



**ATMIYA  
UNIVERSITY**

**A Study of Characteristics of Intrapreneurs of  
Selected Industries of Saurashtra Region.**

A  
Thesis

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## Summary

### Abstract

The research title “A study of Characteristics of Intrapreneurs of Selected Industries of Saurashtra Region is a research study investigating the characteristics of intrapreneurs within selected industries in the Saurashtra region, focusing on the attributes of professionalism, ambition, freedom, decision making, courage, and confidence. The industries selected for this study include Manufacturing, Education, Hotel/Restaurant, Information Technology (I.T.), Real Estate, Finance, and E-commerce and Logistics. The objective of this research is to examine and compare the levels of these characteristics among intrapreneurs across different industries. The study employs the statistical tools of Analysis of Variance (ANOVA) and Post Hoc analysis to obtain meaningful results. A structured questionnaire is utilized as the data collection instrument to gather information from intrapreneurs working in these industries. The questionnaire is designed to capture relevant data related to the targeted characteristics, enabling a quantitative evaluation of their presence and variations across industries. The analysis of data involves conducting ANOVA tests to determine if there are significant differences in the measured characteristics across the industries. Furthermore, Post Hoc analysis is employed to identify specific pairs of industries that exhibit significant differences in the measured characteristics. By employing these statistical tools, the research aims to uncover valuable insights into the characteristics of intrapreneurs within the selected industries of the Saurashtra region. The findings will contribute to a better understanding of how these attributes manifest in various industries, potentially informing organizations and policymakers on strategies to foster an intrapreneurial culture.

The results obtained from this study will enhance existing knowledge on intrapreneurship, providing a foundation for future research and practical applications.

### Introduction

Intrapreneurship, also spelled as "Intrapreneurship," is a concept that encompasses the practice of entrepreneurial activity within an established organization rather than embarking on a completely new business venture. Intrapreneurship involves empowering employees to think and act like entrepreneurs within the organization,

taking on initiatives that drive innovation, develop new products or services, and discover ways to enhance existing processes.

At the core of Intrapreneurship is the cultivation of a culture that fosters creativity, risk-taking, and forward thinking within the existing organizational framework. It encourages employees to step beyond their conventional roles and explore new possibilities that can bring substantial benefits to the entire company. This mindset shift allows individuals to envision themselves as key drivers of change and progress, instilling a sense of ownership and empowerment in their work.

Intrapreneurship encompasses various aspects of entrepreneurial behavior within the organizational context. It can involve the establishment of new business units or the creation of additional product lines that align with the company's goals and strategies. Intrapreneur may explore and experiment with emerging technologies, seeking opportunities to integrate them into the organization's operations or develop new solutions that cater to evolving market demands. Furthermore, intrapreneurship can also extend to reimagining and restructuring the organizational framework to optimize efficiency and adaptability.

By embracing intrapreneurship, companies can reap numerous benefits. Firstly, it enables organizations to leverage the creative and innovative potential of their employees, tapping into their diverse perspectives and skill sets to generate fresh ideas and approaches. This infusion of entrepreneurial spirit can enhance the company's competitiveness, enabling it to stay ahead of the curve in an ever-evolving marketplace.

Intrapreneurship also serves as a catalyst for adaptation and growth. In a rapidly changing business landscape, companies must be agile and responsive to shifts in customer needs, technology advancements, and market trends. Intrapreneurship provides a framework for constant exploration and experimentation, enabling organizations to proactively identify and seize opportunities, as well as address challenges effectively.

Additionally, intrapreneurship plays a vital role in employee engagement and retention. Talented individuals often seek meaningful work that allows them to make a tangible impact. By embracing intrapreneurial initiatives, organizations create an environment where employees can engage in projects they are passionate about,

thereby fostering a sense of purpose and job satisfaction. This, in turn, boosts morale, motivation, and loyalty, leading to higher levels of productivity and talent retention.

