

# Examining the effects of the antecedents of the theory of planned behavior on intrapreneurial intention and the moderating role of perceived organizational support

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## Abstract

*Academic scholarship over the last five decades has produced many empirical studies on the factors that affect entrepreneurship. Intrapreneurship research, however, lags in volume and domain specificity. Drawing on the “Theory of Planned Behavior” (TPB) and organizational support theory, this study aims to fill this research gap by investigating the antecedents of planned behavior theory and the moderating role of perceived organizational support. Quantitative data were collected using structured questionnaires in Accra, Ghana. Structural equation modeling was used to test the study’s hypotheses using SmartPLS 4. Findings from the research confirmed the validity of the Theory of Planned Behavior in predicting intrapreneurial intention. Perceived organizational support also had significant moderating effects. The practical implications of the study highlight the risk of normalizing business as usual and the importance of the role of supervisors and managers in encouraging intrapreneurship in organizations, as well as the need for training support and reward. This study is notable, being the first to investigate the moderating effect of perceived organizational support on the relationship between the antecedents of the Theory of Planned Behavior and intrapreneurial intention. In addition, it is also the first to investigate these relationships in a Ghanaian context.*

**Keywords:** Intrapreneurship, intrapreneurial intention, theory of planned Behavior, perceived organizational support, attitudes, subjective norms, perceived behavioral control.

## 1. INTRODUCTION

The impact of entrepreneurship is being felt worldwide because of its role in job creation, energizing competition in markets, and innovation stimulation (Contin et al., 2007). The vagaries in the global business ecosystem suggest that, for existing firms to survive and gain a competitive advantage, they need to be innovative (Kuratko & Audretsch, 2013). This, in turn, requires the staff of organizations to willingly participate in entrepreneurial projects and initiatives for their organization to survive and thrive (Monsen et al., 2010). This is because the fundamental assumption is that innovative employee behavior affects the rejuvenation of organizational performance due to their access to new resources and the provision of vital skill sets (Kuratko & Audretsch, 2013). Consequently, according to Antoncic and Hisrich (2003), entrepreneurship research is expanding beyond the limited and narrow field of new venture creation to include entrepreneurship within organizations. This is probably because firm performance and growth depend on intrapreneurs’ ability to innovate and help revitalize their organization (Antoncic & Hisrich, 2001). As a bona fide field of research, intrapreneurship is gradually gaining recognition within management practice; therefore, a thorough appreciation of the variables and elements that influence intrapreneurial Behavior is of prime importance to organizations (Blanka, 2019).

Intrapreneurship, at the individual level, refers to employees’ risk-taking, innovative and proactive behaviors within the organization (Neessen et al., 2019).

These are employees with entrepreneurial capabilities exploiting environmental opportunities but nested within organizations. These intrapreneurs working with entrepreneurs are necessary for the success of any venture at any stage of its life cycle because, according to Augusto Felicio et al. (2012), these individuals help to reinvigorate businesses by their ability to adapt to changes happening externally by innovating and enhancing the organization's internal performance. Intrapreneurship is essential because, according to Skarmeas et al. (2016), intrapreneurs can improve an organization's present and future performance through innovation-driven dynamic capabilities and, by so doing, enhance the understanding of the market while also developing new market insights. Furthermore, there are also implications for national development, as expressed by Oteuliev (2015), who argued that intrapreneurship, through its effect on organizational re-engineering, can catalyze a nation's economic development and growth.

Identifying individuals with intrapreneurial intentions is vital because entrepreneurship and intrapreneurship offer different benefits and cost outcomes. Since people are likely to differ in their attitudes toward these outcomes, we might expect individuals to prefer one over the other based on their attitudes toward salient outcomes and their perceived entrepreneurial abilities (Douglas & Fitzsimmons, 2013). Therefore, it can be argued that those organizations that can identify and recruit people with an intrapreneurial disposition may have an advantage over those engaged in a hit-and-miss approach to recruiting new team members.

Intrapreneurship within organizations is not yet widely adopted (Huang et al., 2021), although the interest in this specific research domain has increased over the last ten years (Alam et al., 2020). As a focus of intrapreneurship research, Ghana has received much less attention. Furthermore, the geographical insight matters because, according to Elert et al. (2019), intrapreneurship varies geographically, with Nordic countries at the forefront of intrapreneurship practice at 9% prevalence, eastern European, middle eastern, and broadly, developing nations having significantly less prevalence. Yet, intrapreneurship is considered a critical strategic resource for organizations and can help bring about sustainable advantage for firms (Urbano and Turro, 2013) and contribute to national development (Oteuliev, 2015). This investigation applied the theory of planned Behavior (TPB) (Ajzen, 1991) as the theoretical framework to determine the intrapreneurial intention of employees in Ghana. The ability of the TPB and its antecedents of attitudes, subjective norms, and perceived behavioral control to predict intention has been confirmed empirically in psychology and sociology in many domains (Armitage & Conner, 2001; Ajzen & Kruglanski, 2019; Ajzen, 2020; Hirschey et al., 2020) but not with intrapreneurship in Ghana.

Perceived organizational support focuses on the conditions within an organization that encourages or discourages the activities of intrapreneurs (Kumar & Parveen, 2021). The organizational setting permits the use of organizational assets and resources (Blanka, 2019). This paper, in line with the work of Christensen (2005) and Kumar and Parveen (2021), focuses on the internal conditions that encourage intrapreneurship in Ghanaian organizations. Research by Neessen et al. (2019), through an extensive and systematic review of the literature, identified organizational conditions for intrapreneurship. Therefore, organizational support theory (Rhoades and Eisenberger, 2002) provides an important and valuable theoretical framework for understanding individual entrepreneurial Behavior in organizations. Yet, according to Rhoades and Eisenberger (2002), further examination is still needed to know how the boundary conditions of the theory influence employee attitudes and behaviors. This aligns with the conclusion reached by Zampetakis et al. (2009), where the scholars noted that despite the acknowledged importance of POS to outcomes that are favorable to both employees and the organization, empirical research on the potential influence of POS on entrepreneurial Behavior within organizations is scarce. The recent contribution by Kumar and Parveen (2021) in the Indian context provides further illumination into the organizational factors affecting intrapreneurship. There is further evidence that organizational support can predict and enable intrapreneurial Behavior (Gonzalez-Serrano et al., 2018; Guven, 2020; Chouchane et al., 2021) and enable the stimulation of new ideas (Reibenspiess et al., 2020). This investigation, therefore, expects that perceived organizational support will influence the intrapreneurship intentions of employees in Ghana.

