KEY DIMENSION OF INTRAPRENEURSHIP-BASED ORGANIZATION

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A THEMATIC PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MANAGEMENT COLLEGE OF MANAGEMENT MAHIDOL UNIVERSITY 2020

ACKNOWLEDGEMENTS

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ABSTRACT

At the present, innovation and creativity drive the corporate world and organization. With the emerging technology, trends, and innovation as well as rises of many entrepreneurs within the industry and businesses. As such, the corporate, company, business, and organization have to thrive for business survival, in which the crucial resource is human capital and manpower. Hence, developed an entrepreneurship mindset and cultivate from within the organization or known as "intrapreneurship". This paper aims to explore and address the key dimension that impact the intrapreneurship level of the organization. The papers covered a case study from an innovative and entertainment organization in Thailand and its intrapreneurship based. Nonetheless, measure the level and impact of each dimension and sub-dimension that are significant to the intrapreneurship within the organization.

KEY WORDS: Intrapreneurship/ Innovation/ Intrapreneur/ Initiatives/ Institute

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CHAPTER I
INTRODUCTION

Under the fierce and competitive environment of the business world, all of the companies are competing against each other in order to survive in the harsh business environment. As such, in order to compete with the competitors, ones may need to have a competitive advantage, e.g. low-cost production, efficient logistic management, premium qualities, etc. However, with strong connections, alliance, and partnership create an enormous competitive advantage to survive and grow, hence partnership or alliance between company, firms, organization, etc. are made to stimulate the businesses. Nevertheless, some companies have an internal alliance within their own group of companies, as such they join together to create a new business opportunity. In addition to that, a quality and capable human resource capital is an essential part that determines and drives business survival and growth as well. In regard to this matter the company would not be able to perform well without a quality human resource capital.

1.1 Problem Statement

Lack of proper tools and processes in intrapreneurship-based organization leads to lack of efficient and proper management, in addition an insufficiency in training and business mindset development leads to loss of revenue and long-term unsustainability in management.

1.2 Research Objective

To identify the key dimension of the intrapreneurship-based organization to enhance human capital and drives corporate success.

1.3 Research Question

1.3.1 What are the key dimensions of that support intrapreneurship?

1.3.2. What are the factors driving intrapreneurship within the organization?

1.3.3. How to develop and enhance intrapreneurship within the organization?

1.3.4. Does the organization style and process support and allow an intrapreneurship environment?

1.4 Research Scope

This study focuses on identifying the key dimension of intrapreneurship-based organization.

1.5 Expected Benefit

1.5.1. To understand the dimension in an intrapreneurship within the organization.

1.5.2. Helps to identify the factors in selecting employees to handle the project based on the intrapreneurship dimensions.

1.5.3. Allow the management and human resource department to plan and create learning & development plans, in order to create and build intrapreneurship within the organization.

CHAPTER II
LITERATURE REVIEW

This chapter provides a review of literature on the key dimension of intrapreneurship. The main aim is to discuss intrapreneurship as a method to stimulate businesses and drives for corporate success.

2.1 Key dimension

Intrapreneurship are the people involved in creating new ventures or innovative projects within established firms, according to (H. Ma, et al. 2016). They could be any person in the organization that have the entrepreneur mindset and capabilities, from the operational employees to top management. Intrapreneurship improves the economic and financial performance of the company, by applying a more efficient use of the resources and by using a suitable motivational system for its employees (Istocescu, 2003).

Furthermore, major activities related to intrapreneurship include opportunity perception, idea generation, designing a new product or another recombination of resources, internal coalition building, persuading management, resource acquisition, planning and organizing. The key behavioral aspects of intrapreneurship consist of personal initiative, active information search, out of the box thinking, voicing, championing, taking charge, finding a way, and some degree of risk taking (Kanter, 1988, Lumpkin, 2007).