### **Meaning of Intrapreneurship**

Intrapreneurship is a term that has been defined in various ways by different authors. Here are a few definitions of intrapreneurship by notable authors:

- Gifford Pinchot: Gifford Pinchot, the person who coined the term "intrapreneurship," defined it as "the practice of creating or fostering an environment of entrepreneurship within an established organization or company."
- Peter Drucker: Peter Drucker, a management consultant and author, defined intrapreneurship as "the systematic, purposeful creation of innovation within the confines of a large organization."
- Howard Edward Haller: Howard Edward Haller, an author and consultant, defines intrapreneurship as "the process of creating a new business venture or a new product within an existing organization, using the resources and capabilities of the organization."
- Bill Carney: Bill Carney, a consultant and author, defines intrapreneurship as "the process of applying entrepreneurial principles and practices within an established organization to create new business opportunities and drive growth and innovation."
- John C. Mowen: John C. Mowen, an author and marketing professor, defines intrapreneurship as "the process of developing new products, services, or processes within an established organization, with the goal of creating value for the organization and its customers."

Intrapreneurship is a process of innovation and creation that occurs within established organizations. It involves the development of new and innovative ideas, products, and services by employees who work within the company.

### **Difference between Entrepreneurship and Intrapreneurship**

In order to study the concept of Intrapreneurship, we must study the difference between Entrepreneurship and Intrapreneurship. The difference is as under:

- **Ownership:** Entrepreneurs have full ownership and control over their businesses, while intrapreneurs work within an existing organization and do not have ownership rights.
- **Risk:** Entrepreneurs assume significant financial and personal risks, while intrapreneurs face lower personal risk as they operate within an established organization.
- **Autonomy:** Entrepreneurs enjoy high levels of autonomy and decision-making authority, whereas intrapreneurs have relatively less autonomy and need to align with the goals and strategies of the organization.
- **Resource Access:** Entrepreneurs face challenges in accessing resources, while intrapreneurs have access to the resources and support systems of their parent organization.
- **Innovation Focus:** Entrepreneurs focus on disruptive innovation in the market, while intrapreneurs primarily concentrate on incremental innovation within the existing organization.
- **Organizational Structure:** Entrepreneurs shape the organizational structure of their ventures, while intrapreneurs operate within the existing structure of the organization.
- **Financial Rewards:** Entrepreneurs have the potential for significant financial rewards based on the success of their ventures, while intrapreneurs receive compensation and benefits as employees of the organization.
- **Market Entry:** Entrepreneurs need to identify and enter markets, while intrapreneurs leverage the existing market presence of the organization.
- **Scalability:** Entrepreneurs aim for rapid growth and expansion, while intrapreneurs focus on enhancing the growth and performance of the existing organization.
- **Motivation:** Entrepreneurs are driven by personal ambition and independence, while intrapreneurs are motivated by the opportunity to innovate and make a significant impact within the established organization.

## Literature Review

The literature review is an extensive examination of existing research papers published on the topic of Intrapreneurship and Characteristics of Intrapreneurs. Its

purpose is to identify a research gap, providing an exclusive review of previous studies relevant to the chosen subject matter. By reviewing the literature, the researcher aims to situate their own work within the context of existing sources and contribute to the knowledge in the field. The literature review serves multiple functions in the research process. It helps the researcher finalize their research topic by summarizing what has already been said about the selected topic and identifying areas that require further exploration. It also highlights the contributions made by other researchers to the knowledge in the field, while also emphasizing the researcher's own unique contribution.

Conducting a literature review is essential for gaining a comprehensive understanding of the subject matter. The review involved examining research papers published in magazines, journals, reference books, government reports, and online sources. This extensive survey formed the basis for comprehending the topic and identifying research gaps. The observations presented in this section are derived from the findings of this literature review.

To ensure a well-informed and rigorous research endeavor, a significant number of articles and research papers were reviewed. Among them, approximately 50 papers and articles were carefully selected and categorized into five parts, all of which directly support the subject matter of Characteristics of Intrapreneurs.

