding of an intrapreneurial environment was found to be dependent on the presence of 13 constructs. The 13 constructs measuring the intrapreneurial climate of organizations and the five variables measuring the perceived success of the organization were constructed in a questionnaire to measure the intrapreneurial climate of the participating public secondary educational institutions. The establishment of an intrapreneurial environment was determined to be reliant on the presence of 13 traits. The 13 traits scaling the intrapreneurial environment of companies and the 5 variables estimating

For the purpose of this research a questionnaire has been administered to 4 leading organizations of the corporate sector of the twin cities. The questionnaire comprises of two sections; the first section of tries to evaluate if the personnel within the current organizational setup have the skills required for an intrapreneurial culture of exists and blossom. Whereas the second portion of the questionnaire tries to evaluate whether the organizations themselves are providing an environment in which the culture of intrapreneurship can take roots.

The survey population for this study was the personnel at the participating corporate sector organizations in the twin cities of Islamabad & Rawalpindi which included representation from all tiers of management. The entire research sample was thus pursued and included 50 personnel from the participating organizations. Every one of these participants are confronted with demanding situations on extraordinary stages which can be triumphed over with the aid of performing tasks with intrapreneurial spirit. For the cause of this examine those participants were considered as part of the management.

Recommendations will encompass an action plan which includes steps to improve the intrapreneurial environment of corporate organization organizations were made based on the analysis as well as the literature review.

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## CHAPTER 1: NATURE & SCOPE OF STUDY

This study, titled “Intrapreneurship: means of measuring innovation and creativity within corporate zone of Pakistan” was performed with the perception that it's going to bring a sizable contribution in elevating the extent of organizational overall performance with in the Pakistani Economy. The existing times, ruled through continuous modifications and transformations, pushes companies toward locating approaches of maximizing their overall performance that allows you to be capable to face the challenges both nationally and across the world. In this regard we find it essential to outline the role and importance of intrapreneurship.

### 1.1 Motivation for the Study

The global economic system creates with no doubt profound and tremendous changes for organizations worldwide. The market is changing more and more rapidly, technologies evolve and the most effective aspect that appears to be truer now than ever is evolution. In step with Peter Drucker change is the best consistent thing within the enterprise world. If you want to cope with the opposition and to compete in the market, companies ought to follow those adjustments, which tend to turn out to be part of their daily lives.

Organization in the twenty first century is facing immeasurably demanding situations. On the one hand, they need to be continuously unique and equipped for change, and on the other hand, they are anticipated to create an enduring identity, designed to attract interest in a world concentrated by using communiqué.

To be competitive, organizations want to deliver something new, something unique to the marketplace. The most effective way to reap this is through constant distinction and innovation, whether it refers back to the introduction of new services and products, or it relates to the reorganization of methods or enterprise models. This is true the cause which has motivated us to commence this research, due to the fact that intrapreneurship is a method even through which organizations can meet those demanding situations of constant creativity. The spirit of entrepreneurship keeps on thriving in all over the world. The marketers are the ones reshaping the commercial business state of affairs, developing a universe in which their businesses play a crucial function inside the power of the worldwide economic system. But it is not necessary for a firm to be mounted so as to implement a new and creative/Innovative

idea. Splendid capability lies inside the application of the entrepreneurial standards within current organizations, that's called intrapreneurship.

Being encouraged by the functions and importance of intrapreneurship for companies we attempted to analyse what precisely intrapreneurship signifies, which can be its traits, which are the elements that affect the manner in which intrapreneurship could enhance the profitability and the competitiveness of organizations.

## **1.2 The Existing Knowledge in the Area of Study:**

To extract the vital content for our studies we have undertaken the study of books and articles accessible through the worldwide databases.

The concept of entrepreneurship within present organization became of critical importance for the private and government entities who are seeking to stay aggressive and expeditious in an constantly changing marketplace. Despite the increased importance for entrepreneurship researchers are not completely convinced about the applicability of the concept. Various researchers use contrasting terms to explain the entrepreneurial activities inside an existing company. As a result while perusing the literary study we find terms such as internal organizational entrepreneurship, intrapreneurship, corporate corporations, and new ventures coined by various authors such as Kuratko, Schollhammer, Roberts, Ellis and Taylor all supposed to describe elements of entrepreneurship within organizations. Starting from this wide range of terms we are determined on the use of intrapreneurship. In the selections of the term intrapreneurship we've the ethical duty to cite Gifford and Elizabeth Pinchot, who coined this term in the year 1978. The sorts of critiques concerning this idea as well as its complexity have influenced us in analysing the construct that is intrapreneurship and highlighting its significance for an economy structure.

Similarly we deemed it necessary to provide the linkage among intrapreneurship, creativity and innovation, because studies in this area have proven, that the endurance and increase of an organizations these days, i.e. in a changing commercial enterprise environment, relies upon in large part on the potential of the corporation to sell its creativeness and innovation.

If an organization learns how to be revolutionary, in order to generate a constant series of successful specialized and management level improvements, it may be able to acquire a potent competitive advantage and may prosper even in a fairly aggressive industry.

### **1.3 Objectives of the Research**

The overall purpose of this study is to decide the manner in which intrapreneurship leads towards sustained innovation within the organization and to investigate its effects on the aggressiveness of the organization, in addition to understanding the applicability of the concept of intrapreneurship within the Pakistani organizations.

The prevailing study gives conjectural concepts with regards to our subject of study and an experimental research, aimed at formulating proposals of proper practice which are meant to make contributions in improving the fine and aggressiveness of organizations through the implementation of the concept of intrapreneurship.

Further to the overall goals of the study we've identified some of precise goals, which we've split into two classes specifically the abstract and practical objectives.

#### **1.3.1 Theoretical objectives**

- Identifying of abstract differences between entrepreneurship and intrapreneurship. We will highlight the usefulness and importance of the two principles for the organizations and to decide their similarities and differences.
- Identifying the linkage and distinctions between the concepts of Innovation and Creativity. The effort would be to form a relationship of the aforementioned concepts with intrapreneurship.
- Study of the Literature present on the topic to highlight the factors that have an impact on intrapreneurship. In the process we will be highlighting the individual factors and organizational factors that affect intrapreneurship.

#### **1.3.2 Experimental objectives**

- Study of the organizational environment in order to assess the level of innovation being employed.
- Examine the linkage fashioned between the attributes plausible to an intrapreneurial environment and size, area of the operations of the organization, organizational assistance and aggressiveness.

Based on these objectives, the present study tries to find answers to the issues mentioned above and also to provide solutions for setting a proper framework for the development of intrapreneurship within the companies in Pakistan. We believe that the research results will contribute significantly to the completion of the existing approaches on intrapreneurship.

Primarily based on these goals, this study examines attempts to discover responses to the issues highlighted and additionally to provide answers for placing a right structure for

the enhancement of the application of intrapreneurship in the organizations of Pakistan. We consider that the studies effects will make contributions to the entirety of the present tactics on intrapreneurship.



