

Chapter 05

Findings, Conclusion and Suggestion

5.1 Findings

After studying all the parameters of the research and conducting the tests and drawing the result from the test about various hypothesis framed, the following are the finds, conclusion and suggestions.

5.1.1 Chapter 01

5.1.1.1 Meaning of Intrapreneurship:

- Intrapreneurship is the practice of creating or fostering an environment of entrepreneurship within an established organization or company (Gifford Pinchot).
- It involves the systematic and purposeful creation of innovation within the confines of a large organization (Peter Drucker).
- Intrapreneurship is the process of creating a new business venture or a new product within an existing organization, utilizing the resources and capabilities of the organization (Howard Edward Haller).
- It entails applying entrepreneurial principles and practices within an established organization to generate new business opportunities, growth, and innovation (Bill Carney).
- Intrapreneurship focuses on developing new products, services, or processes within an established organization, with the aim of creating value for the organization and its customers (John C. Mowen).
- Intrapreneurship occurs within established organizations and involves employees generating new and innovative ideas, products, and services.
- Intrapreneurship is a process where employees within an organization foster an entrepreneurial mindset to create innovation, develop new ventures, and drive growth and value for the organization and its customers.

5.1.1.2 Emergence of the Intrapreneurial class

The emergence of the intrapreneurial class within established organizations is a growing trend driven by the importance of innovation, the need for agility, and employees' desire for responsibility and autonomy. Intrapreneurs exhibit entrepreneurial qualities, taking risks and going beyond their job descriptions to drive innovation. Their presence can lead to increased innovation, productivity, and

competitiveness for organizations. However, organizations must manage the associated risks, align intrapreneurial activities with strategy, and provide necessary resources and support. By fostering an environment that encourages intrapreneurship, organizations can unlock new opportunities for growth while empowering employees and enhancing innovation and job satisfaction.

5.1.1.4 Development of Intrapreneurial class

Intrapreneurship is gaining momentum in India, with large corporations launching internal innovation programs and incubators to encourage employees to develop new ideas, products, and services within the organization. Intrapreneurship in India offers advantages such as leveraging resources and support from established organizations, but it also faces challenges like lack of senior management support and a risk-averse corporate culture. Globally, the intrapreneurial class has emerged in developed countries like the United States, United Kingdom, Germany, Japan, and Sweden, with various programs and initiatives supporting intrapreneurship and leading to successful ventures.

5.1.1.5 Difference between Entrepreneurship and Intrapreneurship

Entrepreneurship and Intrapreneurship have similarities and differences. Entrepreneurs have full ownership and control over their businesses, while intrapreneurs work within existing organizations. Entrepreneurs face higher personal and financial risks, while intrapreneurs operate with less personal risk. Entrepreneurs have more autonomy in decision-making, while intrapreneurs align with the goals of the organization. Entrepreneurs often struggle to access resources, while intrapreneurs have access to the organization's resources. Entrepreneurs focus on disruptive innovation, while intrapreneurs focus on incremental improvements. Entrepreneurs shape the organizational structure, while intrapreneurs work within the existing structure. Entrepreneurs have potential financial rewards tied to the success of their ventures, while intrapreneurs receive compensation as employees. Entrepreneurs enter new markets, while intrapreneurs leverage existing market presence. Entrepreneurs aim for scalability, while intrapreneurs contribute to the organization's growth. Both are motivated by different factors, with entrepreneurs driven by personal ambition and independence, and intrapreneurs motivated by innovation and impact within the

organization. Despite the differences, both entrepreneurship and intrapreneurship contribute to economic growth and innovation.

5.1.1.6 Challenges faced by Intrapreneurs

Intrapreneurs, who drive entrepreneurial initiatives within established organizations, face various challenges. These challenges include resistance to change, limited autonomy and resources, organizational risk aversion, lack of recognition and reward systems, limited support and mentorship, balancing responsibilities, sustaining innovation culture, and overcoming bureaucracy and soloed thinking. Overcoming these challenges requires resilience, effective communication, and advocating for innovative ideas. Organizations that address these challenges can create an environment where intrapreneurs can thrive and drive impactful innovation.

5.1.1.7 Overcoming the Challenges faced by Intrapreneurs

The challenges faced by intrapreneurs present opportunities for personal and professional growth. Intrapreneurs can develop skills in influencing change, building relationships, navigating organizational dynamics, resilience, effective communication, and adopting an entrepreneurial mindset. These skills enable intrapreneurs to overcome obstacles, gain support for their ideas, and drive impactful innovation. For organizations, addressing these challenges involves creating a supportive culture, providing resources and recognition, and fostering collaboration and cross-functional engagement. By recognizing and embracing these opportunities, organizations can harness the potential of intrapreneurs and achieve growth and success.

5.1.2 Chapter 02 Literature Review

Motivated by an exploration of intrapreneurship theories, the researcher has been inspired to conduct a study on the characteristics of intrapreneurs and their impact in various areas. After an extensive review of more than 50 literature sources including journals, theses, and research papers, the overall study can be categorized into two parts: research on intrapreneurship in general and research on the specific characteristics of intrapreneurs. While research on intrapreneur characteristics has been conducted, it has not been specifically explored in the Saurashtra region. This

gap in knowledge has served as a driving force for the researcher to undertake a study on the characteristics of intrapreneurs in the Saurashtra region.

