
Determinants of Intrapreneurial Behaviour of Employees: A Review of Recent Literature

C. Dilroshan^{a*}, H. M. T. S. Herath^b, W. Madurapperuma^c

^{a*}*Faculty of Graduate Studies, University of Kelaniya, Sri Lanka*

^b*Department of Commerce and Financial Management, University of Kelaniya, Sri Lanka*

^c*Department of Accountancy, University of Kelaniya, Sri Lanka*

A B S T R A C T

Intrapreneurial behaviour (IB) of employees is essential to tackle challenges and stimulate growth and well-being of organizations. Research on IB remain isolated and scarce preventing scholars from developing a more detailed understanding of the same. Thus, a better understanding of what drives IB and more recent analysis on the same are needed. A review of recent literature into determinants of IB is a timely requirement. The main purpose of this review is to understand the current state of determinants of employee IB in organizations. Journal articles published in English language from January 2010 to February 2021 in reputed on-line data bases of Ebsco, Emerald and in search engines of Google scholar, and Google research gate were set as conditions for selecting articles for this review. By conducting online searches using two search terms, 42 sample articles published online from 27 international journals were selected and reviewed under descriptive, thematic, methodological, and terminological review and analyzed for mediating and moderating factors. 59 intrapreneurial determinants were identified and categorized under three main factors. The analysis of findings reveals that determinants of IB are an emerging field of study. Large diversity was identified in the terminology used to indicate intrapreneurial behaviour. Perspectives, theories, and phenomenon used in the articles were also analyzed for their in-depth meanings and a synthesized view is presented highlighting the importance of reciprocal relationships. Finally, this review describes theoretical and practical implications and suggests areas for future research.

Keywords: determinants, entrepreneurial behaviour, entrepreneurship, intrapreneurial behaviour, intrapreneurship

*Corresponding author: dilroshan@yahoo.com

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1. Introduction

Intrapreneurship can be labelled as “entrepreneurship within existing organizations” and can be defined as the identification and exploitation of opportunities by individual employees to enable their organizations to move forward (Antoncic & Hisrich, 2001). Intrapreneurial behaviour (IB) is an extra role behaviour of employees (Valsania et al., 2016), that is needed to tackle the effect of globalization, fragmentation of markets and the requirement for better organizational performance (Morianio et al., 2014). IB enhances competitive advantage stimulating company growth and well-being. Although the decision to engage in entrepreneurial behaviour is personal, many different forces within the self and from the internal and external environments influence the employee. Very specific bigger questions arising include how organizations can foster intrapreneurship or IB at an individual level (Farrukh et al. 2021a) and what are the determinants of IB of employees in established organizations. Despite growing research on entrepreneurship at the organizational level, less attention has been paid to IB and how to enhance IB in established organizations (Farrukh et al. 2021a). Although researchers have investigated the determinants of entrepreneurship and intrapreneurship in recent years, the results of such studies remain isolated and scarce (Lau et al., 2012). Mustafa (2018) explained that limited research has prevented scholars from developing a more detailed understanding of employee intrapreneurial behaviour, what conditions this behaviour, and how this behaviour ultimately informs and supports firm-level entrepreneurship. Therefore, a review of existing research into the determinants of employee IB with analysis of perspectives, theories and gaps in literature is a timely requirement to provide scholars with a detailed overview of the field for ways of expanding and moving forward. This study intends to review and analyze recent research literature on the determinants of employee IB, and compile an overview of such literature to understand the current state of knowledge in the field with the objectives; (1) to categorize determinants of IB under different themes, (2) to synthesize the underpinning meanings of the perspectives, theories, and phenomenon used in the past research and present a summarized view, and (3) to identify gaps in existing research and propose areas for future research.

