A STUDY OF INTRAPRENEURSHIP TO ENHANCE EMPLOYEE ENGAGEMENT IN SELECT COMPANIES IN PUNE AND NAGPUR REGIONS

A Thesis

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In Management

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BY

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UNDER THE GUIDANCE OF

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DEPARTMENT OF MANAGEMENT

Year 2018-19

CERTIFICATE

I certify that the work incorporated in the thesis titled “A study of Intrapreneurship to enhance employee engagement in select companies in Pune and Nagpur regions” submitted by Ms. Amruta S. Hiwarkar represents her original work which was carried out by the candidate under my supervision and guidance. Such material as has been obtained from other sources has been duly acknowledged in the thesis.

Dr. Nitin Ghorpade
Research Guide

DECLARATION

I hereby declare that the work incorporated in the thesis entitled "A study of Intrapreneurship to enhance employee engagement in select companies in Pune and Nagpur regions" is based on original research conducted by me except where references have been made to published literature. I have not submitted this work for award of any other degree or diploma or distinction of this or any other University.

Ms. Amruta Hiwarkar
Research Student

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Ms. Amruta S. Hiwarkar

EXECUTIVE SUMMARY

"During the days of Shivaji's Kingdom in India, in order to increase direct responsibility and engagement in the very own idea of Swaraj, Brave Sardars were given Subhedari. With this, they were taking direct responsibility and were responsible for the growth and prosperity of the people. Their contribution to the kingdom was through Tax and engagement was highest"

Shivaji was a great leader and innovator who have implemented models of Intrapreneurship during his era.

This abstract from one of the interesting article which can best fit solution to the next generation IT industry and also outlines this study.

According to Menzel, Aaltio and Ulijin, Intrapreneurship is "the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources or the location of the entrepreneur". Chikumboo and Efremovska asserted that Intrapreneurs play a crucial role in managing the 'dynamic capabilities' and 'Innovation Value Chain' as a whole by synthesizing and connecting the separate elements. Davis claims that Intrapreneurs are self-made, they bring different strengths to the innovation process but their success requires organizational support and recognition. Claims like these from the eminent scholars form the basis of this study which aims to find out the Intrapreneurial employees and engaging them for value creation and their contribution to the survival and success of IT companies in India.

Industry experts have observed that IT industry in India is losing the cost value advantage to the global competition. To retain this cost advantage and engage key employees companies needs innovative engagement models. Intrapreneurship is one of the solutions to add value chain and retain the talent in organisation by providing win-win situation.

A key emerging trend in the global environment is treating employees as an asset and thus as an internal customer and Stakeholder from both Management and HR perspective. Organization which recognizes that by empowering employees to achieve, instead of impeding them, will gain a Competitive advantage in retaining key talent. These observations and innovative solutions prompted researcher to select the topic.

The systematic review of literature made it clear that our knowledge of Intrapreneurship continues to expand but remains fragmented and very little empirical work exists on the relationship between Intrapreneurship and employee engagement. The review also helped the researcher come across an instrument developed for measuring Intrapreneurship. The literature review and industry expert's views helped in formulating hypotheses consistent with the research questions as well as aims and objectives of the study.

The final research survey was taken by 346 employees and 162 Management and HR personnel. The respondents were employees of 50 IT companies from Pune and Nagpur regions. Companies which had proven exposure to or interest in Intrapreneurship were selected.

Analysis of the data using descriptive statistics, factor analysis and regression analysis helped the researcher get deep insight into the Intrapreneurship phenomenon in the IT sector. It was found that organisational culture and process has major influence on Intrapreneurship. This puts emphasis on companies to build an enabling environment for Intrapreneurship, without waiting or hoping to get employees with entrepreneurial traits and engaging the key resources.

Through factor analysis the study found that Intrapreneur have special characteristics which differentiates them from crowd. The characteristics are strategic scanning, risk taking, taking charge, voice and entrepreneurial behavior. Organisational characteristics which are necessary for Intrapreneurial nurture and growth were also found. These organisational characteristics are market pro-activeness, competitive aggressiveness, firm risk taking, firm innovativeness and autonomy. These characteristics of organisation are important for survival and success in the growing competition.

Through regression analysis the study further found that Intrapreneurship has positive relationship with employee engagement, organisational survival and success. Companies need to make special efforts to identify Intrapreneur, nurture them, and reward them. The answer of-course lies in making available Intrapreneurial opportunities within the company.

Study suggests that companies should focus on building organizational processes that would encourage Intrapreneurial thinking and behavior among existing employees. It

would also attract the right kind of talent and retain them. While companies like Apple and Google are excellent paymasters it would be inappropriate to believe that employees are attracted to these companies for better pay packages alone. Employees stay with these companies for the culture and opportunities they provide.

Findings of the study suggest that companies need to embrace and nurture the Intrapreneurial culture to engage employees and add value by innovation. Give people enough time to work on creative ideas, but set up formal processes to make sure those ideas go somewhere. Design a career path for your Intrapreneurs. Prepare for the pitfalls of Intrapreneurship. Be prepared to deal with failure as experiment.

Many scholars have suggested models for innovation and employee engagement, still engaging highly skilled and knowledge based employees in IT companies in India is less explored. This study has recommended innovative model for engaging key employees through adapting Intrapreneurial culture. Due to rapid technological change, the ongoing economic/financial crisis and increasing international competition, the abilities of companies to change, improve and create new value have become ever more important. Intrapreneurship in this respect is an important tool for Management to enhance company's performance and to foster innovation and opportunity exploitation within a company by engaging key talent.

The present study opens up multiple future research opportunities like Social Intrapreneur and Inter-Organisation Intrapreneurship. Similar studies focused on various sectors and geographies can be conducted. A purely qualitative study is needed to take the findings of this study further.

The motivation for this study was to surface a new perspective of Intrapreneurship by demonstrating a measurable correlation between key attributes for Intrapreneurship from the literature and employee engagement benefits for the organisation. This research study was conducted in selected IT companies from Pune and Nagpur region. The present study was different in the sense that it did not unnecessarily attempt to re-test the relationships which have been proven by many scholars over a period of time across the world. Accordingly constructs like organizational structure, size and location were not considered for the research instrument. These things have now become knowledge; they are not perceptions anymore.

Started with the objective of innovative engagement model for key employees in IT Company the study came to a conclusion that Intrapreneurship has positive relationship with employee engagement and contributes in survival and success of organisation.

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INTRODUCTION

1 INTRODUCTION

Established organisations look for ways to innovate and engage the employees. Focus always lies outside the organization. Companies buy, merge or partner with other innovative companies to increase market share and competitiveness as they often find it challenging to create such innovative environment inside. Intrapreneurship puts the employees of the organization in the center and engages them in creating, developing, and scaling up their existing ideas. Intrapreneurship is relatively recent concept that focuses on employees of the company providing them entrepreneurial environment.

Every organization likes to have employees that consider the organization as their own. To create this feeling employee needs to be engaged in the work they do. Engaged employees serve the organization and nurture it for success. As the organisations become large this feeling of engagement grows. In the absence of engaged employees it would become difficult to innovate and sustain. Employees also look for the environment in organization which supports their growth and passion towards work. It is important for companies to know how to encourage Intrapreneurship.

For leaders in the organisation, it is crucial to get people to think like an entrepreneur. This is a key element for company to keep a competitive edge over their competition. Intrapreneurship provides a solution for this; an Intrapreneur works for a company and behaves like an entrepreneur. If Intrapreneurship is used correctly, it can be an outstanding tool, both for the people who come up with good ideas and the companies that nurture them. The employees can benefit because their ideas can be fulfilled without quitting their job and risking their livelihood to achieve their dream. The company can benefit because it helps them to retain their key employees while also taking advantage of their creativity and engaging them in work. Sustaining growth and innovating is not possible by maintaining status quo, organisations should reinvent and existing key employees are the important factor for such reinvention. Risk of failure is involved in change but not attempting such initiatives organisations may face bigger risk of obsolescence and irrelevance in the global economy.

Global economy has witnessed the changes in industry through industrial revolutions, which shaped today's world. Now we are experiencing 'IT Revolution' which is knowledge based and value creation is possible only with engaged employees.

1.1 Change in industry

Different steps from Industrialization

Global Economy moved from lower tech to higher tech sectors, from lower value-added to higher value-added sectors and from lower productivity to higher productivity sectors. These structural changes are termed as Industrial Revolution.

The Industrial Revolution was an Economic and cultural shift from the traditional agriculture, cottage industry, and manual labor to a manufacturing factory based system. Industrial revolution introduced complex machinery, new and improved energy sources, growth in innovative technology, health care, and transportation resulting in a great increase in the GDP per capita of the participating countries.

Structural transformation of the economy is the base of the Industrial Revolution process. It is backed by conscious measures to encourage economic growth, enhanced productivity and the development of technology, innovation, infrastructure, and trade.

Economic development and the efforts of entrepreneurs and Government generate new enterprises and economic activities. Structural changes make way for sustained job creation, for this economy is required to constantly generate new fast-growing activities which can add higher value, increased productivity and increased returns on investments.

1.1.1 World status

The Industrial Revolution helped to shape the modern world. Industrialism has determined the economic structure of many countries around the world. Many countries have strong industrial sectors and capitalist, free-market economies.

1.1.2 Indian Status

India has observed a steady industrial progress over the industrialization era. Many factors have contributed to the growth like natural resources, large labor force, high urban concentration, availability of trained personnel and political structure. Currently, the growth rate is around 8%. Today, India is one of the top developing countries compared to the countries of Africa and South America.

1.2 The scenario of IT industry worldwide and India

The information technology (IT) industry has become one of the most robust industries in the world. IT, more than any other industry or economic facet, has an increased productivity, particularly in the developed world, and therefore is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector.

The Information Technology Association of America (ITAA) explains 'Information Technology' as encompassing all possible aspects of information systems based on computers.

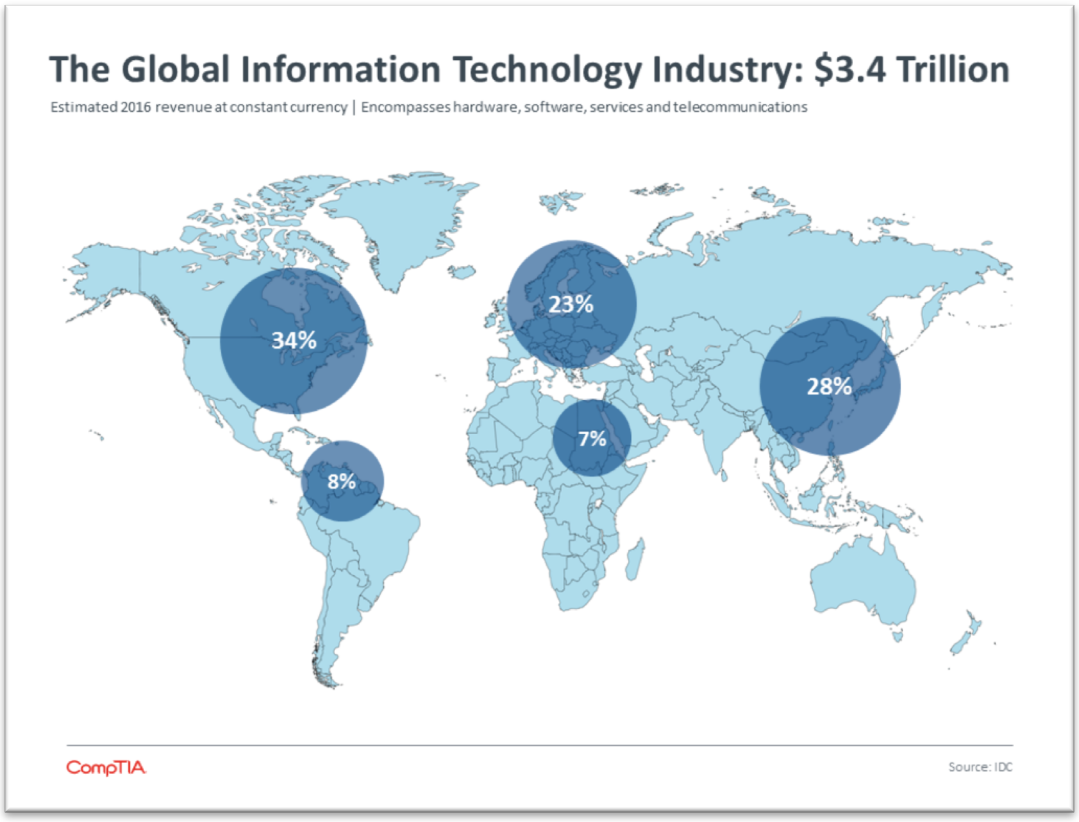
Both software development and the hardware involved in the IT industry include everything from computer systems to the design, implementation, study, and development of IT and management systems.

1.2.1 The Global IT Industry

The IT sector has emerged as a major global source of both growth and employment. Because of easy accessibility and the wide range of IT products available, the demand for IT services has increased substantially over the years.

The global IT industry surpassed $3.4 trillion in 2016, according to the research consultancy IDC. If growth expectations materialize, the industry will push past the $3.5 trillion mark in the year ahead (Source: IDC).

Figure 1.1 : The Global IT Industry

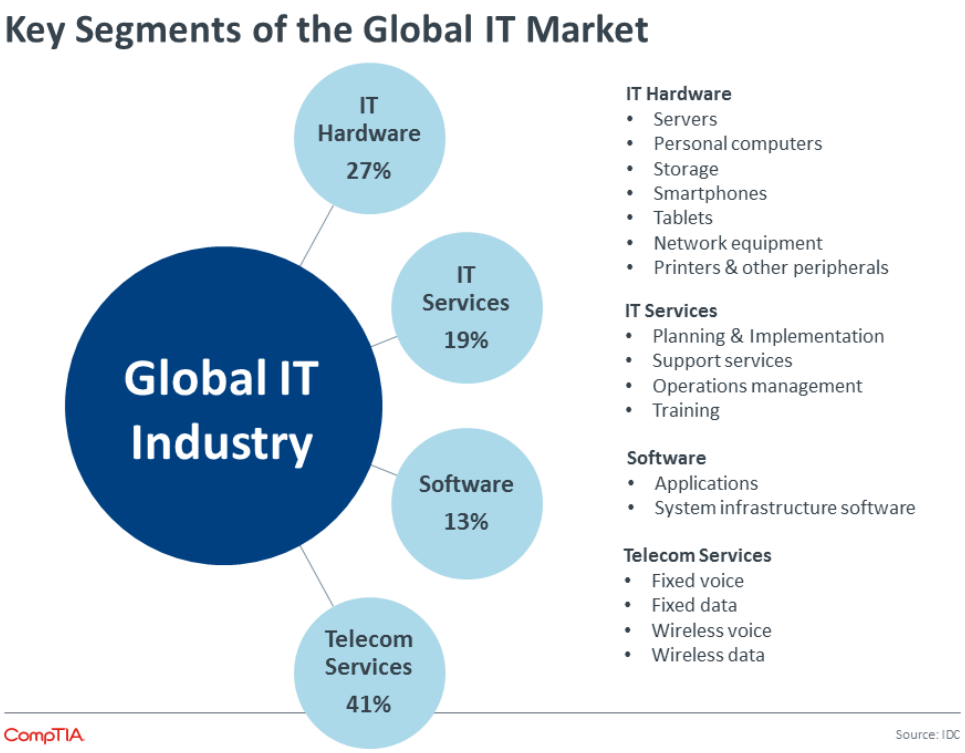


Source: IDC

The U.S. market represents 28% of the worldwide total, or slightly over $1 trillion. The next largest market is the Asia-Pacific region, which encompasses Japan, China, Australia, India, and surrounding countries. The share of the Asia-Pacific region has increasingly accounted for a larger share of the global IT pie.

Breaking the IT market down into its core IT components, the hardware, software, and services categories account for 59 percent of the global total. The fourth element, telecom services, accounts for the remaining 41 percent.

Figure 1.2: Key Segments of the Global IT Market



Source: IDC

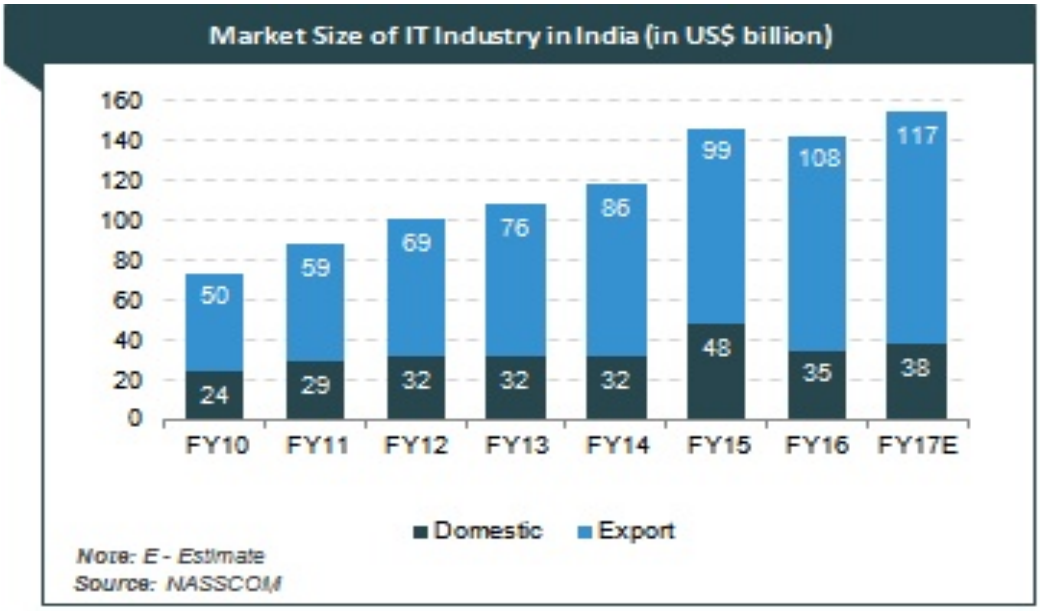
1.2.2 IT Industry in India

The Information Technology (IT) has been one of the key driving forces fuelling India's economic growth. Availability of skilled talent has been a major reason behind India's emergence as a global outsourcing hub. India has been competitive location globally and that is what has led to the growth of the industry.

Market Size

The internet industry in India is likely to double to reach US$ 250 billion by 2020, growing to 7.5% of gross domestic product (GDP). The number of internet users in India is expected to reach 730 million by 2020, supported by the fast adoption of digital technology, according to a report by National Association of Software and Services Companies (NASSCOM).

Figure 1.3 : Market Size of IT Industry in India



Source: NASSCOM

Indian IT exports are projected to grow at 7-8% in 2017-18, in addition to adding 130,000-150,000 new jobs during the same period.

The public cloud services market in India is slated to grow 35.9% to reach US$ 1.3 billion according to IT consultancy, Gartner. Increased penetration of internet (including in rural areas) and rapid emergence of e-commerce are the main drivers for the continued growth of data center co-location and hosting a market in India. The Indian Healthcare Information Technology (IT) market is valued at US$ 1 billion currently and is expected to grow 1.5 times by 2020. India's business to business (B2B) e-commerce market is expected to reach US$ 700 billion by 2020 whereas the business to consumer (B2C) e-commerce market is expected to reach US$ 102 billion by 2020.

1.3 Challenges before Indian IT Industry

Today, society and business are witnessing an unprecedented change in an increasingly global marketplace, with many companies competing for talent. As organizations move forward into a boundary-less environment, the ability to attract, engage, develop and retain talent will become increasingly important.

According to researchers and industry experts, some of the major challenges before Indian IT industry are employee engagement and innovation. Gallup's study (2013) states worldwide only 13% of employees are engaged at work. Studies on innovation in organizations prove that lack of innovation in business leads to the risk of losing ground to competitors, losing key staff or simply operating inefficiently (Business and Industry Portal). The last time leaders of established organizations dealt with a "war for talent", they could attract, retain and drive value from employees by relying on traditional levers for success, such as established career tracks, organizational stability, title promotions, etc. However in our current "*entrepreneur as rockstar*" age, these levers lack the pull of days gone by. In the recent Deloitte 2014 Millennial Survey, "70 percent of tomorrow's future leaders might 'reject' what traditional organizations have to offer, preferring to work independently…in the long term". To address this issue, mature organizations need to replicate key facets of the startup and entrepreneurial culture (Anthony Ferrier, 2015).

The world's population is growing and aging. For businesses, an aging population means a growing skills shortage. With the baby-boom generation hitting retirement age, experienced talent will be at a premium. This will put pressure on younger workers to quickly become mature and skilled leaders. Organizations need to invest time and effort now to develop the next generation and make sure they're ready to lead the company into the future. Some organizations are dropping their retirement age altogether, allowing them to retain vital knowledge, skills, and experience, which can then be transferred to younger staff over time. However, aging also brings the challenge of managing an increasingly age-diverse workforce. Businesses now need to understand, lead, manage and motivate teams made up of four generations, all with their own needs and motivators.

The skills shortage will make attracting and retaining talent more critical than ever. Organizations will need to foster a culture and conditions that motivate and enables

staff of all ages and cultures to perform.In such crucial scenario organizations can get the internal and external immunity to face challenges through 'Highly engaged innovators- Intrapreneurs'.

1.4 Intrapreneur

An intrapreneur is an employee who has a long-term vision for their respective organizations, a clear sense of their own life's purpose, and a lucid understanding of the role they must play in their organizations (Seshadri and Tripathy, 2006)

Intrapreneurs have the extraordinary energy needed to fuel Intrapreneurial journey, which seeks to deliver results well beyond the call of duty. Intrapreneurism can manifest itself in any role and function in an organization. No one function or position has the monopoly over Intrapreneurial behavior. Intrapreneur can be found in technical or non-technical functions; senior, middle or junior management levels; line or staff functions; manufacturing or service related roles.

Industry experts believe that innovation contributes to the growth of the economy. Intrapreneurs contribute to innovations. Intrapreneurship is a creative act and an innovation which creates something that did not previously exist. This creation adds value to the individual and the community and is based on perceiving and capturing an opportunity.

Intrapreneurs seek opportunities, and innovations provide the instrument by which they might succeed. Intrapreneurship refers to the introduction of a new idea, new products, a new organizational structure, a new production process, or the establishment of a new organization within an existing organization.

1.4.1 Positive Approach towards Intrapreneur

In reality, every organization has Intrapreneur, it is just he/she is hidden or not heard. Google and 3M are among worlds innovation giants, they encourage their employees to spend 15% to 20% of work time outside assigned task. They claim most of their successful product ideas emerged in that non-work or free time. This means if organizations think they hire top talents, they should also trust them, make them feel they belong to the organization. Employees who are interfacing partners or customers are well versed with their expectations, also employees are aware of policies, procedures, and culture of the organisation, such knowledge base key employees if

encouraged to use their Intrapreneur skills can solve many problems at hand without hiring help from external experts.

For this change to happen Intrapreneurial characteristics need to be identified and nurtured. Organisational culture, strategies, structure, policies, and procedures also need to be tuned for this. Finding Intrapreneur is not enough to fight challenges, the intrapreneurialorganization should be ready to take a new path, a new way of doing business, giving all top management support, 'Intracapital' to the Intrapreneur and ready to take failure as a lesson without punishing the Intrapreneur.

Successful Intrapreneurial organizations believe trusting, encouraging, supporting Intrapreneur and doing business in an innovative way leads them to new heights of business gains. Organisations that have embraced Intrapreneurship have achieved higher financial returns, increased productivity and more innovations.

1.4.2 Importance of Intrapreneur for IT Industry in India

Unlike other common industries, the IT industry is knowledge-based. Efficient utilization of skilled labor forces in the IT sector can help an economy achieve a rapid pace of economic growth.

The IT industry helps many other sectors in the growth process of the economy including the services and manufacturing sectors.

Intrapreneurship is important for IT industry as Intrapreneurs fuel growth, innovation, leadership, change, and engagement.

- Intrapreneurship helps organizations generate new business growth.
- Intrapreneurship provides an environment to support and sustain innovation over time.
- Intrapreneurship is one of the best ways to attract and retain entrepreneurial leaders.
- Intrapreneurship enables organizations to effectively accelerate and manage change.
- Intrapreneurship helps employees stretch and grow while keeping them engaged.

Intrapreneurship provides a platform to engage employees in work that is challenging and meaningful. Intrapreneurs are highly engaged in their work. Their passion and determination inspire others to get involved and try new things. As they grow, the organization grows.

Intrapreneurship has become a critical imperative for all organizations and a survival strategy for others. Organizations that have embraced Intrapreneurship have achieved higher financial returns, increased productivity, more innovation and higher levels of employee engagement.

1.4.3 Possible outcomes of not nurturing Intrapreneurship in India

The contribution of India's IT industry to economic progress has been quite significant over past two decades. With the new competition coming from other developing countries since last few years the cost advantage of IT Industry in India is shrinking. At the same time continuously increasing operational cost of the IT industry is making this challenge quite complex.

In order to retain the advantage, IT industry has to work on different value propositions which will depend on innovations, value-added services, and newer product/market development. In a conventional manner to adopt these changes with cost-effectiveness is not a possible solution.

In this context existence of Intrapreneurial activities within the organization has emerged as a means for organizations to augment the innovative abilities of their employees and, at the same time, increase corporate success through the conception of Intrapreneurs.

1.5 Global and Indian Examples of Intrapreneurship

While we saw the possible outcomes of not nurturing Intrapreneurship, many organisations’s worldwide have adapted and leveraged the benefits of Intrapreneurship. A creative environment and a management structure that encourages idea generation and internal problem solving are essential in nourishing the abilities of employees and in helping to reduce the employee turnover and increase engagement. The organisation itself can benefit from tapping into the experiences and knowledge base of the employees who know the business better than anybody else.

If Intrapreneurship hadn't been encouraged in the following examples, we might just have missed out on some key technological events that have shaped millions of lives.

1.5.1 Global Intrapreneurial Stories

There are many global companies that actively promote Intrapreneurship within their organizations, allowing their employees to spend a percentage of their time on innovative ideas that are not related to their normal jobs. While on the one hand it helps organizations develop cutting edge ideas, on the other it serves as a great employee retention tool. To quote few of them are-

IBM

IBM PC's were developed by an Intrapreneur Philip Estridge. Management enabled him with suitable environment and autonomy. He capitalized the opportunity and made necessary changes, he also used outside suppliers for the first time in IBM's history. He successfully cut down the cost of production and marketed PC's directly to retailers.

Lockheed Martin

Kelly Johnson was allowed to work as an autonomous organization with small, focused team by Lockheed Martin. As the organization learned it early that successful Intrapreneurship needs the power of innovation without a lengthy approval process. Skunk Works created the most innovative aircraft models, including SR71.