According to Ma, H., Liu, T. and Karri, R., 2016, intrapreneurship dimension consists of intrapreneur, institution, and initiatives. In which these dimensions have its own sub-dimension or characteristic that define intrapreneurship level of the human capitals, including each individual's employee. In addition, despite these dimensions without new innovation, business opportunities, or project, there would be no intrapreneurship occurrence within the organization.
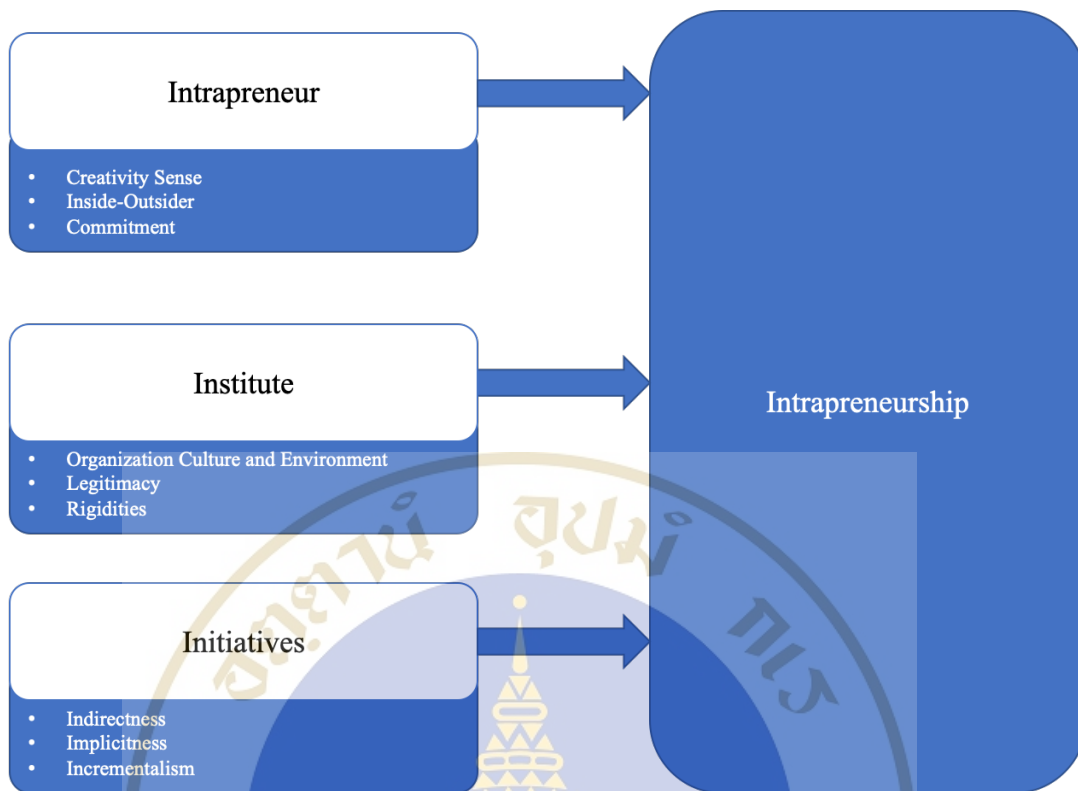
Figure 2.1 Conceptual model of key dimension of intrapreneurship

2.1.1 Intrapreneur

Intrapreneur, also known as internal entrepreneur within the organization, these individuals must possess the business and commercial mindset similar to the entrepreneur. Moreover, passionate, visionary, flexible to changes, and willing to take a risk in business opportunities and development. Nevertheless, the intrapreneur must be known and be able manage the internal processes and utilize the given resources, in addition, close the gap and reduce risks that may lead to the potential business or project failure.

As mentioned by Ma, H., Liu, T. and Karri, R., 2016, the intrapreneur must also possess the inspiration with creative sense of managing the business and motivation to keep on driving the business goals. In which must be along with vision to see the long-term benefits, future business opportunities, and trends. Another factor is inside-outsider, which defines the ability to manage internal and external challenges, as such they must have a broad view of business, monitoring the business environment and

changing trends. Also, know the internal processes and keep an eye for improvement to increase efficiency and maintain the right direction for the corporate, business, and project development.

Furthermore, the commitment to assigned projects with determination and adaptation to changes in order to meet the changing trends or innovation. Plus, must have a consistency in works to ensure the standardization and quality control. Hence, one must possess the perseverance, resilience, and consistency in order to drive corporate goals for success.

2.1.2 Institution

Define the corporate system, arrangement, and environment, in which including the limitation, rule, and regulation of the organization. The institution also defines the organizational culture and environment, in which connected to the social norms, hierarchy, and economical interchange, or social patterns, also not limited to the external institution such as society. This displays the influence of institutions on the development of intrapreneurship in the organization and its system of work through internal and external norms and conduct.

Nonetheless, intrapreneurship allows the employees in the organization to gain access to its resources and legitimacy. In which, help distinguish the career path and help to show the clear direction to the employee, leads to the motivation, empower, encourage, and identify the right talents. In addition, increasing the leadership within the organization as legitimacy allows the reporting line manager to coach, motivate, and give understanding to their reporting line employees.