2. Methodology

The following conditions were set in conducting this literature review to investigate the current state of recent research on the determinants of employee IB. First, the review was restricted only to journal articles published in English language from January 2010 to February 2021 and hence books, book chapters, conference papers and non-English articles were excluded. Secondly, the review focused on articles published in reputed on-line data bases of Ebsco, Emerald and in search engines of google scholar, and google research gate. An on-line search was conducted under the keyword combinations/search terms of *‘determinants of intrapreneurship behaviour’* and *‘determinants of entrepreneurship behaviour’*. The keyword combination of *‘determinants of entrepreneurship behaviour’* was also used since some scholars have used that term instead of *‘determinants of intrapreneurship behaviour’*. A total of 310 articles were found under the above given search strategies. After going through the titles and careful reading of the abstracts of each paper, 268 articles were removed as they did not substantially discuss employee entrepreneurial/ intrapreneurial behaviors. Finally, 42 articles were left as sample for the review.

First, the articles were reviewed on their publication information such as, year of publication; journal in which the article was published; and theme of the study. Then the determinants under three themes (factors): research design, level of respondents (sample)

utilized, and the terminology used were reviewed identifying different research fields. The mediating and moderating factors described in the articles were analyzed with relevant relationships. Various theories, perspectives and phenomenon used in the articles were also identified, analyzed, and synthesized.

3. Literature review and analysis

3.1. Descriptive review

Out of 42 sample articles, majority of articles (N=10) (23.8%) have been published in the year 2020, followed by in the year 2013 (N=7) (16.7%). 4 articles have been published in each year of 2014, 2015, and 2019 while year 2010, 2011, and 2021 have recorded 3 articles each. Only one (1) article could be found in the years of 2012, 2016, 2017 and 2018. Interestingly, three (3) articles (7.1%) have appeared during the period of two months in the year 2021. The review provides an insight into the journals in which articles on ‘determinants of intrapreneurship behaviour’ and ‘determinants of entrepreneurship behaviour’ have been published (Table 1). 42 articles reviewed under this study have been published in 27 international journals. The journal with most number of publications (N=7) (16.7%) in the area considered was *International Entrepreneurship and Management Journal*. Second highest number of articles (N=6) (14.3%) appeared in the *Journal of Small Business and Enterprise Development*. Two (2) articles have been published in four (4) journals each and only one (1) article has been found in twenty one (21) journals each (Table 1).

3.2. Thematic review

All 42 articles were thoroughly studied for the identification of main themes and determinants under them. Thematic review is comprised of those main themes and determinants under them discussed in the articles considered for this study. Six (6) themes (factors) have been explored by the articles. 26.2% of studies (N=11) have focused on ‘organizational factors’ as determinants of entrepreneurship/intrapreneurship behaviour (Figure 1). The second highest number of studies (N=10) (23.8%) have been recorded by two categories. Ten (10) articles have paid their attention to the theme of ‘individual factors’ and in another ten (10) articles the combination of ‘individual & organizational factors’ have been studied (Figure 1).