## CHAPTER 2: LITERATURE REVIEW

This thesis is separated into three unique chapters. The two initial chapters are of abstract quality even as the third chapter carries the empirical examination and see to place the theory into practice and consequently to find its applicability for the enterprise world. Ultimately, the research will be summed up with conclusions and recommendations. Within the first chapter we configured a theme for our research, via reading research papers of various authors. We generally specify the idea of intrapreneurship through defining the principles involved and identifying development through time.

In the **second chapter** we tried to analyze the factors that have an influence upon intrapreneurship. So, after we made a short presentation of the organizational, environmental and individual factors that influence intrapreneurship, we began to emphasize the role of employees in intrapreneurial companies as well as the importance of their rewarding system. We ended this chapter by analyzing the impact of the organizational structure and culture on intrapreneurship.

We attempt to investigate the factors that affect intrapreneurship in the second chapter. So, after highlighting the structural, individualist and environmental elements that have an impact on intrapreneurship, we started to emphasize the position of personnel in intrapreneurial businesses as well as the significance in their reward mechanism. We ended this chapter by means of studying the effect of the organizational shape and lifestyle on intrapreneurship.

## **2.1 Intrapreneurship**

The studies within the subject of entrepreneurship inside the closing decade has more and more centered on entrepreneurship inside the confines of existing companies. The concept is crucial for companies as its application speeds up structural growth and gainfulness as well because it allows survival for the organizations in their field of operations (Zahra, 1991). As the 2 explanations mentioned above, one concept implies that there are unique varieties of intrapreneurship (Colvin & Miles 1999). But, these wide varieties have one similar characteristic and that characteristic is innovation. Innovation is used as a mechanism to delineate or revitalize the organization, its role in the marketplace and industries wherein the business enterprise contends (Heinonen & Korvela, 2003).

The studies on intrapreneurship are split into numerous primary areas of concern. 1) The intrapreneur as a person, specializing in his traits in addition to his popularity and aid in the enterprise, 2) the advent of fresh ventures from inside the company, with focus at the special styles of ventures and their positioning within the corporate shape, and 3) the entrepreneurial agency, emphasizing its principal traits (Antoncic & Hirsrich, 2003).

## **2.2 The Concept**

The first actual a part of the chapter will incorporate explanation and the idea of intrapreneurship that have been extracted from research carried out in the last 20 Years. In addition to defining the term, key ideas can be played up and discussed. It's far to be stated that this element will make no difference amongst the terms intrapreneurship and corporate entrepreneurship, which means that principles will be used changeably even though a few authors make a difference among the two phrases founded on organizational size.

The term was coined by Pinchot in the year 1978. In articles which go by the name intra-company entrepreneurship, as a consequence the call intrapreneurship, he identifies that companies, for the purpose of growth and prosperity in a hastily converting economy want entrepreneurial questioning within their respective organizations. Improved agreement has been reached with regards to the idea of entrepreneurship because the procedure of discovering and processing an possibility to create worth with uniqueness and grasping that possibility without concern for both sources or the place of origination of idea (Churchill 1992). So in the easiest of terms intrapreneurship essentially comes down to to entrepreneurship within the current establishments.

The main cause of the research work undertaken by Lumpkin and Dess (1996) was to explain the idea of entrepreneurial attitude. Additionally, the goal to broaden a structure for reading the connection between entrepreneurial attitude and organizational growth. To address this

the researchers seek guidance from the literature available at hand to make a differentiation amongst the 2 principles of entrepreneurship and intrapreneurship.

The researchers account for entrepreneurial orientation explains a phenomenon that indicates how the commencements of a new venture rather than entrepreneurship which in accordance with the authors of the researchers represents as an entry in their research. In addition, Lumpkin and Dess outline 5 dimensions that differentiate the principles entrepreneurship and intrapreneurship. Those attributes stand to be self-reliance, Uniqueness, Risk taking, competitiveness and proactiveness. Self Reliance is defined as actions of an individual to create a concept and working on it until completion. Uniqueness elaborates an organizations enthusiasm to interact in fresh concepts, techniques that could result in the creation of new commodities, services or technological strategies. The researchers explain risk taking characteristic as an organizations tone for uncertainty its disposition to stand with the results in case of negative outcomes. Competitiveness indicates a company's inclination to without delay venture its competition which will input a market or improve its position in the market. Lastly Proactiveness is described as going for a new venture by means of looking ahead to and following new possibility and by means of involvement in markets that are on the up.

### **2.3 Constructs of Intrapreneurship:**

In the following section on the study they factor out numerous dimensions which they feel are key to the basic premise of intrapreneurship. Those dimensions are brand-new projects, new companies, Innovations in Products & Services, Procedure Innovation, Adventurism, Proactiveness and combative hostility. New firms specialize in growing new corporations running as an independent unit, whilst new corporations emphasizes on the current enterprise to get into and engage new ventures that are similar in nature to the existing organization products or markets. The premise of innovation in product or service dimension depends totally on the initiation products and Services which are new and unique. Procedural Innovation attaches significant importance on the innovation of manufacturing methods and strategies. The measurement of risk taking pertains to actively taking unstable movements fast and committing resources to new venture possibilities with the possibility of inquiring losses. Proactiveness explains the senior officials to be destined toward conceiving and taking initiative. Competitive hostility makes a specialty of the employer's assertive posturing towards competition. (Antoncic & Hirsich, 2003) The researchers factor out that the premise underneath which these 8 dimensions are united may be seen to be innovativeness.

Structural Reform is the remodeling of the organization, nevertheless Thornberry restricts this to reform methods that encompass innovation, which may assist the company to grab onto new possibilities.

Ultimately, enterprise rule-bending offers converting the guidelines of competitive battle (Thornberry, 2001) as but every other manner of modification. In order to have a better grasp of the knowledge the researcher affords an example of the way Toyota altered the regulations by means of manufacturing high end vehicles at lowest value, which pressured the opposition to comply with its version.

Moreover, the researcher describes the commonalities of these 04 aspects of corporate Entrepreneurship proportion which can be deemed as key constructs focused in this study. First, concept explained urges for creation of something beyond the normal bounds. This assertion is not restricted to either a commercial enterprise or product but can also embody developing new worth for potential customers. Secondly, structural modification is mentioned. By these means the author tries to imply adjustments in the shape of resource deployment. Thirdly, the facet of getting to know is elicited as a critical concept as introduction of new concepts leads towards the growth in new capabilities within organizations. As a fourth point the researcher hints at is the intent for creating earnings as a result of the new enterprise.

A fifth point that the author raised was that the economic returns attributable to the new enterprise are predicted to be higher than the returns on account of the contemporary resource deployment. (Thornberry, 2001) Ultimately, the author focuses on the point of heightened peril to the company originating from the new ventures be it a product or a service. It is to be mentioned once more, that majority of the abilities mentioned here are pertinent to innovation. The third study handling the definition of intrapreneurship was carried out by Heinonen & Korvela in the year 2003 with the aim to examine the construct of intrapreneurship, its stipulations and outcomes. Their consciousness on this take still, lies in comparison the formerly discussed Thornberry research on small organizations.