Therefore, as the marketplace changes, not least due to the COVID-19 global pandemic, the internal conditions within the organization must be supportive of intrapreneurs. This is only possible when there is an organizational.

These are employees with entrepreneurial capabilities exploiting environmental opportunities but nested within organizations. These intrapreneurs working with entrepreneurs are necessary for the success of any venture at culture that enables the firm to adapt and benefit from the changing environment (Jeong et al., 2006). This study further investigates the role perceived organization supports play in moderating the effects of the antecedents of intrapreneurial intention because, according to Mustafa et al. (2018), more research is needed to identify and shed light on the fundamental dimensions of employee intrapreneurial behaviors and the conditions that inhibit or enable performance. This research study will contribute to the body of knowledge on intrapreneurship as a domain by shedding light on its antecedents as well as the organizational conditions that will impede or make it thrive within organizations in Ghana.

## **2. LITERATURE REVIEW**

### *The theory of planned Behavior*

The Theory of Planned Behavior was necessitated by the limitations of the original model, the theory of reason action (Ajzen & Fishbein, 1980). The main issue was with behaviors of incomplete volitional control (Ajzen, 1991). The theory posits that the individual's beliefs about their attitude, norms, and control affect their Behavior through intentions (Kautonen et al., 2015). Ajzen (2011) defines intention as a person's eagerness to participate in or undertake a particular behavior.

TPB has strong empirical support and has been tested across different behavioral fields. For example, Sheeran (2002) found that when intentions were correctly operationalized, they were good predictors of Behavior. Also, Ajzen (2020), drawing on a meta-analysis of research findings from Riebl et al. (2015); McDermott et al. (2015), and Hirschey et al. (2020); commented that indices made up of antecedents of intention correlate as one would expect to the direct measure of perceived behavioral control (PBC), subjective norms, and attitudes. Together they explain a significant amount of variance in intentions.

In the entrepreneurship field, one of the most tested theories in the study of entrepreneurial intentions is the planned behavior theory (Lortie & Castogiovanni, 2015). For this reason, Ajzen (1991), Bird (1988), and Krueger et al. (2000) argue that when any planned behavior is uncommon and challenging to observe, then the intention will be the reliable indicator in the prediction of that Behavior. This is thus applicable in the context of predicting intrapreneurial intention.

### *Intrapreneurial Intention*

Despite the interest in intrapreneurship, the thrust of scholarly research has focused on the individual's intention to become an entrepreneur. That is the intention to start a new enterprise and become an owner-manager (Fitzsimmons & Douglas 2011). Consequently, empirical research that focuses on the antecedents of intrapreneurial intentions has been scarce; excluding the effort by Monsen et al. (2010), the focus has been on the antecedents of entrepreneurial intentions (Douglas & Fitzsimmons, 2013). For example, Carter et al. (2003) investigated the reasons for career choices between non-entrepreneurs and entrepreneurs but failed to consider intrapreneurs. Similarly, Shaver et al. (2001) looked at the reasons for starting a new business but not for doing the same within an organization. Parker (2011) seems to go farthest about the influence of cognition when it was noted that entrepreneurs would seek more independence. In contrast, intrapreneurs tend to be more risk-averse and more welcoming of the protective organizational environment. This view is supported by empirical evidence from Douglas and Fitzsimmons (2013) and Pinchot (1985) that entrepreneurial behaviors are also found among employees within organizations (Pinchot, 1985).

### *Attitudes*

According to Ajzen (2005), an attitude is a predisposition to respond positively or negatively towards a target,

e.g., an event, object, institution, or person. Ajzen (2020) further explains that people form attitudes by their beliefs about the object of that attitude. In the context of this study, this will relate to beliefs about intrapreneurship. According to De Jong et al. (2011) and Neessen et al. (2019), proactivity, risk-taking, and innovativeness are at the core of intrapreneurship. In addition, Gawke et al. (2019) have empirically demonstrated the positive relationship between intrapreneurship and the propensity to take risks.

Similarly, in their research, Neessen et al. (2019) found a link between proactivity and intrapreneurship. It can therefore be concluded that intrapreneurship is focused on the innovativeness and risk-taking attitude in the organization (Farrukh et al., 2017). Thus, those who are primed for intrapreneurship or most likely to be able to thrive in conditions of uncertainty and also take risks. These ultimately represent actions and attitudes that encourage innovation and challenge existing organizational practices (Tisu et al., 2021). In another study, Adachi and Hisada (2017) found that those who were less venturesome tended to be less intrapreneurial. Thus, in line with the literature about the characteristics of intrapreneurs, their tendencies towards innovative Behavior, risk-taking and proactivity will make them more likely to have intrapreneurial intentions.

We, therefore, hypothesize that;

***H1o: There is no or negative relationship between attitude and intrapreneurship intention.***

***H1a: There is a positive relationship between attitude and intrapreneurship intention.***

### *Subjective Norms*

This refers to the perceived social influence to partake or not to partake in the Behavior under consideration. Subjective norms relate to the extent to which the individual is impacted by the approval or disapproval of important referents or groups (Ajzen, 2020). These important referents are typically members of one's family, important others, and close friends. In this study, the referents are more likely to be work colleagues, bosses, and subordinates of the intrapreneur. This is consistent with the work of Parker (2011) on American adults aged 18 and over, who found that nascent intrapreneurs are influenced by stimuli in their work environment as opposed to nascent entrepreneurs, who are more externally influenced by individuals in their social space.