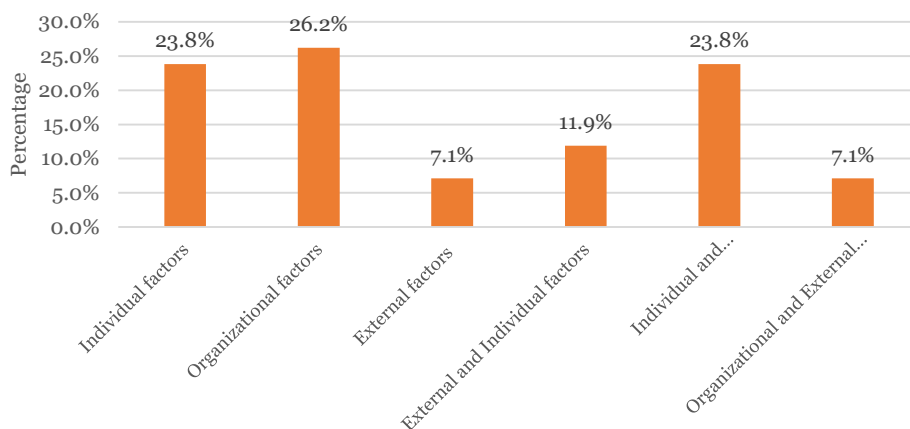


Figure 1: Articles Published Under Each Theme

Table 1: Number of Articles Published in Each Journal

Journal / Author	N	%
African Journal of Business Management / Eid and Mansour (2013)	1	2.4%
Asia Pacific Journal of Innovation and Entrepreneurship / Alam et al. (2020)	1	2.4%
Baltic Journal of Management / Escriba-Carda et al. (2020); Zur (2015)	2	4.8%
Business and Economic Research / Loukil (2019)	1	2.4%
Chinese Studies / Kamitewoko (2013)	1	2.4%
Entrepreneurship Theory and Practice / De Jong et al. (2013)	1	2.4%
European Journal of Innovation Management / Farrukh et al. (2021b)	1	2.4%
European Journal of International Management / Bras (2020)	1	2.4%
International Entrepreneurship and Management Journal / Belousova and Gailly (2013); Croonen et al. (2016); Moriano et al. (2014); Rigtering and Weitzel (2013); Sebora and Theerapatvong (2010); Valsania et al. (2014); Wakkee et al. (2010)	7	16.7%
International Journal of Disruptive Innovation in Government / Chaar and Easa (2021)	1	2.4%
International Journal of Manpower / Zampetakis & Moustakis (2010)	1	2.4%
Journal of Applied Research in Higher Education / Farrukh et al. (2019)	1	2.4%
Journal of Business and Social Review in Emerging Economies / Asharf et al. (2020)	1	2.4%
Journal of Chinese Entrepreneurship / Bhardwaj and Sushil (2012)	1	2.4%
Journal of Entrepreneurship in Emerging Economies / Aleksandrova (2019); Sangar and Rangnekar (2014)	2	4.8%
Journal of Management Studies / De Clercq et al. (2011); Sieger et al. (2013)	2	4.8%
Journal of Product Innovation / Globocnik and Salomo (2015)	1	2.4%
Journal of Research in Marketing and Entrepreneurship / Arun et al. (2020)	1	2.4%
Journal of Science and Technology Policy Management / Farrukh et al. (2021a)	1	2.4%
Journal of Small Business and Enterprise Development / Altinay and Wang (2011); Alvarez (2011); Felix et al. (2019); Sedeh (2020); Touzani (2015); Lafuente (2013)	6	14.3%
Journal Economia / Sugianingrat et al. (2020)	1	2.4%
Leadership & Organization Development Journal / Lei et al. (2020)	1	2.4%
Management Communication Quarterly / Park et al. (2014)	1	2.4%
Management Decision / Martinez (2015)	1	2.4%
Measuring Business Excellence / Moustaghfir et al (2020)	1	2.4%
Personnel Review / Badoiu et al. (2020)	1	2.4%
World Journal of Entrepreneurship, Management and Sustainable Development / Farooq (2018); Farrukh et al. (2017)	2	4.8%
Total	42	100%

Determinants identified under 6 themes were further categorized into 3 main themes namely ‘individual factors’, ‘organizational factors’ and ‘external factors’. Out of 59 total determinants, highest number (N=30) of determinants have been explored under the theme of ‘organizational factors’ (Table 2), followed by ‘individual factors’ (N=18) (Table 3). Only 11 determinants have been studied under the theme of ‘external factors’ (Table 4). Moreover, under the theme of ‘organizational factors’, ‘Rewards’ was the determinant studied by most number (N=3) of articles (Table 2). Majority (N=22) of determinants under organizational factors have been addressed in only one article.