Akin to other authors (Heinonen & Korvela, 2003) their central explanation of intrapreneurship is once more that of entrepreneurial measures of movement inside longtime operational organizations. They amplify in this through pointing to the foundation of intrapreneurship. The foundation is in recognize a chance, utilize it and believing that utilizing a possibility in a brand new manner that varies from past practices will deliver the goods and help the conclusion of the company's pursuits. (Heinonen, 1999)

The researchers stress on two critical components of intrapreneurship. The primary is a company's earnestness to uniqueness (Miller, 1983). This ability is but once more divided into 3 subsections: Commodity creativity, proactiveness and managing risk. Commodity creativity is defined to be a organization's capability to make newly sprung or regulate products. Proactiveness refers to a organization's cognition to contend within the marketplace via taking a leaders role. Ultimately, risk management explains an organizations mindset in the direction of conducting unsure enterprise undertaking.

**Table 1) Concept name, definition and main characteristics of intrapreneurship**

<b>Author</b>	<b>Concept name</b>	<b>Concept Definition</b>	<b>Main Characteristics</b>
<b>Lumpkin &amp; Dess 1996</b>	Entrepreneurial Orientation	How new entry is undertaken	- Autonomy - Innovativeness - Risk taking - Proactiveness - Competitive aggressiveness
<b>Knight 1997</b>	Entrepreneurial Orientation	Entrepreneurship on firm-level	- Innovativeness - Proactiveness
<b>Thornberry 2001</b>	Corporate Entrepreneurship	Start-up entrepreneurship turned inwards	- Product/process innovativeness - Risk taking - Financial outcomes - Learning capabilities
<b>Heinonen &amp; Korvela 2003</b>	Intrapreneurship	entrepreneurial measures of action within an established	- Product innovativeness - Risk taking
<b>Antonicic &amp; Hirsrich 2003</b>	Intrapreneurship	entrepreneurship within an existing organization	- New ventures - New businesses - Product/service innovativeness - Process innovativeness - Self-renewal - Risk taking - Proactiveness - Competitive aggressiveness

## **2.4 Factors Influencing Intrapreneurship**

### **2.4.1 The Individual:**

In this portion of the study we will be focusing on individuals with potential to become intrapreneurs within the confines of the organizations. Up till now the focus of the research has been on the organization resulting in the intrapreneurial individuals being neglected. Personnel within the organizations need to be prepared in any such way that their actions ought to be in step with the vital principle of intrapreneurship. So as for an character to behave in a preferred manner he simply requires definite capabilities.

Antoncic and Hirsrich (2003) hinted at the fact that the investigation of an intrapreneur's abilities is one of the areas where the recent research has been centered upon. In order to elaborate on the characteristics that an intrapreneur must possess we will be taking support from studies already undertaken by authors in the past. In order to create a bench mark we would be comparing the characteristics of an intrapreneur to those of an entrepreneur in order to pin point the differences.

One try to verify what an intrapreneur really stands for was performed by Sayeed and Gazdar (2003) was founded at the so called Intrapreneurship Measure formulated by Lessem in the year 1988. The Measurement was based upon 07 characteristics which included venture, trailblazer, entrepreneur, designer, animator, change agent. The research is totally founded on the hypothesis for the motive that in step with the researchers non-public inclination model (Sayeed & Gazdar 2003) is wanted to be able to conceive and realize such actions and cognition of people. Additionally the theory unquestionably ascertains that intrapreneurial conduct is the main reason for the evolution of the personnel and the corporation. (Sayeed & Gazdar 2003).

The Intrapreneurial Measurement was fashioned to utilize the 07 traits of an individual which can be discovered within the respective measurement and which display positive key attributes. Table below suggests how the tendencies already mentioned are related with the intrapreneurial kind and which critical traits are predicted to be observed in certain individuals.

Table 2)

Trait	Intrapreneurial Type	Key Attributes
<i>Imagination</i>	Innovator	Originality, inspiration, love, transformation
<i>Intuition</i>	New designer/Enabler	Evolution, development, symbiosis, connection
<i>Authority</i>	Leader	Direction, responsibility, structure, control
<i>Will</i>	Entrepreneur	Achievement, opportunity, risk-taking, power
<i>Sociability</i>	Animateur	Informality, shared values, community, culture
<i>Energy</i>	Adventurer	Movement, work, health, activity
<i>Flexibility</i>	Change agent	Adaptability, expressiveness, curiosity, intelligence

Judging by the how Lessem compared the constructs of entrepreneurship with those of intrapreneurship, the personality characteristics found in entrepreneurs also stand true for intrapreneur's.

In the research conducted the researchers have extracted and depicted unique characteristics that intrapreneur's possess. The researchers state that intrapreneur's in relation to managers change their actions in accordance with the environment while the manager only adapts to the new environment. Traits that the authors established were to be found in intrapreneurs included self-reliance, pessimism, progressive reasoning and innovation (Sayeed & Gazdar, 2003).

The researchers' personal study, which was performed amongst 115 personnel belonging to the middle tier of the hierarchy belonging to distinct departments and become meant to expose that the Intrapreneurship measurement isn't merely a hypothetical construct led to an evaluation of the 4formerly cited dimensions. The results portrayed that of the five dimensions mentioned earlier only four subcategories, particularly the scale of self-reliance, pessimism, progressive reasoning and innovation, were applicable to describe the characteristics of an intrapreneur. These results suggest that in step with Sayeed and Gazed the trends that explain an intrapreneur are imagination, will, sociability and strength, which means that some key characteristics an intrapreneur wishes to have are originality, the desire to take hazard, a sense of network, idea and activity amongst others.

Martiarena in her study conducted in the Year 2011 attempted at analyzing the characteristics that contribute towards the making of an intrapreneur in comparison to the characteristics contributing to the making of an entrepreneur. The main theme of the study was to differentiate between an intrapreneur and a daily wage employee and to determine whether the traits of an intrapreneur are closer in similarity to entrepreneurs or waged employees.



Martiarena in her study tries to combine the knowledge from previous studies about attitude towards (Monsen et al., 2010), aversion to risk and income (Douglas & Shepherd, 2000, 2002) in to model.

In addition Martiarena claims to have made 02 significant contributions to the research in this area. Firstly the researcher discusses the phenomenon of intrapreneurship keeping in mind the level of involvement of personnel in intrapreneurial activities. Secondly, she provides practical proof to previously theoretical research.

Martiarena in her research develops 04 observations which she tries to practically test:

(Martiarena, 2011)

1. Employees are less likely to take on or engage in intrapreneurial activities or powerful occupations if they show the tendency to risk aversion.
2. Entrepreneurs tend to demand more remuneration than intrapreneurs and other personnel. But Intrapreneurs do have the tendency to demand more wages than employees.
- 3a) Intrapreneurship is optimistically associated with skills and self-perception of entrepreneurial skills.
- 3b) Intrapreneurs have fewer tendencies to spot opportunities in the market as compared to entrepreneurs.