Hence, rigidities create rules and regulation, operation flow and processes, in addition create standardized systems to stabilize the processes and create routines. However, this may cause organizational pressure for corporations, which could either turn to success or failure, as employees react to pressure that differs from one another. As such, can ultimately cause the delay in creativity and business opportunities, hence rigidities in organization must be designed to match and support the intrapreneurship. As a result, indifference in an intrapreneurship comes into the picture, as it can be compared to black and white; either receive full support or complete rejection. In which the management should oversee areas that need to be improved and close the gap areas

that have been neglected or overlooked. This allows intrapreneurship to take place and hold accountability in enhancing these areas and close the businesses gap.

2.1.3 Initiatives

Arise from the experience, knowledge, and creativity in areas they excel in, as such are implemented by three factors. First of all, an indirectness to reduce and manage conflicts with the organization core businesses, ensure that it aligns with the core business without threatening and confrontational to domain businesses. As such, enhancing and supporting the core businesses of the organization, or simplify to avoid cannibalization and rather diversify.

Second, the implicitness to avoid going against the organization operation processes, which may cause the abrupt in daily operation and continuity. Thus, the intrapreneurship must possess the skill to be discreet, low-key, and tacit in some situations. In order to avoid unnecessary or unwanted questions and attention, which may come from within the organization or competitors. Despite that, the intrapreneurship must possess this skill and at the same time report and remind the management of the intrapreneurship action and initiatives, in order to ensure the secure support and resources.

Lastly, incrementalism to apply the indirectness and implicitness to suggest or pitch new creation, innovation, idea, or project that are non-threatening to domain businesses, and which could be in the overlooked area of the businesses. This allows the intrapreneurship to gain trust and support from the management, and also gain access to the organization's resources. However, this may consume sometimes before this process occurs as it is built around the trust and support from the management, in addition subject to organizational resource availability in a timely manner.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

This paper is designed to conduct through the qualitative method, which involved the exploratory research and conduct an in-dept interview with the focused group, including the project head, project coordinators, and other supporting function employees. The interview questions center around the dimension of intrapreneurship and how it is viewed. Moreover, this research is conducted to serve the purpose of being a guideline to select the candidate with strong intrapreneurship to be the project head, in addition skill checking the current employee and categorizing them into level of intrapreneurship.

3.2 Sample and Data Collection

3.2.1 In-dept interview

The interview will use open-ended questions to urge the interviewees to share and expressing their feeling and perspective that might be relevant to the factors of this study and it will be focusing from experience employee (project head and owners) which can see the hidden information or feeling from the employee toward the intrapreneurship dimension and sub-dimension that affect the level of intrapreneurship. In addition, the interviewer would analyze from the respondent's interview answer and categorized the factor into a group that belong to each dimension and sub-dimension.

Table 3.1 Interview question on organization background

Factor	Sub-factor	Question
1. Organization structure	1.1) Centralization	1.1.1) What is the decision-making process of this organization?
		1.1.2) Who is the key person who makes a decision?
	1.2) Working style	1.2.1) Please describe the working style in the organization?
		1.2.2) What is the working style you prefer?
		1.2.3) In your opinion, is the working process in the organization efficient and clear in structure or process?
	1.3) Communication style	1.3.1) What is the communication style of this organization?
		1.3.2) What about within the internal department?
2. Organization culture and environment	2.1) Encouragement and empowerment	2.1.1) How frequent do you receive encouragement and empowerment from your superior and colleague?
	2.2) Trust and openness	2.2.1) Does the organization have a process, in which all employees offer their views freely, without feeling judged or wrong?

Factor	Sub-factor	Question
	2.3) Risk management	2.3.1) Does the organization regularly measure the risk in each project or potential business?
	2.4) Goal setting	2.4.1) How regularly do your organization or team setup goals?
	2.5) Involvement and ownership	2.5.1) Tell me about a time when you took on something significant outside your area of responsibility. Why was it important?
	2.6) Support from management	2.6.1) How often does the management give you guidance whenever you request or need it?
	2.7) Technology support	2.7.1) Does the technology, tools, or equipment help support your work?
	2.8) Financial support	2.8.1) Does the organization give sufficient financial support correspondent to your project scale?
	2.9) Change management	2.9.1) What do you think about the change in an organization? E.g. work process, people movement, new business area, etc.
3. Knowledge management	3.1) Learning and development process	3.1.1) Does the organization offer an efficient learning and development process?
	3.2) Knowledge sharing	3.2.1) Do the employees often conduct knowledge sharing within and across departments?

Table 3.1 Interview question on organization background (cont.)