5.1.3 Chapter 3 Research Methodology

After conducting an extensive literature review, the researcher has determined that a study focusing on the characteristics of intrapreneurs in different industries is the most intriguing aspect of intrapreneurship. The aim is to identify both common and uncommon traits exhibited by intrapreneurs across various industries, taking into account their diverse socio-economic and cultural backgrounds. It is possible that certain industries share common characteristics among their intrapreneurs, while others exhibit unique attributes. Notably, the literature review revealed a lack of surveys on intrapreneur characteristics specifically conducted in the Saurashtra region of Gujarat state. This knowledge gap has motivated the researcher to undertake a survey targeting intrapreneurs in the Saurashtra region to fill this research void.

5.1.4 Statement Problem

The statement of problem can be stated as follows:

“A Study of Characteristics of Intrapreneurs of Selected industries of Saurashtra Region.”

The focus of this research is to examine the characteristics of intrapreneurs across diverse industries. The study explores the relationship between intrapreneurial traits and factors such as economic background, educational background, family occupation background, and social status. By analyzing these associations, the research aims to gain insights into the diverse profiles of intrapreneurs and understand how various factors may influence their entrepreneurial mindset and behavior.

5.1.5 Sample of Industries under study

Various industries are developed in Saurashtra region of Gujarat state. From that total 7 industries are selected by the researcher for study.

These industries are manufacturing, education, I.T, Finance, Hotel/ Restaurant, real estate and E commerce and Logistics.

5.1.6 Characteristics of intrapreneurs under study

The survey undertaken focuses on six characteristics of Intrapreneurs, namely Professional, Freedom, Ambitious, Courageous, Confidence, and Decision Making.

These characteristics play a crucial role in understanding the mindset and behavior of individuals engaged in entrepreneurial activities within an existing organization or as part of an intrapreneurial team.

5.1.7 Chapter 4 Data Analysis and Interpretation

1. Characteristics of Intrapreneurs and various industries:

The findings from the analysis conducted reveal valuable insights into the characteristics of intrapreneurs across various industries. Overall, the results indicate that the majority of traits exhibited by intrapreneurs remain consistent, with no significant differences found in the characteristics of Professionalism, Ambition, Decision Making, Confidence, and Courageousness across industries. This suggests that these fundamental qualities are shared among intrapreneurs regardless of the specific industry they operate in.

The data demonstrates that intrapreneurs possess a similar level of professionalism, which indicates their dedication to maintaining high standards in their work and interactions with colleagues and clients. Additionally, the consistent levels of ambition suggest that these individuals are driven to achieve their goals and push the boundaries of innovation within their respective roles.

Furthermore, the findings show that intrapreneurs display similar decision-making abilities, which are essential in their efforts to identify opportunities and make sound judgments that positively impact their organizations. The consistent levels of confidence imply that intrapreneurs believe in their abilities and are willing to take calculated risks to drive growth and progress.

The trait of courageousness, shared among intrapreneurs across industries, highlights their willingness to face challenges head-on and persevere in the face of adversity.

This characteristic is instrumental in their pursuit of new ideas and their commitment to making positive changes within their organizations.

However, a noteworthy difference was identified in the Freedom Characteristics, particularly in the "E-Commerce & Logistics" industry when compared to other industries. Intrapreneurs within this specific sector perceive a significantly higher level of freedom in their work compared to their counterparts in other industries. This suggests that the organizational culture and operational dynamics within the "E-Commerce & Logistics" industry may be more conducive to fostering an environment of independence and autonomy, allowing intrapreneurs to explore their ideas more freely and implement innovative approaches with greater ease.

These findings shed light on the consistent traits that define intrapreneurs across industries, emphasizing the universality of essential qualities like Professionalism, Ambition, Decision Making, Confidence, and Courageousness. Understanding these characteristics and the observed variations in freedom perception can aid organizations in cultivating an intrapreneurial culture that nurtures innovation, encourages creativity, and ultimately drives success in the ever-evolving business landscape.

2. Characteristics of Intrapreneurs and various economic backgrounds.

The results derived from the thorough analysis conducted on intrapreneurs from diverse economic backgrounds reveal valuable insights into their characteristics and income. The comprehensive ANOVA analyses and Tukey's HSD tests have been instrumental in assessing potential variations across different income brackets.

The data indicates that there are no significant differences in the key characteristics of intrapreneurs across various income brackets. Specifically, traits such as Professionalism, Ambition, Freedom, Decision-making, Confidence, and Courageousness demonstrate remarkably similar means across different income groups. This implies that regardless of their economic background, intrapreneurs exhibit consistent qualities essential for success in their roles.

The findings concerning income are equally noteworthy. The analyses show that there are no significant differences in income levels among intrapreneurs based on their economic backgrounds. The absence of statistically significant variations in income across different economic brackets suggests that the financial rewards for intrapreneurship are consistent and do not significantly vary based on an individual's economic circumstances.

The small mean differences and overlapping confidence intervals observed in the data further reinforce the conclusion that any variations found are not statistically significant. This means that the differences in characteristics and income observed are likely due to random fluctuations rather than meaningful disparities based on economic backgrounds.

Therefore, based on the evidence gathered from the analysis, it is safe to conclude that the characteristics and income of intrapreneurs do not significantly differ based on their economic backgrounds. This finding has important implications, as it underscores the idea that intrapreneurial qualities and financial success are not limited to individuals from specific economic circumstances. It highlights the potential for intrapreneurship to be an inclusive and accessible path for personal and professional growth, regardless of one's economic upbringing or background.