Table 2: Determinants under Organizational Factors

Determinants	No. of Articles	Determinants	No. of Articles
Achievement of consensus	1	Management’s leadership style	1
Affective commitment	1	Monitoring	1
Alignment with business strategy	1	Normative commitment	1
Authentic leadership	2	Organizational climate	1
Charismatic leadership	1	Organizational framework	1
Coaching	1	Participation in decision making	1
Communication practices	1	Protection of property rights	1
Computer and communication services	1	Reducing role conflicts	1
Flexible boundaries	1	Resources to stimulate	1
Higher investment expenditure	1	Rewards	3
Information sharing	1	Strong organization employee relationship	2
Intelligence generation & dissemination	1	Time availability	1
Job autonomy	2	Training and development	2
Job security	2	Transformational leadership	2
Management support	1	Work discretion	2

Table 3: Determinants under Individual Factors

Determinants	No. of Articles	Determinants	No. of Articles
Achievement	1	Optimism	1
Educational attainment	3	Ownership feelings	1
Entrepreneurial knowledge	2	Perception of high-performance work systems	1
Entrepreneurial skills	2	Personality traits	1
Expectations	1	Previous business experience	3
Identification with the organization	1	Risk-taking propensity	1
Intrinsic goals	1	Satisfaction with clients	1
Knowledge sharing	1	Satisfaction with organization	2
Opportunity perception	1	Self-efficacy	4

Under ‘Individual factors’, ‘Self-efficacy’ was the determinant studied in highest number (N=4) of papers (Table 3). Under ‘External factors’, the determinant of ‘Role models’ has been explored in 2 articles (Table 4).

Table 4: Determinants under External Factors

Determinants	No. of Articles	Determinants	No. of Articles
Cultural and social norms	1	Greater expenditure on R & D by government & universities	1
Demand	1	Lower level of corruption	1
Family environment	1	Role models	2
Fewer constraints on capital investment	1	Social class	1
Fewer trade barriers	1	Social support	1
Geographical region	1		

3.3. Methodological and terminological review

The sample articles have adopted two research methods. 90.5% (N=38) of articles have adopted quantitative research design while 9.5% (N=4) of articles have adopted qualitative research design. Most studies (N=13) (31.0%) have collected data from ‘All levels’ of employees in organizations, followed by (N=11) (26.2%) from ‘Senior level’ employees. Third highest number (N=10) of studies have used employees of ‘Several levels’, while 4 other studies have collected data from ‘Middle level’ employees. Few studies (N=3) have collected data from ‘Non-managerial level’.

Based on the review, a great diversity could be identified in the *terminology* used to refer to the ‘Intrapreneurship behaviour’. Majority (N=11) (26.2%) of papers have utilized the term ‘*intrapreneurial behaviour*’ whereas next highest number (N=10) (23.8%) of papers have adopted the term ‘*entrepreneurship*’ followed by (N=7) ‘*entrepreneurial behaviour*’. Three (3) articles have used the term ‘*corporate entrepreneurship*’ and the terms ‘*entrepreneurial activity*’ and ‘*entrepreneurial orientation*’ each have been used by two (2) papers. Terms such as ‘*innovative behaviour*’, ‘*entrepreneurial activity*’, ‘*entrepreneurship performance*’, ‘*innovation capability*’, ‘*entrepreneurial entry*’ and ‘*boot-legging*’ each have been employed by only one paper.