Factor	Sub-factor	Question
	3.3) Knowledge creation	3.3.1) Is there any tools or places that help employees to access to find new ideas or share their past experiences?
	3.4) Knowledge accumulation and storage	3.4.1) Does the organization have any storage that allows employees to share their work process or project documentation for other employees to see?
4. People management	4.1) Reward management and incentive scheme	4.1.1) How would you describe the reward management and incentive scheme of the organization?
	4.2) Recruitment	4.2.1) From your experience, please describe the recruitment process quality of this organization?
	4.3) Evaluation	4.3.1) How frequently does your superior evaluate your work? Is it reasonable for you in terms of result?
	4.4) Training	4.4.1) How frequent does the training have been conducted? Does the training match your interest or help to improve in a field that you wish to learn more of?
	4.5) Career path and succession plan	4.5.1) Does the organization set up a formal career path or succession plan?

Table 3.1 Interview question on organization background (cont.)

Factor	Sub-factor	Question
5. Leadership	5.1) Leading style	5.1.1) Please describe the leading style of this organization and which type do you prefer?
	5.2) People-oriented	5.2.1) Do you think this organization is people-oriented? Does it promote people and society wellbeing?
	5.3) Tolerance of uncertainty	5.3.1) Does the superior or your line manager tolerate mistakes in work?
	5.4) Open communication	5.4.1) Do you often communicate your problem or trouble with your manager?
6. Strategic Alliance	6.1) Partnership selection	6.1.1) How would you select the partner for each project? What are the criteria?
	6.2) Coordinating with partners and stakeholders	6.2.1) How would you describe the coordination with the partners or stakeholders? Have you incurred any problem along the way?
	6.3) Collaboration evaluation	6.3.1) Is there any process that allows the employee and the partner to evaluate the work coordination quality and satisfaction?
	6.4) Knowledge gain from partnership	6.4.1) Do you gain any knowledge, when you work with the partner in the project?

3.2.2. Assessing Tool

The assessing tool is used to measure the maturity level of the dimension and sub-dimension of intrapreneurship. The tools will be applied in scoring the interview with the respondent, which the level of dimension described the instrument is converted to a number ranging from 1 = "initial" to 5 = "mature". Moreover, the overall result of the maturity level will be shown into "spider-web" or "radar" chart. This helps to visualize the dimension that impact intrapreneurship and identify the dimension that are in needed of improvement, in addition a guideline for an organization area of improvement to cultivate intrapreneurship.

Table 3.2 A general definition of the level of intrapreneurship dimension maturity level

Initial (1)	This dimension is undeveloped, the process is unstructured and unclearly defined to the employee. Lack of mechanism to support and cultivate intrapreneurship within the organization. As such, employee may not produce a desired result or participate into the project. In addition, result in isolation between department.
Defined (2)	The system and process are clearly defined and structure, cross function department are well-coordinate. Established basic process and management control to perform professional work. However, decision making is still centralized and controlled by the management. Employee can share some input, but within the limitation that does not goes against the management vision or decision.

Table 3.2 A general definition of the level of intrapreneurship dimension maturity level (cont.)

Aligned (3)	The organizational vision and objective related to organization activities are shared to employees. Culture is formed through common professional practices and belief. Top management provides a level of authority and also focus on developing employees' skills. The best practices are identified and integrated into a common process. Moreover, knowledge and skills can be transferred across groups. The development of new products and services could respond to the need of customer and market demands. Employee initiate input that challenge for the change in work process for more efficiency or new innovative idea to perform project.
Integrated (4)	Employees well-understand all organizational processes. Intrapreneurship culture is formed in an organization. Top management encourages employees to develop new skills and also delegates greater level of authority to workforce. Historical data can be integrated to manage the future projects. The data are systematically analyzed, measured and stored to be new organizational knowledge. A firm has strong intra- and inter-firm collaboration to develop new projects. Employee initiate idea to the management and is able to further develop the idea into the actual implementation.

Table 3.2 A general definition of the level of intrapreneurship dimension maturity level (cont.)

Mature (5)	An organizational structure becomes a fluid form to change rapidly and also support teamwork in an organization. Collaboration with other partners is routine processes. Leaders focus on people rather than tasks. Employees are encouraged to make continuous learning and improvement. Data are optimized and sustained. Inputs for potential improvement come from lessons learned, suggestions or results of quantitative measurement. The working process is continuously changed. A new innovative product, service or business model is often introduced

CHAPTER IV
DATA ANALYSIS AND FINDING

This chapter will use the data and information from all samples based on the qualitative analysis and finding in-depth feeling or information from the interviewees. In addition, the research methodology will focus on the qualitative finding on "Key dimension of intrapreneurship-based organization".