Subjective norms are also the product of one's normative belief and motivation to comply. The salient beliefs are about an individual's belief that salient referents think a behavior ought to be performed or not performed (Ajzen & Fishbein, 1980). This line of thinking aligns with Rigtering and Weitzel's (2013) work. The scholar's research on employees within six Dutch companies indicated that the level of trust in managers also affects intrapreneurial Behavior. Urbano and Turro (2013), in a detailed examination of network factors in the intrapreneurship context, used Global Entrepreneurship Monitor data from nine European countries - Denmark, Finland, France, Greece, Ireland, and the Netherlands. Italy, Spain, and the United Kingdom - reveal that an employee's network influences the likelihood of intrapreneurship. Thus, it can be inferred that employee network ties affect individual and team-level intrapreneurship. This then begs the question of whether such network ties enable the development of intrapreneurial Behavior (Blanka, 2019). Considering the nature of intrapreneurship behavior, their risk-taking tendencies, and the contention that they engage in this Behavior with the full realization that they would not endear themselves to workmates, it is logical that intrapreneurs are unlikely to consider the influence of "important referents" in their motivation to comply. Furthermore, because intrapreneurs tend to want to deviate from the norm and shunt established processes and procedures, they are expected to swim against the corporate tide (Corbett, 2018); therefore, it is hypothesized that;

***H2o: There is no or negative relationship between subjective norms and intrapreneurial intention.***

***H2a: There is a negative relationship between subjective norms and intrapreneurial intention.***

### *Perceived behavioral control (PBC)*

Perceived behavioral control is the perception of how challenging or easy it is to act out a particular behavior (Ajzen, 2020). However, for behaviors not under the complete volition control of the person, they will need to demonstrate that they have access to the resources they need to carry out the Behavior (Ajzen, 2020). Several factors can be attributed to control beliefs, including experiences from friends, indirect information concerning the Behavior under consideration, and previous experience. All these factors tend to accentuate or lower the perceived difficulty in carrying out the Behavior under focus (Ajzen, 2020).

In intrapreneurship, it is self-evident that the likelihood of exhibiting a particular behavior is dictated by the resources and opportunities available to the individual; thus, Ajzen (1991; 2012) argues that this perception of behavioral control is deemed more important than the actual control because of the impact it has on intentions and subsequent actions.

Ajzen (1991; 2012), therefore, argues that PBC, as operationalized within the TPB, can effectively predict behavioral intention. This view receives support from studies by Doane et al. (2014), and Maresch et al. (2016) that confirm that perceived behavioral control predicts behavioral intention generally. More specifically, in their Austrian study on business, science, and engineering students across 23 institutions, Maresch et al. (2016) found that resources such as entrepreneurial education can impact the intention to act entrepreneurially. Thus, when an individual assesses that they have more resources and anticipate fewer impediments, then the stronger will be their perception of their control of the given Behavior (Ajzen, 2020). This is the situation with intrapreneurship, where there are more likely to be organizational constraints to exhibiting intrapreneurial Behavior. Intrapreneurship intention can be directly influenced by the perception of control on the part of the intrapreneur. We, therefore, hypothesize that;

***H3o: There is no or negative relationship between perceived behavioral control and intrapreneurship intention.***

***H3a: There is a positive relationship between perceived behavioral control and intrapreneurship intention.***

### *Attitude and Perceived Organizational support*

The attitude towards any behavior is often reflected in the negative or positive evaluation of the Behavior under review, in this instance, intrapreneurial Behavior. Research confirms that when Behavior cannot be observed, the intention toward that Behavior is a good predictor of that Behavior Sheeran (2002; Fishbein & Ajzen, 2011). Ajzen (2020) cautions about the relative significance of the antecedents to behavioral intention. The scholar argues that these antecedents can fluctuate depending on the studied behaviors and contexts. One such contextual scenario will be the organizational conditions that can potentially influence the intrapreneurial intentions of employees. More specifically, this study examines the interaction between these antecedents of intrapreneurial intention and perceived organizational support (POS).

According to planned behavior theory, intention is the best predictor of Behavior. This, in turn, is influenced by beliefs and attitudes toward the outcomes of the Behavior (Ajzen, 2020). Therefore, when there is a strong attitude towards the outcomes, there will be a stronger intention to act or behave to achieve the intended outcome (Douglas & Fitzsimmons, 2013). This implies that when employees evaluate the outcomes of acting intrapreneurial within their organizations, they are more likely to have strong intentions to act in like manner and carry out their intentions. Thus, the interaction between the attitudes of employees towards intrapreneurship and the context of the conditions within the organization needs to be considered. This will require an organizational climate that supports and rewards employees for their in-role and extra-role performance because, according to Zampetakis et al. (2009), employees are more likely to feel obligated to the organization and reciprocate in both their behaviors and attitude in response to the perceived support from the organization. However, the mechanisms by which POS

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Furthermore, Rhoades and Eisenberger (2002), Wombacher and Felfe (2017), and Kurtessis et al. (2017) contend that employees with high levels of POS will show more commitment to their employers and express more satisfaction towards their jobs. When employees have high levels of POS, the reciprocity norm motivates them to help the organization reach its goals and objectives (Rhoades & Eisenberger, 2002; Riggle et al., 2009). Eisenberger et al. (2001), Ahmed et al. (2015), and Avanzi et al. (2014) conclude that the more employees perceive they are receiving support from their employers, the more they are bound to experience a sense of obligation and be motivated to reciprocate in both behavioral and attitudinal ways. These employees, whom we describe as intrapreneurs, tend to go over and above the regular call of duty and responsibilities (George & Brief, 1992; Cheung, 2013).

High levels of POS are associated with greater affective attachment to the organization (Eisenberger et al., 1990; Paul & Phua, 2011; Ahmed et al., 2015) because, based on the reciprocity norm (Gouldner, 1960), the existence of greater POS will result in the sense of obligation to engage in behaviors or develop attitudes that reciprocate how staff perceives their employer is treating them. This increases the likelihood that the employee will interpret the organization's successes and failures as their own. This makes them have a positive evaluation bias in gauging the organization's actions (Eisenberger et al., 1986; Kurtessis et al., 2017).

Finally, Rhoades and Eisenberger's (2002) meta-analysis found a highly statistically significant relation between POS and performance. Their review reported that the relationship between POS and extra-role performance, involving activities that aid the organization but are not explicitly required of employees, was stronger than the relationship between POS and performance of standard job activities (in-role performance) (Chen et al., 2009). This distinction between in-role and extra-role performance differentiates intrapreneurs from other staff working in an organization. And the meta-analysis conducted by the scholars was able to demonstrate a role for POS. Therefore, extending the notion that POS nurtures a favorable attitude toward Behavior benefiting the organization, we expect that POS should positively affect a user's attitude (Marler et al., 2009). In light of the above, it is hypothesized that;

***H4o: There is no or negative relationship between attitude and intrapreneurship intentions when perceived organization support is high rather than low.***

***H4a: There is a positive relationship between attitude and intrapreneurship when perceived organization support is high rather than low.***

#### *Subjective norms and perceived organizational support*

Subjective norms are normative and reflect beliefs about what important others expect us to do or not do. These are referred to as normative beliefs. These normative beliefs, together with the motivation to comply with others, known as significant referents, result in subjective norms or perceived social pressure to carry out or not to carry

out the Behavior in question. Subjective norms are determined by the normative motivation to comply, and the normative beliefs that individuals have that make them want to comply with the desires of the important referents (Ajzen, 1991; Ajzen, 2020). In this study, the referents are more likely to be from work, bosses, colleagues, subordinates, and colleagues. More critical to intrapreneurs are those that control resources (Parker, 2011).