A study conducted by Davis in the Year 1999 in reference to the steps to be undertaken to ensure intrapreneurial success. The aim of the study was to provide a practical framework on which future researches could be based. The objective of the research was to recognize the criteria managers' characteristic to thriving intrapreneur's is extremely attractive to this study. The research sample encompassed seven groups with different intrapreneurial experience.

Davis was able to pinpoint 19 Characteristics that could be attributed towards intrapreneur's. The characteristics coupled with intrapreneur's are as follows:

(Davis, 1999)

- Creative/ innovative
- Ambitious/ aggressive/ a go-getter
- Enthusiastic/ excited
- Resilient able to deal with setbacks and rejection
- Intuitive
- Tenacious/ persistent
- Enterprising
- Visionary
- Bored with repetition/ likes variety
- Inspires others/ inspirational
- Assertive/ take charge-type
- Driven/ sense of urgency/ intense
- A hands-on manager/ \_\_rolled-up-sleeves<sup>‘‘</sup>-type
- Desire to own business
- History of experimentation and discovery
- Non-conformist/ unconventional
- History of innovativeness/ prior inventions
- Prior business failure
- Attempted outside venture in past

### **2.4.2 The Organization**

This part of the study will be focusing on the organizational contribution towards the establishment of an entrepreneurial environment. After already having highlighted the individual aspect of intrapreneurship we feel that the concept could be studied in a wider context. In this part of the research we would be looking at characteristics of intrapreneurship but on an organizational level. The approach of this study can assist in providing a more comprehensive view of the concept of intrapreneurship. The choice for this approach is once more stimulated through Antoncic comment about present day and latest literature concentrating on this component (Antoncic & Hinsrich 2003).

Stopford and Baden-Fuller in their research in the Year 1994 studied the results of 10 organizations in booming industries to the execution of the concept of Intrapreneurship. In Addition they exhibit that numerous varieties of intrapreneurial concepts exist inside those corporations and the way these concepts share 05 similar characteristics. Their evaluation will assist in discovering the traits those corporations share, for that reason allowing a summation on the key developments are anticipated to be discovered with the concept of intrapreneurship.

The 05 characteristics or traits highlighted by the authors are as follows. 1) Proactiveness. This trait is characterized to be ground-breaking creativity on an organizational level (Stopford et al., 1994), which is reserved by the researcher within the experience that for them proactiveness isn't always always considered as being the primary conceiver in an industry. In addition this characteristic isn't always connected with risk taking as the researchers reason that despite the fact that an enterprise ought to be proactive it does not concurrently mean to increase risk taking. 2) Aims beyond the Incumbent abilities. In different phrases its miles —the purpose of development and non-stop improvement by means of locating better consortium of assets. (Stopford et al., 1994, p.523) Rephrasing Hamel and Prahalad (1989) the researchers assert that this trait is of vital significance for businesses attempting to be enterprise leaders in addition to enacting ground-breaking modification. 3) Team Based working, focuses on the function of team building inside current boundaries of organizations so as to assist organizational innovation. Despite the fact that being a vital part of an intrapreneurial corporation, the researches point in the direction of disadvantages of this trait, particularly an excessive amount of teamwork which in line with Janis (1982) might suppress creativity and innovation. 4) The ability to solve perplexity. In this scenarios, the researchers in particular factor in the direction of businesses in a reviving procedure that resolve formerly impossible demanding situations via uniquely

solving inner problems. 5) Knowledge of ones own Capabilities. The researchers reason that it is vital to the intrapreneurial regulation of renewal in addition to ground-breaking, as it reduces barriers from the business enterprise, allowing it to stay modern and effective.

The results of the study comparing the three types of entrepreneurship, individual, renewal and frame-breaking with the help of the aforementioned attributes stress the importance these attributes have for the organizations, as they could be found in every organization analyzed. (Stopford et al., 1994) Concluding one could interpret the five attributes discussed as key characteristics every corporate entrepreneurial organization needs to have in order to be considered and survive as such.

The conclusion of the research attempts to evaluate 03 types of intrapreneurship, In person, Continuous and ground-breaking with the assistance of the above mentioned traits strain the significance those traits have for the agencies, as they could be observed in every agency studied. (Stopford et al., 1994)

Numerous studies have been conducted in order to study the Characteristics of intrapreneurial organizations. A brief details of the findings of three researchers has been presented below:

**Table 4 Characteristics of entrepreneurial organizations**

Author	Characteristics of an entrepreneurial organization
Stopford & Baden	- Proactiveness
Fuller 1994	- Learning ability
	- Team orientation
	- Learning capability
	- Willingness to improve
Moon 1999	- Hierarchy
	- Formalization

- 
- Centralization
  - Specialization
  - Trust
  - Ethics
  - Clear goals

Kuratko 2000

- Innovativeness
- Creativity
- Leadership

## **CHAPTER 3: RESULTS AND DISCUSSION**

### **3.1 Introduction**

The primary goal of this study was to assess the applicability of the concept of corporate entrepreneurship in the corporate organizations of Pakistan including the likes of ORIX Leasing Pakistan Limited, Mobilink, Telenor and PTCL.

This Chapter gives insight into the techniques and processes used in collecting the facts for the data-based research of this research, the sample used, demographics of the research population, the technique used for the collection data, the portrayal and discussions of the results of the study.

### **3.2 Collection of Data**

Approval was sought from the senior management of the organizations participated in this study. The management allowed us to distribute the questionnaires to the personnel who we deemed to be fit to be part of the study. The personnel part of the study were asked to ensue the instructions given to them, complete the questionnaire by marking the responses they selected with a tick mark and hand over the filled questionnaires back to us.

### **3.3 Survey Population**

The survey population for this study was the personnel at the participating corporate sector organizations in the twin cities of Islamabad & Rawalpindi which included representation from all tiers of management. The entire research sample was thus pursued and included 50 personnel from the participating organizations.

every one of these participants are confronted with demanding situations on extraordinary stages which can be triumphed over with the aid of performing tasks with intrapreneurial spirit. For the cause of this examine those participants were considered as part of the management.

### **3.4 Questionnaire (measuring instrument) used in this Study**

For the purpose of this research a questionnaire has been administered to 4 leading organizations of the corporate sector of the twin cities. The questionnaire comprises of two sections; the first section of tries to evaluate if the personnel within the current organizational setup have the skills required for an intrapreneurial culture of exists and blossom. Whereas

the second portion of the questionnaire tries to evaluate whether the organizations themselves are providing an environment in which the culture of intrapreneurship can take roots.