Texas Instruments

Hornbeck was awarded Emmy award for his outstanding achievements in engineering developments. He and his team developed Digital Micromirror Device, which greatly decreased the size and cost of a digital projector and gave the industry a standard new device.

Massachusetts Department of Correction

Using digital cameras and storing images in database saved Massachusetts Departments huge dollars. This suggestion came from one guard. Instead of taking pictures with film and storing them in old ways vanished with this simple but practical suggestion.

W.L. Gore

ELIXIER Strings were a genius finding of Dave Myers, who identified that one of W. L. Gore products, ePTFE a coating push-pull cables can be used for guitar strings in the more comfortable way. The marginal more comfort and longer tone than conventional guitar strings made ELIXIER Strings No. 1 selling in acoustic guitar strings. This was all the managements encouragement to employees where they provide “dabble time” or 10% of their work day to develop new ideas and work on personal projects.

Shutterstock

Shutterstock hosts an annual hack-a-thon over the span of 24-hours. In these challenges, employees are allowed to pursue their idea for the betterment of the company. They encourage collaboration, creativity, and innovation—some of the best qualities of engaged employees.

Brilliant idea which save money, increase revenue and improve processes came out of these hack-a-thon. Spectrum—an awesome user experience tool that allows you to search through Shutterstock only using color is one of the innovation. Oculus—a data analysis tool that came out of the 2012 hack-a-thon and is now used at Shutterstock every day.

Google

Google gives 20% time to pursue personal projects. One of the best outcomes of this policy is Gmail which we use multiple times a day. Paul Buchheit created Gmail in the 20% off time which allows us to keep us all our emails without getting bothered for the limit.

3M

Post-It notes were born by accident. Dr. Spencer Silver was attempting to create an extremely strong adhesive for aerospace technology; instead, he accidentally created a light adhesive which sticks to surface without leaving a residue. Instead of throwing it away he worked on it until he found another use for it. Art Fry another scientist at 3M began to develop product together with Silvers. Post it was the product of such innovative accident which is now one of the biggest selling products of 3M.

Sun Microsystems

Patrick Naughton, a developer, believed Sun Microsystem was missing out on the fast-growing PC consumer market and so he wanted to leave. He was retained back and allowed to set up a group dedicated to the consumer market. One of the group members, James Gosling, created object-oriented programming language called Oak, which is now known as Java.

This was initially created to help set up Time Warner cable boxes. After recognizing the value of Java that it could be implemented across all different platforms, although it was a failure in setting up Time Warner cable boxes, Sun co-founder, Bill Joy started implementing Java. Now Java runs the world with 930 million Runtime Environment downloads each year and 3 billion mobile phones run on Java.

Facebook

Facebook'sLike button was invented in one of the Facebook's hack-a-thon. Companies like Facebook have recognized the importance of providing autonomy and Intrapreneurial culture to employees which is taking them to higher levels.

Sony

The Sony PlayStation was the outcome of one of the junior Sony employee Ken Kutaragi's innovation. He was trying to make his daughters Nintendo more powerful and user-friendly. One of the senior from Management tapped the value what he has created and now Sony is one of the world leaders in the gaming industry. When other seniors were looking at this as a waste of time, other senior provided support which shows that leaders should be open to innovation no matter how pointless it seems in beginning.

These stories clearly establish the relevance of Intrapreneurship globally. While global examples of Intrapreneurship are plenty, we can see many Indian companies are also adapting Intrapreneurial culture to reap the benefit of this phenomenon.

1.5.2 Indian Intrapreneurial Stories

The growing tribe of Indian Intrapreneurs can be seen from the fact that Maha-Intrapreneur awards have been instituted and are presented each year to Corporate Entrepreneurs for their efforts in accelerating the growth of their organisations. It

facilitates the innovative contributions of Intrapreneurs who have brought big ideas to life.

Here are some examples of organizations that allowed their employees ideas come to light and in turn they reaped great benefits.

Zensar

Zensar's 60% of the work is done through one of the new solution pattern developed by one of the in-house teams.

Kinetic India

Mobike with the charger was an idea from one of the Kinetic employees. Zing was introduced with charger, innovative and customer need idea was successful.

Forbes Marshall

'Sunset Clause' a work practice is implemented in Forbes Marshal, where any idea given by employee has to be screened by end of the following day. If not done so the manager has to back up the idea. This ensures that managers are actively involved screening and providing necessary support to ideas from employees which can be better business practices.

Texas Instruments

A single-chip solution for ultra-low-cost handsets is one example of TI's many innovative products which make communications easier and affordable. This was also the result of company's encouragement and Intrapreneurial supportive environment.

Intel

Anil Paranjape, an Entrepreneur in Residence at Intel, built a retail automation project that neighbourhoodkirana stores could use to compete with large retailers. Intel launched this as the pilot project, installing the point-of-sale (POS) device at small retail outlets in Mumbai.

Infosys Technologies

On Mobile Global, a mobile value-added services firm incubated within Infosys Technologies Ltd, has grown into a full-fledged company which even went on to release an IPO.

Mjunction

Mjunction services ltd, an E-commerce company began as a 50:50 venture promoted by Tata Steel and SAIL. mjunction rose to become world's biggest e-marketplace for steel led by its visionary leader and Intrapreneur, VireshOberoi who empowered his team to think and work like entrepreneurs.

ITC

The idea of e-choupal, an ITC division germinated when Sivakumar a manager in the ITC Group's agribusiness unit, approached ITC's chairman, with a request of Rs 50 lakh to test an idea. He wanted to procure farm produce from soy farmers in Madhya Pradesh, thereby eliminating middlemen. Today, e-Choupal reaches out to over 4 million farmers growing a range of crops in over 40,000 villages across 10 states.

Microsoft

Microsoft India Development Centre has developed the Microsoft BizTalk RFID, a device management, and event processing platform that defines the standard for the way radio frequency identification (RFID) tags will be utilized by the end consumer.

Conclusion what we can draw from all the global and local successful Intrapreneurial examples stated above is that these organizations have put efforts to nurture in-house talents to promote innovation.

As per common observation of industry experts 80% of employees of any organization are either discontent with the kind of work they do and/or are de-motivated because their work is not appreciated by their seniors. Gradually such employees lose the interest in work; the dedication is nowhere to be seen. They are tired to work for others' companies. These talents try to look for a meaning in the organization itself and when unable to do so they move on to find it somewhere else or in their own venture.

Intrapreneurship is one method of stimulating, and then capitalizing on, individuals in an organization who think that something can be done differently and better. In short, Intrapreneurship provides a platform to the employees to prove them in the organisation and engages them in their work. Intrapreneurship is viral and the employee engagement spreads across the organization.

1.6 Enhancing Employee Engagement

Lack of employee engagement is the top issue currently facing 87 percent of HR and business leaders (up from 79 percent last year), according to Deloitte's third annual "Global Human Capital Trends 2015: Leading in the New World of Work" report.

Deloitte concluded that the global work ethic is undergoing a fundamental change. Workers today are seeking more than just a steady job. They want to be treated equitably and fairly in a workplace that is growing increasingly diverse. They are demanding more interesting and meaningful work. They are expecting their employer to make work more rewarding and satisfying. Millennials, in particular, want more creative jobs and a more entrepreneurial environment. This is the key to innovations and also will engage employees at workplace. Engaged Employees lead to higher service, quality, and productivity, which leads to higher customer satisfaction, increased sales and higher profit, which generates higher returns.

> *'Innovations and Marketability of Innovations are the keys to success for the Organisation' – NRN Murthy*

Growth, Stability, and Profitability are always on the objective lists of any of the organization. Every organization wishes to create Google, Facebook or Whatsapp story, but the objective of Stability and Sustainability of the existing operations and projects keep the wish list in the back seat. Mostly organization procedures and policies are created and improvised for making the operation more efficient and fault tolerant so that Sustainable Organization can achieve organic growth. These procedures and policies in longer run become rigid and leave no space for innovations. There are many stories where organizations have got the innovative concept, product or services through the smaller start-ups who might not even do well for their sustainability and eventually either merged or taken over by the bigger companies as one of the modes of inorganic growth and answer to 'Next Big Idea'.

Another side of the story: Research and Statistic show that IT industry in India has a bigger concern over attrition rate and out of many parameters of 'switching job' or 'right-sizing activity' is either work is not challenging or Investment on a person is higher as against his contributions to the organization. At such experience in organizations, some of them, if retained can be a great value to the organization if mentored and allocated required freedom.

If we see in very recent past, from one of the global IT giants few top management people left. Some of them joined at even higher responsibilities in other companies and some of them have entered into their own ventures which are also profitable. For that matter, the very existence of various IT companies is rooted in TATA Consultancy Services (TCS) or Patni Computers Services (PCS). Most of these examples do not show that most of these resources who left their organization or right-sized by organization do not necessarily work only for money. Challenge of creating some value through innovative approaches or ventures where they don't feel restricted by the established policies and processes to get the sense of ownership is also amongst the motives.

This study is an attempt towards meeting these ends for Organization need of Innovations in product, services and also towards these challengers who wish to challenge piled up norms with an innovative engagement model and framework for the same in Indian IT industry.

1.6.1 Employee Engagement parameters and level

The primary goal of a business is to make money. Organizations need to get employees at all levels focused on driving revenue. Many studies have linked employee engagement to workforce performance, customer satisfaction, productivity, absenteeism, turnover, and support of the organization. This all can significantly impact the bottom line.

The level of engagement determines whether people are productive and will stay with the organization or move to the competitor. Research highlights that the employee connection to the organizational strategy and goals, acknowledgment for work well done, and a culture of learning and development foster high levels of engagement. Without a workplace environment for employee engagement, turnover will increase

and efficiency will decline, leading to low customer loyalty and decreased stakeholder value.

Engaged employees are involved in, enthusiastic about and committed to their work. Gallup's extensive research shows that employee engagement is strongly connected to business outcomes essential to an organization's financial success, such as productivity, profitability and customer engagement. Engaged employees support the innovation, growth, and revenue that their companies need.

There are many factors that contribute to employee engagement; following are some parameters drawn after discussion with industry experts-

- Company's Vision Clarity
- Organizational Culture
- Role Clarity
- Personal Growth
- Learning and Development
- Trust
- Accountability and Performance
- Rewards and Recognition
- Autonomy
- Communication

Employee engagement is a key business driver for organizational success. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. A complex concept, engagement is influenced by many factors—from workplace culture, organizational communication, and managerial styles to trust and respect, leadership and company reputation. For today's different generations, access to training and career opportunities, work/life balance and empowerment to make decisions are important.

In the light of all these facts, it's obvious that the concepts, practices, and attitudes regarding employee engagement need to be totally re-examined, re-defined, and brought into the 21st. century. Annual surveys and yearly recognition events are just not going to cut it in today's world.

The trends are changing how we work, what we care about in the workplace and what we need from our employers. To succeed, businesses must rethink how they engage and enable their people and earn the loyalty of their employees. This is a critical time to reshape engagement strategy and develop an innovative new talent management approach that responds to the changes happening around us.

Companies that reignite their mission, renew their obsession with the front line, and instill an owner's mentality throughout the organization can reach new heights.

That's exactly what Intrapreneurship does, and why Intrapreneurship is the best strategy for reigniting growth and being fast, perceptive, innovative and adaptable.

1.7 The Relevance of the Study

Deloitte's Global Human Capital Trends research outcomes support the relevance of the study. Though Intrapreneurship studies have proved to be very crucial for all sizes of the organization in any economy, its presence is very less in organizations and academic research. When researcher read about this topic it raised interest and researcher was able to relate it to professional connections who are Intrapreneurs but lack the knowledge about the term. This very idea of exploring Intrapreneurs made the basis of the study. After working with IT industries as HR executive and continuing carrier in academics as Management lecturer, researcher got the opportunity to observe employees and their expectations in the carrier and new trends in management. Visionary industry experts shared their views on Intrapreneurs and their uniquecharacteristics with the researcher which makes this study relevant for academics and industry.

Importance of Intrapreneurship will be discussed in detail in coming chapters but the most imp for this study is, Intrapreneurship is not just another tool for innovation or a one-time burst of inspiration, it is a completely new way of doing business, that will get better business results, but maybe even more important, it will turn disengaged employees into highly engaged innovators.

According to Lary Myler Intrapreneurs are the most engaged employees in any organization, therefore management should look to nurture and cultivate an intrapreneurial environment to harness employee engagement.

Table 1.1 : Level of Employee Engagement

Level of Engagement	Employee Mindset	Organizational Result
Intrapreneur	Aware of the bigger picture, including strategic goals, customer desires, competitive threats and the need for continuous improvement	Act like leaders by creating value through cost-reducing and revenue- increasing innovations
Engaged	Emotionally connected to their workplaces and feel that they have the resources and support they need to succeed	Accomplish their job descriptions well and support leaders
Not Engaged	Emotionally detached and likely to be doing little more than is necessary to keep their jobs	Foster stagnation and keep the status quo
Actively Disengaged	View their workplaces negatively and are liable to spread that negativity to others	Destroy value and harm organizational culture

Source: Lary Myler 2013.

The above table clearly shows that Intrapreneurs are highly engaged in their work. Intrapreneur don't wait for opportunities, they create them. Their passion and determination inspire others to get involved and be engaged. Intrapreneurial efforts engage those key participating employees and drive additional value from them (Anis Bedda and Jean-Yves Huwart, 2013).

The Intrapreneurial process has various outcomes, such as new products, services, processes or business developments, which are important to maintain a competitive advantage. The intrapreneurial strategy has positive long-term financial performance effects (Erasmus and Scheepers, 2008; Goosen, 2002; Zahra, 1995) and can lead to non-financial benefits such as improved morale of employees, increased collaboration and a creative working environment (Hayton 2005).

In any organization it's an employee who's willing and able to implement innovative solutions that deliver value. Since the ability to grow and develop at work is the top engagement driver for employees, encouraging innovation and entrepreneurship (Intrapreneurship) is a key way to keep employees more engaged (Limeade, 2013).

Employee engagement is highly correlated to key business measures including employee turnover, employee retention, productivity, sales growth, customer satisfaction and total shareholder return. If an organization can attract talent but cannot

retain them, it would not be successful. Engagement of talent by creating the right connection between talent and opportunities is the key to success and Intrapreneurship is the best way of doing it (Dr. C. Bharathi, Dr. C. D. Balaji, Dr. CH. Ibohal Meitei, 2011).

There is a wide range of activities and approaches that organizations can use to support and improve the effectiveness of Intrapreneurs. This study mainly focuses on employee engagement.

1.8 Need of the Study

Understanding exactly what Intrapreneurship is can be a starting point in igniting growth and innovation within institutions. Harnessing the Intrapreneurial approach can empower workers of any generation to advance their careers while improving their organizations. Intrapreneurship is especially helpful for junior-level employees and mid-level managers wanting to overcome the obstacles associated with getting consensus and support for innovative new ideas in the workplace. Getting employees to understand the concept of Intrapreneurship is the first step to empowering a new cadre of innovators within institutions; nurturing Intrapreneurship just may be the key to powering the global economy forward (Joseph Agoada, 2013).

According to Kuratko et al. (1990) Intrapreneurship need is rising from problems like required changes, innovations, and improvements in the marketplace to avoid stagnation and decline (Miller and Friesen, 1982); perceived weakness in the traditional methods of corporate management; and the turnover of innovative-minded employees who are de-motivated with bureaucratic organisations.

For this study, specific needs were identified after discussion with Dr. Vijay P. Bhatkar.

1. Indian IT industry is primarily a service industry which works on Cost Advantage
2. Although growing, but the growth rate of IT industry has dropped to 12% from 40%
3. IT industry is facing challenges from other countries which can offer services at cheaper cost
4. To retain its advantage, Indian IT industry has to add value chain to the service industry which will primarily come from Innovation

5. The attrition rate of Indian IT industry is raising and firms need to focus on employees with mission-critical skills, high potential and crucial roles (Economic Times, 2013)
6. Employee Engagement, Commitment, and Retention will drive Innovations and also help the sustainability of existing operations during the transition period
7. Resources with key skills and crucial roles also have their expectations of required freedom, aspiration of growth, supportive work environment
8. Model to meet expectations of Employee and Organization is the need of the hour. Intrapreneurship helps in doing that
9. Indian IT industry culturally is not ready to encourage Intrapreneurship.
10. Global experiences and experiments of Intrapreneurship might not apply its replication in Indian conditions

Considering above points and also various other parameters like issues associated with Intrapreneurship, why it fails, what are the characteristics of Intrapreneur, how to identify and nurture the innovations/intrapreneur in our local condition we need a different model of Intrapreneurship which will suit Indian IT industry.

Along with set processes and structures in the organization which is concentrating on existing operations, if we provide a framework of Intrapreneurship which can be adapted by organization irrespective of its size, thenorganization can help these high potential key resources to engage more by taking care of expectations of both ends. Employee Engagement and Commitment will be improved and also Organization will handle sustainability and growth.

1.9 Research Question

Indian IT industry is growing, with currently 110bn$ and with exports exceeding beyond 90bn$ which forms 25% of India's Service Industry. Initially, growth rate of Indian IT industry was beyond 40% which has reduced to 12% in recent times.

The cost advantage which Indian IT industry was striving on is not necessarily an advantage now because of increasing cost of operations and resources. Also, globally civil and political pressures are pushing most of the countries to prefer jobs to Locals and reduce Outsourcing budgets. The problems are compounded by Global Recession. Indian IT industry which is primarily a Service Industry is currently phasing a problem and will lose its advantage if Value Chain is not incorporated in the current Service

Industry. There is a huge challenge of sustaining existing operations as well as incorporating value chain in this transition time.

Above mentioned statistics and recent global conditions were discussed with Dr. Vijay Bhatkar and other industry experts which lead the researcher to the following research questions-

1. Can our Indian employees working in IT sector be Intrapreneurs?
2. Whether IT industries in India are ready to accept and nurture Intrapreneurial environment?
3. How can we enhance the engagement level of IT employees?

These primary questions gave rise to more questions. If we can support employee initiatives how they will be engaged? What exactly the support system should be? How to identify Intrapreneur? What if the Intrapreneurship is a failure? How to manage innovation and employee initiatives? How will intrapreneurship become a win-win situation for both management and employees?

From interaction with industry experts' researcher got an indication that value Chain proposition will come with the Innovation(s). Innovation(s) in product, services, operations and business ideas which will give the advantage back to India. These innovations will primarily come from more engaged and committed employees.

Challenge lies in retaining talents which itself is limited in the industry and established organization processes expects them to perform and deliver for sustainability. We need a model which will strike balance between the objectives of sustainability as well as growth; for both organization and for the employee. Intrapreneurship will help organization and employee to achieve their objectives.

1.10 The scope of the Study

Intrapreneurship spirit is beneficial to all organisations. However, this study is done on IT companies in Pune and Nagpur.

According to a recent study of IT advisory firm Zinnov (2013), 12% of product development work is done in Pune as against 8% in Bangalore which gives an indication that Pune is now becoming India's largest IT and R and D hub. Pune will be

developed into Country's premier IT centre; hence it was selected for taking up this study. Also researcher is in IT profession in Pune.

To reflect trends in emerging IT destinations, the researcher took a sample from Nagpur where some of the companies are expanding with their units besides local companies. In Nagpur Mihan project is started. Mihan with its SEZ is ready with world class infrastructure. There is good network of roads and developed lands. According to NASSCOM, Nagpur is an emerging IT-ITes hub in Asia. Researcher belongs to Nagpur so this area was also selected.

It is already knowledge that Intrapreneurship is beneficial to all companies irrespective of size and location. Many researchers have claimed that Intrapreneur is present in every company. Researcher wanted to include all sizes and locations but due to financial and time constraints it was not possible. Pune is now recognised as one of the established IT centres in India and Nagpur is upcoming centre, hence this area was best fit for the study. This study will also benefit the organisations that are planning to start their operations in Nagpur, and the employees who are already working with the established names. Many global IT giants have established themselves in Pune and companies like Google are also planning to start unit in Pune. To be in competition, survive and grow companies in Nagpur and Pune will also have to look for ways to engage and retain talent. Maha-Intrapreneur award has shown us that Pune and Nagpur is aware of this Intrapreneurship phenomena and model suitable to the local needs will be best solution for the organisation and employees both.

This study was carried out over March 2014 to May 2018. The scope of the Study is limited to the IT companies in Pune and Nagpur region. By considering the above data which points that Pune and Nagpur are established and emerging IT sector of India makes these regions ideal geography for the study.

1.11 Objectives of the study

Today's business scenario is undergoing rapid changes. The economic reforms and increasing global competition have forced organizations to search for better alternatives for organizational growth and excellence. Traditional forms of competitiveness – cost, technology, distribution and product feature can be copied. They may guarantee an organization to be a good player but will not be enough to make it a winner. In the new economy winning will spring from organizational capabilities such as speed,

responsiveness, agility, and innovation. These will spring from engaged employee Engaged employees who are passionate and involved in their work can act as key drivers of organizational effectiveness. The study aims at making meaningful inquiry and investigation into the effects and impact of Intrapreneurial culture in enhancing employee engagement in IT companies. The IT sector in India has been witnessing mammoth changes and transformation in the recent years. For survival, growth, and excellence the IT companies have to focus on engaging employees to drive success.

Objectives of the Study-

- To study the suitable intrapreneurial environment for IT companies.
- To propose a model of Intrapreneurship with special reference to IT industry for enhancing employee engagement.

1.12 Chapter Plan

The study comprises five chapters

Chapter 1- Introduction

Chapter 1 provides an overview of Background, relevance, and need of the study, research question, and scope of the study. The chapter concludes by objectives of the study.

Chapter 2 Literature Review

Chapter 2 entitled as literature review provides a detailed review of existing literature related to the research topic. The literature review was done by using the relevant journal articles, website articles, dissertations, and government publications andtextbooks in order to gain a thorough understanding of the subject of Intrapreneurship.

The aim of the review was to obtain knowledge regarding the following concepts:

- Intrapreneurship.
- The Intrapreneur.
- Dimensions of Intrapreneurship.

- Constructs of an Intrapreneurial climate
- Factors influencing Intrapreneurship.
- Models of Intrapreneurship
- A framework and strategies that could be implemented for the cultivation of Intrapreneurship.

The chapter concludes with the identification of gaps in the existing field of knowledge and constructs identified for this study.

Chapter 3- Research Methodology

Chapter 3 describes the research objectives and defines the hypothesis of the study. This chapter also discusses the methodology of the empirical study, the data gathering process, the measuring instrument utilized in this study as well as the statistical methods used to analyze the gathered data.

Chapter 4- Results and Discussion

Chapter 4 explains the analysis of data. The results of the empirical study are presented and discussed in this chapter. The Chapter describes tests of hypotheses based on Factor Analysis as well as Regression Analysis.

Chapter 5- Conclusions and Recommendations

The final chapter consists of conclusions and recommendations from the findings obtained in the study providing IT companies in India with practical suggestions on how to enrich their Intrapreneurial environment in order to obtain a competitive advantage and enhancement of employee engagement.

A model of employee engagement and Intrapreneurship is suggested for IT companies in India. The relationship between the Intrapreneurial Characteristics and engagement of employees are described in this model. How to nurture key employees by providing Intrapreneurial opportunities, innovation, value addition, company's growth, survival, and success are discussed in this chapter.

Finally, the achievement of the objectives of the study was assessed and recommendations for future research were made.

REVIEW OF LITERATURE

2 REVIEW OF LITERATURE

2.1 Introduction

Literature review provides an excellent starting point for researchers beginning to do research in a new area by allowing them to summarize, evaluate, and compare original research in the selected area. Literature review also involves the systematic identification, location, and analysis of documents containing information related to the research problem.

This chapter reviews existing academic literature on the research topic. The purpose of the review is to provide a background to and justification for the research undertaken.

2.2 Intrapreneurship: Understanding the Concept

Intrapreneurship is to existing businesses what entrepreneurship is to the larger market. Just as an entrepreneur creates an enterprise in the marketplace, an Intrapreneur creates enterprises within an organization by driving innovation.

In the words of Dan Hawthway, “Intrapreneurship is about creating enterprises and change from within the organization.”

Bieto (2008) defined Intrapreneurship as, “Intrapreneurship is the set of strategies and practices which a company undertakes to promote, cultivate, and manage the entrepreneurial competencies in the organization to create the context conditions that make feasible the development of new ideas and business projects or the renewal of key ideas upon which the company had been founded.”

Antonic and Hisrich, 2003, defined Intrapreneurship by its content which includes dimensions based on the Schumpeterian innovation concept, a building block of entrepreneurship. The pursuit of creative or new solutions to challenges confronting the firm, including the development or enhancement of old and new products and services, markets, administrative techniques and technologies for performing organizational functions, as well as changes in strategy, organizing, and dealing with competitors, may be seen as innovations in the broadest sense.

Jordon (2008) identified seven parameters of Intrapreneurship-

- Innovation: new ideas, creativity, and experimentation.
- Pro-activeness: acting in expectation of future problems, changes or needs.
- New business venturing: new business or business units within the organization.
- Risk taking: venturing into uncertainty and committing assets.
- Organisational self-renewal: a reformulation of strategic plans, organizational change.
- Autonomy: self-direction and independent action.
- Competitive aggressiveness: a strongly challenging competition to achieve entry or improve position and the value of the organization.

Quesada, Onaindia, and Laburu (2011) in their literature review reviewed Block and MacMillan (1993) who suggested six different characteristics to identify Intrapreneurship as follows-

- Intrapreneurship is a new activity for the organization
- It is promoted and developed in the organization.
- It is more hazardous than the regular activity of the organization
- It implies more uncertainty than the regular activity of the organization
- It will be operated as a separate business in the future.
- Intrapreneurship aims is to increase sales, benefits, productivity or quality

Understanding what Intrapreneurship is can be a starting point for igniting growth and innovation in organizations. By harnessing the Intrapreneurial approach we can empower workers of any generation to progress in their careers while improving their organizations. Increasing awareness of the concept of Intrapreneurship in employees is the first step to empower a new cadre of innovators within organizations. Nurturing Intrapreneurship may be the key to powering the global economy forward.

2.3 Intrapreneur: The Future Employee

Originally coined by Gifford Pinchot in 1978, an Intrapreneur is defined as a person within an existing organization who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation.