In contrast to the perceptions of broader organizational support represented by POS, subjective norms address an individual's perceptions that they should perform a specific behavior due to social expectations. Findings on the impact of subjective norms have been mixed; for example, Rhodes and Quinlan (2015) on physical activity, Chen and Feely (2015) on binge drinking, and Pahang et al. (2021) on the use of pesticides in a Malaysian study all did not find support for subjective norms prediction behavior. Similarly, a meta-analysis by Cooke and French (2008) indicated that subjective norms contribute little to explaining behavioral intention. Conversely, other studies from other scholars have found strong support for the relationship between subjective norms and behavioral intention (Gopi & Ramayah, 2007; Todd & Mullan, 2011 & Sahli & Legohérel, 2015). It should be noted that none of the research above has taken place within the context of intrapreneurship, its organizational boundary conditions, or on the continent of Africa or in Ghana specifically. Within organizations, managers expect subordinates to comply with directives to fulfill the organization's goals. Therefore, it is expected that managers will prefer the fulfillment of in-role requirements of the job and not any extra-role performance that characterizes intrapreneurship through their proactive, risk-taking, and innovation-seeking activities of employees. These managers ensure compliance via the control of resources (Pandey et al., 2021). We expect that this forced compliance and, by implication, the inability to express their creative abilities in problem-solving will create a perception of low organizational support. This is so because employees personify the organization through their relationships and interactions with their managers and supervisors (Rhoades & Eisenberger, 2002; Zheng et al., 2016). Therefore, we hypothesize that:

***H5o: There is no or positive relationship between subjective norms and intrapreneurial intention when POS is low rather than high.***

***H5a: There is a negative relationship between subjective norms and intrapreneurial intention when POS is low rather than high.***

#### *Perceived behavioral control and perceived organizational support*

Perceived behavioral control is the perception of the extent of difficulty or ease of acting out a particular behavior. It becomes particularly important when there is less volitional control. This is typical within organizations where there will be rules, processes, and policies regulating resource access and use (Ajzen, 1991; 2020). According to Ajzen (1985; 2020), intrapreneurship behaviors depend on access to resources such as skills, money, time, opportunities, and support from others. This is why Monsen et al. (2010) argued that researchers need to understand the conditions within organizations that encourage intrapreneurship. The insights offered by Alpkhan et al. (2010) are instructive when they focus on the need for access to organizational resources by intrapreneurs for them to be able to develop their innovative ideas. This leads us to the perception of organizational support that encourages employee effort and commitment (Rhoades & Eisenberger, 2002; Reuther et al., 2018) because for intrapreneurship to work, top management vision and the intrapreneurial activities need to align (Blanka, 2019). This is because management provides employees with tangible resources (e.g., pay and rewards) and intangible (e.g., justice and support) elements (Shukla & Rai, 2015). Intrapreneurs need to understand and be clear about how these inputs are distributed because it influences their perception of organizational support. Based on organizational support theory (Eisenberger et al., 1986), three general forms of perceived favorable treatment received from the organization should increase POS. They are organization rewards and job conditions, supervisor support, and fairness. Specifically, fairness relates to the ways used to determine the distribution of resources among employees, and repeated instances of fairness in decisions concerning resource distribution should have a strong cumulative effect on POS by indicating a concern for employees' welfare (Baran et al., 2012).

This would imply that PBC over intrapreneurial intention will be strengthened in situations where there is an increase in the perception of organizational support, especially about the distribution of resources that will contribute to the expression of intrapreneurial behaviors. Therefore, it is expected that PBC will be stronger and more likely to lead to intention in situations where POS is available to the intrapreneur.

In addition, Proenca (2014) also argues that perceived organizational support can influence how employees respond when given greater access to resources. However, other scholars believe that workers may perceive an organization's efforts to provide more resources as motivated by self-interest rather than genuine and legitimate concern for the workers' well-being (Crocker et al., 2017). The scholars claim that under such circumstances, employees will likely view the organizational initiative as manipulative and not empowering. POS can counter these negative perceptions by creating a feeling among employees that the organization truly cares about their well-being and ability to succeed at the job (Proenca (2014). The reciprocity norm also implies that employees with high POS will feel morally obliged to respond to the organization's offer of better resources through positive in-role and extra-role behaviors (Wong et al., 2012). They are likelier than employees with low POS levels to see access to resources as an opportunity to improve capability and expand choice.

On the other hand, employees who perceive low organizational support may feel no commitment to using the resources provided. They are likely to lack the confidence that management will back their efforts. In short, workers with higher levels of POS will experience greater empowerment from access to resources than employees with lower POS levels (Proenca, 2014). We hypothesize, therefore, that:

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### **3. METHODOLOGY**

#### *Research design*

This cross-sectional study used a quantitative approach and an explanatory design. The target population was employed MBA students studying in three universities in Accra, Ghana. The three institutions were purposively selected from a sample of 16 institutions in Accra based on being the largest three by student enrolment. The total population was 1510 employees, and they came from various industry sectors. A sampling frame consisted of all the students enrolled in the program. A census was therefore employed. A structured questionnaire hosted online was distributed to all the students. Common method bias was accounted for using recommendations from Podsakoff et al. (2003). This involved using different scales and reverse coding items. The questionnaire had 60 items.

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The first set of questions on the questionnaire was screening questions. This comprised eight items of the Employee Intrapreneurship Scale developed by Gawke et al. (2019). The screening questions were used to screen out those who did not have intrapreneurial tendencies. This approach is consistent with Martiarena's (2013) work, where the scholar used the screening approach to differentiate between intrapreneurs, independent entrepreneurs, and employees. The responses were given on a Likert 5-point scale ranging from 1 (strongly Disagree) to 5 (strongly Agree).