The purpose of the interview, to recognize the testimony or validation that each construct might apply in their knowledge and feeling that hidden inside of respondents into the study on the dimension and sub-dimension of the intrapreneurship within the organization. In addition, the scoring of each dimension is measure by the three aspect, institution, intrapreneur, and initiative, as these aspects influence the degree of intrapreneurship, in which may range varies in each dimension. The finding here will draw from 4 focus group, including:

1. Non-experience employee that never handle or assign a project, may join the project in the supporting function (Group A).

2. Experience employee that have been assigned a small-scale project with the project budget less than 100,000,000 THB (Group B).

3. Experience employee that have been assigned a mid to large-scale project with the project budget worth more than 100,000,000 THB (Group C).

Table 4.1 Interview transcript

Factor	Sub-factor	Respondent	Score
1. Organization structure	1.1) Decentralization	"…... Normally, I would raise the issue to my reporting manager and	Institution 2 Initiative 2

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
1. Organization structure	1.1) Decentralization	discuss with him/her first. Then the reporting manager will make a final decision" (A) " …… Some decision we could make, but it must be proposed or discuss with the top management first for their opinion and final approval" (B and C)	
		"…. If it was a big project such as feature film or animated series, the final says will goes to the top management" (B)	Institution 2
	1.2) Working style	"….. The workplace is not very strict, they allow employee to dress casually" (A) "….. This organization allow employee reach out to the top management and speak freely to them" (B and C)	Institution 3 Initiative 2

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
		"….. I quite like this organization working style, it has less hierarchy barrier compare to other organization" (A) "….. For a creative company, this working style suit the industry, as if there is high hierarchy barrier all the creative idea will be suppress" (C)	Institution 3
		"….. To me, as I have work in other places before, this organization do not have an efficient process and formal structure, as some work process seem to be stuck at some point for quite a time" (C) "...... We have been doing this process for many years and I do not have a problem with it" (A)	Institution 1

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	1.3) Communication style	"….. It actually depends on the situation and person, for example if it was the top management some employee may not try to disagree or share ideas. Although, some employee does share their input and may not agree with the decision made" (C)	Initiative 1
		"….. It is not much differed from each department, as all department head do welcome and encourage employees to talk to them or ask for advice" (B)	Initiative 3
2. Organization culture and environment	2.1) Encouragement and empowerment	"….. I often receive encourage from my superior and colleague, whenever I am stress about my project, I would take to them" (B)

"…… The employee here would often encourage one another as we try to promote the sense of ownership within the organization" (C) | Institution 3 |

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	2.2) Trust and openness	".......Yes, we have, but I think that it is all about the timing and situation, for me I'm not afraid to voice my opinion. It's just a matter of time and place" (C)	Initiative 3 Intrapreneur 2
	2.3) Risk management	"....... Yes, we do, we raise awareness to other department as well" (A) "....... We place high importance in risk management and in all our work process, in order to ensure smooth operation" (B and C)	Institution 3 Intrapreneur 2
	2.4) Goal setting	"....... We conduct two evaluations a year, but we also did an informal evaluation with our colleague as well." (A,B, and C)	Institution 2 Initiative 3

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	2.5) Involvement and ownership	"...... I was assigned a project and I was passionate about it that every weekend I spent my day observing the competitor's product and scout for the location to put my product at. Currently, the project is ongoing, but it's going quite smoothly" (B) "....... I always make sure that every process goes along smoothly and held the best interests of the company as a priority, moreover I am very proud of my project and make sure that it will achievement the goals" (C) "...... I perform according to the project head assigned task for me, for my feeling toward the project I have a neutral feeling as normally project head were the one that make decision or main input" (A)	Intrapreneur 3

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	2.6) Support from management	"...... Whenever I have a problem with the partners, I always seek the management advice in which they are very kind to give me some of their time" (B and C) "...... The management are very supporting, as I am in need of help, they readily lend me a hand and give me tips and advice" (A)	Institution 3
	2.7) Technology support	"...... Currently, we are lacking the system that helps us to track our project, now everything is perform manually" (B and C) "....... It can be very tiring, as we lack a necessary IT tools to perform some work that should be automate and foolproof" (A)	Institution 1