Organizations and policymakers can use these insights to design strategies that promote and support intrapreneurial initiatives among individuals from diverse economic backgrounds. By fostering an environment that encourages and rewards intrapreneurship, businesses can tap into a more extensive pool of talent, creativity, and innovation, leading to overall growth and prosperity in both the organization and the broader economy.

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

The analysis conducted on intrapreneurs from different family occupation backgrounds has provided valuable insights into the potential impact of family influences on their characteristics. The results indicate that while certain traits are

significantly affected by family occupation background, overall, it may not have a strong influence on the characteristics of intrapreneurs.

Specifically, the study reveals significant differences in three key characteristics: Professional Characteristics, Confidence Characteristics, and Courageous Characteristics. This suggests that the family occupation background may play a role in shaping these particular traits among intrapreneurs.

When comparing "Business" family occupation with "Farmer" family occupation, a significant difference was found in Professional Characteristics. This indicates that intrapreneurs coming from a family background of business owners may display different levels of professionalism compared to those with a farming family background.

However, it is important to note that no significant differences were observed in Ambition, Freedom, Decision Making, and other characteristics across the various family occupation backgrounds. This implies that, in general, intrapreneurs from different family occupation backgrounds tend to exhibit similar levels of ambition, perceive similar levels of freedom in their work, and display similar decision-making abilities.

Overall, these findings suggest that while family occupation background may influence certain specific characteristics, it may not strongly impact the overall traits of intrapreneurs. Other factors, such as individual personality, education, work experiences, and organizational culture, may have more significant roles in shaping the overall characteristics of intrapreneurs.

The study's implications are crucial for understanding the complex interplay of factors that contribute to the development of intrapreneurial qualities. Organizations can use this information to design more inclusive and diverse environments that embrace a wide range of characteristics and backgrounds among their intrapreneurial workforce. By recognizing that family occupation background is just one of many factors influencing intrapreneurial traits, businesses can better support and nurture the potential of all intrapreneurs, regardless of their family background, to drive innovation and positive change within their organizations.

4. Characteristics of Intrapreneurs and various social status.

The findings from the comprehensive analysis of intrapreneurs across various social status levels indicate that there are no substantial differences in the characteristics examined. The study explored several dimensions, including Professional Characteristics, Ambition Characteristics, Freedom Characteristics, Decision Making Characteristics, Confidence Characteristics, and Courageous Characteristics.

After conducting both ANOVA and Tukey's HSD tests on the collected data, the researchers found no statistically significant differences in the mean scores of intrapreneurs across different social status levels. This suggests that social status does not have a strong influence on the observed characteristics among intrapreneurs.

These results have significant implications for our understanding of intrapreneurship. They suggest that regardless of an individual's social status, intrapreneurs possess similar attributes and qualities, which are critical for thriving in a corporate entrepreneurial environment. This finding challenges the common belief that social status may impact an individual's entrepreneurial tendencies or capabilities within an organization.

Moreover, the absence of significant differences in Professional Characteristics implies that intrapreneurs, regardless of their social background, demonstrate a high level of expertise and competence in their respective fields. This consistency in Ambition Characteristics highlights that intrapreneurs share a common drive and determination to excel and make a positive impact within their organizations.

The lack of differences in Freedom Characteristics indicates that intrapreneurs, irrespective of their social status, are likely to exhibit a similar level of autonomy and independence in their decision-making processes. Similarly, the uniformity in Decision Making Characteristics suggests that social status does not significantly influence how intrapreneurs approach and make important business decisions.

The consistent scores in Confidence Characteristics imply that intrapreneurs from different social backgrounds possess a comparable level of self-assurance and belief in their abilities. Finally, the lack of variation in Courageous Characteristics suggests

that intrapreneurs are equally inclined to take risks and embrace challenges, regardless of their social status.

Overall, these findings contribute valuable insights into the nature of intrapreneurship and dispel the notion that social status might play a significant role in shaping the entrepreneurial characteristics of individuals within a corporate setting. This research serves as a foundation for further investigations and can help organizations foster a more inclusive and diverse intrapreneurial culture, recognizing that entrepreneurial qualities are not limited by social background but are instead innate attributes that can be nurtured and developed within any motivated and capable individual.

5. Characteristics of Intrapreneurs and various educational background.

The results obtained from the extensive analysis of intrapreneurs with diverse educational backgrounds offer valuable insights into the impact of education on their characteristics. The study focused on various dimensions, including Professional Characteristics, Ambition Characteristics, Freedom Characteristics, Decision Making Characteristics, Confidence Characteristics, and Courageous Characteristics.

The findings from the ANOVA tests indicate that there are no statistically significant variations in the aforementioned characteristics based on the level of educational background. This suggests that regardless of whether intrapreneurs have completed higher education or possess a different educational qualification, their traits remain consistent across the examined dimensions of intrapreneurship.

Further supporting this conclusion, the results of the Tukey's HSD tests also reveal no significant differences between the levels of educational background concerning intrapreneurial characteristics. This implies that even individuals with diverse educational experiences and qualifications demonstrate similar attributes when it comes to professional traits, ambition, freedom in their work, decision-making capabilities, self-confidence, and willingness to take risks within a corporate environment.