An example question is, “I undertake activities to reach new markets or communities for my organization.” The constructs from the theory of planned Behavior (Ajzen,1991), intrapreneurial intention, attitude, subjective norms, and perceived behavioral control were measured using an adapted scale from Ajzen et al. (2004). The three independent variables were measured using a Likert 5-point scale. Example questions attitude, subjective norms, and perceived behavioral control respectively are; “It is beneficial to me to become an Intrapreneur”; “Most of the people I respect and admire will act intrapreneurially in their organizations”; and “I am confident that I can act intrapreneurially.” The dependent variable, the intrapreneurial intention, was rated using a Likert scale 7-point scale ranging from 1 (strongly Disagree) to 5 (strongly Agree). Perceived organizational support was measured with an 8-item validated Likert 5-item scale from Rhoades et al. (2001). The scale measured responses from 1 (strongly Disagree) to 5 (strongly Agree). An example question is, “My Organization really cares about my well-being.” The control variables included age, gender, experience level, managerial level, firm size, and organization type, all used dummy variables.

Table 1 below shows the constructs and their respective sources.

**Table 1: Summary of scale construct**

Construct	Items	Sources
Employee Intrapreneurship Scale	8	Gawke et al. (2019)
Theory of Planned Behavior	15	Ajzen (1991)
Perceived Organizational Support	8	Rhoades et al. (2001)

Of the 1510 employees targeted, 433 responses were received. Out of this, 13 were identified as unemployed; therefore, they were unsuitable for this study. A further 51 were screened out because they scored less than three on the screening scale and were therefore omitted from further analysis. The remaining 369 were subject to further analysis. Non-response bias was computed by comparing the responses of the participants who filled out the online survey early (first three days) and those who did so after several reminders and found no significant difference between the two groups. The response rate of 24.4% was consistent with the 29% achieved from the Slovenian sample and better than the 11% from the American sample in a critical study conducted by Antoncic and Hisrich (2001). It also compared favorably with the 6.5% response rate to an intrapreneurship email survey by Antoncic and Antoncic (2011). Alpkan et al. (2010), in their study of intrapreneurship and organizational support, achieved an 11% response rate. Kautonen et al. (2015) achieved 7% and 23% from two different populations in their TPB study. Also, Kumar and Parveen (2021) had 21.9% in their Indian sample.

The data were analyzed using the structural equation modeling technique of partial least squares, PLS 4 (Ringle et al., 2022), to assess the applicability of the theory of planned Behavior on intrapreneurial intention among employees. This analysis technique is not affected by the size of the sample or the data distribution, and it is the ideal approach for theory application in structural equation modeling (Hair et al., 2017).

## 4. RESULTS

### *Demographic characteristics of the respondents*

The demographic characteristics of the respondents to the survey are shown in Table 2 below.

**Table 2: Background Information**

<b>Variables</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
<b>GENDER</b>		
Male	200	54.2
Female	169	45.8
<b>Total</b>	<b>369</b>	<b>100.0</b>
<b>AGE GROUP</b>		
18-24 years	8	2.2
25-34 years	89	24.1
35-44 years	176	47.7
45-54 years	93	25.2
55+ years	3	0.8
<b>Total</b>	<b>369</b>	<b>100.0</b>
<b>POSITION IN THE ORGANIZATION</b>		
Entry/Junior Level	31	8.4
Middle Level	162	43.9
Senior Level	176	47.7
<b>Total</b>	<b>369</b>	<b>100</b>
<b>NUMBER OF YEARS EMPLOYED</b>		
<b>Below 5 years</b>	<b>38</b>	<b>10.3</b>
5-10 years	107	29
10-15 years	101	27.4
15+ years	123	33.3
<b>Total</b>	<b>369</b>	<b>100</b>

Variables	Frequency (n)	Percentage (%)
<b>NUMBER OF FULL-TIME EMPLOYEES IN THE ORGANIZATION</b>		
1-10	9	2.4
11-50	43	11.7
51-100	99	26.8
101-250	115	31.2
250 and above	103	27.9
<b>Total</b>	<b>369</b>	<b>100</b>
<b>SECTOR OF EMPLOYMENT</b>		
<b>Manufacturing</b>	<b>88</b>	<b>23.8</b>
<b>Services</b>	<b>211</b>	<b>57.2</b>
<b>Extraction</b>	<b>11</b>	<b>3</b>
<b>Agriculture</b>	<b>3</b>	<b>0.8</b>
<b>Construction</b>	<b>8</b>	<b>2.2</b>
<b>Education</b>	<b>27</b>	<b>7.3</b>
<b>Civil Service</b>	<b>15</b>	<b>4.1</b>
<b>Not for Profit</b>	<b>6</b>	<b>1.6</b>
<b>Total</b>	<b>369</b>	<b>100</b>

Source: Authors own calculations

### *Measurement Model Analysis*

The measurement model analysis involves a test of the psychometric properties of the scales/constructs using reliability, convergent validity, and discriminant validity (Hair et al., 2017). All five study constructs had Cronbach's alphas, rho A, and composite reliability values above 0.70 (Hair et al., 2016). Also, all five study constructs had average variance extracted values above 0.50, as shown in Table 3. The results imply that the five-construct model has met reliability and convergent validity.

**Table 3: Reliability and Validity**

Constructs	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
<b>Attitude</b>	0.744	0.757	0.842	0.576
<b>Intrapreneurship intention</b>	0.886	0.887	0.929	0.814
<b>PBC</b>	0.760	0.785	0.892	0.805
<b>POS</b>	0.893	0.900	0.918	0.652
<b>Subjective Norm</b>	0.876	0.877	0.916	0.732

Source: Authors own calculations

After the assessment of reliability and convergent validity, the next stage is the assessment of discriminant validity. Discriminant validity shows the uniqueness of the constructs used in the study. This study assessed discriminant validity using the heterotrait-monotrait ratio (HTMT) of correlations between the constructs (Henseler et al., 2015). From table 4, all the HTMT values were below 0.85, showing that discriminant validity has been met.

**Table 4: Heterotrait-monotrait ratio (HTMT) 0.85 criterion**

	<b>Attitude</b>	<b>Intrapreneurship intention</b>	<b>PBC</b>	<b>POS</b>	<b>Subjective Norm</b>
Attitude	0.000	0.000	0.000	0.000	0.000
Intrapreneurship intention	0.778	0.000	0.000	0.000	0.000
PBC	0.428	0.449	0.000	0.000	0.000
POS	0.489	0.540	0.178	0.000	0.000
Subjective Norm	0.434	0.467	0.449	0.256	0.000

Source: Authors own calculations

### ***Structural Model Analysis and Hypotheses Testing***

The structural model was estimated using PLS (version 4) (Ringle et al., 2022). The significance of each path was assessed using bootstrapping (5000-subsamples), a procedure available in PLS (Hair et al., 2021). The results showed that five of the six structural paths were statistically significant, as shown in table 5, Figures 1 and 2.