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	2.8) Financial support	"....... At the moment, the organization have taken on more project in which sometimes lead to the lack of financial support or fund" (C) "........ It is quite sufficient, we just have to allocate the budget properly and report to the management, if any problem ever arises" (B)	Institution 2
	2.9) Change management	"..... I think it depends on the context and its importance, also the impact of the change, if it for better then I gladly welcome it" (A and B)	Intrapreneur 3 Initiative 2
3. Knowledge management	3.1) Learning and development process	"..... At the moment, the HR department tries to encourage and recruit people from many departments to share their knowledge. In which I found that very interesting and effective" (A)	Institution 2

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	3.2) Knowledge sharing	"..... When it comes to knowledge sharing, sometimes we do not share it with the people outside our department and it create an uneven knowledge in some areas" (C) "...... We have to approach them first, as sometimes some people will not talk unless we ask them" (B)	Institution 1 Initiative 1 Intrapreneur 1
	3.3) Knowledge creation	"….. We do not have that system yet" (C) "….. I have never known or heard that we have perform this before" (A)	Institution 1
	3.4) Knowledge accumulation and storage	"….. At the moment we do not have a place or system that allow us to do so" (B) "…… It is more like each department kept their own filing system that does not share across other function" (A)	Institution 1

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
4. People management	4.1) Reward management and incentive scheme	"...... It was at the standard package and is not different from other company, however it lacks a motivational factor in this area" (A and B)	Institution 2
	4.2) Recruitment	"...... It was quite pleasant, as normally the HR people are quite cold and not much of a talker, but it's opposite from that it's a good difference" (A, B, and C)	Institution 3 Initiative 3
	4.3) Evaluation	"...... As the organization have recently change and update its policy, the employee just has an official evaluation from their supervisor and the experience varies for each person" (C)	Institution 2
	4.4) Training	"…… The organization do offer training, however it supports on soft skill rather than hard skill" (B and C) '…… The training provide is very interesting, although	Institution 1

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
		I think that we should have more training on the specific skilled and process needed in the industry we are in" (A)	
	4.5) Career path and succession plan	"……. We do not have this system setup in the organization at the moment, but it would be nice to have" (A)	Institution 1
5. Leadership	5.1) Leading style	"...... The leading style here are mostly coaching and supporting style, however direct leading style were in some case as well" (B) "..... Most of the manager are supporting style here and it suit our way of work" (C)	Institution 3
	5.2) People-oriented	"...... Yes, our organization is very people-oriented and often conduct CSR activities and program for the better society" (A, B, and C)	Institution 3 Intrapreneur 2 Initiative 2

Table 4.1 Interview transcript (cont.)

Factor	Sub-factor	Respondent	Score
	5.3) Tolerance of uncertainty	"...... Extremely high tolerance, as the organization is Buddhism-based so tolerance is high, but it creates a negative effect as well" (C) "...... Very high, as such some employee may not take their roles seriously" (A)	Institution 1 Initiative 1
	5.4) Open communication	"...... Yes, I do not hesitate to voice my concern or trouble to my supervisor, as communication is the key for efficient work" (B) '...... It depends as sometimes I am nervous to confront my problem with them" (A)	Institution 1 Initiative 2 Intrapreneur 2
6. Strategic Alliance	6.1) Partnership selection	"….. It varies from project to project and it is more about the opportunities that come to us as well" (C)	Institution 2 Initiative 2 Intrapreneur 2

Table 4.1 Interview transcript (cont.)