These findings challenge the notion that educational background might strongly influence an individual's intrapreneurial potential. While education undoubtedly plays

a crucial role in shaping one's knowledge and skill set, it appears that it may not be a decisive factor in determining the specific characteristics that drive intrapreneurship.

One possible interpretation of these results is that intrapreneurial qualities are not solely reliant on formal education but are rather shaped by a combination of factors, including individual personality, experiences, and motivations. Intrapreneurs, regardless of their educational backgrounds, seem to possess a shared set of core traits that enable them to thrive in a corporate entrepreneurial setting.

As a result of these findings, organizations can benefit from adopting a more inclusive approach when identifying and nurturing intrapreneurial talent. Relying solely on educational qualifications may overlook individuals with the potential to make significant contributions within the corporate environment. Instead, organizations should consider a holistic evaluation of candidates, taking into account their personal attributes, problem-solving abilities, adaptability, and willingness to innovate.

Moreover, the findings of this research open up opportunities for further exploration into the factors that truly influence intrapreneurship. By understanding the underlying drivers of intrapreneurial characteristics, organizations can design targeted training and development programs that encourage and enhance these qualities among their employees.

In conclusion, the study suggests that while educational background may play a role in an individual's overall knowledge and expertise, it may not be the primary determinant of intrapreneurial characteristics. Intrapreneurs exhibit a consistent set of traits that transcend their educational qualifications, emphasizing the importance of a multifaceted approach to identifying and fostering intrapreneurial talent within organizations.

5.2 Conclusion

The analysis of the data provides valuable insights into the characteristics of intrapreneurs across various factors.

Here are the Conclusions:

1. Characteristics and Industries:

The comprehensive research on intrapreneurs across different industries sheds light on the commonalities and unique aspects of their characteristics. The study explored several dimensions, including Professionalism, Ambition, Decision Making, Confidence, Courageousness, and Freedom Characteristics.

The findings indicate that, in general, intrapreneurs exhibit similar traits across various industries. This implies that regardless of the specific sector they belong to, intrapreneurs share a common set of attributes that are essential for success in a corporate entrepreneurial environment.

Intrapreneurs across all industries display high levels of Professionalism, showcasing their expertise, competence, and dedication to their respective fields. The shared Ambition characteristics demonstrate that they possess a drive to excel and make a positive impact within their organizations, regardless of the industry's unique challenges and opportunities.

Furthermore, the study reveals consistent Decision Making characteristics, indicating that intrapreneurs approach and make crucial business decisions in a similar manner across different industries. This highlights the importance of sound judgment and strategic thinking in their roles as corporate innovators.

In terms of Confidence and Courageousness, intrapreneurs across industries demonstrate comparable levels of self-assurance and willingness to take risks. This finding suggests that the entrepreneurial spirit within a corporate setting is not bound by industry-specific factors but is instead influenced by internal motivations and personal attributes.

However, there is an intriguing exception regarding Freedom Characteristics. Intrapreneurs in the "E-Commerce & Logistics" industry reported a higher level of freedom in their work compared to their counterparts in other industries. This finding indicates that the nature of the "E-Commerce & Logistics" industry fosters an environment that empowers intrapreneurs with a greater sense of autonomy and freedom to innovate.

The "E-Commerce & Logistics" industry's unique characteristics, such as rapid technological advancements, agility, and the need to adapt quickly to changing market demands, likely contribute to this perception of increased freedom. In this dynamic industry, intrapreneurs may have more opportunities to experiment, propose new

ideas, and implement innovative solutions, leading to a greater sense of autonomy in their roles.

This finding has significant implications for organizations and industries alike. It suggests that creating an environment that promotes autonomy and freedom within a corporate structure can be beneficial in cultivating intrapreneurial talent and fostering innovation. Encouraging a culture of creativity and giving employees the freedom to explore new ideas may result in a more entrepreneurial mindset within the organization, leading to increased competitiveness and adaptability.

In conclusion, the research demonstrates that intrapreneurs share common traits across various industries, highlighting the universal nature of their Professionalism, Ambition, Decision Making, Confidence, and Courageousness. However, the "E-Commerce & Logistics" industry stands out for providing its intrapreneurs with a higher perceived level of freedom, emphasizing the importance of industry-specific factors in shaping the intrapreneurial experience. Organizations can leverage this knowledge to create environments that empower their intrapreneurs and foster a culture of innovation and entrepreneurship within their respective industries.

2. Characteristics and Economic Backgrounds:

The comprehensive analysis conducted on intrapreneurs based on their economic backgrounds yields fascinating insights into the relationship between personal finances and intrapreneurial traits. The study examined several critical dimensions, including Professionalism, Ambition, Freedom, Decision Making, Confidence, and Courageousness.

The research findings demonstrate that there are no significant differences in the characteristics and income of intrapreneurs across different income brackets. This suggests that regardless of their economic backgrounds, intrapreneurs tend to exhibit similar attributes and earn comparable incomes within the corporate entrepreneurial context.

In terms of Professionalism, intrapreneurs from various economic backgrounds display a high level of expertise, competence, and dedication to their respective fields. Their commitment to professionalism remains consistent regardless of their financial

circumstances, highlighting the fact that passion for their work and pursuit of excellence drive their actions more than their income.

Furthermore, the research reveals that Ambition characteristics are shared among intrapreneurs, regardless of their economic standing. This implies that the drive to succeed and make a positive impact within their organizations is not dictated by financial factors. Instead, it is fueled by an inherent desire to achieve and excel in their roles as corporate innovators.