**Table 5: Path Analysis-Hypothesis Testing**

<b>Hypothesis</b>	<b>Structural Path</b>	<b>Path Coefficients</b>	<b>t-value</b>	<b>p-value</b>	<b>Hypothesis Result</b>
H1 <sub>a</sub>	Attitude -> Intrapreneurship intention	0.373	7.545	0.000***	Supported
H2 <sub>a</sub>	Subjective Norm -> Intrapreneurship intention	0.184	4.694	0.000***	Not supported
H3 <sub>a</sub>	PBC -> Intrapreneurship intention	0.123	2.775	0.006**	Supported
H4 <sub>a</sub>	POS x Attitude -> intrapreneurship intention	-0.113	2.445	0.015*	Not Supported
H5 <sub>a</sub>	POS x Subjective Norm -> Intrapreneurship intention	-0.124	2.098	0.036*	Supported

\*\*\*p<0.001; \*\*p<0.01; \*p<0.05

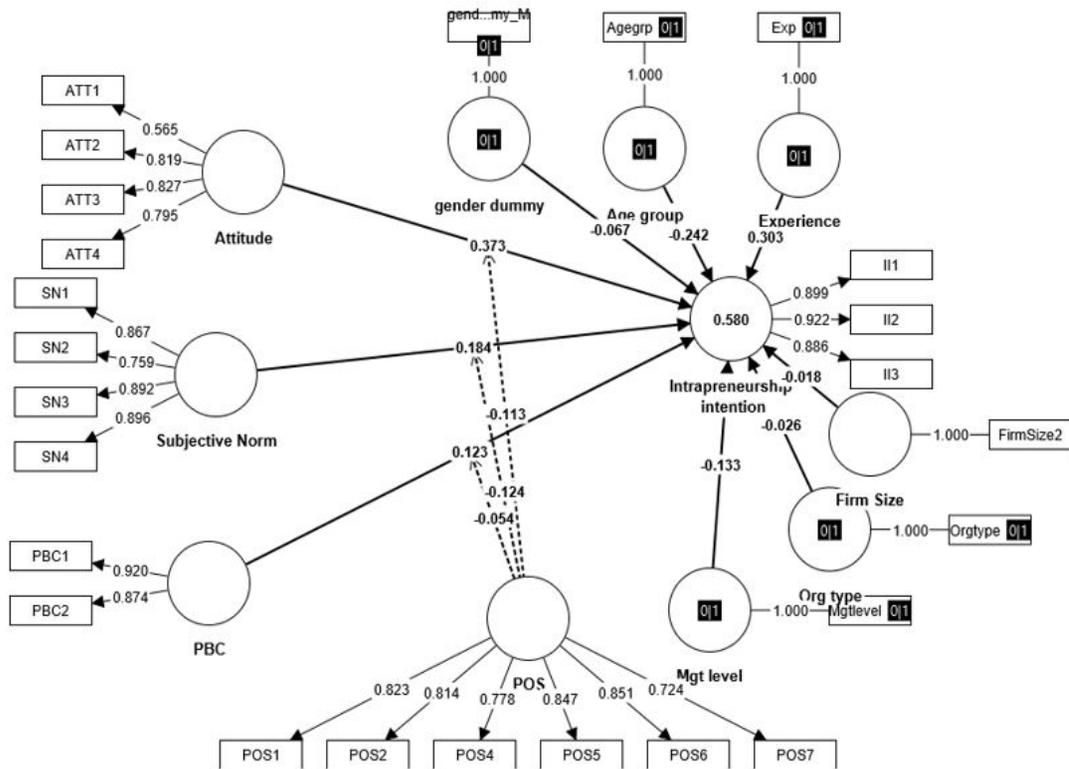


Figure 1: Structural path – Regression weight.