### 3.5 Demographic Information of Respondents:

- **Gender**

The results are presented in following table:

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Male</b>	33	66%
<b>Female</b>	17	34%
<b>Total</b>	<b>50</b>	<b>100%</b>

- **Age Group Classification of Respondents**

The purpose of this query was to have knowledge of the age distribution of survey Population, when you consider that a collection toward retirement (60 years and older) may want to have exclusive views than the organization of 29 years and more youthful. The Survey Population had been requested to signify their age institution in one of the predetermined classes. The results are depicted in the following table:

<b>Age group</b>	<b>Frequency</b>	<b>Percentage</b>
<b>≤ 29</b>	17	34%
<b>30-39</b>	15	30%
<b>40-49</b>	11	22%
<b>50-59</b>	6	12%
<b>60+</b>	1	02%
<b>Total</b>	<b>50</b>	<b>100%</b>

### **3.6 Assessment of the Intrapreneurial Climate in the Corporate Sector of Pakistan**

Through the literature review we have been able to identify the specific set of skills an employee needs to have to be intrapreneurial. If the organization is providing the environment for the practice of intrapreneurship but if the personnel don't have the skills to utilize the environment then it is of no use. In the first portion of our analysis we will try to evaluate whether the employees have the skills necessary to push the organization towards the establishment of an intrapreneurial culture.

Similarly through the literature review we have been able to identify the factors that the organizations need to incorporate in their culture in order to make it intrapreneurial. In the second portion of the analysis we will try to establish whether the policies and attitudes of the organization are feasible to promote the practice of intrapreneurship.

#### **3.6.1 Individual Factors Contributing to the Intrapreneurial Environment**

In this section I will try to highlight the skills that the personnel within the organizations have and try to explain whether they are in line with the concept of intrapreneurship.

Initially the research conducted reveals that the practice of Intrapreneurship is relatively a new concept in the corporate sector of Pakistan. And this practice has been initiated in those organizations whose organizational structures are rather wide then tall. Through are research we will be trying to study to what extent intrapreneurship is being practiced in the corporate sector on an individual level and an organizational level. In this portion of our analysis we would be trying to evaluate whether the employees or individual possess the skills or attributes necessary for the practice of intrapreneurship.

#### **Creativity/ Innovation/ Unconventional**

Majority of the respondents responded positively to the statements regarding being creative while doing their tasks. 90% of the responses ranged from the statement that they practiced experimentation to some extent to they do practice experimentation while performing their duties to see its impact on their efficiency. 42% of the respondents were of the view that they practiced experimentation and risk taking to some extent whereas 48% of the respondents were of the view that they practiced experimentation and risk taking on a regular basis. The responses also varied across various industries in the corporate sector, for instance in the leasing industry (ORIX Leasing) this practice is very common. We were able to find out that the employees at ORIX leasing are allowed to plan their work on their own. A target oriented environments exist there and as a result the management is concerned with the results rather the procedure through which the results are acquired. In the beginning of the job a new



employee is given an detailed view of what the organization expects from you and there on wards the employees are free to design their own tasks and activities. Rather they are instructed to construct a weekly work plan and share it with the upper management. This flexibility allows the employees to alter their direction of work if they felt that this line of action is not working. Furthermore as a result of this flexibility the employees are allowed to take a certain amount of risk without being cautious about the repercussion. Similar is the case with the telecommunication sector of Pakistan. In our research we have been able to incorporate the responses from the employees of PTCL, Mobilink and Telenor Pakistan. The employees of these organization especially those working in the Marketing and sales department feel that they have the room to be a bit experimental. They do realize that experimentation involves taking a certain amount of risk but they believe that if there is a valuable lesson to be learned through this then its worth the effort. The sector to which the respondents with the least willingness to experimentation and risk taking was the banking sector of Pakistan. The employees belonging to this sector feel that in the banking industry the room for experimentation and risk taking is minimal as the procedural guidelines are very clear and there is no room for flexibility as cash transactions are very risky and in case of error repercussions are very severe. Overall Majority of the respondents who were part of this survey were comfortable experimenting with their work in order to make the processes more efficient even if it means taking a certain degree of risk. Furthermore another reason which respondents from all the industries highlighted for this experimentation and risk taking was that the employees from the organizations part of the survey are tired of doing the monotonous tasks day in day out. In order to get away from the same robotic tasks the employees are willing to take moderate level of risk and are ready to face the repercussions for their actions as the impact of their actions on the organizational functioning is minimum. The managements of big corporations are now all about empowering the employees to shape their own jobs with some degree of supervision so that they feel motivated that they are independent to make their own decisions.

### **Sociability**

Respondents from all the 3 industries Banking, Leasing and Telecommunications feel that they do not hesitate in sharing their thoughts on procedural changes or new products with the concerned personnel. 60 % of the respondents agreed to this statement, 31% of the respondents agreed with the statement to some extent while the remaining 9% stated that they were reluctant to share their ideas and thoughts on the matter. In the leasing industry the

respondents stated that their organization follows an open door policy where at any time you could approach a senior person and share your thoughts and ideas with regards to procedural changes and new product ideas. This encourages all employees to approach the senior management with ideas that could truly help improve the performance of the organization. Same is the case with the telecommunication industry as the practice of approaching the management with creative ideas is becoming more and more common. As the employees become comfortable with the idea more and more people would come up with ways to improve the efficiency and performance of the company. The majority of the 9% of employees who did not agree with the statement were from the banking sector. They feel that the reason for this is the rigid organizational structure and the top down management approach.

### **Thirst for Knowledge**

100% of the responses for these statements ranged from to some extent to strongly agree. These responses highlight the competitiveness in the corporate sector of Pakistan. 15% of the respondents strongly agreed with the statement and stated that they keep themselves updated with situation prevailing in the industry including the moves of their competitors, whereas 60% of the respondents agreed to the statements. The respondents from the leasing sector elaborated that it is a necessity for them to keep themselves updated with the happenings in the leasing industry or else they will fall behind and eventually fall out of the market. The employees of ORIX Leasing elaborated that their main competitors are the banks which are providing financing facilities. They also stated their interest rates are much higher than their competitors so resultantly they have to be extra vigilant with the movements in the market including the moves of their competitors. The respondents from the leasing industry informed us that they study the offerings of their competitors in great detail in order to provide a competitive analysis of their offerings to the potential clients. Same is the case with the telecommunications industry as the level of competition is very high. They need to keep themselves abreast with the market changes and the moves by the competitors. The competition is cut throat in this industry as they are competing for price, clients and discounts. They are trying to counter every move made by one of their competitors. The telecommunication companies realize the one who brings an innovative product to the market first is going to benefit the most and the rest would have to play the catch up game. So some companies have created the Industry Analyst position in order to keep up with the game. Exact same is the case with the Banking Industry. The respondents from this industry believe that one cannot be too late to react to a market change.

Resultantly the respondents from all the industries agree to the fact that all companies are always on the lookout for competitive advantages and one way to gain the competitive advantage is to stay in touch with the customers. All the respondents agree to the fact that listening to your customer always leads to gains in terms of competitive advantages. Customers will always have insights on ways to improve your offerings or services and maybe implementation of one of those suggestions would lead to gain in competitive advantage.