The absence of significant variations in Freedom Characteristics indicates that intrapreneurs, irrespective of their economic backgrounds, experience a similar level of autonomy and empowerment in their work. This suggests that the corporate environment provides opportunities for intrapreneurs to express their creativity and contribute meaningfully to their organizations, regardless of their financial resources.

Moreover, the research findings reveal consistent Decision Making characteristics among intrapreneurs across different income brackets. This suggests that the ability to make sound judgments and strategic decisions is not influenced by one's economic background but rather by their inherent qualities and experiences.

The results also indicate that Confidence and Courageousness are shared traits among intrapreneurs, regardless of their economic circumstances. These individuals demonstrate comparable levels of self-assurance and willingness to take risks, showcasing that financial limitations do not deter them from embracing challenges and pursuing innovative ideas.

The lack of significant differences in income across various economic backgrounds further supports the notion that intrapreneurs are recognized and rewarded based on their skills, capabilities, and contributions within the corporate setting. This finding emphasizes that a person's economic background does not limit their potential for success or earning potential within the intrapreneurial landscape.

In conclusion, the analysis presents a compelling picture of intrapreneurs, highlighting their consistency in key characteristics regardless of their economic backgrounds. This research challenges the idea that financial circumstances may significantly influence intrapreneurial traits and income levels. It underscores the importance of

recognizing and nurturing talent based on an individual's skills, ambitions, and entrepreneurial spirit rather than their financial standing. These findings have practical implications for organizations aiming to foster a diverse and inclusive intrapreneurial culture that values talent and innovation above socioeconomic factors.

3. Characteristics and Family Occupation Backgrounds:

The comprehensive research on intrapreneurs from various family occupation backgrounds provides valuable insights into the potential impact of familial influences on their intrapreneurial characteristics. The study explored several dimensions, including Professional Characteristics, Ambition, Freedom, Decision Making, Confidence, and Courageous Characteristics.

The findings reveal that while there are significant differences in some characteristics, family occupation background may have a limited influence on intrapreneurial traits, primarily manifested in the domain of Professionalism.

Regarding Professional Characteristics, the analysis demonstrates a significant difference between intrapreneurs from "Business" family occupation backgrounds and those from "Farmer" family occupation backgrounds. This suggests that individuals with a familial background in business may display distinct traits related to their expertise, competence, and dedication to their respective fields compared to those with a family history in farming.

However, it is noteworthy that no significant differences were observed in Professional Characteristics between intrapreneurs from "Business" family occupation backgrounds and those from other family occupation backgrounds. This implies that while family occupation background might influence certain aspects of professionalism, it does not significantly affect other intrapreneurial attributes such as Ambition, Freedom, and Decision Making.

The results further indicate that intrapreneurs from diverse family occupation backgrounds share similar levels of Ambition. This suggests that the drive to excel and make a positive impact within their organizations is not strongly influenced by their family's occupation but rather stems from individual motivations and aspirations.

Similarly, the research findings demonstrate no significant differences in Freedom Characteristics among intrapreneurs from different family occupation backgrounds. This implies that the sense of autonomy and empowerment in their work is consistent across various familial backgrounds, indicating that the corporate environment provides opportunities for intrapreneurs to express their creativity and contribute meaningfully, regardless of their family's occupation.

Moreover, the analysis reveals that Decision Making characteristics are uniform across intrapreneurs with diverse family occupation backgrounds. This suggests that the ability to make sound judgments and strategic decisions is not heavily impacted by familial influences but is instead driven by an individual's inherent qualities and experiences.

Additionally, Confidence and Courageous Characteristics show no significant differences among intrapreneurs from different family occupation backgrounds. This indicates that self-assurance and the willingness to take risks are shared traits among intrapreneurs, irrespective of their family's occupation, underlining the importance of personal attributes in driving entrepreneurial success.

In conclusion, the research highlights that family occupation background may have a limited influence on intrapreneurial characteristics, primarily manifested in the domain of Professionalism. While there are significant differences in certain traits based on family occupation backgrounds, Ambition, Freedom, and Decision Making characteristics remain consistent among intrapreneurs from different familial backgrounds. These findings suggest that the development of intrapreneurial qualities is influenced by a combination of factors, including individual motivations, experiences, and innate characteristics, with family occupation background playing a limited role in shaping these traits. Organizations can benefit from recognizing and fostering the diverse talents and attributes of intrapreneurs, irrespective of their familial backgrounds, to create a more inclusive and innovative corporate culture.

4. Characteristics and Social Status:

The comprehensive analysis conducted on intrapreneurs across different social status levels provides valuable insights into the potential impact of societal standing on their intrapreneurial traits. The study explored several dimensions, including

Professionalism, Ambition, Freedom, Decision Making, Confidence, and Courageousness.

The research findings demonstrate that there are no significant differences in these intrapreneurial characteristics based on social status. This implies that regardless of an individual's position in society or their socioeconomic background, intrapreneurs tend to exhibit similar attributes within the corporate entrepreneurial context.

Regarding Professionalism, the analysis reveals that intrapreneurs from various social status levels display a high level of expertise, competence, and dedication to their respective fields. The consistency in these traits suggests that societal standing does not significantly influence an intrapreneur's professionalism, emphasizing that dedication to one's work and pursuit of excellence are fundamental qualities found across social strata.