**(Shweta Satija & Dr. Shiba C. Panda)** The Indian economy today is being faced by a burgeoning need for innovation. The present scenario is not only vastly competitive, but is also portrayed by ceaseless market challenges transpiring at a brisk pace. Its innovation and that too constant one that can pave a path for dealing with this challenge of globalized times. Intrapreneurship seems to be one way of catalyzing this system of self renewal for prolonged competitive gains. The traditional perception of intrapreneurship being the domain of a few ‘exclusive’ individuals is being replaced by the recognition that a pervasive ‘intrapreneurial culture’, centered on the customer experience and driven by entrepreneurial values, is a key to sustained innovation and competitive advantage. Some organizations, including the likes of Dell and Google, have formalized the role of the intrapreneur through official positions such as the ‘Entrepreneur In Residence’ (EIR) or ‘Chief Innovation Officer’, whilst others have sought to ‘buy-in’ intrapreneurs by acquiring start-ups with an entrepreneur in situ

(Webb 2013). It has become an overbearing need for the companies to support/fund start-ups in order to maintain and retain their creative workforce as the interest in ‘doing your own thing’ mentality is mounting among them. This change is thus encouraging organizations in promoting the idea of developing internal entrepreneurs – intrapreneurs. Hence, in this paper, an attempt has been made to postulate a perspective that adds to the enduring challenges and deliberations/discussions in organizations pertaining to the Intrapreneurial process. The whole analysis is derived out of the existing case studies on the subject.

**(Chao, Ping-Yi, Sheu, Huai-Zhi)** Characteristics development and determinants vary between entrepreneurs and intrapreneurs due to factors like role playing, organizational structure, goals, start-up process, opportunity, and resources. Organizational policies, programs, supportive systems, and corporate culture significantly impact intrapreneurial success. While research on intrapreneurial characteristics is limited, studies show that entrepreneurs tend to score higher in self-esteem, need for achievement, risk-taking, and leadership qualities. Some traits are influenced by upbringing, while others can be developed through training. Nascent entrepreneurs and intrapreneurs exhibit a propensity for identifying opportunities and generating ideas based on their internalized characteristics. Future research can explore distinct intrapreneurial characteristics, assess trainability, and provide insights for managerial decision-making. This would enhance understanding of intrapreneurship and its characteristic traits.

**(Anupama Gupta, Dr. Nidhi Srivastava)** The study validates the core elements of the Intrapreneurship model and identifies the influential factors. Surprisingly, Rewards Policy and Innovation through organization systems were found to have no significant impact, while Organization Culture and Leadership emerged as key drivers of Intrapreneurship. To address global economic challenges, organizations should prioritize fostering entrepreneurial behavior, with management playing a crucial role in cultivating leaders who promote growth and Intrapreneurship. Employee Development, autonomy, and a favorable organizational culture that encourages learning and idea sharing are essential. Additionally, the Entrepreneurial Orientation of the Organization, supported by leaders and complemented by motivational rewards, contributes to Intrapreneurship success. These findings offer valuable insights for

organizations seeking to foster Intrapreneurship and inspire entrepreneurial behavior among employees.

**(Niels Bosmaa, Erik Stama, and Sander Wennekersf)** This paper presents the initial findings of a pioneering international study on intrapreneurship, which refers to employees developing new business activities for their employers. The study contributes to the existing literature in two ways: firstly, by providing comparative research on intrapreneurship in low and high income countries, and secondly, by exploring the relationship between independent entrepreneurship and intrapreneurship at both individual and national levels. The paper reveals that intrapreneurship, as defined in the study, is not a widely prevalent phenomenon, with less than 5% of employees engaging in it on average. Furthermore, the incidence of intrapreneurship in the adult population is generally lower compared to early-stage entrepreneurial activity. Interestingly, the prevalence of intrapreneurship is roughly twice as high in high income countries compared to low income countries. This disparity can be attributed to a higher proportion of adults employed in multi-person organizations and greater employee autonomy in high income countries.

**(Georgia c. Kosta, Christos s. Nicolaidis)** The primary objective of the present research is to provide a comprehensive analysis on intrapreneurship literature and to highlight the gaps in current research methodology which focuses primarily on intrapreneurship in large organizations in the U.S.A. In international literature, intrapreneurship has been acknowledged as a vital element of organizations' performance in their search for success and uniqueness. Overall, even though intrapreneurship exists in firms in general irrespective of the size, research on intrapreneurial posture focuses mainly on large corporations in the U.S.A., leading to a lack of research available on smaller companies established in other countries. However, intrapreneurship is a vivid phenomenon which is affected by various organizational conditions and it seems that does not apply mindlessly to the intrapreneurial norms as proposed by research conducted on large corporations. Based on the above insights, the paper suggests directions for future research.