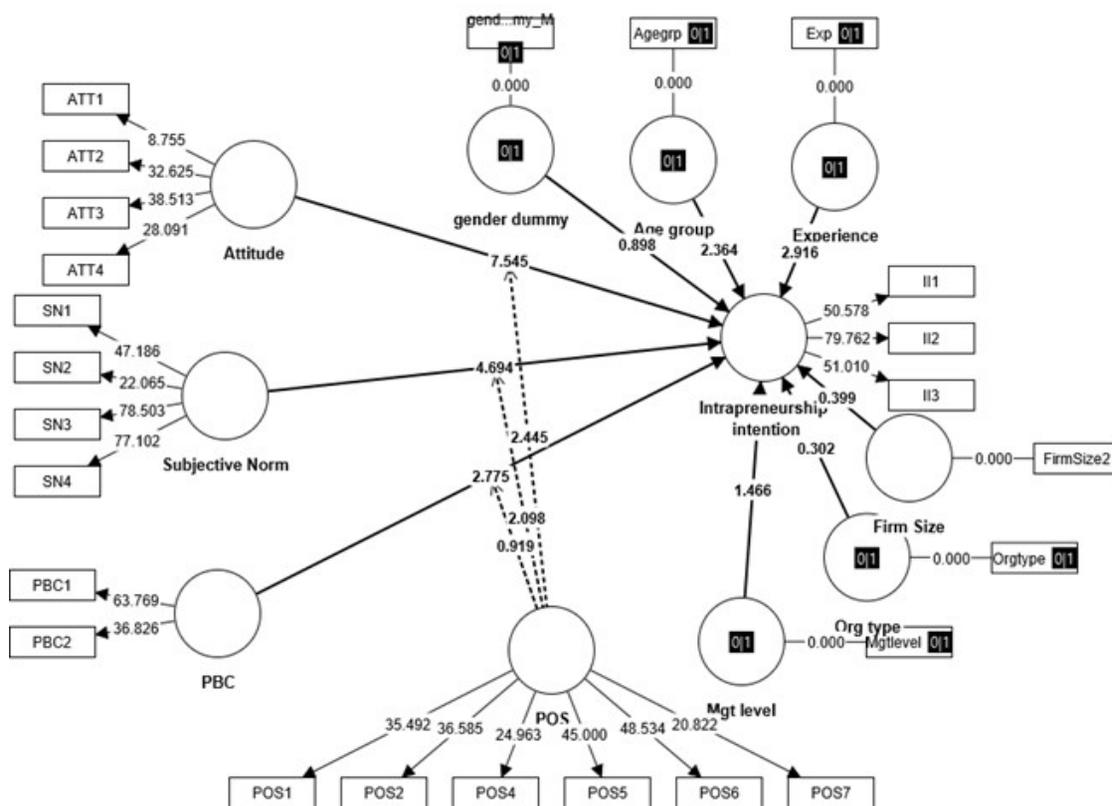


Figure 2: Structural path-t-values

Regarding the direct hypotheses, a significant positive relationship was obtained between attitude and intrapreneurship intention ( $\beta=0.37$ ,  $t=7.54$ ,  $p=0.000 < 0.001$ ), thus supporting hypothesis **H1a**. Also, a significant positive relationship was obtained between subjective norm and intrapreneurial intention ( $\beta=0.18$ ,  $t=4.69$ ,  $p=0.000 < 0.001$ ), therefore, hypothesis **H2a** was not supported in the present context since the researcher had hypothesized a negative effect of subjective norm on intrapreneurship intention. Additionally, a significant positive relationship was obtained between perceived behavioral control and intrapreneurial intention ( $\beta=0.12$ ,  $t=2.78$ ,  $p=0.006 < 0.01$ ), thus supporting hypothesis **H3a**.

Perceived organizational support had a significant negative moderating effect on the relationships between attitude and intrapreneurial intention ( $\beta=-0.11$ ,  $t=2.45$ ,  $p=0.015 < 0.05$ ). This means that perceived organizational support weakens the positive effect of attitude on intrapreneurial intention. Therefore, hypothesis **H4a** is not supported. The moderating slope explaining the negative moderating effect of POS on attitude and intrapreneurial intention is presented in figure 3.

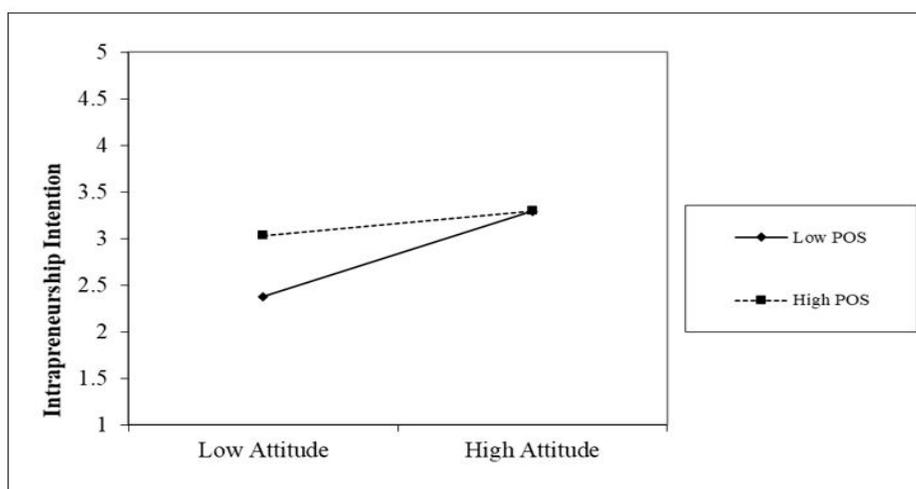


Figure 3: The negative moderating effect of perceived organizational support on the relationship between attitude and intrapreneurship intention.

Also, perceived organizational support had a significant negative moderating effect on the relationships between subjective norm and intrapreneurial intention ( $\beta=-0.12$ ,  $t=2.10$ ,  $p=0.036 < 0.05$ ). This means that perceived organizational support weakens the positive effect of subjective norms on intrapreneurial intention. Therefore, hypothesis H5a is supported. The moderating slope explaining the negative moderating effect of POS on subjective norms and intrapreneurial intention is presented in figure 4.

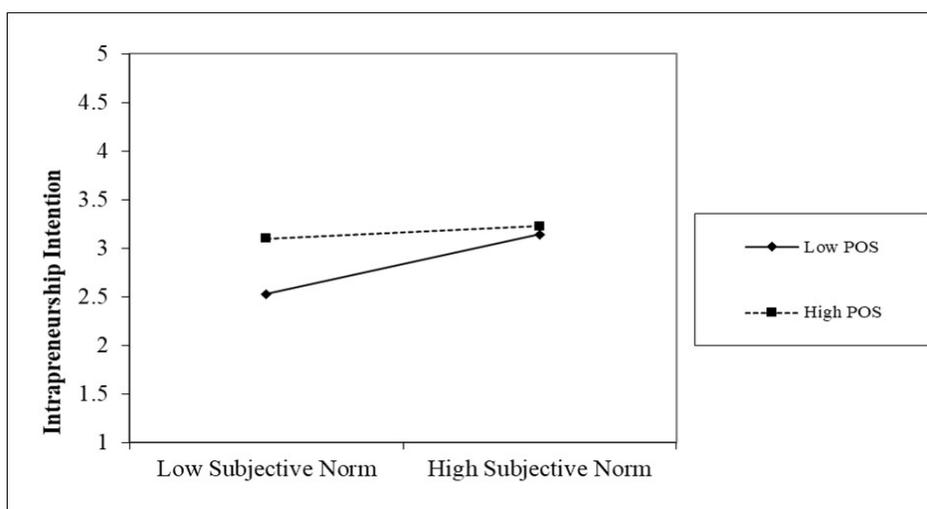


Figure 4: The negative moderating effect of perceived organizational support on the relationship between subjective norm and intrapreneurship intention

Concerning the sixth hypothesis, the moderating effect of POS on PBC and intrapreneurial intention was not significant; therefore, hypothesis **H6a** is not supported.