Furthermore, the research findings demonstrate that Ambition characteristics are shared among intrapreneurs, regardless of their social status. This suggests that the drive to succeed and make a positive impact within their organizations is not dictated by societal position but is instead fueled by an inherent desire to achieve and excel in their roles as corporate innovators.

The analysis also indicates that intrapreneurs from different social status levels experience a similar level of Freedom in their work. This implies that the corporate environment provides opportunities for intrapreneurs to express their creativity and contribute meaningfully to their organizations, regardless of their social background.

Moreover, the research reveals consistent Decision Making characteristics among intrapreneurs across different social status levels. This suggests that the ability to make sound judgments and strategic decisions is not influenced by societal standing but rather by an individual's inherent qualities and experiences.

Additionally, Confidence and Courageousness are shared traits among intrapreneurs, regardless of their social status. These individuals demonstrate comparable levels of self-assurance and willingness to take risks, showcasing that social status does not deter them from embracing challenges and pursuing innovative ideas.

The lack of significant differences in the examined characteristics of intrapreneurs across various social status levels emphasizes that intrapreneurship is a universal concept that transcends societal boundaries. The findings suggest that the development of intrapreneurial qualities is influenced more by an individual's inherent traits, motivations, and experiences than their position in society.

In conclusion, the research demonstrates that social status does not play a prominent role in shaping the observed characteristics of intrapreneurs. The universality of traits such as Professionalism, Ambition, Freedom, Decision Making, Confidence, and Courageousness across different social strata highlights the importance of recognizing and fostering intrapreneurial talent based on individual qualities rather than societal standing. Organizations can benefit from creating an inclusive and diverse intrapreneurial culture that values the unique contributions of individuals from all walks of life.

5. Characteristics and Educational Backgrounds:

The comprehensive research conducted on intrapreneurs across various factors, including industries, economic backgrounds, family occupation backgrounds, social status levels, and educational backgrounds, provides compelling evidence regarding the consistency of their characteristics.

The findings indicate that there are no statistically significant differences in the examined traits of intrapreneurs based on their educational backgrounds. This means that regardless of their level of education, intrapreneurs exhibit similar levels of Professionalism, Ambition, Freedom, Decision Making, Confidence, and Courageousness. The lack of significant variations in these characteristics suggests that the educational background of intrapreneurs does not strongly influence their intrapreneurial traits.

Moreover, the research reveals that the characteristics of intrapreneurs remain consistent across different industries. This implies that regardless of the specific sector they belong to, intrapreneurs possess inherent qualities and attributes that drive their innovation and entrepreneurial endeavors within established organizations.

Similarly, the analysis shows that intrapreneurial characteristics do not significantly differ based on economic backgrounds. Whether they come from different socioeconomic strata, intrapreneurs exhibit similar traits, emphasizing that their passion for innovation and dedication to their work transcend financial circumstances.

The study further indicates that there are no significant differences in intrapreneurial characteristics among intrapreneurs from various family occupation backgrounds. This finding suggests that familial influences do not significantly shape the traits of intrapreneurs, as their Professionalism, Ambition, Freedom, Decision Making, Confidence, and Courageousness are consistent across diverse familial histories.

Additionally, the research highlights that intrapreneurial traits do not significantly vary based on social status levels. Regardless of their position in society, intrapreneurs demonstrate similar characteristics, signifying that their innate qualities and entrepreneurial spirit are not confined by social status.

Collectively, these findings underscore the universality of intrapreneurial characteristics. They suggest that intrapreneurs possess inherent qualities and attributes that transcend various external factors. Whether it is the industry they work in, their economic background, family occupation history, social status, or educational qualifications, intrapreneurs share common traits that drive their success in fostering innovation and creativity within established organizations.

These research findings have significant implications for organizations and policymakers. Understanding the universality of intrapreneurial characteristics can inform talent management strategies and foster a more inclusive and diverse intrapreneurial culture within organizations. Emphasizing the value of individual traits and capabilities rather than external factors can lead to the recognition and empowerment of intrapreneurs from all walks of life, ultimately driving innovation and growth within the corporate landscape.

5.3 Suggestions

- 1) Organizations should conduct a comprehensive review of their existing policies, processes, and work environments to identify any factors that may

restrict intrapreneurial freedom. This review should include feedback from intrapreneurs themselves to gain insights into their perceptions and needs.

- 2) Organizations should promote a culture that values and encourages autonomy among intrapreneurs. This can be achieved by empowering intrapreneurs to make decisions, allowing them to take ownership of their projects, and providing them with the freedom to explore new ideas and approaches.
- 3) While promoting autonomy, organizations should also provide clear guidelines and goals to ensure intrapreneurs understand the overall objectives and expectations. This balance between freedom and guidance can help intrapreneurs navigate their roles effectively and make informed decisions.
- 4) Establishing open lines of communication and feedback channels between intrapreneurs and management can enhance the perception of freedom. Regular check-ins, team meetings, and opportunities for intrapreneurs to share their ideas and concerns can contribute to a more inclusive and empowering work environment.
- 5) Organizations can explore flexible work arrangements such as remote work options, flexible hours, or results-oriented work environments. Providing intrapreneurs with the freedom to choose when and where they work can increase their sense of autonomy and job satisfaction.
- 6) Collaboration and cross-functional projects can provide intrapreneurs with opportunities to work with colleagues from different departments or backgrounds. This exposure to diverse perspectives and expertise can foster innovation and creativity while promoting a sense of freedom in exploring new ideas.
- 7) Organizations should invest in continuous learning and development programs to support intrapreneurs' growth and enhance their entrepreneurial skills. Providing access to training, workshops, and mentorship opportunities can empower intrapreneurs to further develop their capabilities and contribute to organizational innovation.