3.4. Mediating and moderating factors

In several articles of the sample, the mediating effect of different factors has been studied. Chaar and Easa (2021) in their paper have described the mediating role played by ‘*knowledge sharing*’ towards the association of ‘*transformational leadership*’ and ‘*innovation*’. Farrukh et al. (2021a) have explored that ‘*perceived organizational support*’ significantly mediates the relationship between ‘*high-performance work systems*’ and ‘*intrapreneurial behaviour*’. The mediating role of ‘*organizational climate*’ for the relationship between ‘*leader’s expectations*’ and ‘*intrapreneurial behaviour*’ has been researched by Farrukh et al. (2021b). Lei et al. (2020) have explained the mediating role of ‘*self-efficacy*’ and ‘*optimism*’ towards the relationship between ‘*transformational leadership*’ and ‘*innovation capabilities*’ while Moriano et al. (2014) have discussed that the association of ‘*managements leadership style*’ and ‘*intrapreneurial behaviour*’ have been mediated by ‘*employee identification with the organization*’. Sieger et al. (2013), have identified in their study that ‘*senior managers’ entrepreneurial behaviour*’ mediates the relationship between ‘*ownership feeling*’ and ‘*company performance*’. Further, the paper by Escriba-Carda et al. (2020) explained that the effects of ‘*employees’ perceptions of high-performance work systems*’ on ‘*intrapreneurial behaviour*’ have been mediated by ‘*knowledge sharing of employees*’. Apart from the above, Alam et al. (2020) have discussed in their paper that the ‘*knowledge sharing behaviour*’

positively moderates the relationship between '*personality traits*' and '*intrapreneurial behaviour*'.

3.5. Theories, perspectives and phenomenon on employee IB

The analysis of the 42 reviewed articles, precisely examines how authors have conceptualized employee IB. Evidence implies that employee IB is a multi-dimensional higher order construct comprising of three broad dimensions: innovative, proactive, and risk-taking behaviours. Although this is similar to the conceptualization of entrepreneurial orientation by Lumpkin and Dess (1996), these behaviors may manifest themselves in different ways at the individual level.

Innovativeness appears as the most common dimension of employee IB according to the reviewed articles. Innovative employees are the ones who identify work-related problems and suggest novel ideas and solutions to solve them (Park et al., 2014; Rigtering & Weitzel, 2013; Valsania et al., 2016). Croonen et al. (2016) are of the view that intrapreneurial employees propose new ideas that help to transform the organization when the organization is faced with competition and rapidly changing conditions. Proactiveness of employees emerges as the second most important dimension of employee IB. Articles from the review advocate that employee proactiveness includes a range of self-initiated and future orientated actions aimed at changing and improving the current situation of the organization. De Jong et al. (2013); Moriano et al. (2014); Rigtering and Weitzel (2013) and Wakkee et al. (2010) suggest it as employee's ability to recognize and identify entrepreneurial opportunities and seeking support from others to execute such opportunities. Individual risk-taking arises as the third most common dimension of employee IB. Individual risk-taking contains consciously cutting through red tape (Zampetakis & Moustakis, 2010). Such risk-taking behaviors appear to be different from that at the firm-level. Some articles in the review view employee IB as a collection of sub-behaviors which may be highly inter-related with each other. Employee IB may also consist of a broader array of actions relating to new product developments, process and administrative improvements, work role innovations (De Jong et al., 2013) and helping others to behave entrepreneurially (Sieger et al., 2013).

Articles of the review have applied various theories to investigate employee IB. Alam et al. (2020) have used career choice theory and person environment-fit theory which explain that personality should be the basis of an individual's career choice. Chaar and Easa (2021) have discussed that transformational leadership theory acts as fuel for innovation by promoting idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership develops team attitude and spirit among members, which enhance the generation of new ideas. Farrukh et al. (2019) have utilized leadership theory to explain that manager's leadership style can play a vital role in nurturing IB, and they have used organizational management theory to describe that psychological or cognitive perspective of empowerment deals with individual's psychological perception of powers in organization. Leadership is expected to foster feeling of empowerment in their followers in several ways. Felix et al. (2019) drawing from institutional economics and leadership theories examine the effect of cultural leadership factors on the rates of opportunity and necessity entrepreneurship. On the other hand, the theory of social and economic organization and the implicit leadership theory are considered by Felix et al. (2019) in the study of leadership, basically since they provide an understanding of social cognition foundations applied to leadership.