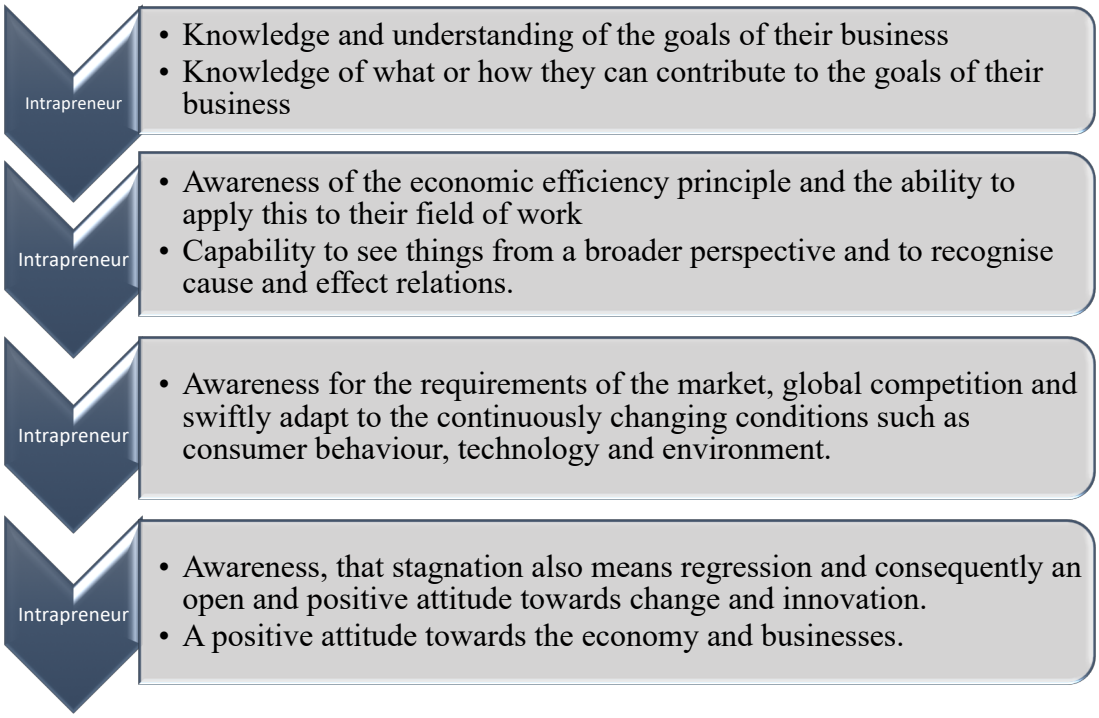
Luchsinger and Bagby (1987) described Intrapreneurs as the new business heroes. According to them, Intrapreneurs have some important elements in their personality which make them different from others. They are competitive and ambitious, they question status quo, usually, bureaucratic systems frustrate them, they generally focus on results and not on actions, and they are motivated by problem-solving, change and innovation.

Sayed and Gazdar (2003) explored Intrapreneurship on the scale developed by Lessmen (1988), which shows seven dimensions of Intrapreneur- adventurer, innovator, designer, leader, entrepreneur, change agent and animateur. Their study is based on the theory that a personal disposition framework is needed in order to discover and understand certain behaviors and attitudes of individuals.

Smilor and Sexton (1996) relate Intrapreneur with chess player who may make a bold move but understands the parameters of the game and anticipates the possible counter moves. They are ready to take calculated risks because they understand that is the way to innovation and they are comfortable with possible uncertainty and ambiguity. Intrapreneurs always seek innovative, more experimental, ways to watch, evaluate, sense interact with and respond to customers. They even anticipate customer behaviors. Intrapreneurs thus are not only learning from the environment but also educate the surroundings.

From the review of literature qualities of Intrapreneur can be demonstrated as follows-

Figure 2.1 : Qualities of Intrapreneur



Above discussed literature describes an ideal employee, but it also raises questions like how to identify them? How to nurture them? Whether they are beneficial to all size and type of organizations? What conditions are suitable for the intrapreneurial development?

2.4 Entrepreneurship

The body of knowledge surrounding the concept of Intrapreneurship and Intrapreneur cannot be well understood without understanding the terms ‘Entrepreneurship’ and an ‘Entrepreneur’, as these forms the basis of understanding.

The word "Entrepreneur" is derived from the French verb 'entrepredre'. French economist Richard Cantillon used the term entrepreneur to business in the 18th century. Since that time the word entrepreneur means one who takes the risk of starting a new organization or introducing a new idea, product or service to society.

Schumpeter defines entrepreneurship from the economics perspective by focusing on the perception of new economic opportunities and the subsequent introduction of new

ideas in the market. Entrepreneurs identify opportunities, assemble required resources, implement a practical action plan, and harvest the reward in a timely, flexible way.

Churchil (1992) defined Entrepreneurship as the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resource (human and capital) or the location of the entrepreneur – in a new or existing company.

Lumpkin and Gregory (1996) identified some characteristics of entrepreneurial oriented individuals-

- Autonomy,
- Innovativeness,
- Risk taking,
- Proactiveness,
- Competitive aggressiveness.

2.5 Entrepreneurship VS Intrapreneurship

Entrepreneurs take high risk and bear uncertainty, Intrapreneurs are better in communication and leading techniques (Chao et al. 2009).

Intrapreneurs act within the boundaries of the organization and hence are less autonomous and has access to less financial benefits compared to independent entrepreneurs. Intrapreneur has restrictions inside the organization but they work in the moresecure environment than entrepreneurs (Jeroen de Jong and Sander Wennekers, 2008

Table 2.1 : Entrepreneur VS Intrapreneur

Entrepreneur	Intrapreneur
• Both involve opportunity recognition and definition. • Both require a unique business concept that takes the form of a product, process, or service. • Both are driven by an individual champion who works with a team to bring the concept to fruition. • Both require that the entrepreneur be able to balance vision with managerial skill, passion with pragmatism, and proactiveness with patience. • Both involve concepts that are most vulnerable in the formative stage, and that require adaptation over time. • Both entail a window of opportunity Within which the concept can be successfully capitalized upon. • Both are predicated on value creation and accountability to a customer. • Both entail risk and require risk management strategies. • Both require the entrepreneur to develop creative strategies for leveraging resources. • Both involve significant ambiguity. • Both require harvesting strategies.	•In start-up entrepreneurship, the entrepreneur takes the risk of Intrapreneurship and the company takes the risk other than career-related risk. • In start-up the individual entrepreneur owns the concept and business in Intrapreneurship; the company typically owns the concept and intellectual rights with the individual entrepreneur having little or no equity in the venture at all. • In a start-up, potential rewards for the individual entrepreneur are theoretically unlimited wherein Intrapreneurship an organizational structure is in place to limit rewards/compensation to the entrepreneur/ employee. • In a start-up venture, one strategic gaffe could mean instant failure; in Intrapreneurship the organization has more flexibility for management errors. • In a start-up the entrepreneur is subject or more susceptible to outside influences; in Intrapreneurship, the organization is more insulated from outside forces or influence.

Source: Morris and Kuratko, 2000

2.6 Intrapreneurship and Organisational Innovation

Intrapreneurship and innovation are companion terms. Intrapreneurship involves looking for a new innovation and taking advantage of it. And it is an activity of acknowledged importance in companies large and small, old and new. It is an essential

means of innovation for competitive advantage, especially in rapidly changing sectors and uncertain economic times (Arslan et al.).

Intrapreneurship has conceived as the actions of employees within organizations leading to the innovation of product, services or processes (Gapp and Fisher; 2007).

“It is the means by which organizations create value-producing resources or endows existing resources with enhanced potential for creating value” and “The effort to create purposefully focused change in an enterprises economic or social potential” (Drucker,1985.)

The definition of innovation is “The intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, organization or wider society” (Cardellino, Finch; 2006).

Intrapreneurship includes new product improvement, and new manufacture methods and procedures (Antoncic and Hisrich; 2003). New product and/or service improvement can be estimated a vital factor that differentiates successful from unsuccessful organizations (Auruskeviciene et al.; 2006).

Innovation is an important dimension of Intrapreneurship; as a result, the Intrapreneurship is an entrepreneurial action in an existing organization.

2.7 Factors leading and affecting Intrapreneurial Development

Resources and competitive strategy of a firm influences entrepreneurial behavior (Emaad Muhanna 2004). A positive relationship exists between availability of resources and entrepreneurship. More specifically, the human and financial capital encourages entrepreneurship. From a strategic point of view, it is the firm, which competes using differentiation, which develops a greater degree of entrepreneurship, compared to the firms competing using cost leadership. There is no significant difference in age and size of the organization.

The intrapreneurial act is important to obtain and maintain a competitive advantage. Employees should be educated on how to do Intrapreneurship successful, strategies and frameworks should be implemented for the establishment of the Intrapreneurship (Enslin, 2010)

Good and sound management practices and administrative effectiveness encourages subordinates to develop ideas, take initiatives and contribute to all kinds of innovative input to their company's improved performance. Management should focus on leadership development programs within firms, well designed internal communication programs, opportunities for interaction and sharing of mission and objectives (Nancy Papalexandris and Eleanna Galanaki, 2004)

Organisational Climate, management support, reward, and resource availability have positive significant effects on intrapreneurial behavior (Ahmad et al 2011)

Non-monetary compensation practices are the best predictors of elevated intrapreneurial behavior. Compensation systems should be an integral part of an overall entrepreneurial strategy of an organization (Ugochukwu Madu, 2011)

2.8 Examining Employee Engagement

Schaufeli and Bakker (2003) discussed work engagement as the assumed opposite of burnout. According to them contrary to those who suffer from burnout, engaged employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal well with the demands of their job.

Schaufeli, Salanova, Gonzalez Romá, and Bakker (2002), defined work engagement as a positive, fulfilling work-related state of mind. Parameters for this state are-

- Vigor
- Dedication
- Absorption

Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

In a conceptual study on Intrapreneurship and innovation author Sneha Bhatia and P.N.U. Khan (2013) summarised that the top management should be approachable and accessible to its employees so that Intrapreneurs can openly discuss and deliberate their ideas on new venture creation across all hierarchies and positions in the firm. According to the study, this would be possible in an organization having flatter structures and decentralized power systems ensuring open communication and interaction, thereby encouraging employee engagement.

In a very recent study in two Dutch home care organizations, Lilian Wolde (2014) examined whether the fit between intrapreneurial behavior and autonomy or innovation climate influences the level of employee work engagement. Findings of the study showed that a good fit between problem prevention and innovation climate, individual innovation and innovation climate and feedback inquiry and innovation climate leads to a high score on employee work engagement. The result of the study for home care organization proved that workers need an innovation climate if they want to behave intrapreneurial.

Arnab Banerjee (2014) in the conceptual paper presented that Intrapreneurship is an important tool for employee retention. According to the author, there exists an important correlation between firm functioning and employee participation in decision making. Employees who participate in decision making in firms do better than the employees who participate poor in decision making. The author suggests the increased participation of employees in decision making for which industrialization is required as per the study observations.

2.9 Factors Influencing the Establishment of Intrapreneurship in the IT Sector

Mikael Ahlfors (2011) conducted a study on Indian IT employees to inquire about the commitment of the employees. The main findings of this study were, even though Indian IT employees change their employers easily, monetary compensation was not the primary factor in their work lives. Research findings state that Indian employees' valued intrinsic motivational factors above extrinsic and those factors were often tightly connected with the work itself. According to the author, the employer should not try to engage professional and managerial employees through salaries, rather their work tasks should be made interesting and challenging. The author concludes that through

interesting jobs employees are more engaged and motivated toward the job they do and committed to the employer who provides that job.

Jacobs and Kruger in their study aimed at increasing an organization's ability to implement a Strategy for establishing an intrapreneurial orientation effectively, and the organization's ability to adapt to change. For this, they proposed one model to manage the establishment of an intrapreneurial orientation strategically and a framework to implement such a strategy. By the framework, they attempted to develop a better understanding of the implementation imperatives involved in establishing an intrapreneurial orientation. Further, they conclude that entrepreneurial behavior, or more specifically intrapreneurial orientation, is a strategic dimension on which all firms should take part.

2.10 Intrapreneurship and performance of the organization

Borza et al (2012) surveyed North West region of Romania to diagnose the intensity of Intrapreneurship. Authors claim that Intrapreneurship plays an important role in a modern and dynamic economy. Authors concluded that the failure of an Intrapreneur strongly affects society if lost opportunities and recourses consumed are considered. The further author suggests that it is necessary to understand the importance of Intrapreneurship not only for the companies but for the global economy, as Intrapreneurship is a key element to the future and ongoing sustainability of companies.

Jason Fitzsimmons et al. (2004) studied the nature and extent of Intrapreneurship practiced by Australian businesses. Authors examined the relationship between measures of corporate entrepreneurship and firm growth and profitability, and utilized measures devised by earlier searchers attempting to assess corporate entrepreneurship, like new business venturing, innovativeness, self-renewal, and proactiveness. They found that profitability was significantly correlated with self-renewal and organizational support while growth was significantly and positively related to both new business venturing and environmental conditions. As per the study findings, profits and growth response to different intrapreneurial activities. Organisational factors such as firm resources, culture, and top management team characteristics have been suggested as impacting on Intrapreneurship and firm performance. In the end, authors suggest that the development of an innovation supportive organizational culture is an important factor influencing profitability and competitive advantage within an industry.

A model of corporate entrepreneurship (Intrapreneurship) dimensions and the effects of entrepreneurship dimensions; innovation, risk-taking, pro-activeness and self-renewal, on financial performance as well as the moderating effect of the internal factors on the relationship between CE dimensions and financial performance were tested by Sofian Shamsuddin et. al (2012). Authors investigated four main variables of CE dimensions and three moderating factors: innovation, risk-taking, pro-activeness, self-renewal, resource availability, supportive organizational structure, and rewards. Results showed that pro-activeness has a positive and significant impact on financial performance of the company, and resource availability, supportive organizational structure, and rewards do moderate the relationship between pro-activeness and financial performance. Authors also found that risk-taking does not have a direct effect on the financial performance of the company. However, resource availability, supportive organizational structure, and rewards found to moderate the relationship between risk-taking and financial performance.

2.11 Barriers to Practicing Intrapreneurship

Kuratko identified some traditional management practices which create hurdles in the path of Intrapreneurship and innovation-

- Enforce standard procedures to avoid mistakes
- Manage resources for efficiency and ROI
- Control against plan
- Plan for the long-term
- Manage functionality
- Avoid moves that risk the base business
- Protect the base business at all costs
- Judge new steps from prior experience
- Compensate uniformly
- Promote compatible individuals

He also described the adverse effects of these practices and recommended actions for improvement.

Meng and Roberts (1996) stated barriers to Innovation and Intrapreneurship in their study in R&D companies in as follows-

2.11.1 Barriers to Innovation

- Predominant commitment to current products due to insufficient investment funding.
- Reluctance to enter new fields due to needing to invest in facility and infrastructure.
- Inadequate cross-functional understanding due to over-differentiation and compartmentalization.
- Cost of gaining market acceptance too high due to high start-up cost.
- Information unavailable to decision-makers due to inadequate internal communications.
- Risk of failure due to low incentives for risk-taking.
- The threat to individual power structure by the proposed innovation due to the fact that innovation is out of the scope of the organization's charter.

2.11.2 Barriers to Intrapreneurship

- Insufficient investment fund.
- Lack of organizational flexibility
- Overstated need to invest in facility and infrastructure
- Overstated perceived difficulty in obtaining top management approval
- Inadequate internal communications
- Reflection of establishments short term view
- Exposure of organizations lethargy

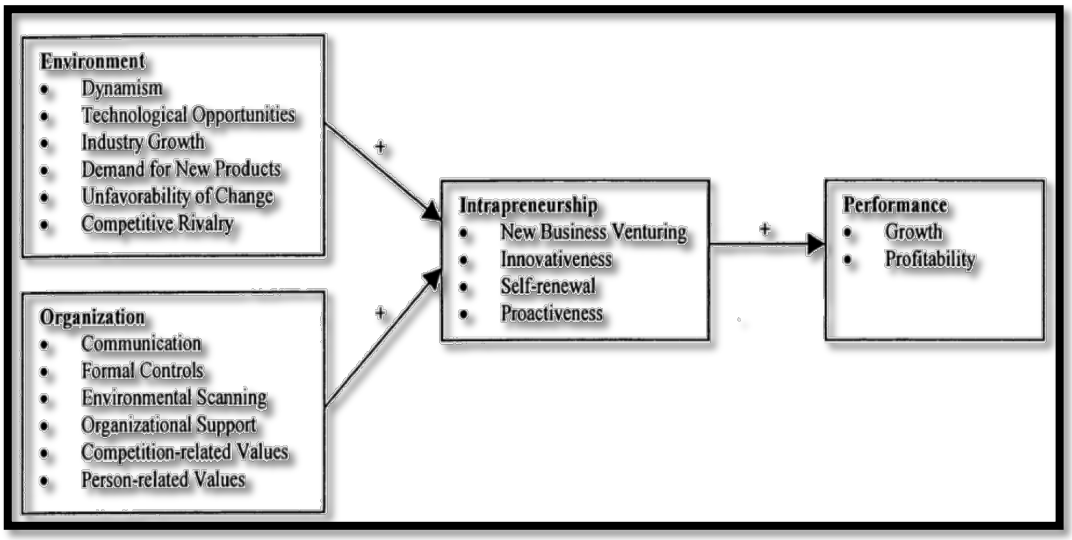
Sathe (2003) in his study identified barriers to Intrapreneurship climate formation in organizations as follows-

- Lack of freedom.
- Inadequate resources.
- Poor project management.
- Inappropriate evaluation feedback.
- Lack of competition.
- Unsuitable rewards system and a lack of co-operation across levels and divisions within the organization.
- Lack of organizational support.
- Too large workloads with a high frequency of firefighting.
- Overemphasis on the status quo, unwillingness to take risks or change.

2.12 Models of Intrapreneurship

The Intrapreneurship Model and Its Direct Effects

Figure 2.2 : The Intrapreneurship Model and Its Direct Effects

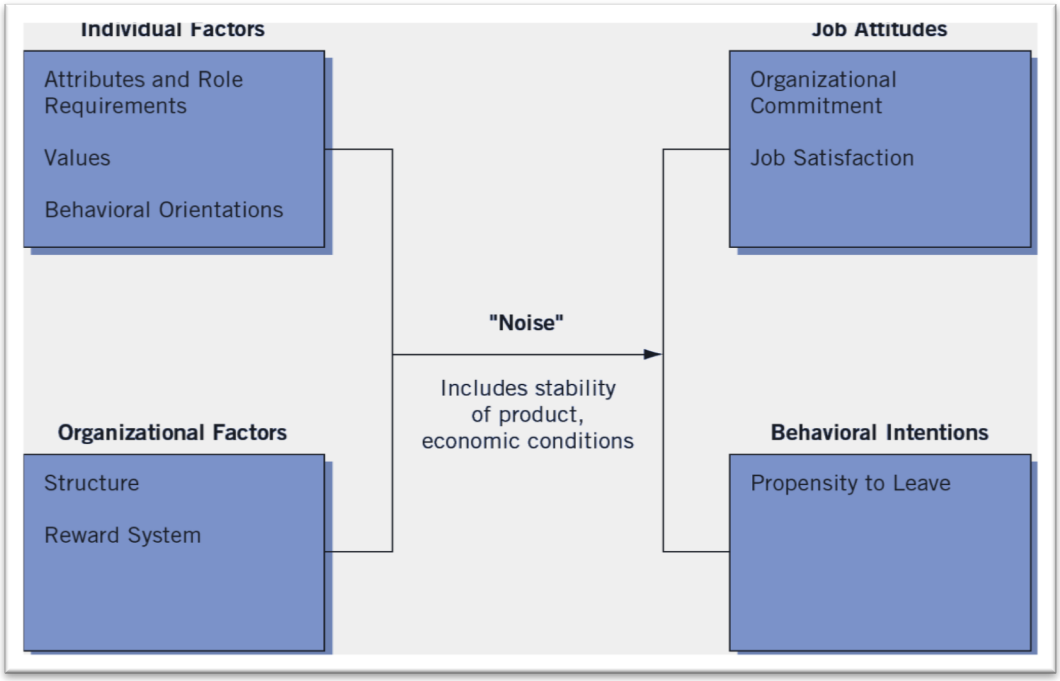


Antonic and Hisrich (2001), studied structural drivers of Intrapreneurship. Two sets of antecedents proposed by them as described in the model are Environmental and Organisational. Environmental antecedents include- Dynamism, technological opportunities, industry growth, demand for new products, un-favorability for change, competitive rivalry. Organisational antecedents are- communication, formal controls, environmental scanning, organizational support, competition related values, and person related values.

A refined Intrapreneurship construct was considered which includes four dimensions such as new business venturing, Innovativeness, Self-renewal and proactiveness for the study. The objective of the study which is described in the model was to generalize the Intrapreneurship construct in a cross-national study. The model shows positive relationships between Intrapreneurship and its predictors and between Intrapreneurship and its consequences that is growth and profitability. According to authors in transition economies, which are adopting their economies to more developed economies, Intrapreneurship may be even more important for growth and profitability of existing organizations.

Joint Function of Individual and Organizational Factors

Figure 2.3 : Intrapreneurial Developments

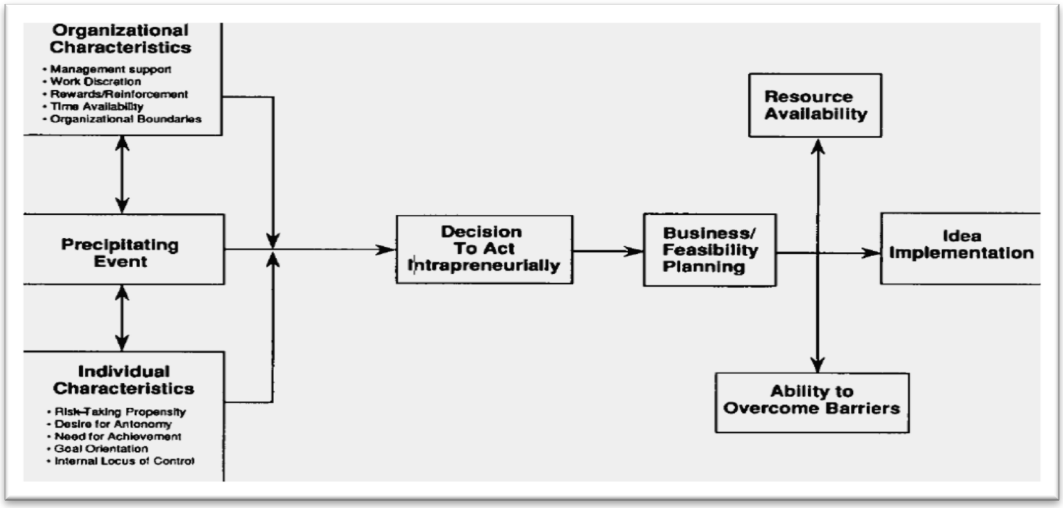


Source: Deborah V. Brazeal (1993: 80)

Corporate venturing is defined by Brazeal, as an internal process that embraces the ultimate goal of growth through the development of innovative products, processes, and technologies. This should be embedded with an emphasis on long-term prosperity. Organisations must carefully blend an individual's attitudes, values, and behavioral orientations with the organizational factors of structure and reward to promote innovation among their employees. This model stresses on the ultimate key objective of enhancing an organization's innovative ability by developing an organizational environment that is supportive of individuals.

Corporate Entrperenurship

Figure 2.4 : An interactive model of corporate entrepreneurship



Source- Hornsby et al. (1993: 31)

Hornsbery et al (1993) specified some characteristics of organizations that foster Corporate Entrepreneurship (Intrapreneurship) in the model. These characteristics are- Management support, Work Discretion, Rewards Reinforcement, Time Availability and Organisational Boundaries. Authors stress on the fact that many organizations do not objectively assess the innovative characteristics of potential or current employees. In this model, it is suggested that management should invest in such assessment. Individuals identified having Intrapreneurial potential can be trained and given Intrapreneurial opportunities. Individual intrapreneurial characteristics identified by authors are- risk-taking propensity, desire for autonomy, need for achievement, goal orientation, internal locus of control.

As described in model entrepreneurial activity decision occurs as a result of an interaction between individual characteristics, organizational characteristics and some kind of precipitating event. The precipitating event catalyzes the intrapreneurial behavior when other conditions are conducive to entrepreneurial behavior within the organization.

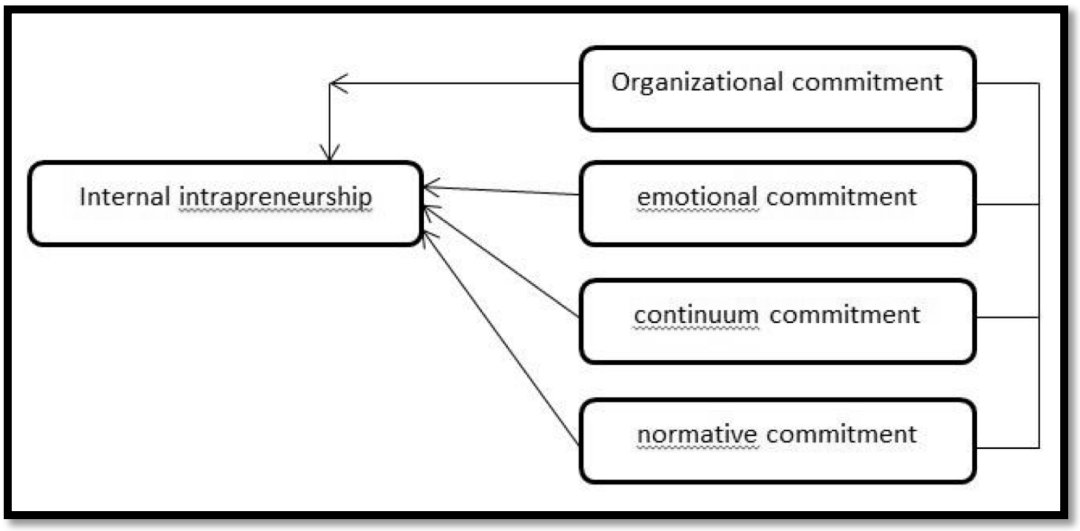
Some examples of precipitating event cited by Hornsbery et al (1993) such as a change in organizations management, competition, economic changes, changes in consumer

demands, cost reduction, mergers or acquisition, development of new procedures and or adoption of new technologies.

To develop an effective business plan is the next step after the decision to act entrepreneurially. The implementation of the entrepreneurial idea is dependent on the interaction of factors described in the model. The further organization needs to do feasibility analysis, acquire the necessary resources and overcome any existing barriers. Having done this the Intrapreneur is in position to implement the idea and initiate the innovation in the organization.