- 8) Recognizing and rewarding intrapreneurial initiatives can reinforce a culture of freedom and innovation. Organizations can establish recognition programs, incentives, or rewards for successful intrapreneurial projects, demonstrating their support and encouragement for entrepreneurial thinking.
- 9) Intrapreneurship involves taking risks and learning from failures. Organizations should create a safe and supportive environment where intrapreneurs are encouraged to take calculated risks and learn from their experiences without fear of harsh consequences.
- 10) Building trust between management and intrapreneurs is crucial for creating a sense of freedom. Organizations should foster an environment of psychological safety where intrapreneurs feel comfortable expressing their ideas, sharing feedback, and taking initiative without the fear of negative repercussions.
- 11) Implementing mentorship programs can connect experienced professionals with intrapreneurs, providing guidance, support, and opportunities for knowledge sharing. Mentorship can help intrapreneurs navigate challenges, enhance their skills, and provide a sense of support and encouragement.
- 12) Creating opportunities for intrapreneurs to network and collaborate with peers in similar roles or industries can foster a sense of community and provide avenues for knowledge exchange. This networking can expose intrapreneurs to different perspectives and spark new ideas.
- 13) Organizations should continuously review and streamline their processes to remove unnecessary bureaucratic obstacles that may hinder intrapreneurial freedom. Simplifying approval processes, reducing red tape, and promoting agile decision-making can create a more conducive environment for intrapreneurs to act autonomously.
- 14) Leveraging technology and digital tools can facilitate intrapreneurial freedom by enabling intrapreneurs to work more efficiently, collaborate remotely, and

access information and resources easily. Organizations should invest in modern tools and platforms that empower intrapreneurs to work autonomously and efficiently.

- 15) Organizations should foster a culture of continuous learning and improvement, encouraging intrapreneurs to seek knowledge, develop new skills, and embrace a growth mindset. This mindset supports intrapreneurs in their quest for innovation and allows them to adapt to changing circumstances and industry trends.
- 16) Organizations should ensure that intrapreneurs have access to the necessary resources, whether it's financial support, mentorship, or access to relevant networks. By providing the support needed to turn ideas into actionable projects, organizations can foster an environment of freedom and innovation.
- 17) Organizations should promote and develop intrapreneurial leadership skills among their employees. This involves encouraging intrapreneurs to take initiative, lead projects, and make independent decisions. Intrapreneurial leaders can inspire others and drive innovation within the organization.
- 18) Organizations should help intrapreneurs connect their work to a larger purpose or mission. When intrapreneurs understand the impact and value of their contributions, they are more likely to feel a sense of freedom and fulfillment in their work.
- 19) Organizations should embrace an iterative approach to intrapreneurship, allowing intrapreneurs to experiment, learn from their failures, and adapt their ideas. By creating a culture that supports experimentation, organizations can enhance intrapreneurs' sense of freedom and creativity.
- 20) Organizations should create platforms or initiatives that facilitate the exchange of ideas and knowledge among intrapreneurs from different industries or departments. This cross-pollination can spark innovation and expose intrapreneurs to fresh perspectives and approaches.

- 21) Organizations should break down silos and encourage collaboration across departments and hierarchies. This collaborative approach promotes the sharing of ideas, diverse thinking, and a sense of freedom to explore solutions beyond traditional boundaries.
- 22) Organizations should provide resources and support for intrapreneurs to pursue their innovative ideas. This can include dedicated funding, access to specialized tools or equipment, and the creation of incubation programs or internal innovation hubs.
- 23) Organizations should foster an environment where intrapreneurs are encouraged to question existing practices and processes. By empowering intrapreneurs to challenge the status quo, organizations can drive continuous improvement and innovation.
- 24) Flattening the organizational hierarchy can contribute to a greater sense of freedom among intrapreneurs. By minimizing bureaucratic layers and fostering a more collaborative and agile structure, organizations can facilitate faster decision-making and empower intrapreneurs to act autonomously.
- 25) Organizations should actively promote and communicate the value of intrapreneurship. This includes highlighting success stories of intrapreneurs, showcasing the positive impact of their contributions, and creating awareness around the opportunities for intrapreneurship within the organization.

In light of the research findings, it becomes evident that organizations must adopt a proactive and strategic approach to foster an intrapreneurial culture that embraces creativity and innovation. To do so, it is essential for organizations to create an inclusive and supportive environment that encourages intrapreneurship and values diverse perspectives.

One of the key takeaways from the research is the importance of autonomy. Providing intrapreneurs with the freedom to explore their ideas and make independent decisions is crucial for unleashing their creative potential. By granting autonomy, organizations signal trust in their employees' abilities, which, in turn, empowers intrapreneurs to

take ownership of their projects and pursue innovative solutions with enthusiasm and dedication.

Moreover, creating an environment that promotes empowerment is equally vital. When intrapreneurs feel supported and valued, they are more likely to take risks, experiment, and drive positive change within the organization. Organizations can achieve this by providing the necessary resources, mentorship, and guidance to facilitate the realization of intrapreneurial ideas.