Based on views that relationships evolve into trust, loyalty, and mutual commitments, various articles in the review have used social exchange theories (SET) to understand the mechanisms by which employees' entrepreneurial behaviour occur (Moriano et al., 2014; Rigtering & Weitzel, 2013; Valsania et al., 2016). Studies by Valsania et al. (2016) and Moriano et al. (2014) have used exchange theories to analyze the relationships between intrapreneurial employees and management's leadership styles. In general, exchange theories view employee IB as happening when employees feel and perceive that their organization cares for their well-being and values their contribution. Farrukh et al. (2021a) view that SET can be utilized as lens to identify employees perceiving high-performance work system as a manifesto of organizational support. Farrukh et al. (2017) assess that SET are in the benefit of organization to ensure workplace environment which creates employees who are committed to the organizations. This commitment can be used later in order to enhance the performance of the employees both at the organizational and the individual levels. Escriba-Carda et al. (2020) have discussed on two theoretical frameworks (i) the link between HR practices and individual behaviour, and (ii) social exchange theory which supports the positive relationship between high performance work systems (HPWS) and the IB. Under this perspective employees who perceive their organizational environment as being supportive will feel obliged to reciprocate with behaviors that are beneficial to the organization. Some articles of the review have used social learning theory (SLT) to understand differences in employee IB. SLT explains that learning of new behaviour is a cognitive process embedded in a social context and occurs through observation and imitation of others.

Arun et al. (2020) based on role theory explains that structural and interactionist perspective of sociology is necessary to understand intrapreneurship. The role of an intrapreneur is creative and ambitious as an intrapreneur seeks to find new solutions to old problems within the organization. Studies by De Clercq et al. (2011) and Valsania et al. (2016) have used expectancy theory to show how entrepreneurial behaviour of managers was related to their dissatisfaction with the current situation in their organizations and to the threat of competition from the market. The article by Sieger et al. (2013) has drawn on motivation-based theories to examine motivational factors for engaging in IB. Motivators such as feelings of ownership have been used to understand why employees engage in IB. Bras (2020) in his study has used institutional theory with the aim of analyzing the impact of economic and institutional factors (formal and informal) on entrepreneurship.

Kamitewoko (2013) in his study has discussed on Guanxi Network. Guanxi is a complex Chinese phenomenon which contains two characters; the character "guan" means a gate or a hurdle, and "xi" refers to a tie, a relationship, or a connection. Guanxi literally means "pass the gate and get connected". It has its roots in the cultural philosophy of Confucianism. Confucianism considers the society as a huge network in which a person plays different roles. According to Kamitewoko (2013), Chinese management literature has highlighted the importance of guanxi as crucial to business success in China. He is of the view that China is the largest, fastest growing transition economy and heavily engaged in international business and guanxi are vital for success. The most important characteristic of guanxi is the reciprocal obligation to exchange favors. Failure to reciprocate favors may result in the loss of one's guanxi network and the multiple resources implanted in it. Therefore, guanxi relationships are long-term.

3.6. Contexts of studies

The studies related to reviewed articles have been conducted on the determinants of IB in different contexts. Out of 42 articles, 20 articles have discussed IB in organizations in general. In 9 articles, researchers including Aleksandrova (2019), Alvarez et al. (2011), Bras (2020), Escriba-Carda et al. (2020), Farrukh et al. (2019), Kamitewoko (2013), Touzani (2015), Zampetakis and Moustakis (2010), and Zur (2015) have studied the determinants of IB in relation to different countries like Russia, Spain, Latvia, Pakistan, Congo, Tunisia, Greece, and Baltic countries. 3 studies (Alarm et al., 2020; Bhardwaj & Sushil, 2012; Loukil, 2019) have researched into IB in developing economies or emerging economies. One study (Lafuente, 2013) has been done on IB in transition economy while another study (Croonen et al., 2016) is on franchise system. 3 research studies (Altinay & Wang, 2011; Felix et al., 2019; Sedeh, 2020) have been done in small business sector meanwhile another study (Belousova & Gailly, 2013) has been conducted in dispersed setting. One study each has been done in banking sector (Chaar & Easa, 2021), higher education sector (Farrukh et al. 2021a), service sector (Wakkee et al., 2010), and in public sector (Zampetakis & Moustakis, 2010).