Internal Intrapreneurship

Figure 2.5 : Model of Internal Intrapreneurship

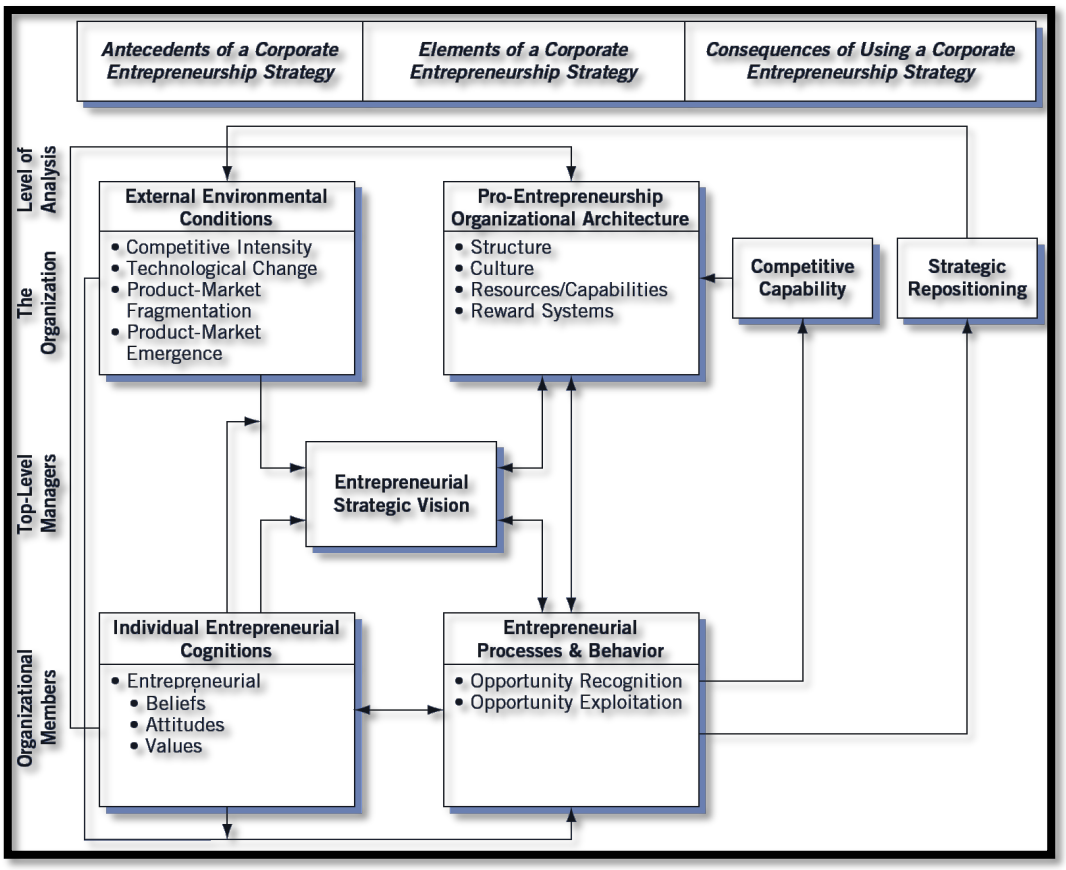


Source: Ramjerdy, Pirjel, and Mangoli (2014)

Ramjerdy et al. (2014) in their study tried to examine the relationship between organizational commitment and Internal Intrapreneurship. According to authors, internal Intrapreneurship has a unique impact on productivity and organizational development. They believe that organizational commitment is an outlook about employees' loyalty to the organization and it is a continuous process by which employees show their interest towards the organization and its continued success and proficiency. Results of the study showed that organizational commitment and its dimensions have a direct and significant relationship with internal Intrapreneurship and with an increase in organizational commitment, the internal Intrapreneurship will increase as well.

Corporate Entrepreneurship Strategy Process

Figure 2.6 : Model of the Corporate Entrepreneurship Strategy Process



Source Donald F. Kuratko (2013)

Kuratko defines Corporate Entrepreneurship (Intrapreneurship) strategy as a vision directed organization-wide reliance on entrepreneurial behavior that purposefully and continuously rejuvenates the organization and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunity. He elaborates Corporate Entrepreneurship (Intrapreneurship) strategy should be thought of in continuous, rather than dichotomous, terms. He continues corporate entrepreneurship strategies vary in their degree of entrepreneurial intensity.

As shown in model corporate entrepreneurship strategy is manifested through the presence of three elements-

- An entrepreneurial strategic vision
- A pro-entrepreneurship organizational architecture

- Entrepreneurial processes and behavior as exhibited across the organizational hierarchy

The model has several linkages like-

- Individual entrepreneurial cognitions of the organization's members
- External environmental conditions that invite entrepreneurial activity
- Top management's entrepreneurial strategic vision for the firm
- Organizational architectures that encourage entrepreneurial processes and behavior
- The entrepreneurial processes that are reflected in entrepreneurial behavior
- Organizational outcomes resulting from entrepreneurial actions

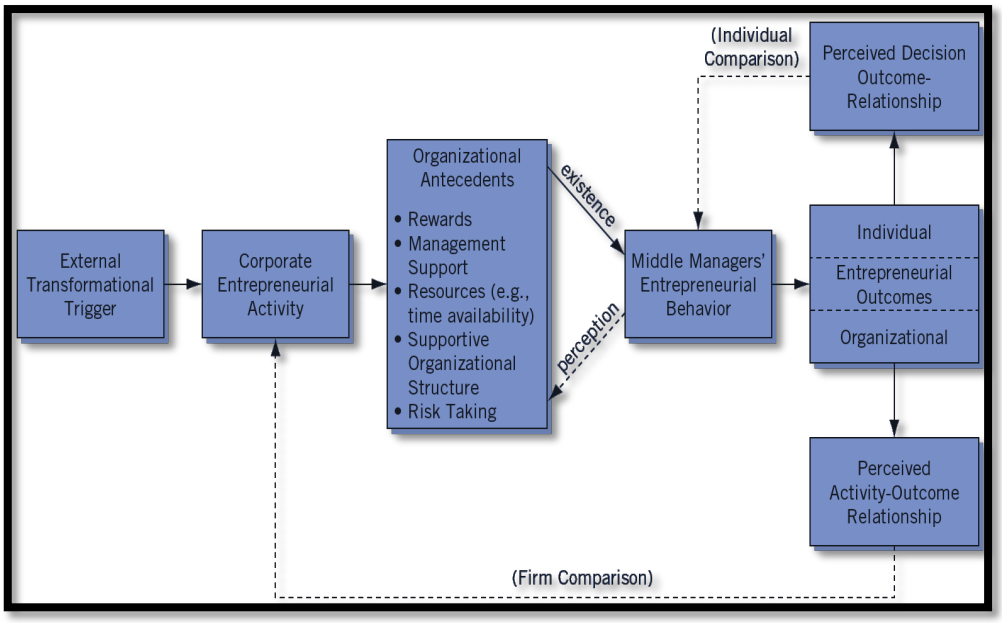
From the model, authors have suggested that individual entrepreneurial cognitions and external environmental conditions are the initial stimuli or the force for adopting a corporate entrepreneurship strategy and outcomes are accessed to provide justification for the strategy continuance, modification or rejection.

There are some critical steps which need focus while developing an entrepreneurial strategy-

- Developing the vision
- Encouraging innovation
- Structuring for an intrapreneurial climate
- Developing individual managers for corporate entrepreneurship
- Developing venture teams.

Sustained Corporate Entrepreneurship

Figure 2.7 : A Model of Sustained Corporate Entrepreneurship



Source: Donald F. Kuratko, Jeffrey S. Hornsby and Michael G. Goldsby (2004: 79)

This model exhibits that some external or internal cause acts as a transformational trigger which initiates the need for change or strategic adaption. Corporate entrepreneurship is may be one of such stimulated change and depending on the choice of strategy this model centers on the individual's decision to behave entrepreneurially. The model shows that several organizational antecedents serve as the major part of the sustained entrepreneurial activity. These antecedents as explained in the model are top management support, autonomy, rewards, resources and flexible organizational boundaries. Outcomes of the entrepreneurial activity are then compared at both individual and organizational level to previous expectations. According to author corporate entrepreneurial activity is a result of equity perception by both the individual and the organization.

For the entrepreneurial activity to continue both individual and organization must be satisfied by the outcomes. Continuation of the entrepreneurial activity depends on the extrinsic and intrinsic satisfaction of the individuals, who act as a strategic change agent. Sustaining the strategy or selecting another alternative also depends on the satisfaction of performance outcomes. The model suggests that success of any strategic

change depends on outcome satisfaction compared to the perceived expectation by both the individual and organization.

Insights Gained and Gaps Identified:

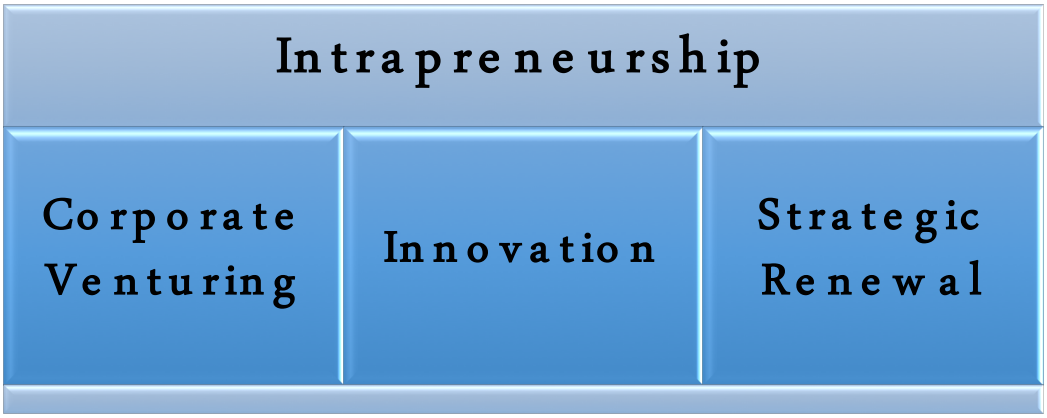
Need of Intrapreneurship-

Donald F. Kuratko very rightly described why organizations today are on the path of Intrapreneurship-

- Rapid growth in the number of new and sophisticated competitors
- The sense of distrust in the traditional methods of corporate management
- An exodus of some of the best and brightest people from corporations to become small business entrepreneurs
- International competition
- The downsizing of major corporations
- An overall desire to improve efficiency and productivity

Forms of Intrapreneurship:

Figure 2.8 : Identified forms of Intrapreneurship from Literature



Academic literature shows Intrapreneurship takes different forms depending on organizations adaptability in response to a stimulus.

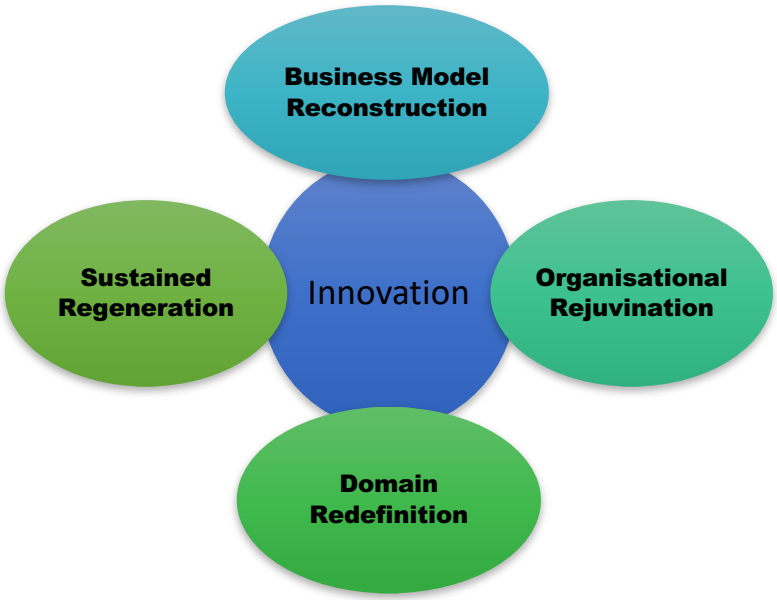
Corporate Venturing- Creating new business within the existing business.

Innovation- It transforms the company and the competitive environment or industry into something different.

Strategic renewal is a form of corporate entrepreneurship in which the firm 'seeks to redefine its relationship with its markets or industry competitors by fundamentally altering how it competes,' with the focus on the firm's strategy (Covin and Miles, 1999, p. 52).

Intrapreneurial Innovation Forms:

Figure 2.9 : Intrapreneurial Innovation Forms



Business model reconstruction entails 'designing or redesigning the core business model(s) in order to improve operational efficiencies or otherwise differentiate itself from industry competition in ways valued by the market' (Morris et al., 2007, p.92).

Domain redefinition refers to the 'entrepreneurial phenomenon whereby the organization proactively creates a new product-market arena that others have not recognized or actively sought to exploit' (Covin and Miles, 1999, p.54).

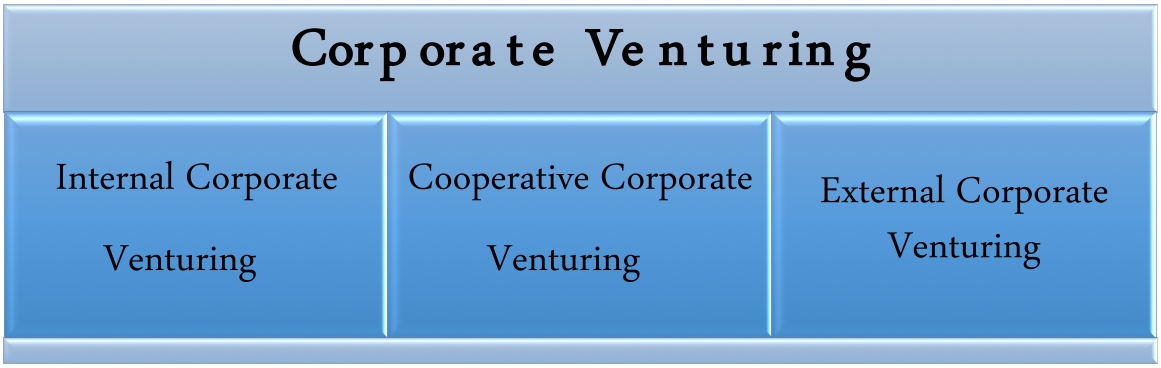
Sustained regeneration, seen as the most recognized and common form, is the process where organizations 'regularly and continuously introduce new products and services or enter new markets,' the firm is in constant pursuit of entrepreneurial opportunities (Covin and Miles, 1999, p.51).

Organizational rejuvenation- When organizations engage in organizational entrepreneurship they introduce innovations that change major aspects of how the operation is carried out, create value for the customers, and sustain or improve the way the organization implements its strategy (Covin and Miles, 1999).

According to Morris et al., (2007) organizational rejuvenation can entail redesigning the organization in a fundamental way, a single innovation that has a major impact on the firm, or multiple smaller innovations that collectively 'contribute to significantly increase organizational efficiency or effectiveness at strategy implementation.

Forms of Intrapreneurial Corporate Venturing:

Figure 2.10 : Forms of Intrapreneurial Corporate Venturing



Internal corporate venturing- they typically operate within the corporate structure.

Cooperative corporate venturing– they exist as external entities that operate outside the organizational boundaries of the partners.

External Corporate Venturing- these are typically very young ventures or early growth- stage firms (Morris et al, 2007).

Gaps Identified:

The researcher just wants to highlight few observations and comments by industry and subject expert about available literature on Intrapreneurship.

Very less literature is available on Intrapreneurship though this phenomenon is turning very important for the survival of Organisations globally.

Intrapreneurship is vital for organizations growth but it needs a suitable environment, In India,Intrapreneurship is not new but awareness is limited. This study is an effort to derive a model of Intrapreneurship in the Indian context with special reference to IT industry to nurture Intrapreneurial spirit which will be a tool for both Organisation and employees to achieve survival and success.

Table 2.2 : Constructs identified for the study

Sr. No	Construct	Nature	Reference
1	Intrapreneurial Employee Engagement	Dependent	Discussion with Expert
2	Organisational Survival and Success	Dependent	Discussion with Expert
3	Employee Risk Taking	Independent	Quinn, 1985
4	Employee Strategic Orientation	Independent	Schuler and Jackson, 1987
5	Employee Taking Charge	Independent	Morrison and Phelps, 1999
6	Employee Voice	Independent	Van Dyne and LePine, 1998
7	Employee Intrapreneurial Behavior	Independent	Pearce II et al. 1997.

Inspired by a review of literature and discussions with Intrapreneurship industry and academic experts, studied models and researcher's own view, seven constructs were

identified for further investigation of Intrapreneurship phenomena in IT industries in India for this study.

There are studies conducted on some of the constructs earlier. As per researcher's view derived from a review of the literature, there is no study conducted in IT industries in India on the construct Employee Engagement and Organisational survival and success in the context of Intrapreneurship.

The hypothesis of the Study derived from the Literature Review-

From the literature researcher extracted two major needs or factors leading to adopting Intrapreneurship culture-

- *Intrapreneurship has become a strategic necessity*
- *Existing organizations becomes mature and rigid so for rejuvenation they need Intrapreneurship.*

Hence researcher formed constructs and derived following Hypothesis for the study-

H1- Intrapreneurship has a positive relationship with Employee Engagement

H_O1- Intrapreneurship does not have positive association with Employee Engagement

H2- Intrapreneurship has a positive relationship with survival and success of IT Industry in India

H_O2- Intrapreneurship does not have positive association survival and success of IT Industry in India

RESEARCH METHODOLOGY

3 RESEARCH METHODOLOGY

3.1 Introduction

This research was conducted as a quantitative empirical study. The data generated through questionnaire were quantitative and statistically analyzed. This chapter addresses the research methods used for this thesis, the justification for the choice of research instrument, the way data was analyzed and the validity of the study.

The research conducted in this study consisted of two phases, namely a literature review and an empirical study.

3.2 Literature Review

The literature review was done by using the relevant journal articles, website articles, thesis; IT companies publications and textbooks in order to gain a thorough understanding of the subject of Intrapreneurship.

The aim of the review was to obtain knowledge regarding the following concepts:

- Entrepreneurship.
- The Entrepreneur.
- Intrapreneurship.
- The Intrapreneur.
- Organisational culture and climate.
- Types of Intrapreneurship.
- Dimensions of Intrapreneurship.
- Constructs of an Intrapreneurship
- Intrapreneurship and Employee Engagement
- Intrapreneurship and Organisational Survival and Success
- Factors influencing the establishment of Intrapreneurship.
- A framework and strategies that could be implemented for the establishing of Intrapreneurship.

3.3 Empirical Study

A suitable measuring instrument was utilized to conduct this empirical study, which in the case of this study was a questionnaire (quantitative research). The identified study population was administered with the questionnaire to complete. After the completion of the questionnaires the data was analyzed statistically and interpreted. Finally, conclusions and recommendations were provided.

3.4 Instrument Design

Items from existing measuring instruments were combined, modified, and expanded as required for this study. Besides the demographic and organizational information measures, the instruments measured the following:

- Employee Intrapreneurial Characteristics
- Entrepreneurial Behavior
- Employee Engagement
- Survival and Success of the IT Company

Some of the existing items used in constructing the instruments for this study included

- Items previously used by Van Dyne and LePine (1998) to measure an employee's voice in the organization.
- Items previously used by Morrison and Phelps (1999) to measure taking charge ability of an individual.
- Items previously used by Barron and Harrington (1981) to measure risk taking the ability of an employee.
- Items previously used by Pearce II et al. (1997) to measure the entrepreneurialbehavior of an employee.
- Items previously used by Demerouti, Bakker, Janssen and Schaufeli, (2001) to measure employee engagement.

Questionnaire for employees is a measuring instrument that assesses six constructs influencing an intrapreneurial behavior of an employee in organizations by providing 40 statements in Section B to be completed on the basis of a seven-point Likert scale.

Personnel had to indicate their personal degree of disagreement or agreement where 1 = strongly disagree and 7 = strongly agree for each of the 40 statements.

In the second questionnaire for Top Management and Human Resource department, 7 items were identified to measure the survival and success of the organization also on the basis of a 7-point Likert type scale. These 26 items determine the perceived success and survival of the organization in terms of market proactive, competitive aggressiveness, firm risk-taking, firm innovativeness, autonomy, customer or market measures, process measures, people development and future success. In respect of each item, respondents had to indicate the degree to which they agree or disagree with a certain statement where 1 = strongly disagree and 7 = strongly agree for each of the 26 statements. The demographical information (gender, race, age group, highest academic qualification, functional department, and management level) of the individual correspondents was gathered in the first section of the questionnaire.

According to Cooper and Schindler (2008), three major criteria's can be used to evaluate a measurement tool:

- Validity: The extent to which an item measures what it is supposed to measure.
- Reliability: This refers to consistency in measurement. Different measures of the same construct repeated over time should produce the same results.
- Practicality: This is concerned with the wide range of factors of economy, convenience, and interpretability.

With regards to validity, there is no technical way to evaluate the validity of a scale, but through principal component factor analysis, common factor analysis, and structural equation modeling, one can gain confidence in the validity of a scale by determining whether it has the relationships to other variables that are expected on theoretical grounds (Hair, Black, Babin, and Anderson, 2010).

The reliability of a scale can be measured through any of the following ways as suggested by Treiman (2009):

- Test-retest reliability: It measures the correlation between scores of a scale administered at two points in time.
- Alternate-forms reliability: It is the correlation between two different scales thought to measure the same underlying dimension.

- Internal-consistency reliability: It is a function of the correlation among the items in a scale.

Reliability Test

Cronbach's alpha is the internal-consistency measure used in this study. Cronbach Alpha is a reliability test conducted within SPSS in order to measure the internal consistency i.e. reliability of the measuring instrument (Questionnaire). It is most commonly used when the questionnaire is developed using multiple likert scale statements and therefore to determine if the scale is reliable or not.

Economy: With reference to the economy (practicality), an online Google form was sent to 50 IT company's HR by emailing the link. The HR was requested to share the form with suitable employees and Top Management of the company. The completed survey instrument was also collected via the Google form. This saved on travel and survey printing costs which would have been incurred had the researcher chosen hand-delivery of the survey instruments.

Convenience: The instrument also passed the convenience test because each section had clear instructions to the respondent. The questionnaire was available in online form. Respondents only had to scroll and click. The survey could be taken on smartphones/tablets as well so that respondents could respond even on the move.

The researcher collected the completed questionnaires, analyzed the data, and interpreted the results. Issues of interpretability are thus irrelevant in this case. Interpretability is relevant when persons other than the researcher must interpret the results (Cooper and Schindler, 2008).

Both the questionnaire had close-ended questions and was divided into the following sections:

Questionnaire A: For Employees

- Section 1: Confidentiality Agreement
- Section 2: Items concerning personal background and organizational information
- Section 3: Items Concerning Intrapreneurial Employee Characteristics and Employee Engagement.

Questionnaire B: For Top Management and HR

- Section 1: Confidentiality Agreement
- Section 2: Items concerning personal background and organizational information
- Section 3: Items Concerning Intrapreneurial Organisational Characteristics and Survival and Success of IT Companies.

3.5 Sampling and Data Collection

This section explains the methodology adopted for sourcing the primary and secondary data. The section also explains decisions related to sampling design, sampling technique, and sample size.

This study looked at both qualitative and quantitative data. Qualitative data was used more in the exploratory stages to get clarity on concepts and variables, whereas quantitative data was used more once the research instrument was ready.

3.5.1 Sources of Data

Primary data: Primary data for the study was collected through employees of 50 IT companies in Pune and Nagpur. In addition, views of academic/industry experts and Intrapreneur were sought and used.

Secondary data: Secondary data was collected through the review of literature through books and journals, as well as through online resources.

3.5.2 Data Collection Method

Interviews and questionnaire were the major methods for primary data collection while publications and online research were the methods for secondary data.

Questionnaire: Final quantitative primary data was collected through free to use online source Google Forms. The links were shared only with HR of the selected IT Company with a request to share with Top Management and suitable employees.

3.5.3 Methodology for Profiling Companies

Target Companies were decided on the basis of the discussion with Industry experts. Randomness in selecting the companies was avoided to guard against collecting data from sources that are not even aware of the term Intrapreneurship.

Companies which had proven exposure to or interest in, Intrapreneurship were selected. A list of Companies who nominated themselves for Maha-Intraprenur Awards was procured from Dr. Vinod Shasti and Mr. Pramod Chaudhary of Praj Ind., who pioneered Maha-Intraprenur award in Maharashtra since 2008.

Some companies were selected as per suggestion from Dr. Bhatkar, he is Life Time Award Recipient of Maha-Intraprenur Award 2010.

Size of the company in terms of employee strength and turnover was not considered as a parameter nor was its status as public, private, Indian or foreign.

3.5.4 Sampling Design

Census study which is the best for of the study in view of the large size of the population was not possible. Hence a sample study was determined for this study.

Sampling design is the process of selecting an adequate number of elements from the population. As per Kothari (2011), sampling designs are basically of two types' non-probability sampling and probability sampling.

Sampling Unit: Sampling Unit for this study was an individual employee, Top Management, and HR personnel in the IT Company of Pune and Nagpur region.

Sampling Frame: Sampling frame or the source list from which sample is to be selected was prepared on the basis of IT companies registered on the site of NASCOMM, MCCIA and Online Data Directory (Foondoodata, com).

Total 450 companies in Pune and 50 IT Companies in Nagpur were registered on these sites in the year 2013 when researcher prepared the sampling frame. From this list, 10% of the population size was selected as the sample size. Average sample size from previous studies can also be considered for the study, but researcher decided to take 10% of the population to make the study more scientific. Hence 45 IT Companies from Pune and 5 IT Companies from Nagpur were selected after consulting with Industry experts.

3.6 Methodology for Data Management and Data Analysis

This section explains methodology and process followed for data management, data input, and data analysis.

3.6.1 Methodology for Data Management

Collected raw data was verified so that it could be processed for statistical inquiry. Since the instrument was designed and administered using technology, this part was not time taking. Each response was complete by default and all responses could be downloaded in MS Excel file format, making the further transfer of data to SPSS software that much faster and easier.

3.6.2 Data Analysis

SPSS (Statistical Package for Social Sciences) was used for data management and analysis. After complete data was entered in SPSS, the researcher carried out preliminary data exploration to assess the trends of the findings. Descriptive like mean, standard deviation, frequency and percentage distributions were carried out for all variables. This ensured there were no data input errors.

For nominal data which is primarily demographic data, frequency tables were drawn and percentages were calculated.

Afterward, the reliability of pre-defined scales was tested by calculating Cronbach's alpha with a cut-off value of .70 as suggested by Nunnally and Bernstein (1994). Thus internal consistency for each construct was established.