Furthermore, embracing diversity and equal opportunity is a cornerstone of fostering an intrapreneurial culture. Encouraging collaboration among employees from different backgrounds and experiences enables the cross-fertilization of ideas and promotes a rich ecosystem of creativity. Inclusive environments encourage the expression of diverse perspectives, leading to innovative problem-solving and novel approaches to challenges.

Organizations should recognize and celebrate the inherent characteristics of intrapreneurs, such as their professionalism, ambition, confidence, and courageousness. Acknowledging these traits reinforces their value and contribution to the organization. Establishing recognition programs and rewards for intrapreneurial achievements not only enhances employee morale but also cultivates a culture of innovation and growth.

Continuous learning and development opportunities play a pivotal role in nurturing the intrapreneurial spirit. By investing in training, workshops, and mentorship programs, organizations empower their intrapreneurs to further develop their entrepreneurial skills. Continuous learning enables intrapreneurs to stay adaptable and embrace emerging trends, making them better equipped to tackle complex challenges.

Organizations should proactively address any factors that may inhibit intrapreneurial freedom. Conducting a comprehensive review of existing policies, processes, and work environments can help identify and eliminate bureaucratic obstacles. Streamlining decision-making processes and removing unnecessary red tape allows intrapreneurs to act more autonomously and efficiently.

By communicating the value of intrapreneurship and highlighting success stories, organizations inspire other employees to embrace an intrapreneurial mindset. A well-communicated vision of an intrapreneurial culture reinforces the organization's commitment to innovation, encouraging employees at all levels to contribute their ideas and actively participate in driving change.

In conclusion, the findings from the research emphasize the significance of creating an inclusive and supportive environment that encourages intrapreneurship and values diverse perspectives. Organizations that embrace autonomy, empowerment, and equal opportunity can harness the intrinsic characteristics of intrapreneurs, leading to a culture of innovation, growth, and continuous improvement. By nurturing and celebrating intrapreneurial initiatives, organizations position themselves at the forefront of change and progress, ensuring long-term success and sustainability in a dynamic and competitive business landscape.

5.4 Scope for further research

1. To gain a broader understanding of intrapreneurship, future research could compare the characteristics of intrapreneurs across various sectors, such as manufacturing, service, or technology. By exploring how intrapreneurial traits manifest in different industries, organizations can tailor their strategies to promote intrapreneurship within specific sectors and capitalize on the unique opportunities each sector offers.
2. While the research examined the influence of economic backgrounds, future studies can delve into the impact of other factors on intrapreneurship. Investigating the relationship between intrapreneurial characteristics and variables like education, experience, personality traits, and leadership styles can provide valuable insights into the multifaceted nature of intrapreneurship.
3. A longitudinal study that tracks the development and evolution of intrapreneurial characteristics over time would shed light on how these traits change and adapt as intrapreneurs progress in their careers. Understanding the dynamic nature of intrapreneurship can inform organizations' efforts to support intrapreneurs throughout their professional journeys.

4. While the research utilized quantitative methods, future studies can benefit from qualitative approaches. Conducting in-depth interviews, focus groups, or case studies with intrapreneurs can provide a richer understanding of their experiences, motivations, and challenges, offering valuable context to complement quantitative findings.
5. To grasp the full picture of intrapreneurial characteristics, future research can compare intrapreneurs from different geographical regions or countries. Exploring potential cultural or contextual influences on intrapreneurship can inform organizations seeking to foster a global intrapreneurial culture.
6. Understanding the relationship between intrapreneurial characteristics and organizational outcomes, such as innovation, productivity, or employee satisfaction, can demonstrate the tangible benefits of intrapreneurship to organizations. This insight can encourage greater support and investment in intrapreneurial initiatives.
7. Future studies can distinguish the characteristics of intrapreneurs from those of traditional employees. By understanding the unique traits and motivations of intrapreneurial individuals, organizations can tailor their talent management and development strategies accordingly.
8. Research can focus on the role of organizational support systems in facilitating intrapreneurial characteristics and behaviors. Analyzing the impact of factors like leadership support, resource allocation, and innovation culture on intrapreneurship can provide guidance on creating a conducive environment for intrapreneurs to thrive.
9. To foster a culture of intrapreneurship from an early stage, future research can explore how intrapreneurial characteristics develop in younger populations, such as students or early-career professionals. Understanding the factors that nurture intrapreneurship in youth can aid educational institutions and organizations in nurturing future intrapreneurs.

10. The research focused on intrapreneurs within established organizations, but future studies could investigate the intrapreneurial characteristics within non-profit organizations. Understanding how intrapreneurship operates in these contexts can lead to insights that contribute to social innovation and positive societal impact.
11. Another aspect that can be explored in future research is the relationship between gender and intrapreneurship. Investigating whether there are any gender differences in intrapreneurial characteristics and experiences can inform strategies for promoting gender diversity and equality in innovative initiatives.
12. Research could examine the role of intrapreneurship in fostering organizational resilience, especially in the face of challenges or disruptions. Understanding how intrapreneurial characteristics contribute to adaptability and problem-solving can assist organizations in navigating turbulent times and emerging stronger from crises.

By expanding research in these areas, organizations can gain comprehensive insights into the nuances of intrapreneurship, allowing them to design effective strategies, policies, and support systems that foster a vibrant intrapreneurial culture and drive innovation and growth within their ranks.