### **Intuitive/Aggressive/Proactive**

In the wake of drastic increase in competition organizations have become more receptive to the suggestions and opinions of the work force. This can be seen from the responses received to the above statements. But the concepts of brainstorming sessions and product development teams are relatively new to Pakistan. The forward looking organizations have tried to implement these concepts in one form or the other. Almost 30% of the respondents have never been a part of brainstorming sessions or product development teams. 34% of the respondents have been a part of these exercises in one form or the other, whereas the remaining 36% have been part of brainstorming sessions and product development teams. In the leasing sector the brainstorming sessions are quite common. The respondents from this sector have informed us that they have regular interactions with the senior management where ideas are shared regarding the marketing strategies and new products that could make the organizations more effective. These sessions are conducted on a quarterly basis, whereas in the Telecommunications industry the concepts of both brainstorming sessions and product development teams have been widely adopted as a regular practice. Organizations such as Mobilink and Telenor have town hall meetings in which all employees are invited and ask to submit or share ideas or suggestions pertaining to various matters. They have also formed product development teams which take into account the suggestions from the employees and evaluate whether the concepts are feasible or not. The concepts are work in progress in the banking industry of Pakistan as majority of the participants who have not been part of this practice belong to this sector.

### **Leader/Spirited/Visionary**

Majority of the survey sample responded positively to the statement. 72% of the responses ranged from agree to strongly agree whereas 22% of the respondents agreed with the statement to some extent, this statement basically a general phenomenon to which rarely people would disagree. But the meaning of this statement changes drastically if taken in the

organizational context as failure results in financial losses, wastage of time and wastage of human resource. The respondents from the leasing sector strongly agreed to this statement as they are the ones who design a product for the customer and market them. The employees realize that the competition in the market is tough and the product with the best advantage to the customer would be selected so there is no need to get demotivated. The respondents from the leasing sector were of the view that failure in their industry is not the end but instead it means that a little more effort is required to turn the odds in their favor. They also feel that more they are in the market the more they learn, failure can also be a huge learning curve if you are able to extract the right lesson from it. Similar is the case with the telecommunication industry. Although the industry giants are not investing a huge deal in new ideas so the risk is minimum. What they have done is that they have established product development teams who filter the ideas brought forward extensively and only present the viable ideas to the management. So this whole process allows the employees to be fearless in presenting their ideas. If the idea is not up to the mark valuable feedback will be provided on which the employee could further work on and learn from the mistakes. The majority of the respondents who somewhat agreed or disagreed to the statement belonged to the banking sector of Pakistan. As the employees feel that the margin of error is minimal as financial risk is involved. Those in the marketing division might have the liberty to undergo failure and learn from it but those involved in the financial transactions feel that their jobs might be at risk if they undergo failure.

### **3.6.2 Organizational Factors Contributing to the Intrapreneurial Environment**

Initially the research conducted reveals that the practice of Intrapreneurship is relatively a new concept in the corporate sector of Pakistan. And this practice has been initiated in those organizations whose organizational structure are rather wide then tall. Through are research we will be trying to study to what extent intrapreneurship is being practiced in the corporate sector on an individual level and an organizational level. In this portion of our analysis we would be trying to evaluate whether the organization does the necessary for the practice of intrapreneurship.

#### **Willingness to Improve through their Personnel**

Majority of the respondents responded positively to the statements. 82% of the responses ranged from the statement that their respective organizations encouraged them to develop new ideas to some extent tho they do allow this freedom while performing their duties to see its impact on their efficiency. 36% of the respondents were of the view that their

organizations gave them the freedom to develop new ideas and give them the motivation to present those ideas to the senior management to some extent whereas 42% of the respondents were of the view that their organization allows them to practice this freedom on a regular basis. The responses also varied across various industries in the corporate sector, for instance in the leasing industry (ORIX Leasing) this practice is very common. We were able to find out that the employees at ORIX leasing are allowed to design their own innovative marketing pitches and they even get to actively discuss these strategies with the management to iron out the kinks in the strategy. A target oriented environments exist there and as a result the management believes that the more innovative the products are the more the clients would be satisfied. This freedom also hints towards the fact that the organization realizes that their growth is contingent upon taking these sort of calculated gambles at the most opportune of times. They realize that if these calculate risk pay off then they can result in a huge competitive edge to the organization. All the organizations have started to realize that the employees at the lower levels of the hierarchy are the ones closest to the clients and they have the first hand information required to modify the product or introduce a product more suited to the requirements of the client. Similar is the case with the telecommunication sector of Pakistan. In our research we have been able to incorporate the responses from the employees of PTCL, Mobilink and Telenor Pakistan. The employees of these organization especially those working in the Marketing and sales department feel that they have the room to be more open about their ideas and inputs. The telecommunication companies have started organizing Town Hall meetings and product development teams in order to listen to what the employees have to offer. All companies are now realizing that the input from the employees is of critical importance going forward. They do realize that experimentation involves taking a certain amount of risk but they believe that if there is a valuable lesson to be learned through this then its worth the effort. The sector to which the respondents with the least willingness to delegate the authority was the banking sector of Pakistan. The employees belonging to this sector feel that in the banking industry the organizational structure and practices are very rigid. The Top down approach is being implemented fully. There is minimum input from the employees and the upper management feels that the organization would only grow if the control of the affairs is the hands of a minimum number of people.

### **Team Orientation**

Working in teams is a relatively new concept in Pakistan especially within the corporate sector of Pakistan. 80% of the respondents agreed to the statement that working in teams is

encouraged within their respective organizations. Not only that but they are also trying to form teams with members from various functions of the organization in order to ensure the workings of these teams are quickly and effectively implemented. Whereas the remaining 20% belonging to the banking sector were of the opposite view. Coming towards the leasing industry team work is highly encouraged and implemented throughout the organizations. The respondents from this sector informed us that even at the branches level there is a team based structure. There are two divisions working within a branch one of which is the Auto division which caters to the leasing needs of the individual clients whereas the other is the Corporate Division which caters to the needs of organizations. These divisions are being in a team based environment. There is 01 team for the Auto division comprising of three members each whereas the corporate division comprises of 02 teams also comprising of 03 members each. These teams have a team leader usually of the designation of Assistant Manager or higher and 02 junior team members. Although in the leasing sector the teams are not cross-functional but the various functions are in close contact with the teams in order to facilitate them in way possible. Moving on to the Telecommunication Industry the practice of team building is also gaining acceptance at an exponential rate. All the companies part of the survey including Mobilink; Telenor & PTCL have introduced the concept of Product development teams which includes members from various functions of the organization. When an idea is presented before the team all the functions provide their input regarding their functional area before reaching a final decision. This ensures speedy implementation of the feasible ideas brought forward by the employees. Whereas in the Banking sector the concept of teams can be hardly seen. The cross functional communication is very weak which leads to slow progress. In order to bring about a change it takes months for the management to reach a decision with regards to its implementation. Employees in this sector feel neglected which may lead to demotivation.