Factor Analysis

Factor analysis was carried out to statistically group the variables. Factor analysis helps to examine how underlying constructs influence the responses on a number of measured variables. There are basically two types of factor analysis, exploratory and confirmatory. Exploratory factor analysis (EFA) attempts to discover the nature of the constructs influencing a set of responses. Confirmatory factor analysis (CFA) tests whether a specific set of constructs is influencing responses in a predicted way. Both types of factor analyses are based on the Common Factor Model. This model proposes that each observed response is influenced partially by underlying common factors and partially by underlying unique factors. The strength of the link between each factor and each measure varies, such that a given factor influences some measures more than others.

KMO and Barletts's Test

Before running the Factor Analysis Kaiser-Meyer-Olkin (KMO) and Barletts's test was carried out. The KMO measures the sampling adequacy (which determines if the

responses given with the sample are adequate or not) which should be close than 0.5 for a satisfactory factor analysis to proceed. Kaiser (1974) recommend 0.5 (value for KMO) as minimum (barely accepted), values between 0.7-0.8 acceptable, and values above 0.9 are highly accepted.

Bartlett's Test of Sphericity (BTS), which is a measure of the multivariate normality of the set of distributions, was also applied individually to all the scales. It also tests whether the correlation matrix is an identity matrix because with an identity matrix, Factor Analysis would be meaningless. A significance value of < .05 indicates that the data are approximately multivariate normal and acceptable for factor analysis. Factors for inclusions were selected by Kaiser criterion. The Kaiser criterion states that one should use a number of factors equal to the number of the eigen values of the correlation matrix that are greater than one.

Principal component analysis

Initial set of factors were extracted using Principal Component Analysis. It reduces the large set of variables to a small set that still contains the information in the large set. The technique of principal component analysis enables us to create and use a reduced set of variables which are called principal factors. A reduced set is much easier to analyse and interpret. The rotated component matrix, sometimes referred to as the loadings, is the key output of principal components analysis. It contains estimates of the correlations between each of the variables and the estimated components. Factors are rotated for final solution. By rotating the axes, attempt is made to find a factor solution that is equal to that obtained in the initial extraction but which has the simplest interpretation. Of the two major categories of rotation viz. orthogonal rotations which produce uncorrelated factors and oblique rotations which produce correlated factors, researcher used Varimax, widely believed to be the best orthogonal rotation.

Each of the measures is linearly related to each of the factors. The strength of this relationship is contained in the respective factor loading, produced by the rotation. This loading can be interpreted as a standardized regression coefficient, regressing the factor on measures. Factor score for a given factor is a liner combination of all the measures, weighted by the corresponding loading. These factor scores can then be used in analyses as variables. In this study, the factor scores were used for regression analysis.

Factor analysis helps identify underlying constructs that influence the responses on a number of measured variables (Vinod Shastri 2015). Factor analysis was used to group different items or attributes into common factors that affect the intrapreneurial growth of a company and employee engagement.

Regression Analysis

Regression analysis is a statistical tool for the exploration of relationships between variables. Generally the researcher attempts to check the causal effect of one variable upon another. Simple regression analysis is the least squares estimator of a linear regression model with a single predictor variable. The fitted line has the slope equal to the correlation between y and x corrected by the ratio of standard deviations of these variables. Multiple regression analysis is applied to learn more about the relationship between several independent or predictor variables and a dependent variable.

In the present study, the researcher applied multiple regression analysis to identify which factors that emerged through factor analysis, significantly influence employee engagement. Regression analysis is used to understand how the value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Regression analysis was run to understand the relationship between the attributes identified and their relationship with the variable employee engagement; Survival and Success under this study. Hypotheses were tested by using the outcomes of factor analysis and regression analysis and relevant conclusions were drawn from the study, which is presented in detail in the next Chapter.

The researcher needs to focus on three parts of the output produced by regression analysis for interpretation of results; the Model Summary output, the ANOVA output and the Coefficients Table.

ANOVA

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help researcher figure out whether to reject the null hypothesis or accept the alternate hypothesis.

Correlation Coefficient

The multiple correlation coefficient (R) is a measure of the strength of the relationship between variables selected for inclusion in the equation. There are two crucial points of information in the Model Summary viz. R and R^2.By squaring R, we identify the value of the coefficient of multiple determination (R^2). This statistic enables the determination of the amount of explained variation (variance) in Y from factors on a range from 0% to100%.The Model output summary for this study is presented in detail in next Chapter.

3.7 Limitations of the Study

- The geographical scope of the study was limited to the cities Pune and Nagpur from the state of Maharashtra.
- Selection of target companies was limited to only those IT Companies who were available on NASSCOM website in the year 2013.
- Companies HR were requested to share the survey with suitable employees and Top Management along with HR department.
- The entire survey was online. This was done to leverage the available technology to optimize time and effort. This was also done keeping in mind the tech-savvy IT Industry employees.

RESULTS AND DISCUSSION

4 RESULTS AND DISCUSSION

4.1 Introduction

Having successfully collected the data in time for study, it was time for analysing data and draw meaningful insights for the employee engagement and Intrapreneurship phenomena in IT companies in India. This chapter presents the complete overview of the data collected and insights gain based on scientific analysis of the data with the help of SPSS software.

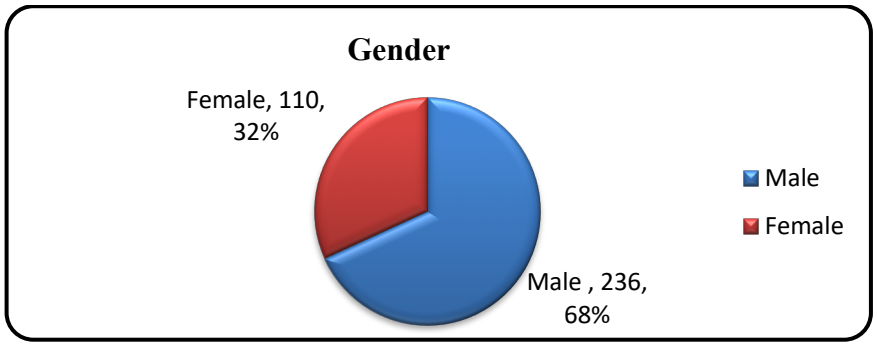
4.2 Profile of the respondents

This section presents the demographic profile of the respondents, which helped the researcher to draw finer conclusions. Table 4.1 and 4.2 presents gender and education of the respondents.

Table 4.1 : Respondent Gender

Gender	Total No. of respondents	Percentage
Male	236	68
Female	110	32
Total	**346**	**100**

Graph 4.1: Respondent Gender



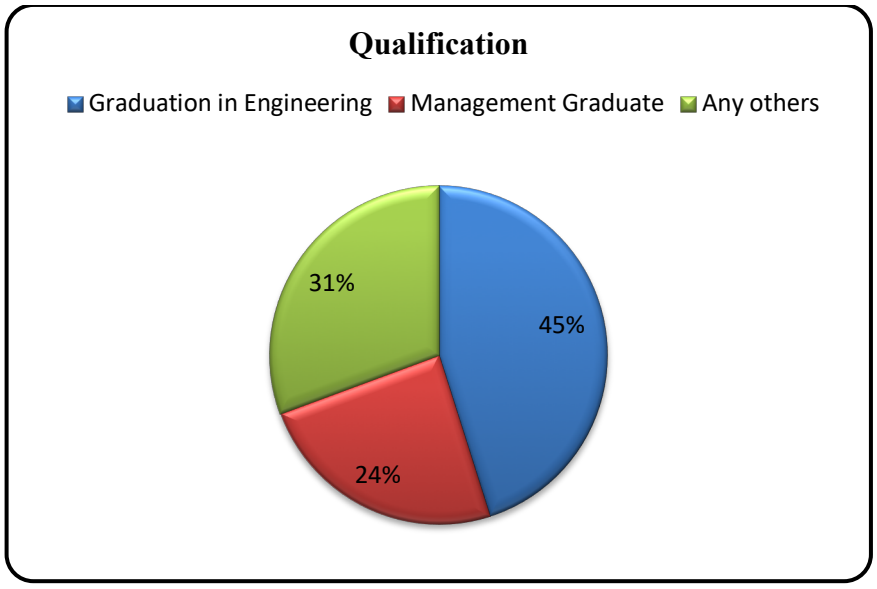
Observation: From the data presented in table 4.1 we can see that out of 346 respondents 68% were Male and 32% were female in the IT companies under study.

Insight Gained: IT companies in India have good strength of Male and female employees. The data does look in favor of male but researcher does not want to draw any imbalance conclusion in ratio since there was no quota sampling for men and women.

Table 4.2 : Educational Background of the respondents

Education	Total No. of respondents	Percentage
Graduation in Engineering	156	45
Management Graduate	83	24
Any Others	107	31
Total	**346**	**100**

Graph 4.2 : Educational Background of the respondents



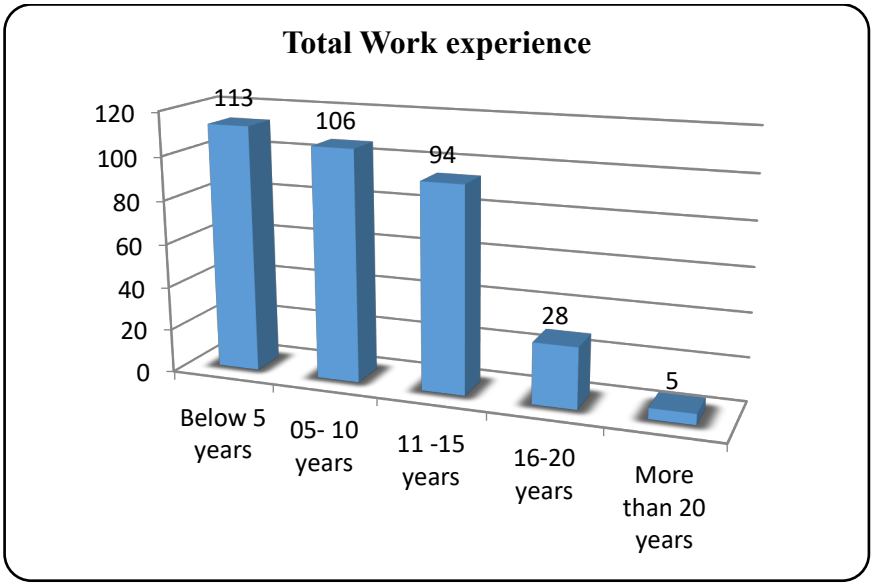
Observation: Educational background of the respondent's shows that 45% respondents worked in organisation were Graduate in engineering, 24% had Management degree and 31% respondents had other degree.

Insight Gained: Data bears out that most of the IT Company employees are from engineering educational background.

Table 4.3 : Total Work Experience of the respondents

Total Work experience	Total No. of respondents	Percentage
Below 5 years	113	32.66
05- 10 years	106	30.64
11 -15 years	94	27.17
16-20 years	28	8.09
More than 20 years	5	1.45
Total	**346**	**100**

Graph 4.3 : Total Work Experience of the respondents



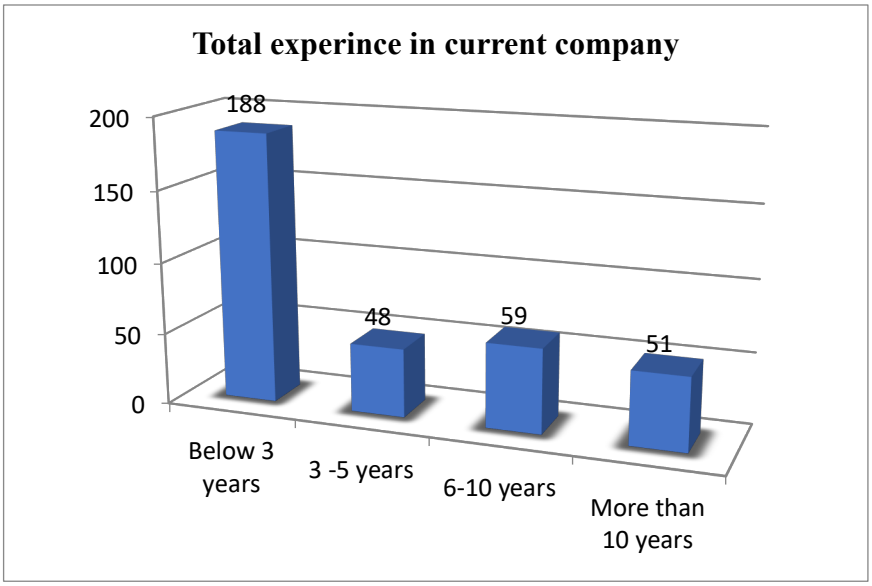
Observation: 32.33% respondents had less than 5 work years' experience, 30.64% respondents had 5 to 10 years work years' experience, and 27.17% respondents had 11-15 years' experience. Very few respondents had experience 16 to 20 years (8.09%) and more than 20 years (1.45%).

Insight Gained: IT companies have good spread of all levels of employees. Pyramid structure of level of experience is important and base has good level of balance.

Table 4.4 : Respondent's Total Experience in current company

Total experience in current organisation	Total No. of respondents	Percentage
Below 3 years	188	54.34
3 -5 years	48	13.87
6-10 years	59	17.05
More than 10 years	51	14.74
Total	**346**	**100**

Graph 4.4 : Respondent's Total Experience in current company



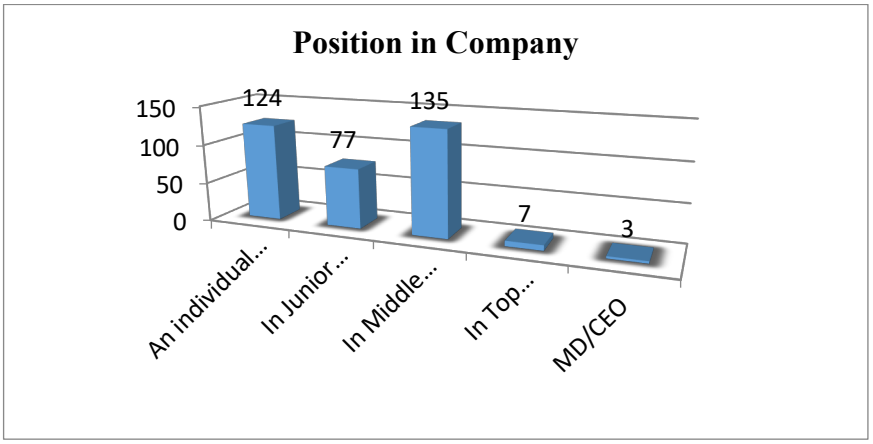
Observation: Mostly (54.34%) the respondents were below 3years work experience in current company, followed by 6 to 10 years (17.05%), more than 10 years (14.74%) and 3-5years (13.87%).

Insight Gained: IT companies have employees who have less than 3 years of experience in current organisation; companies need to find ways to increase the tenure of key employees in same organisation. IT companies are young compared to other organisations so employees with small tenure are quite obvious.

Table 4.5 : Respondent's Position in Company

Position in Company	Total No. of respondents	Percentage
An individual Contributor	124	35.84
In Junior Management	77	22.25
In Middle Management	135	39.02
In Top Management	7	2.02
MD/CEO	3	0.87
Total	**346**	**100**

Graph 4.5 : Respondent's Position in Company



Observation and Insight Gained: Information presented in table indicates that 35.84% respondents were individual contributor in company, 22.25% respondents belonged to junior management. From the data 39.02% respondents represented middle level management, and 2.02% respondents were from top management. CEO/MD level respondents were 0.87% in the present study. In IT companies work is highly skilled and hierarchy levels are different than traditional companies. Project work culture has mix of individual and middle management level employees for on time client deliveries.

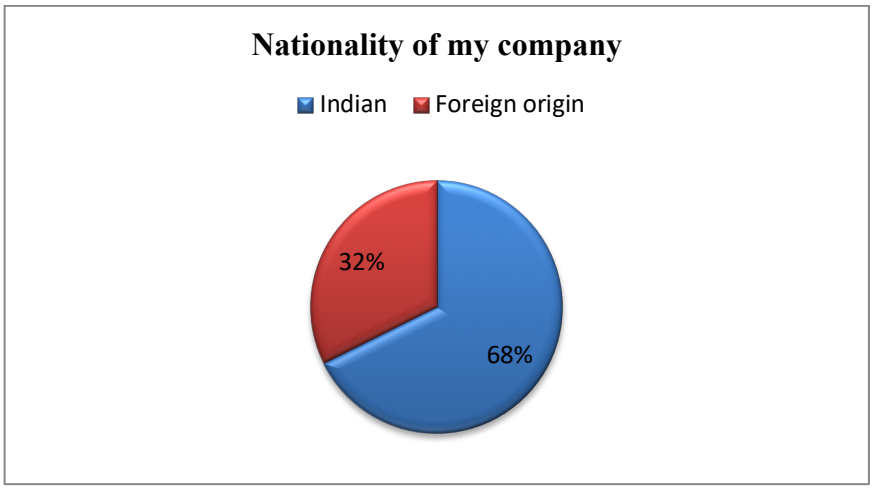
4.3 Profile of the respondent's Companies

Data presented in this section represents company profile of respondents. Companies in this study belong to all sizes from small to large. IT companies are present in both services and product market.

Table 4.6 : Nationality of Company

Nationality of my company	Total No. of respondents	Percentage
Indian	234	67.63
Foreign origin	112	32.37
Total	**346**	**100**

Graph 4.6 : Nationality of Company

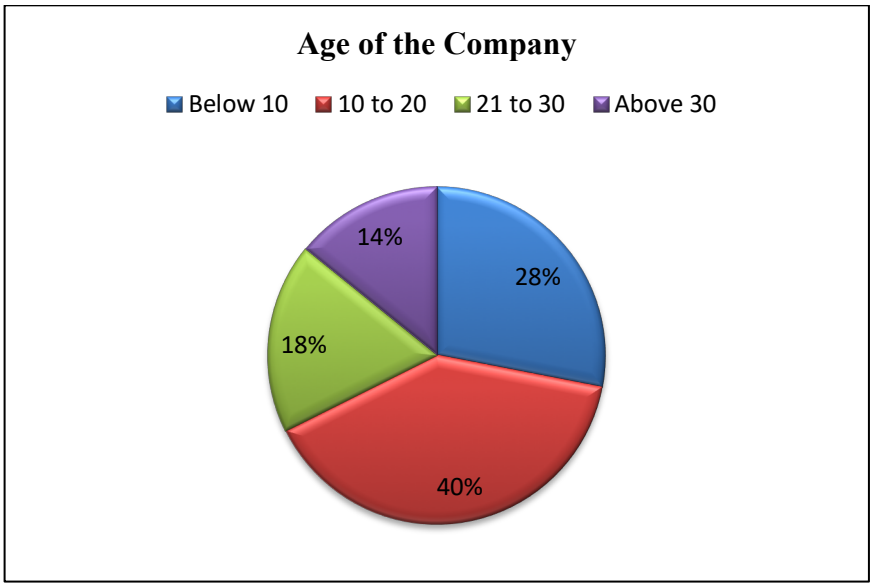


Observation and Insight Gained: Most of the respondents worked in Indian Origin Company (68%) and 32% respondents worked in foreign origin company. Because of the low cost of operations India has become hub for many foreign IT companies. Data also depicts that Indian companies are also making mark in IT sector.

Table 4.7 : Age of the Company

Age of company	Total No. of respondents	Percentage
Below 10	97	28.03
10 to 20	137	39.60
21 to 30	63	18.21
Above 30	49	14.16
Total	**346**	**100**

Graph 4.7 : Age of the Company

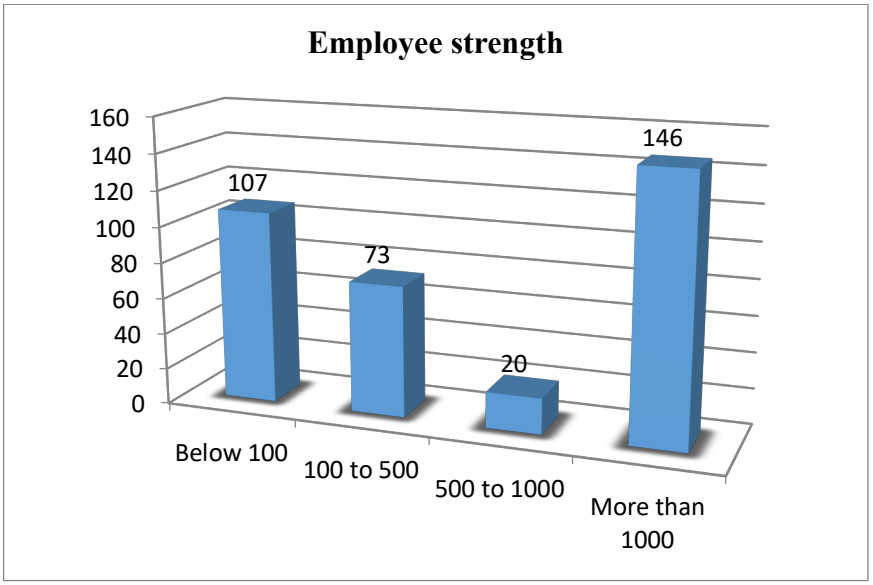


Observation and Insight Gained: Data presented in table depicts that 39.60% respondents worked in 10 to 20 years old company, 28% respondents worked in 21-30 years old company and few 14% respondents worked in more 30 years old company. As discussed earlier IT sector is comparatively young and hence organisations with more age are few in numbers. This sector is growing fast and is also becoming important globally, in India operational costs are less compared to other counties this attracted many global and Indian businesses to set up in India in recent past.

Table 4.8 : Employee Strength

Employee strength	Total No. of respondents	Percentage
Below 100	107	30.92
100 to 500	73	21.10
500 to 1000	20	5.78
More than 1000	146	42.20
Total	**346**	**100**

Graph 4.8 : Employee Strength



Observation: From the data given in the table we observe that 42.20% respondents represent companies with employee strength of 1000, whereas 30.92% respondents belong to company with employee strength less than 100, 21.10% respondents were from company having employee strength in between 100 to 500.

Insight Gained: IT companies are mostly service based so they have major strength of employees. Many IT product companies operate with small highly skilled team members. Data shows that companies with less than 100 employees and more than 1000 employees both exists and dominates the market. Pune being IT hub has many MNC's

having employee strength more than 1000. Innovation and customer specialized IT products has attracted many startups with less number of employees in this sector.

4.4 Development and Validation of the measurement instrument

This section illustrates the development and validation of the measurement instrument utilized for this study.

Table 4.9 : Strategic Scanning

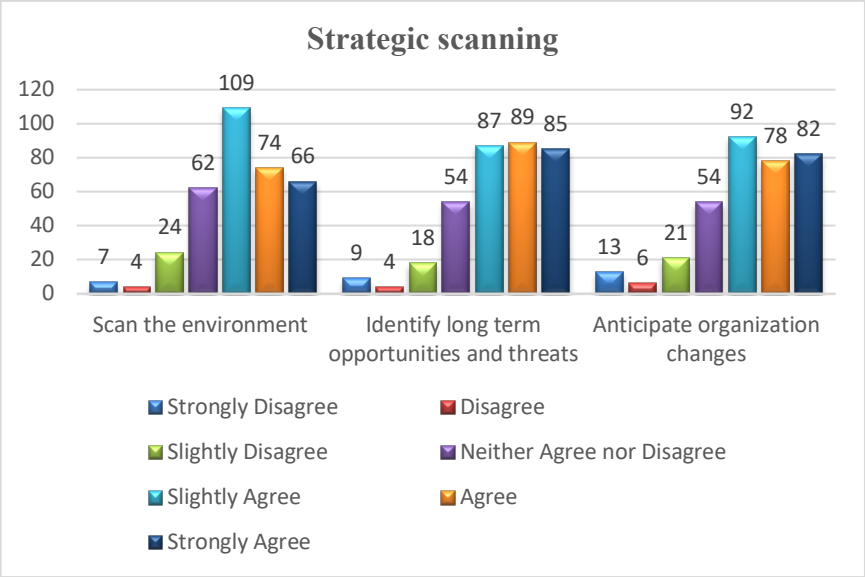
Scan the environment	**No. of Respondents**	**Percentage**
Strongly Disagree	7	2.02
Disagree	4	1.16
Slightly Disagree	24	6.94
Neither Agree nor Disagree	62	17.92
Slightly Agree	109	31.50
Agree	74	21.39
Strongly Agree	66	19.08
Total	**346**	**100**

Table 4.9: Strategic Scanning-Continued

Identify long term opportunities and threats	No. of Respondents	Percentage
Strongly Disagree	9	2.60
Disagree	4	1.16
Slightly Disagree	18	5.20
Neither Agree nor Disagree	54	15.61
Slightly Agree	87	25.14
Agree	89	25.72
Strongly Agree	85	24.57
Total	**346**	**100**

Anticipate organization changes	No. of Respondents	Percentage
Strongly Disagree	13	3.76
Disagree	6	1.73
Slightly Disagree	21	6.07
Neither Agree nor Disagree	54	15.61
Slightly Agree	92	26.59
Agree	78	22.54
Strongly Agree	82	23.70
Total	**346**	**100**

Graph 4.9 : Strategic Scanning



Observation and Insight Gained: From the data presented in study we can see that71.97% respondents actively scan the environment to see how and what is happening might affect their company in the future. Only 10.12% respondents were not found active in strategically scanning the environment.

IT sector is very dynamic and employees have to always keep upgrading their key skills, while doing so they can sense the opportunities and threat for the organization. 75.26% respondents said they identified long term opportunities and threats for their company and 15.61% respondents were Neutral on this point. Entry level employees take some time to understand the business environment and need of the hour.

Data shows that 82.83% respondents were able to anticipate organization changes that might be needed in the light of developments in the Environment (e.g. markets, technology). Due to competition and customer demands, IT companies are undergoing lot of changes. Employees are in direct contact with customers many times and understand competitor's new ways of doing business, so they are able to sense the changes which can affect their organization.