| Factor	Sub-factor	Respondent	Score
		".…. We do not have a clear system on partnership selection, if there if any chance for partnership we just reach out to them" (B)	
	6.2) Coordinating with partners and stakeholders	"...... It depends, as sometimes it's all about language, cultural difference, and emotional readiness, so different people may have different experience" (C) "...... It can be difficult when negotiating term and condition, as well as benefit structures" (B)	Initiative 1 Intrapreneur 1
	6.3) Collaboration evaluation	".…. We have never performed this before" (B and C)	Institution 1
	6.4) Knowledge gain from partnership	"...... Yes, we gain knowledge from them as well as accumulate experience along the way when dealing with them" (B and C)	Initiative 2 Intrapreneur 2
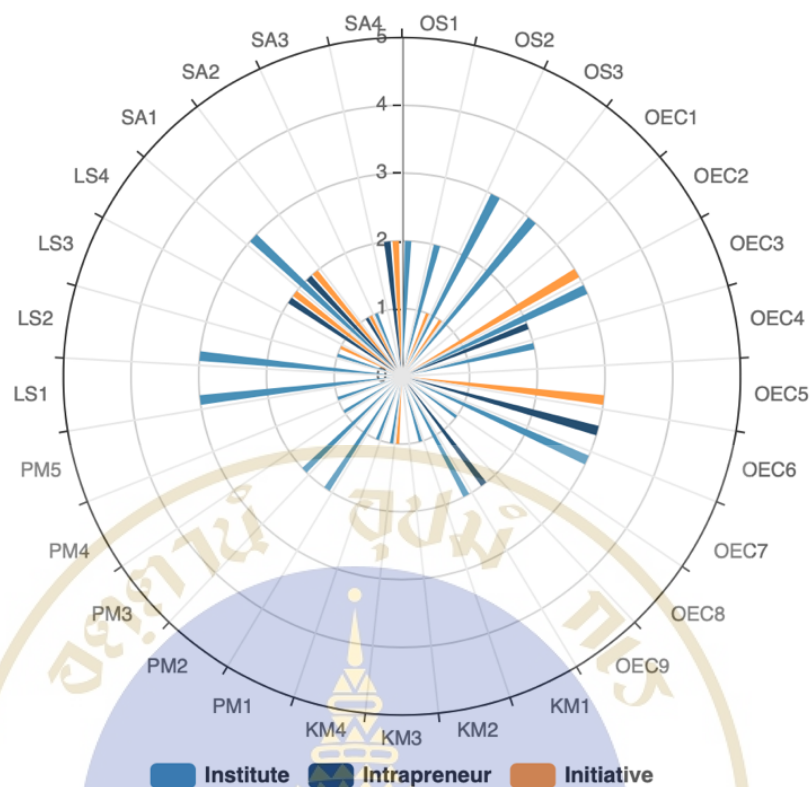
**Figure 4.1 Radar Chart for the level of maturity in each dimension**

4.1 The result of a focus group interview

According to the chart, it has shown that at current, the organization have a lot of gap and is in between the initial to aligned level, but yet to reach integrated nor mature level. From the three-key dimension of intrapreneurship, institution have the most maturity level, but yet as mention above does not reach the higher level than integrated. As such, during the interview the interviewer have observe and analyze the respondent response and have gain an understanding and knowledge that rigidities and legitimacy in the organization are still lacking and cause an effect on the intrapreneur and their initiatives.

Moreover, based on the respondent response and maturity level of the knowledge management, people management, and tools needed in order to work professionally are still in the behind as well. As such, this may impact the overall intrapreneurship of the organization and the cultivation process may not reach or

produce the desire level or result. In addition, from the respondent's response from each focus group A, B, and C, it seems that group B and C shows the most advanced degree of intrapreneurship, as this group have directly involved and manage the project. Meanwhile, some from the group A does show the intrapreneurship degree, but with the smaller significant when comparing to group B and C. This indicate that there is a lower level of intrapreneurship, due to the fact that they might not involve directly to the project cause the lower level of the commitment and ownership.

In addition, based on the scoring of the intrapreneur, there is a weak linkage to the organization as such might be due to the institution that does not have yet a suitable environment that promote the intrapreneurship as such can cause a constraint on the intrapreneur creativity sense, commitment, and motivate or passion to the project. Consequence to that as an intrapreneur is an individual within the organization this lead to the impact on the initiatives of the intrapreneur, result in less productivity and lower innovation level. Furthermore, without initiatives there little to no changes in the work process or function, in which new method or process was not being never to generate and implement leads to work inefficiency and operational problem.
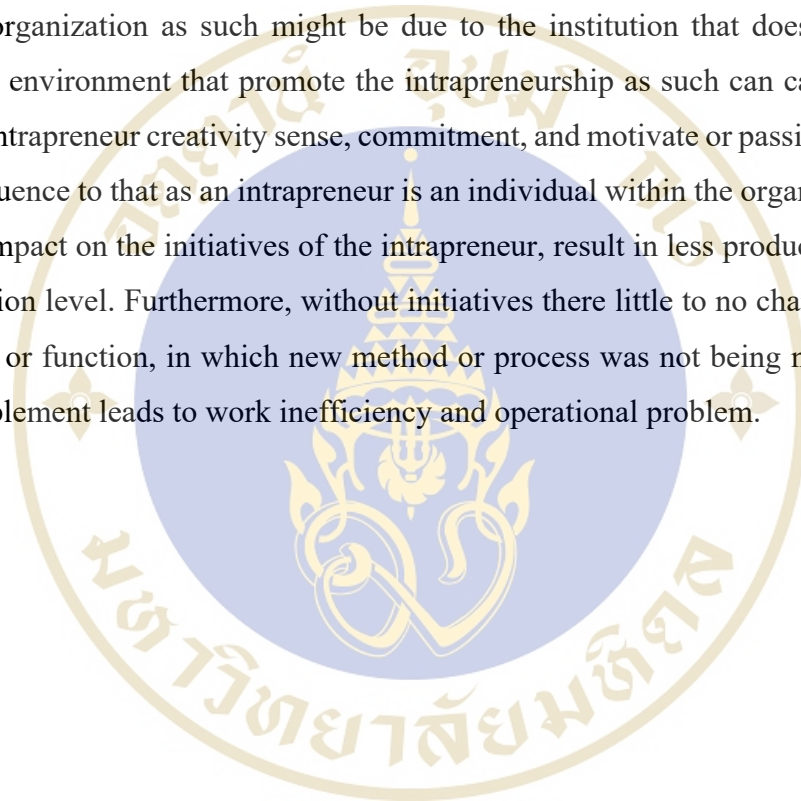
CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Intrapreneurship is considering a crucial key to the corporate success, as it drives growth, innovation, creativity, and dynamic changes. Without intrapreneurship, the organization may suffer from the lack of productivity, innovation, as well as do not thrive well in the industry. Hence, the intrapreneurship should be promoting and cultivate from within, in order to empower the employee to do more and think outside of box. As such, allows new idea and solution to be generated and execute for the better changes and revenue generation.