### **Open Communication with the Personnel/Flexibility within son Confines**

Majority of the respondents were of the view that their respective managements were quite receptive to the ideas generated by the employees. 76% of the responses ranged from the somewhat agreed to fully agreed. Coming towards the leasing industry the employees feel that their management is very receptive towards their ideas and suggestions. Not only are they receptive to the ideas but they are the ones encouraging and motivating the employees to come up with ideas which could result in the increased effectiveness for the organization. In order to promote this practice ORIX Leasing practices an open door policy according to

which an employee can approach their senior for advice or discussion of any sorts. Similar is the case with the telecommunication sector, as mentioned earlier they are also organizing brainstorming sessions on a regular basis which encourages employees to think out of the box, whereas the banking sector is lacking behind in this area substantially. The employees feel that they have any platform to express their feelings or reservations. They feel left out as they feel that they are the one in constant contact with the customers and they know areas where improvement can make a huge impact for the organization. Although majority of the respondents agreed that their respective managements were receptive to ideas and suggestions but they were quick to highlight that they can do so limited to some confines. 52% of the respondents categorically disagreed to the statement while the responses of the remaining 48% of the respondents ranged from somewhat agree to agreed. This response is unanimous across the three industries being studied in this survey. Delegation of Authority is relatively a new concept here as a result the organizations are willing to accept this change but to a limited extent. They want employees to be creative and experimental but within the confines of the rules and regulations adopted by the respective organizations. This does not come as a surprise as it is norm that they organizations want to keep things in control. They prefer control over constructive chaos. Another reason for this hesitation is that the senior management themselves have not witnessed this level of autonomy resultantly they do not know the outcome. The managements of these companies do realize the need for risk taking but they want the risks to be calculative so that the outcomes of these risks do not completely tarnish the image of this organization.

#### **Recognition for extraordinary Efforts:**

Majority of the respondents (78%) belonging to all the sectors under study agreed to the fact that their organization rewards the employees who bring up successful innovative form or the other. Respondents from the leasing industry stated that their organization organizes various Award functions annually to reward those employees who have contributed to the success or performance of the organization; although monetary rewards are very rare. Coming towards the telecommunication industry companies such as Telenor, Mobilink and PTCL regularly organize business development and product development team based competitions. Employees are encouraged to form teams in order to compete with each other. In the competition the employees go through various steps involved in the product development process with product they want to introduce. When their product is finalized they are expected to defend all aspects of the idea Finance, Marketing, Human Resource & Logistics

in front of a panel of judges. The top three placed teams are awarded in monetary terms as well as recognition based awards. These sorts of initiatives encourage and motivate employees to make a more focused effort towards developing more viable ideas.

### **Proactiveness**

Almost 100% of the responses for these statements ranged from to some extent to strongly agree. These responses highlight the competitiveness in the corporate sector of Pakistan. 30% of the respondents strongly agreed with the statement and stated that they keep themselves updated with situation prevailing in the industry including the moves of their competitors, whereas 48% of the respondents agreed to the statements. The respondents from the leasing sector elaborated that the organization believes that it is a necessity for the employees to keep themselves updated with the happenings in the leasing industry or else they will fall behind and eventually fall out of the market. The organization feels that the in order to counter the product of the competitors with innovative products market knowledge is necessary. Same is the case with the telecommunications industry as the level of competition is very high. Companies feel that the employees need keep themselves abreast with the market changes and the moves made by the competitors. The competition is cut throat in this industry as they are competing for price, clients and discounts. They are trying to counter every move made by one of their competitors. The telecommunication companies realize the one who brings an innovative product to the market first is going to benefit the most and the rest would have to play the catch up game. So some companies have created the Industry Analyst position in order to keep up with the game. Exact same is the case with the Banking Industry. The respondents from this industry believe that one cannot be too late to react to a market change.

Resultantly the respondents from all the industries agree to the fact that all companies are always on the lookout for competitive advantages and one way to gain the competitive advantage is to stay in touch with the customers. All the respondents agree to the fact that listening to your customer always leads to gains in terms of competitive advantages. Customers will always have insights on ways to improve your offerings or services and maybe implementation of one of those suggestions would lead to gain in competitive advantage.



## CHAPTER 4: CONCLUSIONS & RECOMMENDATIONS

### 4.1 Conclusions:

It is needless to point out here that the concept of intrapreneurship is new to corporate sector of Pakistan but this situation is fast improving. The concept is taking roots in the hierarchy of various organizations. Coming towards the Personnel side of the discussion; the employees have started to display and put into practice the skills and capabilities which are necessary in order to take advantage of the intrapreneurial environment provided by the organization.

During the study it has been identified that traditionally majority of the corporate sector organizations in Pakistan have a tall organizational structure. Tall organization means that the flow of information becomes very difficult as the information has to go through various levels and by the time the message reaches the desired level the meaning is either completely lost or distorted. Similarly majority of the organizations have a bureaucratic structure leading to a top down management approach which leads to one way communication only.

Over the recent past the intensity of competition has increased substantially in each and every industry of Pakistan leading to organizations being more proactive. During this period the organizations have realized that if they continued to follow the traditional approach they may become redundant and lose their competitive edge. They realize the fact that their decision making processes need to be quicker and based on solid information from the market. They realize that they need to delegate some authority towards the lower levels of management in order to make things happen. As a result the organizations have adopted flexibility in order to maintain its competitive edge. Resultantly the employees have become more empowered and do not have to look towards the senior management for each and everything. These steps have really allowed the organizations to develop an intrapreneurial culture and motivate the employees to develop skills and capabilities to take advantage of this environment.

Starting with the leasing sector we can see that of the three sectors studied it is the most conducive to the practice of Intrapreneurship as it has the least centralized structure. It allows that employees to plan their own work, devise their own strategies and implement them and gather results. The leasing sector also seems to be more receptive to failure if it occurs as the consequences of failure are not extreme. Similarly the management of the leasing sector provides ample support and motivation to its employees. They follow an open door policy where the employees can approach the senior management at any time and seek advice and guidance. This sort of approach seems to be the most conducive to the intrapreneurial practices. Similar is the case with the telecommunications sector. They have started to follow

introduce practices that encourage employees to engage in intrapreneurial practices. They have developed the product development teams which evaluate the feasibility of each and every idea which comes their way. These organizations are investing a great deal in these practices. Similarly the sector has also adopted the practice of Town hall meetings which encourages all employees to come up with ideas for procedural improvement or ideas for new products.

The banking Sector seems to way behind in adopting practices that could lead towards the establishment of an intrapreneurial environment. They are still following the top down approach which provides zero room for creativity and experimentation. As a result of the rigid policies the banking sector is missing the opportunity to grow exponentially. They feel the management knows the best ignoring the fact that the lower level employees are the ones in contact with the customer's and could have vital feedback. The banking sector needs to change their direction in order to reap rewards from the adoption of this practice.

## **4.2 Recommendations**

The following are the recommendations from the study in order for the adoption of an intrapreneurial structure:

### **Acquire Management Commitment**

The one of the most vital steps is to acquire commitment from the personnel. Despite the fact that entrepreneurial leadership has been recognized as the most powerful construct, it's critical that the organization lead the way of instance to make sure that employees in the lower of the hierarchy will pay heed to their assertions. For the new followed strategy to be successful, senior authority ought to be involved from the beginning and remain active and impulsive all through the process.

### **Introduction to the Organization**

The new strategy that could be drawn out by the application of the concept of Intrapreneurship should continue with the focus to gaining a competitive edge and to reduce the distance between the desired organizational position and current organizational position. These principles could be elaborate, actuated and illustrated to all employees during meetings and random interaction sessions.