Table 4.10 : Risk Taking

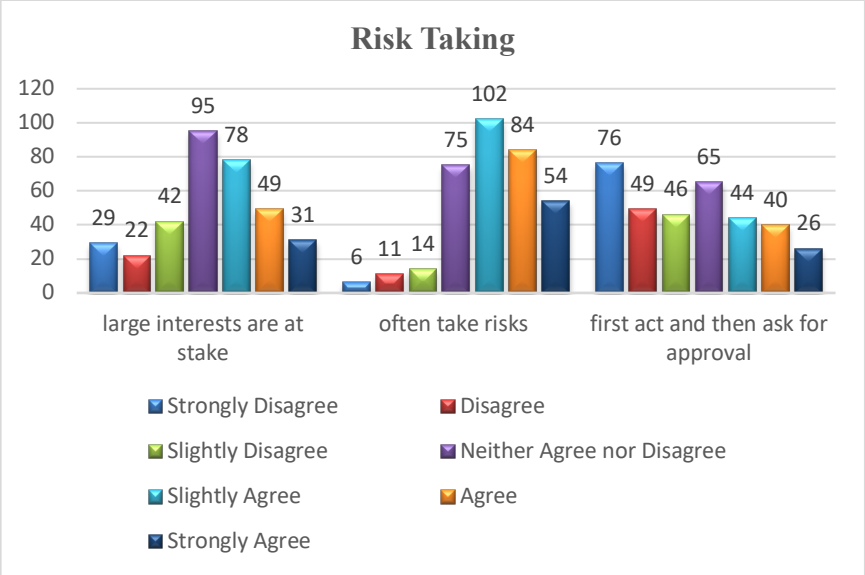
Large interests are at stake	No. of Respondents	Percentage
Strongly Disagree	29	8.38
Disagree	22	6.36
Slightly Disagree	42	12.14
Neither Agree nor Disagree	95	27.46
Slightly Agree	78	22.54
Agree	49	14.16
Strongly Agree	31	8.96
Total	**346**	**100**

Often take risks	No. of Respondents	Percentage
Strongly Disagree	6	1.73
Disagree	11	3.18
Slightly Disagree	14	4.05
Neither Agree nor Disagree	75	21.68
Slightly Agree	102	29.48
Agree	84	24.28
Strongly Agree	54	15.61
Total	**346**	**100**

Table 4.10: Risk Taking-Continued

First act and then ask for approval	No. of Respondents	Percentage
Strongly Disagree	76	21.97
Disagree	49	14.16
Slightly Disagree	46	13.29
Neither Agree nor Disagree	65	18.79
Slightly Agree	44	12.72
Agree	40	11.56
Strongly Agree	26	7.51
Total	**346**	**100**

Graph 4.10 : Risk Taking



Observation: The statistical data presented in above table clearly indicates that 45.66% respondents were of the opinion that if large interests were at stake, they regularly went for the big win even when things could go seriously wrong, 27.46% respondents were neutral and 27.88% respondents disagreed on same point.

Data also provides information that 68.37% respondents often take risks in their job, while 21.68% respondents were neutral as far as take risk is concerned.

IT sector has employees who are highly educated and well worse with their type of work; they understand the work needs and changes to be done on time. May times they need to take decisions for the team or the work they are handling for customers. The data presented indicates that 31.79% respondents first act and then ask for approval; even they know that would annoy other people, as they are sure they are doing for the benefit of the company. 48.42% respondents disagreed i.e. they did not first act and then ask for approval and 18.79% were neutral on same point. Junior level employees and employees working in team mostly wait for manager's point of view.

Table 4.11 : A-Taking Charge

Improved procedures	No. of Respondents	Percentage
Strongly Disagree	2	0.58
Disagree	0	0.00
Slightly Disagree	10	2.89
Neither Agree nor Disagree	38	10.98
Slightly Agree	58	16.76
Agree	121	34.97
Strongly Agree	117	33.82
Total	**346**	**100**

Table 4.11: Taking Charge-Continued

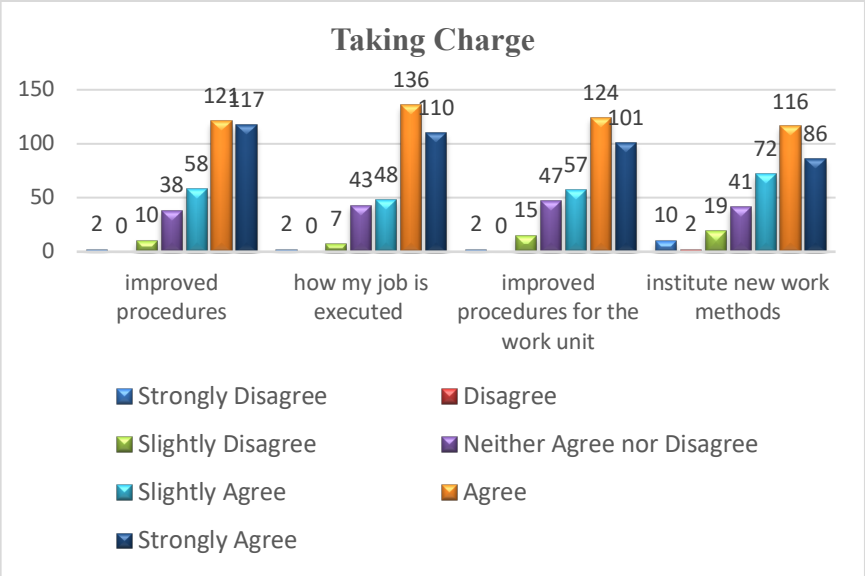
How my job is executed	No. of Respondents	Percentage
Strongly Disagree	2	0.58
Disagree	0	0.00
Slightly Disagree	7	2.02
Neither Agree nor Disagree	43	12.43
Slightly Agree	48	13.87
Agree	136	39.31
Strongly Agree	110	31.79
Total	**346**	**100**

Improved procedures for the work unit	No. of Respondents	Percentage
Strongly Disagree	2	0.58
Disagree	0	0.00
Slightly Disagree	15	4.34
Neither Agree nor Disagree	47	13.58
Slightly Agree	57	16.47
Agree	124	35.84
Strongly Agree	101	29.19
Total	**346**	**100**

Table 4.11: Taking Charge-Continued

Institute new work methods	No. of Respondents	Percentage
Strongly Disagree	10	2.89
Disagree	2	0.58
Slightly Disagree	19	5.49
Neither Agree nor Disagree	41	11.85
Slightly Agree	72	20.81
Agree	116	33.53
Strongly Agree	86	24.86
Total	**346**	**100**

Graph 4.11 : A-Taking Charge



Observation and Insight Gained: In IT sector new technologies are introduced very frequently and global information access makes it easily available to all**.** From the data collected we learned that85.55% respondents tried to adopt improved procedures for doing their job, 10.98% respondents were neutral.

Effectiveness is important in IT companies as delivery deadlines are always demanding. Employees keep updating their ways of doing work effectively. From the data calculated statistically we found 84.97% respondents tried to change how their job is executed in order to be more effective, 12.43% respondents were neutral on this point.

Procedures are part of the work execution, 81.50% respondents said they tried to bring about improved procedures for the work unit or department, and 13.58% were neutral for the same. Improvement in procedures improves quality of work.

New ways of doing work and trying to improve the effectiveness is most important part in IT companies to be in competition. 79.20% respondents tried to institute new work methods that were more effective for the company, 11.85% respondents were neutral and 8.96% respondents did not tried to institute new work methods.

Table 4.12 : B-Taking Charge

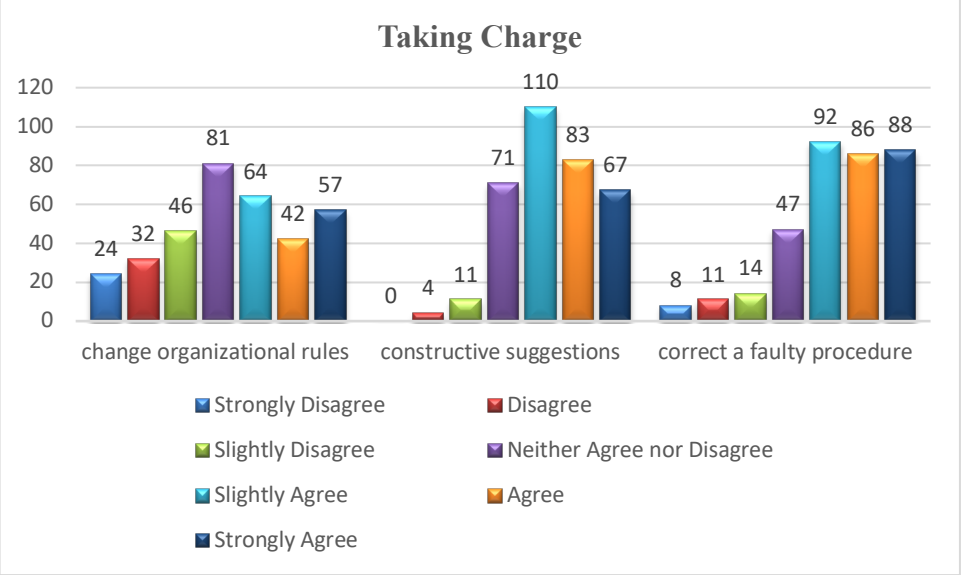
Change organizational rules	No. of Respondents	Percentage
Strongly Disagree	24	6.94
Disagree	32	9.25
Slightly Disagree	46	13.29
Neither Agree nor Disagree	81	23.41
Slightly Agree	64	18.50
Agree	42	12.14
Strongly Agree	57	16.47
Total	**346**	**100**

Table 4.12: B-Taking Charge-Continued

Constructive suggestions	No. of Respondents	Percentage
Strongly Disagree	0	0.00
Disagree	4	1.16
Slightly Disagree	11	3.18
Neither Agree nor Disagree	71	20.52
Slightly Agree	110	31.79
Agree	83	23.99
Strongly Agree	67	19.36
Total	**346**	**100**

Correct a faulty procedure	No. of Respondents	Percentage
Strongly Disagree	8	2.31
Disagree	11	3.18
Slightly Disagree	14	4.05
Neither Agree nor Disagree	47	13.58
Slightly Agree	92	26.59
Agree	86	24.86
Strongly Agree	88	25.43
Total	**346**	**100**

Graph 4.12 : B-Taking Charge



Interpretation and Insights Gained: From the data presented above it is noticed that47.11% respondents tried to change organizational rules or policies that are counterproductive, 29.48% respondents disagreed on the same point i.e. they did not try to change organizational rules or policies that are counterproductive and 23.41% respondents were neutral. Employees who join IT Company as their passion and are involved in their work believe in changing work place rules non relevant or becoming obstacles in the way of success.

Respondents who have selected to work in IT companies with the required skill set and who keeps upgrading their knowledge believe their suggestions can improve the business. From the data 75.14% respondents said they made constructive suggestions for improving how things operate within the organization and 20.52% respondents did not have any thought on this.

Taking 76.88% respondents said they tried to correct a faulty procedure or practice and 13.58% were neutral and 9.49% respondents did not tried to correct a faulty procedure or practice.

Table 4.13 : C- Taking Charge

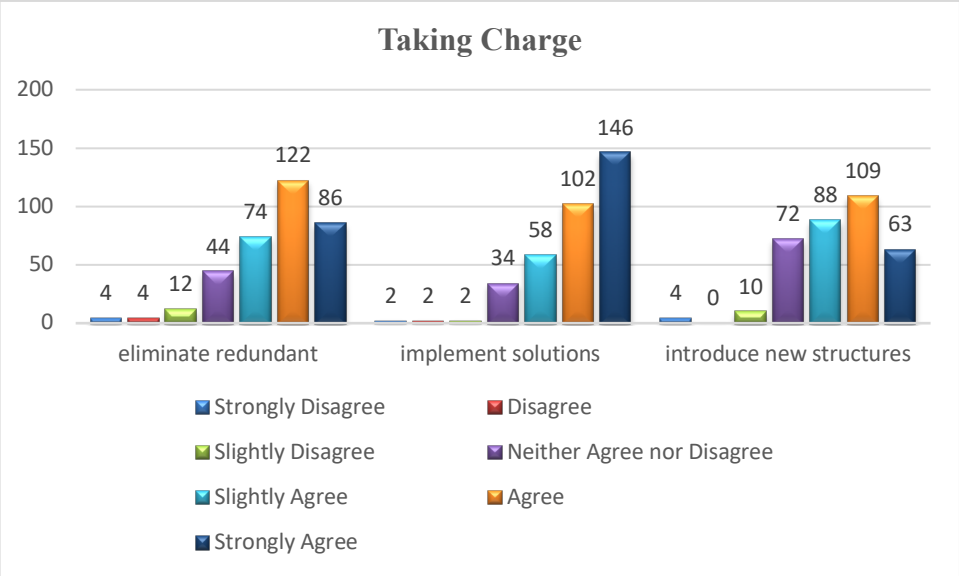
Eliminate redundant	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	4	1.16
Slightly Disagree	12	3.47
Neither Agree nor Disagree	44	12.72
Slightly Agree	74	21.39
Agree	122	35.26
Strongly Agree	86	24.86
Total	**346**	**100**

Implement solutions	No. of Respondents	Percentage
Strongly Disagree	2	0.58
Disagree	2	0.58
Slightly Disagree	2	0.58
Neither Agree nor Disagree	34	9.83
Slightly Agree	58	16.76
Agree	102	29.48
Strongly Agree	146	42.20
Total	**346**	**100**

Table 4.13: C-Taking Charge-Continued

Introduce new structures	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	0	0.00
Slightly Disagree	10	2.89
Neither Agree nor Disagree	72	20.81
Slightly Agree	88	25.43
Agree	109	31.50
Strongly Agree	63	18.21
Total	**346**	**100**

Graph 4.13 : C- Taking Charge



Observation: When respondents were asked if they try to eliminate redundant or unnecessary procedures, 81.51% respondents agreed, while 12.72% respondents were neutral.

Respondents were also asked if they tried to implement solutions to pressing organisational problems, 88.24% respondents found to do so and 9.83% were found not taking any such solutions till time.

For improved efficiency employees should try new structures, technologies or approaches in the work they do. When the respondents were questioned on this, 75.14% respondents agreed they tried to introduce new structures, technologies, or approaches to improve efficiency and 20.81% respondents were neutral and 4% respondents said they did not try to introduce new structures, technologies, or approaches to improve efficiency.

Table 4.14 : A- Voice

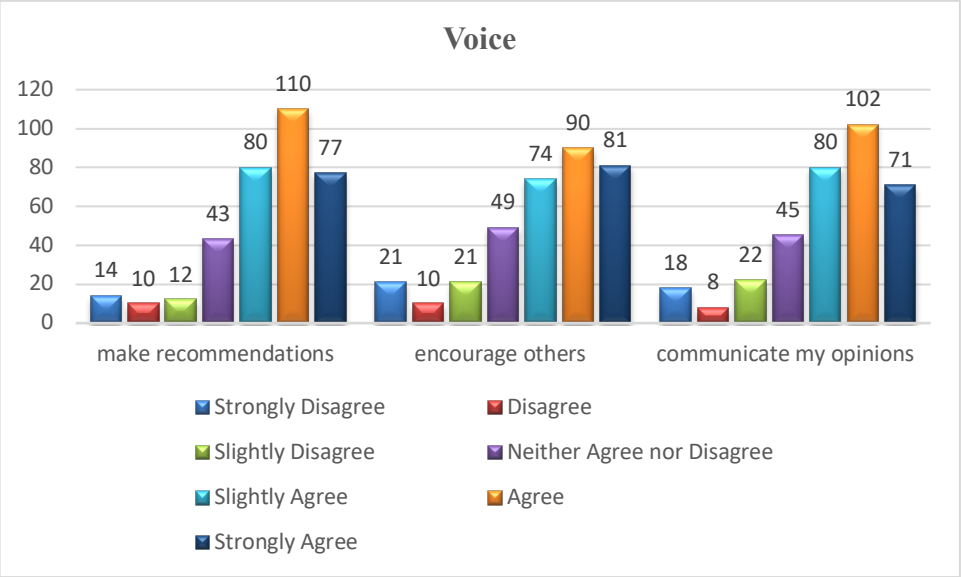
Make recommendations	No. of Respondents	Percentage
Strongly Disagree	14	4.05
Disagree	10	2.89
Slightly Disagree	12	3.47
Neither Agree nor Disagree	43	12.43
Slightly Agree	80	23.12
Agree	110	31.79
Strongly Agree	77	22.25
Total	**346**	**100**

Table 4.14: A-Voice-Continued

Encourage others	No. of Respondents	Percentage
Strongly Disagree	21	6.07
Disagree	10	2.89
Slightly Disagree	21	6.07
Neither Agree nor Disagree	49	14.16
Slightly Agree	74	21.39
Agree	90	26.01
Strongly Agree	81	23.41
Total	**346**	**100**

Communicate my opinions	No. of Respondents	Percentage
Strongly Disagree	18	5.20
Disagree	8	2.31
Slightly Disagree	22	6.36
Neither Agree nor Disagree	45	13.01
Slightly Agree	80	23.12
Agree	102	29.48
Strongly Agree	71	20.52
Total	**346**	**100**

Graph 4.14 :A- Voice



Interpretation: Data summarized in above table shows that 77.16% respondents usually develop and made recommendations concerning issues that affect their work, 12.43% respondents were neutral and 10.21% respondents disagreed i.e. they did not develop and made recommendations concerning issues that affect their work.

Researcher also observed that 70.81% respondents spoke up and encouraged others in their company to get involved in issues that affect company, 15.03% respondents were reluctant to speak up and encourage others in company to get involved in issues that affect company. 14.16% respondents were neutral for the same.

Communicating views helps in improving work culture and work methods. Researcher observed that 73.12% respondents from the study communicate their opinions about work issues to others even if their opinion was different and others disagree, 13.86% respondents did not communicate their opinions.

Table 4.15 : B- Voice

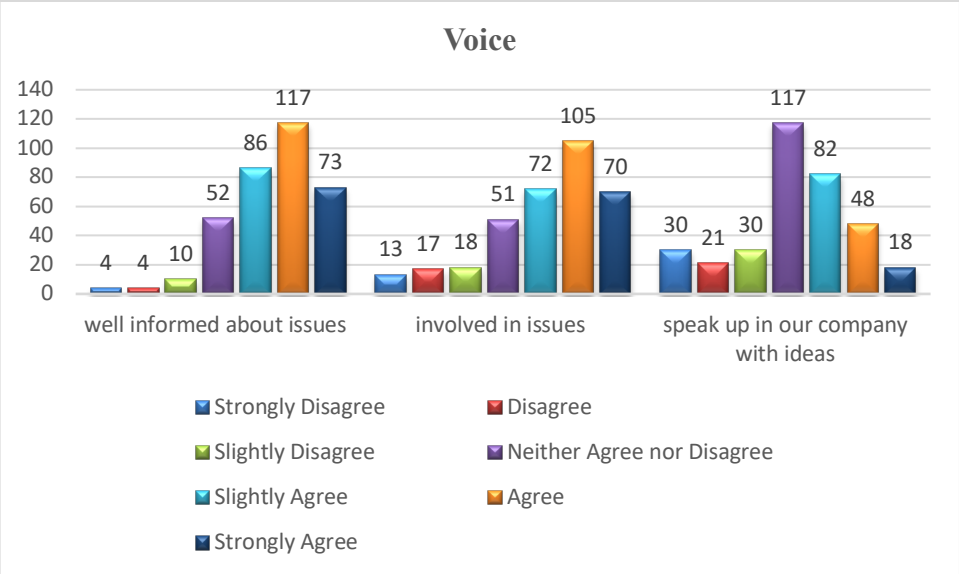
Well informed about issues	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	4	1.16
Slightly Disagree	10	2.89
Neither Agree nor Disagree	52	15.03
Slightly Agree	86	24.86
Agree	117	33.82
Strongly Agree	73	21.10
Total	**346**	**100**

Involved in issues	No. of Respondents	Percentage
Strongly Disagree	13	3.76
Disagree	17	4.91
Slightly Disagree	18	5.20
Neither Agree nor Disagree	51	14.74
Slightly Agree	72	20.81
Agree	105	30.35
Strongly Agree	70	20.23
Total	**346**	**100**

Table 4.15: B-Voice-Continued

Speak up in our Company with ideas	No. of Respondents	Percentage
Strongly Disagree	30	8.67
Disagree	21	6.07
Slightly Disagree	30	8.67
Neither Agree nor Disagree	117	33.82
Slightly Agree	82	23.70
Agree	48	13.87
Strongly Agree	18	5.20
Total	**346**	**100**

Graph 4.15 : B- Voice



Interpretation and Insight Gained: In the above data 79.78% respondents said they always keep themselves well informed about issues where their opinion might be useful to company, 15.03% respondents were not of this opinion. Most of the employees believe in keeping themselves involved in the matters of company interest.

Good work culture promotes growth and success. From the date researcher observed that 71.39% respondents get involved in issues that affect the quality of work life in their company, in contrary 12.87% did not involve, and 14.74 respondents were neutral.

Presenting new ideas related to work is important in changing times. When respondents were asked for these 42.77% respondents said they spoke up in their company with ideas for new projects or changes in procedures, in contrary 22.81% respondents were disagreeing and 33.82% were neutral for the same. Often situation are very complex and providing solutions or speaking in such times is required from the employees, management is benefitted by such work culture.

Table 4.16 : A- Entrepreneurial Behavior

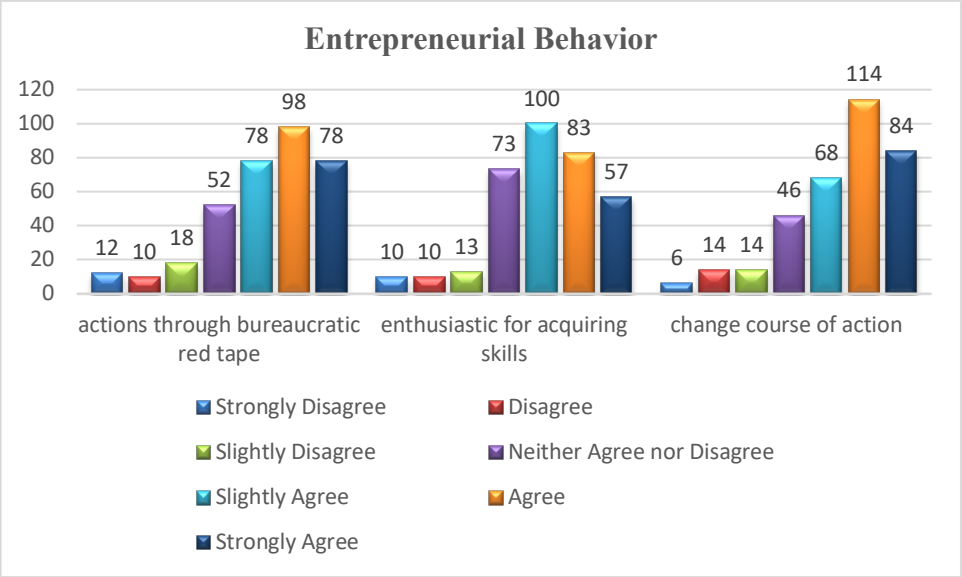
actions through bureaucratic red tape	**No. of Respondents**	**Percentage**
Strongly Disagree	12	3.47
Disagree	10	2.89
Slightly Disagree	18	5.20
Neither Agree nor Disagree	52	15.03
Slightly Agree	78	22.54
Agree	98	28.32
Strongly Agree	78	22.54
Total	**346**	**100**

Table: 4.16: A-Entrepreneurial Behavior-Continued

Enthusiastic for acquiring skills	No. of Respondents	Percentage
Strongly Disagree	10	2.89
Disagree	10	2.89
Slightly Disagree	13	3.76
Neither Agree nor Disagree	73	21.10
Slightly Agree	100	28.90
Agree	83	23.99
Strongly Agree	57	16.47
Total	**346**	**100**

Change course of action	No. of Respondents	Percentage
Strongly Disagree	6	1.73
Disagree	14	4.05
Slightly Disagree	14	4.05
Neither Agree nor Disagree	46	13.29
Slightly Agree	68	19.65
Agree	114	32.95
Strongly Agree	84	24.28
Total	**346**	**100**

Graph 4.16 : A- Entrepreneurial Behavior



Interpretation and Insight gained: In the above data, most of the respondents73.4% said they efficiently got proposed actions through 'bureaucratic red tape' and into practice, 11.56% respondents said they did not get proposed actions through 'bureaucratic red tape' and into practice, and 15.03% respondents did not try to do so. IT sector is moving from traditional culture to open culture where employees have freedom for the work methods.

From the data researcher observed that 69.36% respondents were enthusiastic for acquiring skills, while 9.54% respondents disagreed on that, on other hand 21.10% respondents had neutral opinion.

When respondents were asked for results and action taken for the same, 76.88% respondents said they quickly changed course of action when results weren't being achieved, while 9.83% respondents said they did not change any course of action when results weren’t being achieved and 13.29% respondents did not have any opinion on same point.

Table 4.17 : B- Entrepreneurial Behavior

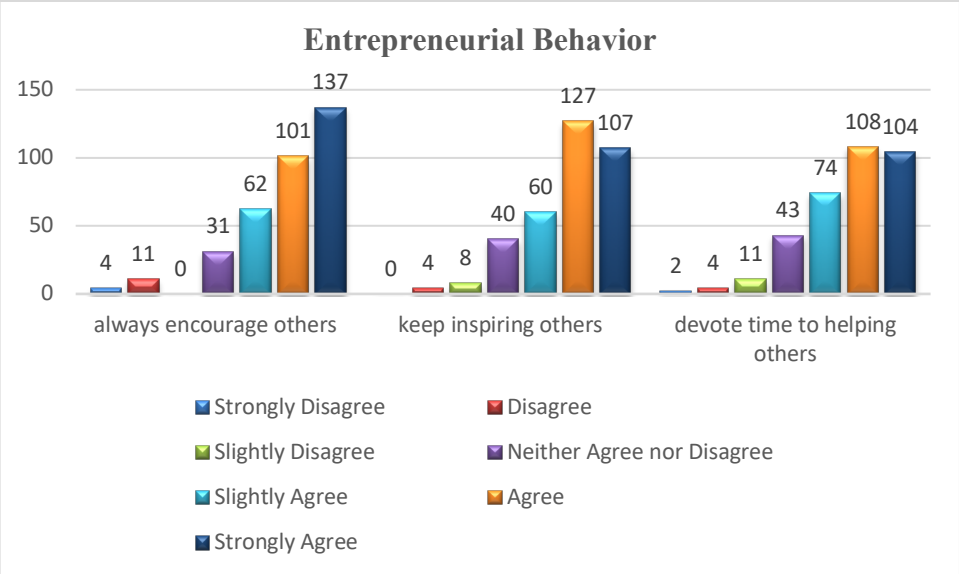
Always encourage others	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	11	3.18
Slightly Disagree	0	0.00
Neither Agree nor Disagree	31	8.96
Slightly Agree	62	17.92
Agree	101	29.19
Strongly Agree	137	39.60
Total	**346**	**100**

Keep inspiring others	No. of Respondents	Percentage
Strongly Disagree	0	0.00
Disagree	4	1.16
Slightly Disagree	8	2.31
Neither Agree nor Disagree	40	11.56
Slightly Agree	60	17.34
Agree	127	36.71
Strongly Agree	107	30.92
Total	**346**	**100**

Table 4.17: B-Entrepreneurial Behavior-Continued

Devote time to helping others	No. of Respondents	Percentage
Strongly Disagree	2	0.58
Disagree	4	1.16
Slightly Disagree	11	3.18
Neither Agree nor Disagree	43	12.43
Slightly Agree	74	21.39
Agree	108	31.21
Strongly Agree	104	30.06
Total	**346**	**100**

Graph 4.17 : B- Entrepreneurial Behavior



Observation: When the respondents were asked for encouraging others 86.71% respondents said they always encouraged others to take initiative for their own ideas, while 8.96% were neutral.