5.2 Recommendation

From the result of intrapreneurship dimension maturity level, overalls the organization have to lessen the gap in order to promote and cultivate intrapreneurship within the organization. Hence, change management should be execute and manage properly and in a timely basis manner. As such recommendation was made based on the scheme of developing, promoting, and cultivating intrapreneurship dimension maturity level in order to create a sustainable ecosystem for intrapreneurship.

First of all, the organization should create a plan and phrase to develop the level of intrapreneurship within the organization. This can be categorized into phrases, for the first phrase the organization can point out all the gap and conduct study on the current gap and problem finding. Sequential to that, create a goal aims to be achieve and timeline to be complete within, along the way of execution the organization can monitor the progression and performance of the intrapreneur and other employee along the process. In which to develop a sustainable and efficient strong foundation for the organization, in order to have a systemize process and standard to ensure operation smoothness and accuracy.

The next phrase would be focus intrapreneur development, after the institution process and system have been stabilized, the organization should focus on talent management. In which, the organization should promote creativity sense, in addition involves all level of employee to be a part of the project by allowing them to share their input and idea. This will allow employee to explore an idea into the project and helps increase the knowledge and creativity stimulation.

Moreover, provide soft and hard skill training that fit the essential needs of the employee to perform their responsibility and accountability more efficiently. As such, when the employee has an intrapreneur mindset, this will naturally stimulate and encourage initiatives from each individual. This allows the organization to grow and develop into an innovative and dynamic environment and culture. As an influence from fellow colleague can create an overall impact and influence the others employee to be more innovative, dynamic, and initiate idea for better process improvement. In addition, the employee or intrapreneur would have and feel confident to present the management with new business opportunities or innovation, sequentially allows organization growth and development.

Lastly, the third phrase, to cultivate the key dimension of intrapreneurship to the maturity level, in order to create a sustainable intrapreneurship ecosystem. As such, the organization should continuing develop and enhance their system and people over the time in order to ensure the dynamic and innovative environment. In addition, constant monitoring the organization progress and changes in the employee performance, behavior, and attitude.

Nonetheless, setup an intrapreneurship development and cultivation program, to ensure that every employee can be trained to be an intrapreneur. This can be conduct by intensive inspiration to the employee to feel the ownership and involves them into making input into the project. Furthermore, enhance the people knowledge and skill set through constant project or business update and progression. Also, allows employee to share the story that occur along the project timeline, including process, progress, know-how, legal discussion, mistake, failure, success, etc. This allows the employee to gain a knowledge and insight on how to deal with things in the certain situation and stimulate a broader insight of the business and process.

5.3 Limitation and further study

There are some limitations in this study. First, the external validity of the results may not extend beyond specially defined and selected samples. The data was collected only was from the employee within organization. The experience of respondents may have some bias from their experience and opinion. The author hopes that future research will collect from the top management level to compare the different point of view of an employee.

Second, due to the limited of time to explore for this research, which is has only 6 weeks to study and discover the main result of this topic, further study could conduct for a longer period of time to get more accurate result. In hope for the results after studying this paper will contribution to the organization change and intrapreneurship cultivation for better organization performance and development. The third was clearly that the conceptual model presented in this paper has limitations and requires further exploration. Moreover, the organization still lacks many process and system, in which enable knowledge sharing, creation, and collection, as such are unable to collect accurate data in this part.

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