## 5. DISCUSSION

This research hypothesized that there would be a positive relationship between attitudes and intrapreneurial intentions. The findings of the research strongly supported this hypothesis. This adds to the work by Ajzen (1991), who reported after an analysis of 16 studies conducted over five years in various contexts that attitudes strongly contribute to the prediction of intrapreneurial intention. This is also consistent with the findings by Linan and Chen (2009) and Kautonen et al. (2015) about the relationship between attitude and intention. According to Farrukh et al. (2021), the intrapreneurship concept is associated with attitudes related to proactivity, risk-taking, and innovativeness. This positive relationship with intention could also result from the characteristics of the population investigated: employees studying for an MBA. For example, Urbano and Turro (2013) and Martiarena (2013) found that employees with higher levels of education will tend to be more intrapreneurial than those with a lower level. According to Huang et al. (2021), self-attitude, which includes personal initiative, proactivity, and entrepreneurial self-efficacy, can influence their judgment about rewards, risk, organizational identification, and probability of venture success. Curiously, moderating the relationship between attitude and intrapreneurial intention with POS revealed a significant relationship but in the opposite direction. This presents an interesting finding and speaks to the importance of organizational conditions in the study of intrapreneurship. The strong negative relationship warrants further explanations for at least two reasons. The first reason is that those with stronger attitudes towards intrapreneurship may hold this attitude despite what the organizations may be doing. This may be a result of experience or tenure within the same organization. They may have become so habituated to this situation that it now seems like business as usual for the employees (Boateng, 2014). The other reason points to the exchange theory (Blau, 1964). Staff with a strong disposition toward intrapreneurship do not feel that what they get in return is commensurate with the effort they are putting in.

This study hypothesized that there would be a negative relationship between subjective norms and intrapreneurial intention. This was because intrapreneurs want to carry on regardless of what important referents thought about the Behavior. However, the findings from this study did not support this hypothesis. The results showed a strong positive relationship between subjective norms and intrapreneurial intentions. This was a surprising finding but consistent with the work of Munir et al. (2019), who found a positive relationship with entrepreneurship intention amongst Pakistani students. Similarly, Sieger and Monsen (2015), in their study of over 15,800 students from 13 European countries, also found support for the positive relationships between subjective norms and entrepreneurship and employment. Finally, Urban and Chanston (2019) and Wang et al. (2021), in their South African and Chinese studies, respectively, also found a positive relationship between subjective norms and intrapreneurial intention. A possible explanation for the findings of this study may be the strength of the motivation to comply in a work environment in Ghana as well as the normative beliefs about their bosses' expectations at work. The work culture may not support or condone brinkmanship. Another explanation could be national culture. Moriano et al. (2012) observed from their cross-cultural studies that subjective norms had more potent effects in collectivist cultures than individualistic ones.

However, the moderating effect of POS was negative and significant. This is consistent with the work of Warshaw (1980), who commented on the impact of managers and the pressure they can put on employees to comply. It would seem that in the Ghanaian work environment, complying with the wishes of managers takes precedence over the employees' desire to take action for improvement or innovation. Proactivity may be frowned upon, and employees normed into following laid-down instructions and procedures. This would suggest that managers are more interested in business as usual rather than allowing subordinates to rock the boat and the manager being held accountable for the employee's actions. Therefore, though intrapreneurs may comply with the wishes of their managers, the extent to which compliance conflicts with their intrapreneurial intention would seem to lower their perception of the extent to which they believe they receive support from their organization.

This would also seem to explain the negative moderating effect on attitude. Thus, the positive relationship between intrapreneurship intention and subjective norms revealed by the findings should be interpreted with great care. The intrapreneurship ideas may not necessarily have come from the bottom-up but rather top-down hence the positive relationship.

This research hypothesized a positive relationship between perceived behavioral control and intrapreneurial intention—the results from the analysis support this hypothesis. This means they see fewer impediments to their ability or desire to express intrapreneurship. This is particularly important in work situations when one's actions are not always under complete volitional control. The findings from this study corroborate similar results by Urban and Chantson (2019) about academic entrepreneurship in South Africa. There was a positive relationship between perceived behavioral control and entrepreneurial intention in the cross-cultural study by Moriano et al. (2012). The moderating relationship was, however, not significant. The implication could be that in the organizational context, the effect of POS does not affect the extent to which employees feel they have volitional control or access to resources. This finding can be related to investigations by Proenca (2014) and Crocker et al. (2017), who argued that it is not necessarily the resources employees are given but the extent to which employees perceive the self-interest motive of the organization. It is, therefore, possible that employees will question and disregard POS. Though employees have PBC, it may or may not be expressed to the extent that they experience genuine POS.

## 6. CONCLUSIONS

This study sought to understand the factors that influenced the intrapreneurial intention of employees within firms in Ghana. In doing so, six hypotheses were tested, and the findings were discussed. Attitude had a positive direct relationship with intrapreneurial intention. It cannot be over-emphasized that organizations need to attract and keep employees with the right intrapreneurial mindset to help champion growth and deliver competitive advantage (Augusto Felicio et al., 2012). However, organizations need to recognize that this attitude toward intrapreneurship needs to be actively supported through policies and initiatives that openly encourage and support individuals who demonstrate proactivity and initiative and take risks, even when some of these initiatives lead to some organizational costs. As this study has shown, having a positive attitude towards intrapreneurship is possible; however, it must have the right organizational conditions to flourish. Also, the managers need to be empowered so that the organization can continue to thrive through the efforts of these intrapreneurs.

A positive relationship implies that the employees are keen to behave in a way that important referents such as their manager approve. The danger here is that if the Ghanaian managers are only interested in maintaining the status quo, that will lead to frustration on the part of intrapreneurs leading to counterwork behaviors. However, with the right level of training on the part of managers, this motivation to respond positively to important referents can lead to the sweet spot where the employees can still create and innovate within the confines of the organization's rules and procedures. With perceived behavioral control, intrapreneurs feel they have what it takes to act intrapreneurially; however, the finding from this study indicates that they require genuine support from the organization. Even though they may desire to act out their intentions, they still require the use of organizational resources to turn their ideas into reality. Management needs to ensure that these are in place to motivate their intrapreneurs.

Managers' role in recognizing and encouraging intrapreneurship cannot be over-emphasized. They are the ones who will be the first point of call when employees have new ideas or suggestions for improvements or when they question the system. Managers need to be trained to quickly recognize these individuals and treat them differently from other employees. Thus, organizations in Ghana need to invest in the training and development of staff. It demonstrates the organization's commitment to its employees, can create a perception of support and encourages staff to reciprocate and feel free to share their ideas. Finally, Ghanaian organizations need to create opportunities to reward intrapreneurial employees; this will send undeniable signals about the vision of the culture that management is trying to engender. This research concludes that behavioral factors, as well as perceived organizational support, affect intrapreneurial intentions. It may, therefore, be the case that organizations are not unlocking the

creativity needed to win in the marketplace not because they do not want to but because they have not taken the behavioral dispositions of their staff into account and aligned their organizational processes and culture to take advantage of their employees unique and yet diverse characteristics.

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