Data also shows that 84.97% respondents inspired others to think about their work in new and stimulating ways and 11.56% respondents were not found to do so.

Helping other to improve product and services is another challenging task in IT sector. Data presented in above table shows that 83.20% respondents usually devote time to helping others find ways to improve products and services, while 12.43% respondents had neutral opinion for the same. Approx. 4% respondents had opposite opinion on these points.

Table 4.18 : C- Entrepreneurial Behavior

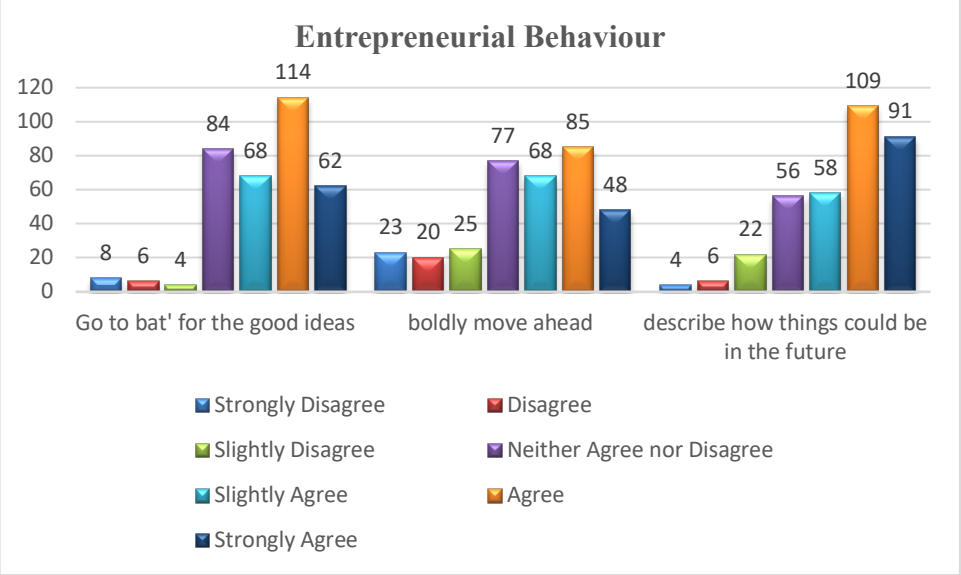
Go to bat' for the good ideas	No. of Respondents	Percentage
Strongly Disagree	8	2.31
Disagree	6	1.73
Slightly Disagree	4	1.16
Neither Agree nor Disagree	84	24.28
Slightly Agree	68	19.65
Agree	114	32.95
Strongly Agree	62	17.92
Total	**346**	**100**

Table 4.18: C-Entrepreneurial Behavior-Continued

Boldly move ahead	No. of Respondents	Percentage
Strongly Disagree	23	6.65
Disagree	20	5.78
Slightly Disagree	25	7.23
Neither Agree nor Disagree	77	22.25
Slightly Agree	68	19.65
Agree	85	24.57
Strongly Agree	48	13.87
Total	**346**	**100**

Describe how things could be in the future	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	6	1.73
Slightly Disagree	22	6.36
Neither Agree nor Disagree	56	16.18
Slightly Agree	58	16.76
Agree	109	31.50
Strongly Agree	91	26.30
Total	**346**	**100**

Graph 4.18 : C- Entrepreneurial Behavior



Observation and Insight Gained: The data presented in the above table clearly indicates that 70.52% respondents 'Go to bat' for the good ideas of others, while 24.28% respondents said no opinion on that.

Researcher also observed that 58.09% respondents boldly moved ahead with a promising new approach when others might be more cautious, while 19.66% respondents said they did not move ahead with new approach and 22.25% respondents were neutral on same.

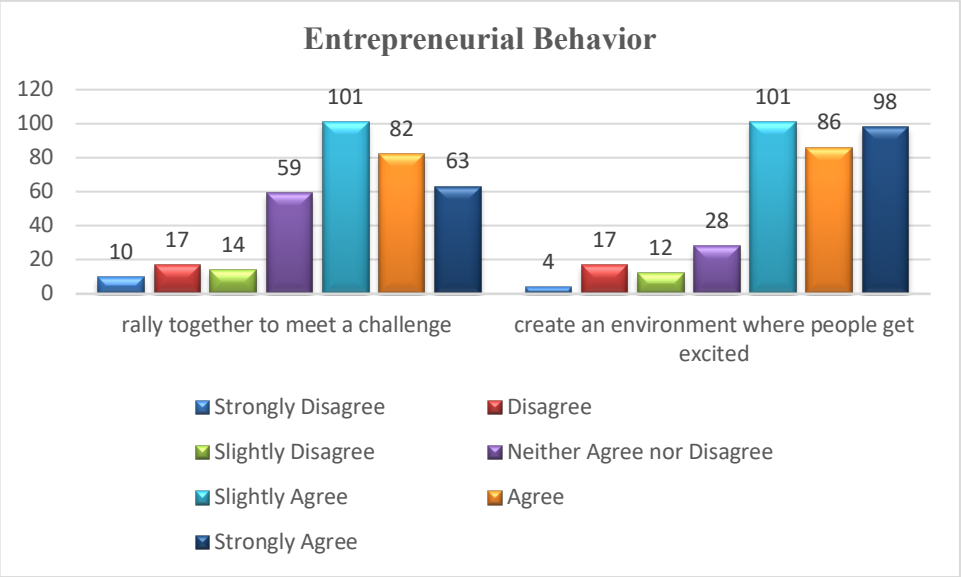
Many employees in this sector can understand the future as they work in the industry and have access to knowledge shared on different platforms. Respondents were asked if they are able to do so, 74.56% respondents said they tried to describe how things could be in the future and what was needed to get them there, while 9.25% respondents said they did not tried to describe for the same, 16.18% respondents were neutral on same point. For successful business employees with such mindset are required.

Table 4.19 : D- Entrepreneurial Behavior

Rally together to meet a challenge	No. of Respondents	Percentage
Strongly Disagree	10	2.89
Disagree	17	4.91
Slightly Disagree	14	4.05
Neither Agree nor Disagree	59	17.05
Slightly Agree	101	29.19
Agree	82	23.70
Strongly Agree	63	18.21
Total	**346**	**100**

Create an environment where people get excited	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	17	4.91
Slightly Disagree	12	3.47
Neither Agree nor Disagree	28	8.09
Slightly Agree	101	29.19
Agree	86	24.86
Strongly Agree	98	28.32
Total	**346**	**100**

Graph 4.19 : D- Entrepreneurial Behavior



Observation: The information presented above helps to conclude that majority of the respondents71.1%, got people to rally together to meet a challenge for the company, 11.85% respondents said they did not get people to rally together to meet a challenge for our company and 17.05% respondents were neutral on same.

Work environment which stimulates employees to achieve their assigned tasks is important. Many employees who understand the importance try to create such environment. From the data 82.37% respondents said they tried to create an environment where people get excited about making improvements, whereas 9.54% respondents disagreed to create an environment where people get excited about making improvements.

Table 4.20 : A- Employee Engagement

Going to my work	No. of Respondents	Percentage
Strongly Disagree	12	3.47
Disagree	8	2.31
Slightly Disagree	6	1.73
Neither Agree nor Disagree	37	10.69
Slightly Agree	77	22.25
Agree	106	30.64
Strongly Agree	100	28.90
Total	**346**	**100**

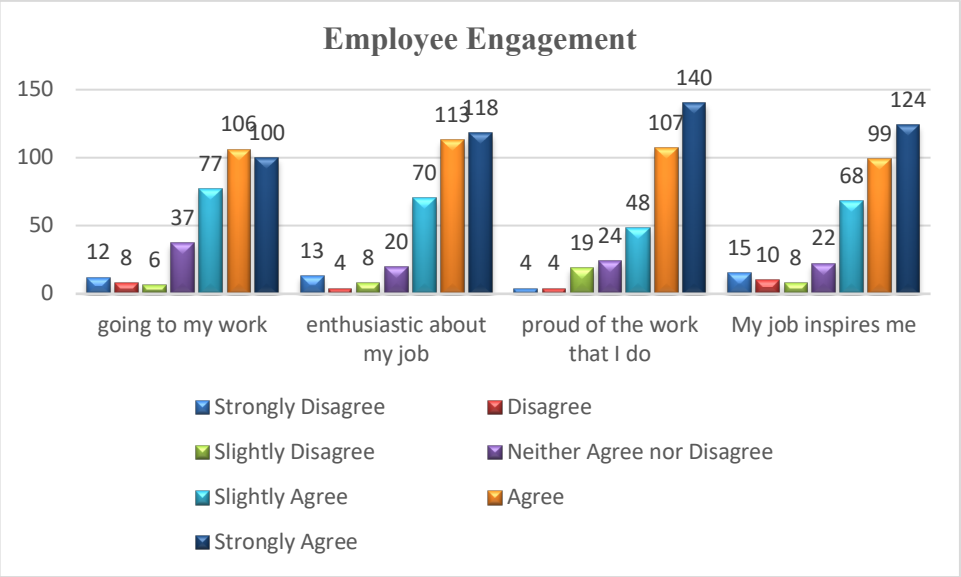
Enthusiastic about my job	No. of Respondents	Percentage
Strongly Disagree	13	3.76
Disagree	4	1.16
Slightly Disagree	8	2.31
Neither Agree nor Disagree	20	5.78
Slightly Agree	70	20.23
Agree	113	32.66
Strongly Agree	118	34.10
Total	**346**	**100**

Table 4.20: A- Employee Engagement- Continued

Proud of the work that I do	No. of Respondents	Percentage
Strongly Disagree	4	1.16
Disagree	4	1.16
Slightly Disagree	19	5.49
Neither Agree nor Disagree	24	6.94
Slightly Agree	48	13.87
Agree	107	30.92
Strongly Agree	140	40.46
Total	**346**	**100**

My job inspires me	No. of Respondents	Percentage
Strongly Disagree	15	4.34
Disagree	10	2.89
Slightly Disagree	8	2.31
Neither Agree nor Disagree	22	6.36
Slightly Agree	68	19.65
Agree	99	28.61
Strongly Agree	124	35.84
Total	**346**	**100**

Graph 4.20 : A- Employee Engagement



Observation: From the information presented in above table researcher observedthat81.79% respondents feel like going to work when they got up in morning, whereas 7.51% said they did not feel.

Researcher also observed that 86.99% respondents were enthusiastic about their job, where as 7.23% respondents were not enthusiastic about their job.

When we are proud of the work we do we like to continue the work and devote ourselves to the work. From the data presented researcher observed that 85.25% respondents were proud of the work that they do, 7.81% respondents were not proud of the work they do. We can conclude that most of the respondents are enthusiastic for work and are proud of the work they do.

If the work is inspiring it benefits both organisation and employee in long term. When the respondents were asked if their work inspires them, 84.10% respondents found agree, where as 9.54% respondents said their job does not inspires them and approx. 7% respondents were neutrals on these opinions.

Table 4.21: B- Employee Engagement

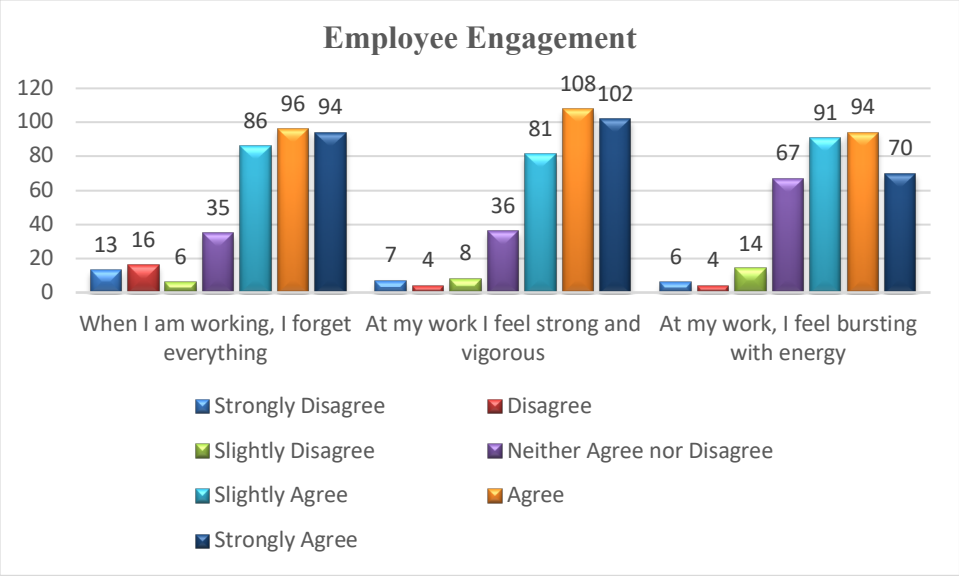
When I am working, I forget everything	No. of Respondents	Percentage
Strongly Disagree	13	3.76
Disagree	16	4.62
Slightly Disagree	6	1.73
Neither Agree nor Disagree	35	10.12
Slightly Agree	86	24.86
Agree	96	27.75
Strongly Agree	94	27.17
Total	**346**	**100**

At my work I feel strong and vigorous	No. of Respondents	Percentage
Strongly Disagree	7	2.02
Disagree	4	1.16
Slightly Disagree	8	2.31
Neither Agree nor Disagree	36	10.40
Slightly Agree	81	23.41
Agree	108	31.21
Strongly Agree	102	29.48
Total	**346**	**100**

Table 4.21: B- Employee Engagement- Continued

At my work, I feel bursting with energy	No. of Respondents	Percentage
Strongly Disagree	6	1.73
Disagree	4	1.16
Slightly Disagree	14	4.05
Neither Agree nor Disagree	67	19.36
Slightly Agree	91	26.30
Agree	94	27.17
Strongly Agree	70	20.23
Total	**346**	**100**

Graph 4.21: B- Employee Engagement



Observation: When asked for the involvement in work 79.18% respondents said when they were working; they forgot everything else around them, 10.11% respondents did not found so.

84.10% respondents said at our work they feel strong and vigorous, where as 5.49% said they did not feel strong and vigorous at our work place, and approx. 10% respondents were neutral on both points.

Researcher observed that 73.70% respondents feel bursting with energy at work place, 6.94% respondents were not feeling energetic at work place, and 19.36 % respondents were neutral on this point.

4.5 Top Management Data Analysis

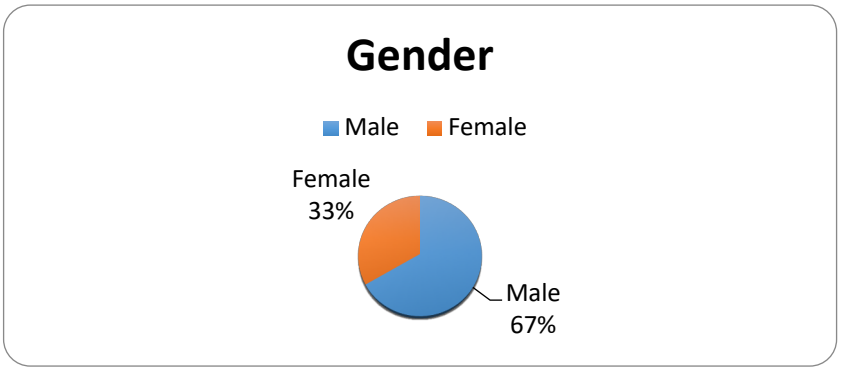
4.5.1 Profile of top management respondents

This section presents the demographic profile of the top management respondents, which helped the researcher to draw finer conclusions regarding HR and Top management who takes decision for the company. Table 4.20 and 4.21 presents gender and education of the respondents.

Table 4.22: Gender

Gender	Total No. of respondents	Percentage
Male	104	67
Female	52	33
Total	**162**	**100**

Graph 4.22: Gender

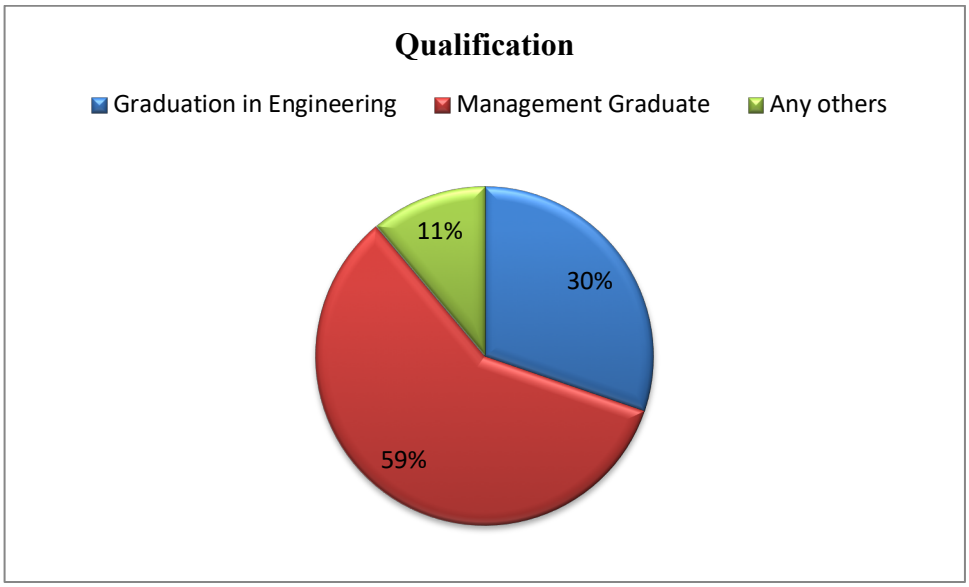


Observation: The data presented in above table shows HR and Top management distribution gender wise.67% top management respondents were male and 33% were female. In India in most of the sectors Top management is still dominated by males.

Table 4.23: Qualification

Qualification	Total No. of respondents	Percentage
Graduation in Engineering	49	30
Management Graduate	95	59
Any others	18	11
Total	**162**	**100**

Graph 4.23: Qualification

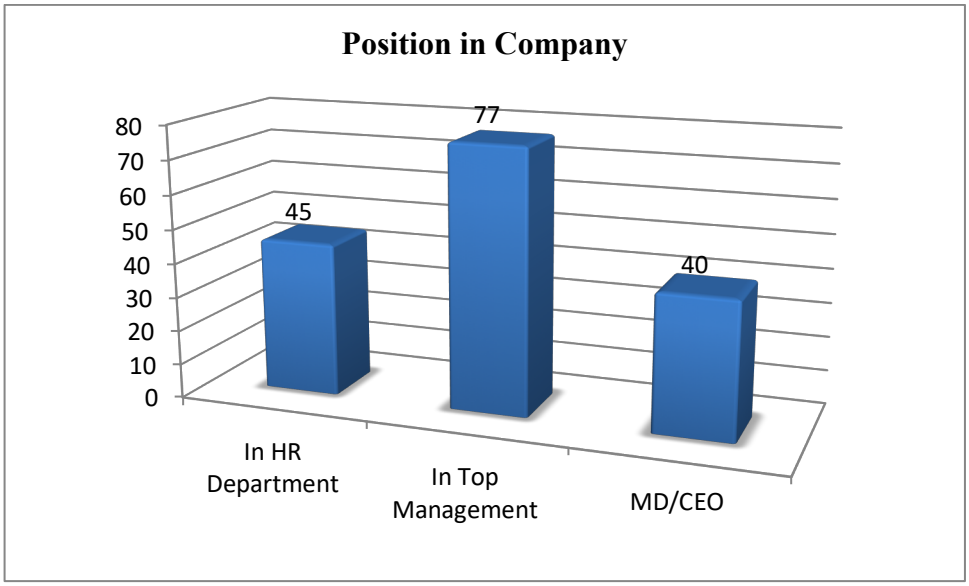


Observation: Data presented in above table clearly indicates that 59% top management respondents were Management graduate, 30% respondents were engineering graduate and 11% had other degree. Employees with Management and Engineering background prefer IT sector.

Table 4.24: Position hold In Company

Position in Company	Total No. of respondents	Percentage
In HR Department	45	27.78
In Top Management	77	47.53
MD/CEO	40	24.69
Total	**162**	**100**

Graph 4.24: Position in Company



Observation: From the data researcher observed that47.53% respondents were holding top management position, 27.78% were working in HR department and 24.69% were MD/CEO of their company.

4.5.2 Profile of the Respondents Company

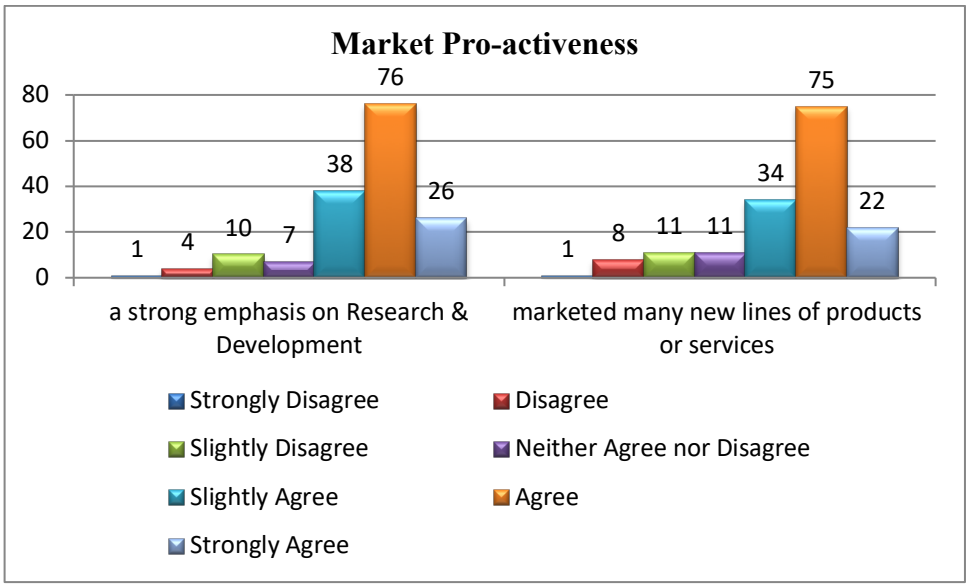
This section provides the details for the company's entrepreneurial culture.

Table 4.25: Market Pro-activeness

A strong emphasis on Research and Development	No. of Respondents	Percentage
Strongly Disagree	1	0.62
Disagree	4	2.47
Slightly Disagree	10	6.17
Neither Agree nor Disagree	7	4.32
Slightly Agree	38	23.46
Agree	76	46.91
Strongly Agree	26	16.05
Total	**162**	**100**

Marketed many new lines of products or services	No. of Respondents	Percentage
Strongly Disagree	1	0.62
Disagree	8	4.94
Slightly Disagree	11	6.79
Neither Agree nor Disagree	11	6.79
Slightly Agree	34	20.99
Agree	75	46.30
Strongly Agree	22	13.58
Total	**162**	**100**

Graph 4.25: Market Pro-activeness



Observation: From the information provided in the above table it is clear that86.42% respondents are of the opinion that top managers of the company favors a strong emphasis on Research and Development, technological leadership, and innovations, whereas 9.26% respondents were not thinking positive for the same. IT sector is very dynamic and competition is very strong, so the companies need to invest in R&D and innovation practices for survival and growth.

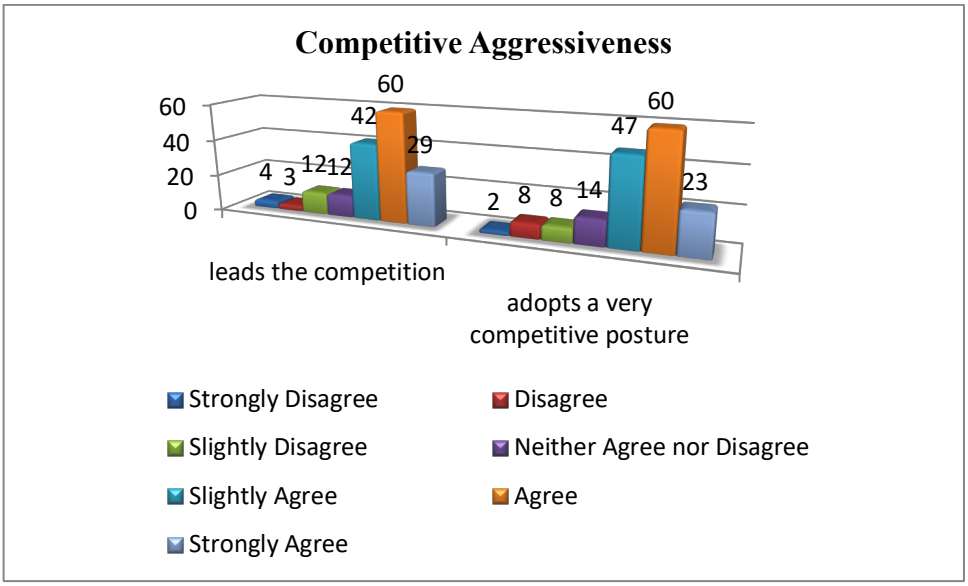
80.37% respondents said our company has marketed many new lines of products or services in the past three years, whereas 12.35% respondents said they haven't market any things in the past three years and 6.79% respondents were neutral. To overcome competition or to be in market companies keeps innovating their product and services as per the customer requirements, employees with key skills play important role on this.

Table 4.26: Competitive aggressiveness

Leads the competition	No. of Respondents	Percentage
Strongly Disagree	4	2.47
Disagree	3	1.85
Slightly Disagree	12	7.41
Neither Agree nor Disagree	12	7.41
Slightly Agree	42	25.93
Agree	60	37.04
Strongly Agree	29	17.90
Total	**162**	**100**

Adopts a very competitive posture	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	8	4.94
Slightly Disagree	8	4.94
Neither Agree nor Disagree	14	8.64
Slightly Agree	47	29.01
Agree	60	37.04
Strongly Agree	23	14.20
Total	**162**	**100**

Graph 4.26: Competitive Aggressiveness



Observation and Insight gained : The respondents when asked for the competitive nature of their company majority of the respondents 80.87%, mentioned that in dealing with competitors, their company often leads the competition, initiating actions to which competitors have to respond, 11.73% said their company was not able to lead competition and initiating action and 7.43% were neutral.