## **Problem Statement based on the Review**

### **Research gap:**

The previous studies on intrapreneurship characteristics have often focused on broader contexts or specific industries in other regions. There is a lack of research specifically examining the characteristics of intrapreneurs in the Saurashtra region of India. This regional gap presents an opportunity to gain insights into the unique characteristics and factors influencing intrapreneurship as far as location is concerned. The existing literature on intrapreneurship may not adequately capture the diversity of industries in the Saurashtra region. Each industry may have distinct characteristics and requirements for intrapreneurial success. Investigating the characteristics of intrapreneurs across selected industries, such as manufacturing, education, hotel/restaurant, IT, real estate, finance, and e-commerce, can help identify industry-specific traits and shed light on the varying nature of intrapreneurship within the region. The Saurashtra region may have unique cultural, social, and economic factors that influence the characteristics and behaviors of intrapreneurs. These contextual factors are essential to consider when examining intrapreneurship, as they may differ from other regions or countries. Understanding how these contextual factors shape intrapreneurial characteristics can provide valuable insights for organizations operating in the region.

### **Contribution of the research work towards problem domain**

By examining the characteristics of intrapreneurs in the Saurashtra region can provide practical implications for organizations in the area. Understanding the specific traits and skills that contribute to intrapreneurial success can help organizations identify and nurture intrapreneurial talent within their workforce. This, in turn, can lead to increased innovation, improved performance, and enhanced competitiveness in the selected industries. This study in the Saurashtra region can contribute to its overall socio-economic development. By identifying the key traits and factors associated with successful intrapreneurship, policymakers and stakeholders can design targeted interventions and initiatives to support and promote intrapreneurship within the region. This can lead to job creation, economic growth, and the development of a vibrant entrepreneurial ecosystem. The study fills a research gap by specifically examining the characteristics of intrapreneurs in the Saurashtra region and across

selected industries. It adds to the existing body of knowledge on intrapreneurship by providing insights into the contextual factors and industry variations that shape intrapreneurial behaviors. This research can serve as a foundation for future studies on intrapreneurship and contribute to the academic understanding of intrapreneurial characteristics in regional and industry-specific contexts.

### **Objectives of the Research**

1. To study the characteristics of intrapreneurs of various industries.
2. To study the relationship between intrapreneurial characteristics and economic background of the same industry.
3. To study the relationship between intrapreneurial characteristics and family occupation background of the same industry.
4. To study the relationship between intrapreneurial characteristics and social status of the same industry.
5. To study the relationship between intrapreneurial characteristics and educational background of the same industry.

### **Hypothesis**

#### **H0 Hypothesis:**

1. There is no significant difference in the characteristics of Intrapreneurs belonging to various Industries.
2. There is no significant difference in the characteristics of Intrapreneurs belonging to various economic background.
3. There is no significant difference in the characteristics of Intrapreneurs belonging to various family occupation background.
4. There is no significant difference in the characteristics of Intrapreneurs belonging to various social status.
5. There is no significant difference in the characteristics of Intrapreneurs belonging to various educational background.

### **Methodology Research Design**

(Kothari C.R. 2019) After considering the research methodology studies and the present study scenario, this study has been an attempt to study the characteristics of

intrapreneurs of selected industries of Saurashtra region. The study has focused on the characteristics of intrapreneurs which will be from different selected industries and will be in the Saurashtra region.

**Sampling Technique:** Simple Random Sampling

**Sample Size:** 468 intrapreneurs (7 industry sectors from 10 cities of Saurashtra region)

**Source of the Data:** Structured questionnaire.

**Statistical Tool:** The collected data is analyzed using the ANOVA technique. For post hoc analysis, the Tukey's HSD test is used to compare multiple group means and identify significant differences between them.