4. Discussion

This review provides a clear picture of the state of recent research and knowledge on the determinants of employee intrapreneurial behaviour with perspectives and theories associated with them. Reviewed articles published in 27 international journals in various subject areas (mainly in *Entrepreneurship*, *Enterprise*, *Management*, and *Business*) is a plus point which indicates that the field of the determinants of intrapreneurial behaviour is widespread, it has grabbed the interest of different other fields and research in this field is continued to be emergent. Highest number of determinants explored under the theme of organizational factors indicate that although the decision to act intrapreneurially is to be made by the individual, it depends largely on the factors beyond the control of the individual. Despite the fact that majority of articles have used the term '*intrapreneurial behaviour*', several other terms have been used to indicate the same behaviour.

The studies on mediating and moderating roles towards the '*intrapreneurial behaviour*' show that the relationships of IB with several variables are mediated and moderated by some other variables. Based on the analysis of perspectives, the highlighted dimensions, or sub-behaviours of IB are innovative behaviour, proactive behaviour, and risk-taking behaviour. Therefore, these three behaviours can be identified as important dimensions of IB. Broader actions related to IB consist of new product and process developments, administrative improvements, work role innovations, and helping others to behave entrepreneurially.

Mostly used theories in the analyzed articles are leadership theories. In fact, three leadership styles (*transformational*, *authentic*, and *charismatic*) and *management's leadership style* are identified as the determinants of IB. *Coaching* and *monitoring* which are actions performed by leaders are also identified as the determinants of IB. Responsibilities of leader and manager in adapting proper leadership style, fostering feelings of empowerment in employees are described. However, in gist, the importance of leader's behaviour and the relationship between leader and followers (employees) are highlighted to make effective and committed employees. Social exchange theory is used to explain workplace relationships and effective workplace processes to enhance employee performances. When employees understand that their organization values their contribution and cares for them, they are obliged to be committed and reciprocate with favourable behaviours towards the

organization. In simple, it is an exchange of favours by both parties: the organization and the employees. Hence, the importance of the relationship between organization and employees is stressed. Role theory is used to describe the service roles played by individuals in an organization. The role of an entrepreneur is ambitious as he/she attempts to find solutions to the problems in the organization. Motivation theories explain motivational factors such as feeling of ownership to engage in IB. Motivation is created by the leaders or the organization for better performance. Expectancy theory clarifies the expectation to perform better through different types of behaviours. If the meanings of the three theories (Role theory, Motivation theory, and Expectancy theory) are taken together, organization and leaders are required to motivate employees to play their different roles in different positions in the organization in order to create expectations among employees for better performance or make them ambitious to find solutions to the problems. Guanxi phenomenon explains the importance of reciprocal obligations to exchange favours. Exchange of favours between employer (organization) and employee, leader and followers (employees) as well as between organization and all other stakeholders is emphasized. Therefore, the reciprocal relationships between organization and employee, leader and employee, and organization and stakeholders can be drawn as important to create a favourable environment for the determinants of IB.

However, the analysis reveals several gaps in existing literature with regard to several areas. Only one study has investigated the determinants of IB in public organizations and none of the studies have looked into the determinants in private organizations separately. Apart from one study on banking sector and another study on higher education sector, researchers have not paid much attention to the determinants in different other sectors. Further, no articles are found for comparative studies on the determinants of IB in public organizations versus private organizations, service organizations versus manufacturing organizations, large enterprises versus small and medium enterprises, organizations in developed countries versus organizations in developing countries. Though few studies are found from South Asian region, not a single study is identified from local context.