In these meetings and sessions, importance should be given to making communication clear and explain what the change is going to lead towards. An detailed debrief session should be

conducted in which organizations current position and hindrances to intrapreneurship should be put forward and solutions manage the highlighted problematic areas should be made known taking all personnel members in confidence.

### **Expectation Clarification and Resource Allocation**

The agreement reached in the course of the meetings and brainstorming sessions noted above need to be advanced into wide-spread procedures determining the way in which intrapreneurship may be controlled. The specific concise area identified by the senior management wherein intrapreneurial endeavour must be enforced combined with procedures is a good way to pick out leaders to nominate for the process. Some well known areas wherein the management desires to be involved should for this reason be identified in addition to the assets wished.

The only issue with this strategy is that in order to enhance intrapreneurial practices financial resources are required which the organization in Pakistan are willing to commit in limited amounts. The global economic crisis furthers this issue because now the management have become very critical when deciding on the commitment of resources especially the financial ones.

### **Training**

Whilst conferences and brain storming sessions have been held to express the motive behind the practice of intrapreneurship to all employees, selected individuals will want to undergo committed education in intrapreneurship with a corporate awareness.

Intrapreneurship experts will be invited to conduct training sessions at various establishments concentrating for instance on elements which includes the advent to intrapreneurship, intrapreneurial leap forward strategies, innovative thinking, analysing of constraints, supporters.

### **Support Structures**

It is miles proposed that aid accept inside the shape of mentors positioned in middle to senior management levels of the company. Those mentors need to help intrapreneurs by way of performing as advisors assisting intrapreneurs to effectively present a concept to the top management and thrust back undue attacks on new initiatives.

## **Clarify rewards**

A reward mechanism should be designed in order to reward personnel for the best innovative ideas. This can mean that different groups have different reward structures. Character employees must additionally be rewarded for imposing new revolutionary projects.

## QUESTIONNAIRE: CORPORATE INTRAPRENEURIAL CLIMATE PART A

This section consists of 25 statements. Please indicate to what extent you agree or disagree with each statement. Please mark the applicable block with a cross (X). (Organizational Influence)

<b>A01</b>	Our leaders take a long-term view of our organization.	1	2	3	4	5
<b>A02</b>	Management encourages us to develop ideas that would improve the organization.	1	2	3	4	5
<b>A03</b>	Development at our concern is based on taking calculated risks at the right time.	1	2	3	4	5
<b>A04</b>	Our firm quickly implements improved work methods that are developed by personnel.	1	2	3	4	5
<b>A05</b>	Individuals implementing successful innovative projects receive additional rewards and compensation.	1	2	3	4	5
<b>A06</b>	An employee with a good idea is often given time to develop that idea within working hours.	1	2	3	4	5
<b>A07</b>	Working together in project teams is encouraged at the organization.	1	2	3	4	5
<b>A08</b>	There are several options within the concern for individuals to get financial support for their innovative projects and ideas.	1	2	3	4	5
<b>A09</b>	Personnel are keen to share knowledge within the firm, even over departmental or functional boundaries.	1	2	3	4	5
<b>A10</b>	People are allowed to make decisions about their work processes without going through elaborate justification and approval procedures.	1	2	3	4	5
<b>A11</b>	Our leaders challenge the status quo and they inspire us to think and act in innovative ways.	1	2	3	4	5
<b>A12</b>	Top management is receptive to my ideas and suggestions.	1	2	3	4	5
<b>A13</b>	Originators of new ideas find it easy to implement because of the support rendered by influential people at the concern.	1	2	3	4	5
<b>A14</b>	I have regular meetings with management where information is shared between us.	1	2	3	4	5
<b>A15</b>	A staff member who has initiated a new project/process is allowed to carry it through to completion/implementation.	1	2	3	4	5
<b>A16</b>	We use cross-functional teams effectively at the firm to develop and implement new ideas.	1	2	3	4	5
<b>A17</b>	Money is often available to get new project ideas off the ground.	1	2	3	4	5

<b>A18</b>	Our concern has people with influence that support, coach, protect, and find resources for an intrapreneurial project and its team.	1	2	3	4	5
<b>A19</b>	This firm provides me with the chance to be creative and try out new methods of doing my job.	1	2	3	4	5
<b>A20</b>	This organization supports many small and experimental projects realizing that some will undoubtedly fail.	1	2	3	4	5
<b>A21</b>	The process for accessing and acquiring resources to pursue new opportunities is streamlined so that approval is quickly granted.	1	2	3	4	5
<b>A22</b>	Personnel are encouraged to stay abreast of developments in their functional fields and to share their knowledge with others.	1	2	3	4	5
<b>A23</b>	We regularly ask our customers (learners) to give their opinions of our service and product offerings.	1	2	3	4	5
<b>A24</b>	The degree of hierarchical control is relatively low in our organization.	1	2	3	4	5
<b>A25</b>	Senior managers allow innovators to bend rules and rigid procedures in order to keep promising ideas on track.	1	2	3	4	5

## QUESTIONNAIRE PART B

This section consists of 15 statements. Please indicate to what extent you agree or disagree with each statement. Please mark the applicable block with a cross (X). (Individual Factors)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>A01</b>	Whenever possible I try to do some experimentation with my work in order to see if the results show any significant improvements.	1	2	3	4	5
<b>A02</b>	I do not hesitate in sharing my thoughts regarding procedural changes or innovative ways of doing our work in a better way with the upper management.	1	2	3	4	5
<b>A03</b>	I regularly identify and share my ideas regarding the new products or services with the concerned people.	1	2	3	4	5
<b>A04</b>	I do not mind taking risks in order to complete my tasks.	1	2	3	4	5
<b>A05</b>	I keep myself abreast with the latest market situation which includes keeping an eye on the competitor's moves.	1	2	3	4	5
<b>A06</b>	I keep in touch with our clients in order to identify ways in which to improve our customer service.	1	2	3	4	5
<b>A07</b>	In case I have an innovative idea I do not hesitate in seeking guidance beyond my functional boundaries.	1	2	3	4	5
<b>A08</b>	I try to keep my focus on long term goals instead of continuously divulging in the short term goals.	1	2	3	4	5
<b>A09</b>	Previously I have presented the management with ideas which have been implemented by the management.	1	2	3	4	5
<b>A10</b>	In the past I have volunteered to be part of product development teams.	1	2	3	4	5
<b>A11</b>	I have actively participated in various brainstorming sessions and have vocal about my thoughts.	1	2	3	4	5
<b>A12</b>	From the insight gathered from my current job I have previously tried to launch my own venture.	1	2	3	4	5
<b>A13</b>	I am constantly looking at ways in which to make the tasks more efficient.	1	2	3	4	5
<b>A14</b>	I prefer in facing the repercussions of new ideas introduced by me instead of doing the same monotonous tasks.	1	2	3	4	5
<b>A15</b>	I feel that failure is a part of life and failure should not be the end instead one should learn from the mistakes made and move on.	1	2	3	4	5

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