**Chapter Scheme:** The thesis is divided into total number of 5 chapters.

## **Results and Discussion**

Based on the results of the ANOVA analysis and the Tukey HSD test, we can conclude the following:

### **1. Characteristics of Intrapreneurs and various industries:**

In terms of characteristics, there are no significant differences between the means of the Professional, Ambition, Decision Making, Confidence, and Courageous characteristics across different industries. Therefore, we accept the null hypothesis for these characteristics, indicating that there are no significant differences between the industries in these aspects. However, for the Freedom Characteristics, the ANOVA analysis reveals a significant difference between the means of different industries. The Tukey HSD test confirms that there is a significant difference in the Freedom Characteristics between the "E-Commerce & Logistics" industry and the other industries. Therefore, we reject the null hypothesis for this characteristic, indicating that there is a significant difference in the level of freedom perceived by Intrapreneurs in the "E-Commerce & Logistics" industry compared to the other industries. In other words, based on the data analysis, we can conclude that there are no significant differences in most of the characteristics of Intrapreneurs across different industries.

However, there is a significant difference in the Freedom Characteristics between the "E-Commerce & Logistics" industry and the other industries.

## **2. Characteristics of Intrapreneurs and various economic backgrounds.**

The provided data includes the results of ANOVA analyses and Tukey's HSD tests for different characteristics and income brackets. For the characteristics analyzed (Professional, Ambition, Freedom, Decision-making, Confidence, and Courageous Characteristics), the ANOVA results and p-values indicate that there are no significant differences between the groups. Similarly, the Tukey's HSD tests for income brackets show that there are no significant differences in income between any of the brackets. The mean differences are small and not statistically significant, as indicated by the high p-values and the overlapping confidence intervals that include zero. Therefore, we can conclude that there is no significant difference in the characteristics and income of Intrapreneurs belonging to various economic backgrounds.

## **3. Characteristics of Intrapreneurs belonging to various family occupation background.**

The analysis of variance (ANOVA) and Tukey's HSD tests were conducted to examine the characteristics of intrapreneurs belonging to various family occupation backgrounds. The ANOVA results indicate that there are significant differences between groups in terms of Professional Characteristics, Confidence Characteristics, and Courageous Characteristics. However, for Ambition Characteristics, Freedom Characteristics, and Decision Making Characteristics, the ANOVA results do not provide strong evidence of significant differences among the groups. The Tukey's HSD tests further explore the differences between specific family occupation backgrounds. The results show a significant difference in Professional Characteristics between the "Business" and "Farmer" family occupations. However, no significant differences were found between "Business" and "Government Employee," "Private Job," or "Professional Service" in terms of family occupation. Similar findings were observed for other characteristics such as Ambition, Freedom, Decision Making, Confidence, and Courageous Characteristics. In conclusion, while there are some significant differences observed in Professional Characteristics, Confidence Characteristics, and Courageous Characteristics among the groups, overall, there is no

significant difference in the characteristics of intrapreneurs belonging to various family occupation backgrounds. This suggests that family occupation background may not have a strong influence on these characteristics among intrapreneurs.

#### **4. Characteristics of Intrapreneurs and various social status.**

The analyses of variance (ANOVA) and Tukey's HSD tests were conducted to explore the characteristics of intrapreneurs across various social status levels. The ANOVA results indicate that there are no significant differences in the means of the groups for Professional Characteristics, Ambition Characteristics, Freedom Characteristics, Decision Making Characteristics, Confidence Characteristics, and Courageous Characteristics. Similarly, the Tukey's HSD tests show no significant differences in the mean scores of intrapreneurs across different social status levels. Based on the findings, we can conclude that there are no significant differences in the characteristics of intrapreneurs belonging to various social status levels. This suggests that social status may not strongly influence the observed characteristics among intrapreneurs.

#### **5. Characteristics of Intrapreneurs and various educational background.**

The ANOVA results indicate that there are no statistically significant differences between the means of the groups for any of the characteristics tested, including Professional Characteristics, Ambition Characteristics, Freedom Characteristics, Decision Making Characteristics, Confidence Characteristics, and Courageous Characteristics. This suggests that there is no significant variation in these characteristics based on different educational backgrounds among intrapreneurs. Similarly, the Tukey's HSD tests further confirm the lack of significant differences between the levels of educational background in terms of intrapreneurial characteristics. The mean differences between the groups are small and not statistically significant. The 95% confidence intervals for the mean differences encompass zero, reinforcing the absence of a significant difference.