5. Conclusion

It was evident that the determinants of intrapreneurial behaviour is an emerging field of study specially in subject areas such as *Entrepreneurship, Enterprise, Management, and Business* with a growing significance for top managers and organizations willing to encourage intrapreneurial behaviour. However, lack of a clear terminology for '*intrapreneurship behaviour*' could be identified. A vast number (59) of determinants contribute towards the intrapreneurial behaviour in organizations and it largely depends on the facilitation and patronage of the organization (30 determinants are identified under organizational factors). Apart from having positive relationships with a large number of independent variables (identified as determinants), IB has several relationships with mediating and moderating variables too. When IB of employees are in existence, innovative, proactive, and risk-taking behaviours take place in organizations, while new products, new processes, new work roles, improved administrative procedures, and employees helping each other to behave entrepreneurially can be visible in such organizations. The synthesizing of the underpinning meanings of the perspectives, theories and phenomenon used in the research presents a view that positive reciprocal relationships emerge by the exchange of favours between leader and employees, organization and employees, and organization and stakeholders of organizations which are important to create an organizational environment for the emergence of IB.

5.1. Theoretical implications

This review adds new theoretical knowledge to the existing literature in several ways. Firstly, this becomes a comprehensive review which has gathered scattered literature together that provides scholars and practitioners holistic, broader, and clear understanding of the distinct current position of the subject in a single study with identification of a large number of determinants of IB and perspectives and theories used in relation to IB. This clarifies how intrapreneurial process emerges in established organizations and deepens the existing literature's understanding of how complex forces influence such process. Specially, the finding that IB largely depends on the facilitation and patronage of the organization, adds new knowledge to the literature. Secondly, the view presented by synthesizing of the perspectives, theories and phenomenon used in prior research that positive reciprocal relationships emerge by the exchange of favours between organization and employees, leader and employees, and organization and stakeholders of organizations is important to create an organizational environment for the emergence of IB also makes a novel contribution to the literature. Thirdly, by providing a holistic perspective on the common knowledge base of prior research into employee intrapreneurial behavior, and by identifying knowledge gaps, this review can contribute to the development of the field with fresh insights into new research streams for the advancement of the field.

5.2. Practical implications

The findings that (i) IB in organizations mostly depend on organizational factors and (ii) reciprocal relationships between organization and employees, and leader and followers are important for IB since both provide an implication for the policy makers to pay more attention to the determinants under organizational factors and reciprocal relationships in making new policies to facilitate IB and capacity building of employees in organizations for the betterment of the organizations. Top managers can take actions to cultivate reciprocal relationships between organization and employees. The finding of the importance of leadership for IB of employees, motivates practicing leaders, top managers, and managers to develop their leadership skills and build up reciprocal relationships with their subordinates in line with the exchange of favours for the emergence of IB.

5.3. Limitations and suggestions for future research

This study was limited to English journal articles available on-line in two databases and two search engines. In order to obtain a deeper understanding of this subject, a literature review can be done on more online databases and on conference papers, electronic books, and book chapters and even on printed (non-electronic) media relevant to this field. The gaps revealed in the analysis of existing literature too illuminate several areas for future research and based on the same research finding the determinants of IB in public sector organizations and the determinants of IB in private sector organizations can be initiated separately. Since no comparative studies were found, it is proposed to conduct comparative studies on the determinants of IB in public organizations versus private organizations, service organizations versus manufacturing organizations, large enterprises versus small and medium enterprises, organizations in developed countries versus organizations in developing countries. As there are no local studies found on the determinants of IB, it is worthy to research into the determinants of IB in local context too. It was evident that there was no one standard term used in the literature for '*intrapreneurial behaviour*', instead have used several terms to indicate the same behaviour creating some sort of ambiguity. Therefore, it is encouraged to do a proper investigative research into the field and establish one accepted term in the literature.

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