Researcher also observed that 80.25% respondents were with positive opinion on their company's way in dealing with competitors; their company typically adopts a very competitive posture aiming at overtaking the competitors, whereas 10.11% respondents said their company did not adopt a very competitive posture while dealing with competitors.

Table 4.27: Firm risk-taking

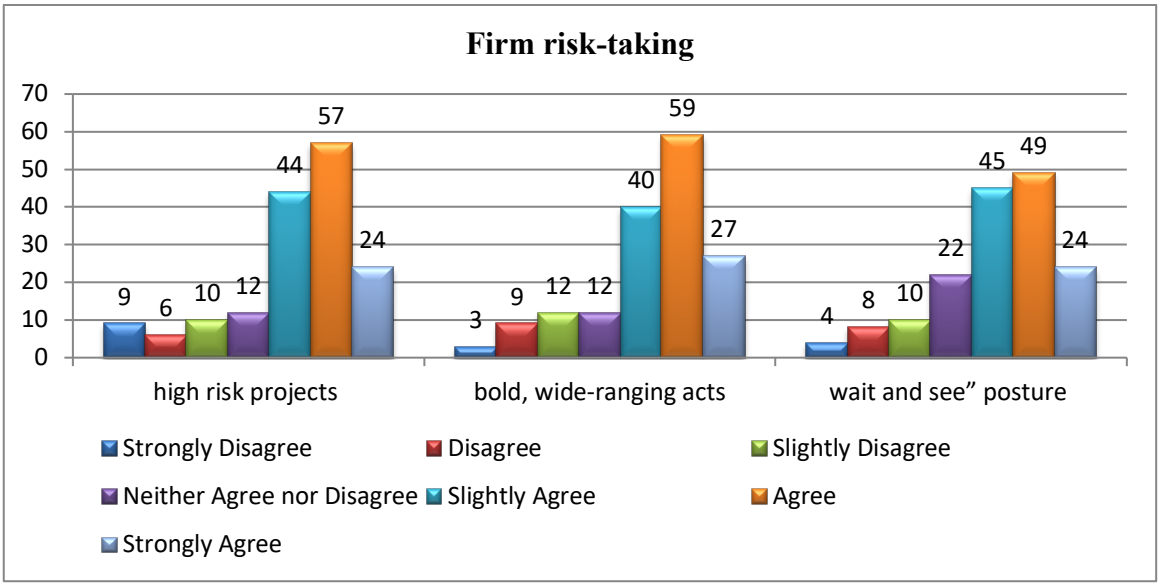
High risk projects	No. of Respondents	Percentage
Strongly Disagree	9	5.56
Disagree	6	3.70
Slightly Disagree	10	6.17
Neither Agree nor Disagree	12	7.41
Slightly Agree	44	27.16
Agree	57	35.19
Strongly Agree	24	14.81
Total	**162**	**100**

Bold, wide-ranging acts	No. of Respondents	Percentage
Strongly Disagree	3	1.85
Disagree	9	5.56
Slightly Disagree	12	7.41
Neither Agree nor Disagree	12	7.41
Slightly Agree	40	24.69
Agree	59	36.42
Strongly Agree	27	16.67
Total	**162**	**100**

Table 4.27: Firm risk-taking-Continued

Wait and see posture	No. of Respondents	Percentage
Strongly Disagree	4	2.47
Disagree	8	4.94
Slightly Disagree	10	6.17
Neither Agree nor Disagree	22	13.58
Slightly Agree	45	27.78
Agree	49	30.25
Strongly Agree	24	14.81
Total	**162**	**100**

Graph 4.27: Firm Risk-Taking



Observation and Insight Gained: The data presented in the above table clearly depicts the opinions of the respondents on their firm's risk taking appetite, 77.16% respondents said the top managers of their company have a strong propensity for high risk projects.

77.78% respondents agreed that the top managers believes owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve their company

objectives, Approx. 14.50% respondents said top managers did not have strong propensity for high risk project. Risk is very high in IT sector as it has global spread and options are now available like never before.

From the data we can conclude that (72.84%) respondents believe when there was uncertainty, their company typically adopted a “wait and see” posture in order to minimize the probability of making costly decisions, 13.58% respondents disagreed for the same and 13.58% respondents were neutral on this opinion Many startups and already existing large organizations take such decisions depending on the volatile nature of the environment.

Table 4.28: Firm Innovativeness

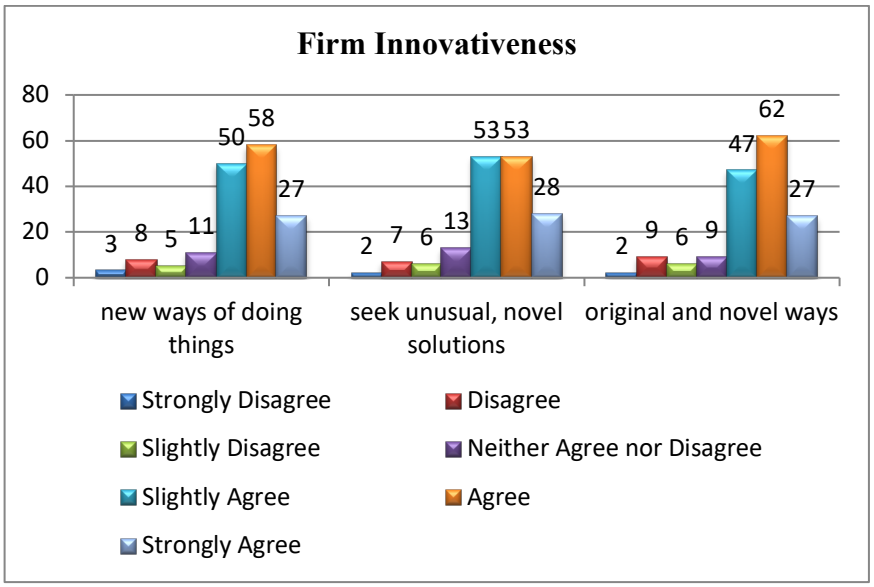
New ways of doing things	No. of Respondents	Percentage
Strongly Disagree	3	1.85
Disagree	8	4.94
Slightly Disagree	5	3.09
Neither Agree nor Disagree	11	6.79
Slightly Agree	50	30.86
Agree	58	35.80
Strongly Agree	27	16.67
Total	**162**	**100**

Table 4.28: Firm Innovativeness-Continued

Seek unusual, novel solutions	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	7	4.32
Slightly Disagree	6	3.70
Neither Agree nor Disagree	13	8.02
Slightly Agree	53	32.72
Agree	53	32.72
Strongly Agree	28	17.28
Total	**162**	**100**

Original and novel ways	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	9	5.56
Slightly Disagree	6	3.70
Neither Agree nor Disagree	9	5.56
Slightly Agree	47	29.01
Agree	62	38.27
Strongly Agree	27	16.67
Total	**162**	**100**

Graph 4.28: Firm Innovativeness



Observation and Insight Gained: The data presented statistically indicates that 83.33% respondents are of the opinion that their management actively responds to the adoption of "new ways of doing things" by main competitors, where as 9.88% respondents said management was not active in adapting "new ways of doing things".

From the respondents 82.72% said they were willing to try new ways of doing things and seek unusual, novel solutions, 9.25% respondents did not to try new ways of doing things and seek unusual, novel solutions for the problems of the company, product and services they were working on.

Top management support and empowerment is necessary for the innovation to take place in the company. 83.95% respondents agreed that they encouraged people to think and behave in original and novel ways; while 10.49% respondents were lacking in providing encouragement to people to think and behave in original and novel ways.

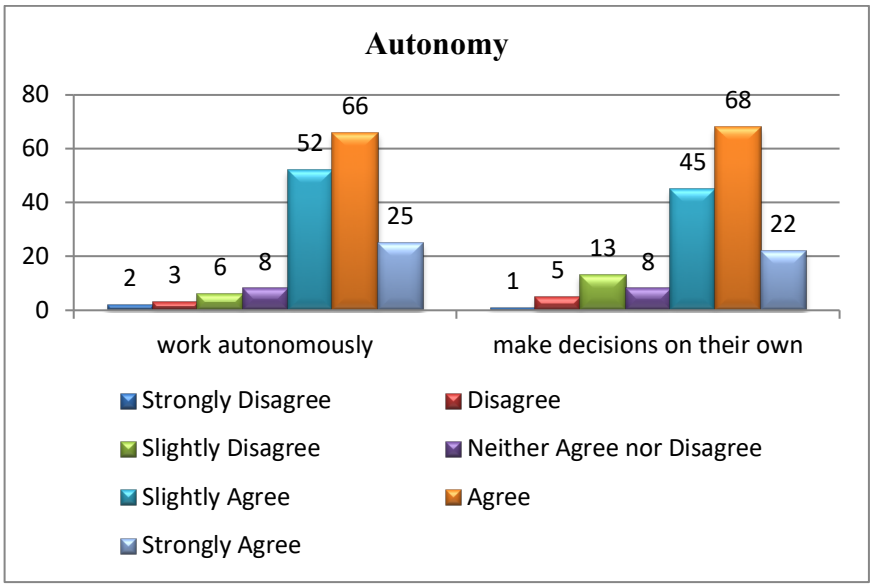
Innovationis center of growth, to be in market or to lead competition all the players depend on their employee's innovative capabilities. IT companies has proved that promoting innovation have helped them to reach heights.

Table 4.29: Autonomy

Work autonomously	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	3	1.85
Slightly Disagree	6	3.70
Neither Agree nor Disagree	8	4.94
Slightly Agree	52	32.10
Agree	66	40.74
Strongly Agree	25	15.43
Total	**162**	**100**

Make decisions on their own	No. of Respondents	Percentage
Strongly Disagree	1	0.62
Disagree	5	3.09
Slightly Disagree	13	8.02
Neither Agree nor Disagree	8	4.94
Slightly Agree	45	27.78
Agree	68	41.98
Strongly Agree	22	13.58
Total	**162**	**100**

Graph 4.29: Autonomy



Observation and Insight Gained: The information provided in above table concludes that88.27% respondents believe their company supported the efforts of individuals and/or teams that work autonomously, 6.78% respondents said their company did not support the efforts of individuals and/or teams that work autonomously.

Data also shows that 83.34% respondents found their company's individuals and/or teams pursued business opportunities make decisions on their own without constantly referring to their supervisor, while 11.73% respondents found that their company does not follow such liberty.

In IT companies mostly employees are responsible for their own work or they work in team, in which group decisions matters. Many situations need action on time; they cannot wait for the hierarchy to follow. Decisions taken on time and with appropriate actions results in favor of the company, for this company have to provide required support and autonomy to the individuals and the teams.

Table 4.30: Survival

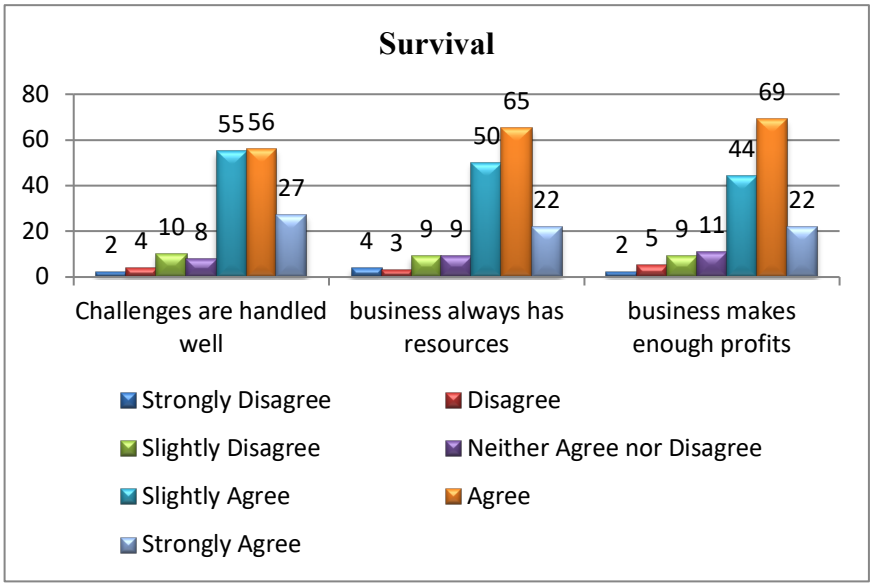
Challenges are handled well	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	4	2.47
Slightly Disagree	10	6.17
Neither Agree nor Disagree	8	4.94
Slightly Agree	55	33.95
Agree	56	34.57
Strongly Agree	27	16.67
Total	**162**	**100**

Business always has resources	No. of Respondents	Percentage
Strongly Disagree	4	2.47
Disagree	3	1.85
Slightly Disagree	9	5.56
Neither Agree nor Disagree	9	5.56
Slightly Agree	50	30.86
Agree	65	40.12
Strongly Agree	22	13.58
Total	**162**	**100**

Table 4.30: Survival-Continued

Business makes enough profits	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	5	3.09
Slightly Disagree	9	5.56
Neither Agree nor Disagree	11	6.79
Slightly Agree	44	27.16
Agree	69	42.59
Strongly Agree	22	13.58
Total	**162**	**100**

Graph 4.30: Survival



Observation: The data presented in above table summarizes that 85.19% respondents feel that in their company challenges were handled well, without interrupting the operation of the business, 9.87% respondents did not agree on that.

Majority of the respondents (84.56%) also believed that their business always had resources it needs to grow since it started, 8.88% respondents did not think in the same way.

From the data researcher observed that 83.33% respondent found their business makes enough profits, which they can invest in other businesses.

Survival in long race is critical for any business. Financial and technical challenges are common in IT companies. Top management and HR have to manage resources in line with these challenges.

Table 4.31: A- Success

Personnel are the most valuable asset	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	7	4.32
Slightly Disagree	12	7.41
Neither Agree nor Disagree	12	7.41
Slightly Agree	37	22.84
Agree	64	39.51
Strongly Agree	28	17.28
Total	**162**	**100**

Table 4.31: A- Success-Continued

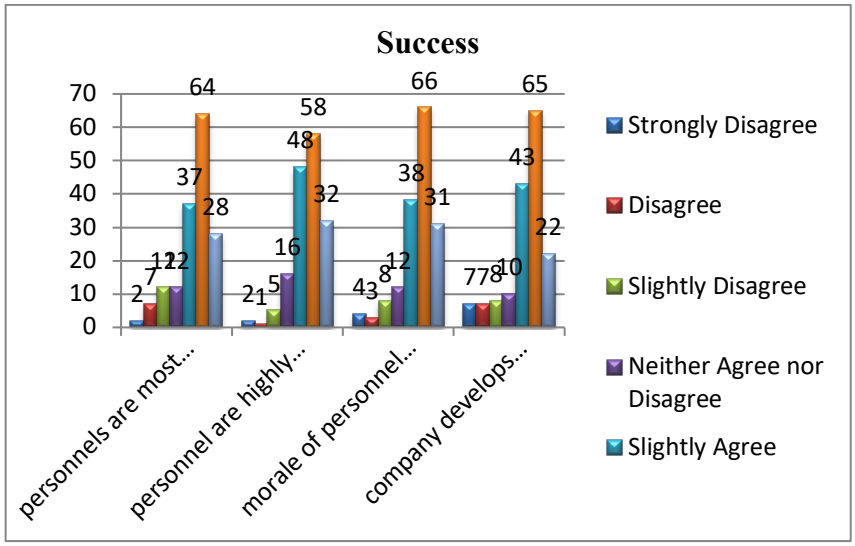
Personnel are highly committed	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	1	0.62
Slightly Disagree	5	3.09
Neither Agree nor Disagree	16	9.88
Slightly Agree	48	29.63
Agree	58	35.80
Strongly Agree	32	19.75
Total	**162**	**100**

Morale of personnel has improved	No. of Respondents	Percentage
Strongly Disagree	4	2.47
Disagree	3	1.85
Slightly Disagree	8	4.94
Neither Agree nor Disagree	12	7.41
Slightly Agree	38	23.46
Agree	66	40.74
Strongly Agree	31	19.14
Total	**162**	**100**

Table 4.31: A-Success-Continued

Company develops product with customers' needs	No. of Respondents	Percentage
Strongly Disagree	7	4.32
Disagree	7	4.32
Slightly Disagree	8	4.94
Neither Agree nor Disagree	10	6.17
Slightly Agree	43	26.54
Agree	65	40.12
Strongly Agree	22	13.58
Total	**162**	**100**

Graph 4.31: A- Success



Observation and Insights Gained: From the data presented in above table 79.63% respondents agreed that their company's personnel are viewed as the most valuable asset of the organisation and 12.96% respondents said their company did not view employees as the most valuable asset of the organisation, 7.41% respondents were neutral.

Responded (85.18%) provided the opinion that their personnel were highly committed to their company; 5% respondents said their personnel were not committed to their company.

83.34% respondents said morale (job satisfaction) of their personnel has improved over the past few years, whereas 9.26% respondents said that employee's morale has not improved over the past few years.

Customer satisfaction is important for any business. In the study researcher observed that 80.24% respondents believe their company develops product/services with customers' needs in mind, where as 13.58% respondents said their company did not develop products/services with customers' needs in mind. Approx. 7% respondents were neutral. Employees mostly are in contact with end customers and they understand how to build products and services keeping in mind demand.

Table 4.32: B- Success

Customers are satisfied	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	3	1.85
Slightly Disagree	7	4.32
Neither Agree nor Disagree	10	6.17
Slightly Agree	50	30.86
Agree	60	37.04
Strongly Agree	30	18.52
Total	**162**	**100**

Table 4.32: B- Success-Continued

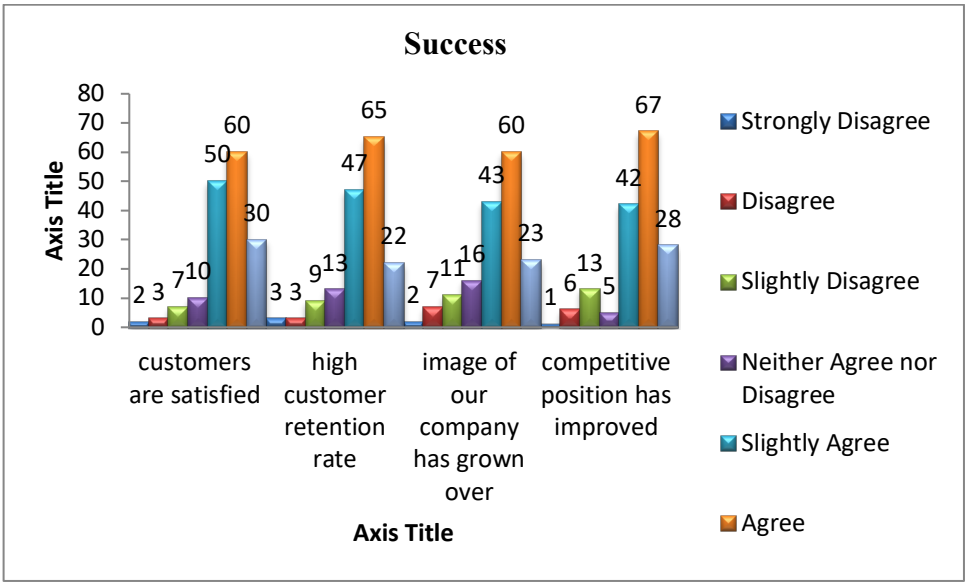
High customer retention rate	No. of Respondents	Percentage
Strongly Disagree	3	1.85
Disagree	3	1.85
Slightly Disagree	9	5.56
Neither Agree nor Disagree	13	8.02
Slightly Agree	47	29.01
Agree	65	40.12
Strongly Agree	22	13.58
Total	**162**	**100**

Image of our company has grown over	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	7	4.32
Slightly Disagree	11	6.79
Neither Agree nor Disagree	16	9.88
Slightly Agree	43	26.54
Agree	60	37.04
Strongly Agree	23	14.20
Total	**162**	**100**

Table 4.32: B- Success-Continued

Competitive position has improved	No. of Respondents	Percentage
Strongly Disagree	1	0.62
Disagree	6	3.70
Slightly Disagree	13	8.02
Neither Agree nor Disagree	5	3.09
Slightly Agree	42	25.93
Agree	67	41.36
Strongly Agree	28	17.28
Total	**162**	**100**

Graph 4.31: B- Success



Observation: The information provided in table above concludes that 86.42% respondents found that their customers were satisfied with company's product/service offerings, 7.4% respondents said their customers were not satisfied.

Most of the respondents (82.71%) believed that their company had a high customer retention rate, 9.26% respondent did not believe in such customer retention.

An employee wants to be associated with the company having good image in market and society. Data summarizes that 77.58% respondents believe image of their company, relative to other competitors, had grown over the past 3 years, 12.34% respondents said image of their company, relative to our competitors, had not grown over the past 3 years and 9.88% were neutral.

Leading the competition is the goal of any company, which was second by 84.57% respondents. As per them competitive position of their company had improved over the past 3 years, whereas 12.34% respondents disagreed on this point and 3.09% respondents were neutral on this opinion.

Table 4.33: C- Success

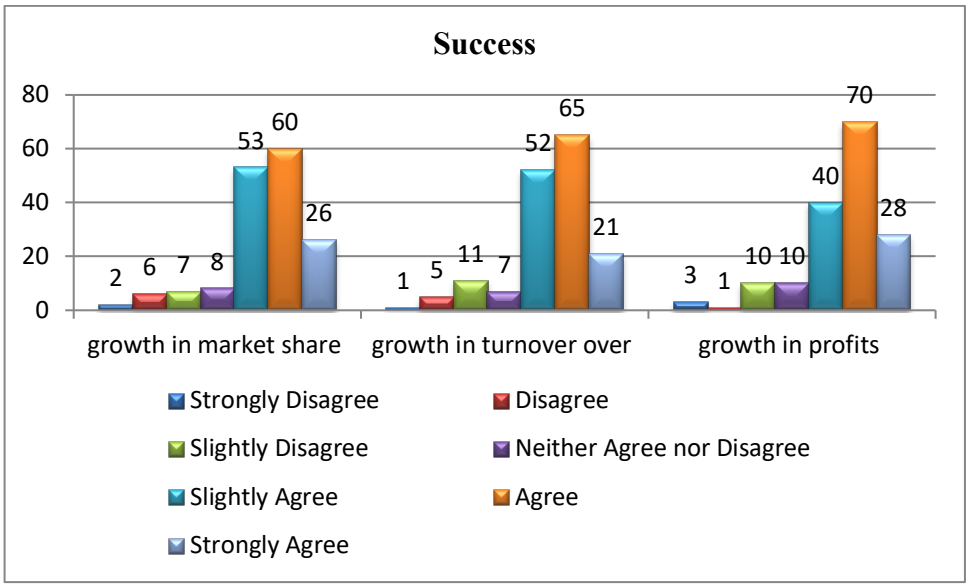
Growth in market share	No. of Respondents	Percentage
Strongly Disagree	2	1.23
Disagree	6	3.70
Slightly Disagree	7	4.32
Neither Agree nor Disagree	8	4.94
Slightly Agree	53	32.72
Agree	60	37.04
Strongly Agree	26	16.05
Total	**162**	**100**

Table 4.33: C- Success- Continued

Growth in turnover	No. of Respondents	Percentage
Strongly Disagree	1	0.62
Disagree	5	3.09
Slightly Disagree	11	6.79
Neither Agree nor Disagree	7	4.32
Slightly Agree	52	32.10
Agree	65	40.12
Strongly Agree	21	12.96
Total	**162**	**100**

Growth in profits	No. of Respondents	Percentage
Strongly Disagree	3	1.85
Disagree	1	0.62
Slightly Disagree	10	6.17
Neither Agree nor Disagree	10	6.17
Slightly Agree	40	24.69
Agree	70	43.21
Strongly Agree	28	17.28
Total	**162**	**100**

Graph 4.32: C- Success



Observation and Insights gained: The data presented above concludes that85.81% respondents had experienced growth in market share of their company over the past 3 years, 9.25% respondents said company had not experienced growth in market share over the past 3 years.

Top management take all the decisions for improving the turnover, 85.38% respondents said their company had experienced growth in turnover over the past 3 years, 10.40% respondents said their company had not experienced growth in turnover over.

Data also found that 85.18% respondents believed that their company had experienced growth in profits over the past 3 years, 8.54% respondents did not believe so. 6.17% respondents were neutral on same point. Success is measured overall, employees satisfaction, customer satisfaction, taking over competition, new improved products and services in market. Companies strive to get success and earn profits in the short and long run.

4.6 Validation of the measurement instrument

For validating the scale and to know the underlying structure of the data, factor analysis was used as an analysis tool and Cranach's alpha was used for checking the reliability of the instrument.

The two sets of questionnaire were used to collect data from different sample size. Different scales were used in two different questionnaires; the scale contains 6 constructs in Intrapreneurship and 7 constructs in survival and success.

With the help of extensive literature review on Intrapreneurship and employee engagement different number of items have been used in constructs of Intrapreneurship and, 40 items for Intrapreneurship and 26 items in Survival and Success.

Since, in the context of Intrapreneurship and employee engagement a modified and extended Model and modified items in constructs were used for the study, an exploratory factor analysis was used to test the measurement of the proposed model.

According to Hair et al (1992), factor loading greater than 0.50 is very significant for the study. So, here in this study any item that failed to load on a single factor at 0.5 or less was dropped from the study. Lederer et al, (2000) and Vijayasarathy, (2004) also suggested that the factor analysis of dropping an item was repeated until all items loaded at 0.5 or greater on one and only one factor.

In order to validate the scale for Intrapreneurship and employee engagement, an instrument including these 66 selected items with a 7 point likert scale was designed and asked from 550 respondents but 508 respondents returned fully completed questionnaire. So those, 508 complete samples were considered for the study. The overall sample has 66% male and 34% female.

Since the scale was designed to measure employee engagement and survival and success of organisation by thirteen other variables, a principal component factor analysis with Varimax rotation to extract Six factors for employee engagement and seven factors for survival and success of company was run on the data in accordance with the steps suggested by Hair et al. (2005), Lederer et al, (2000) and Vijayasarathy, (2004).

The details of the validation check for the respective scales (Employee Engagement and Success and survival of organisation) are presented below.

Table 4.34: A- KMO test: Scale for Employee Engagement

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.924**
Bartlett's Test of Sphericity	Approx. Chi-Square	10737.245
	Df	780
	Sig.	.000

The table 4.34 A shows that Kaiser - Meyer –Olkin (KMO) measuring of sample adequacy for 40 items. The value of KMO was 0.924, which was more than 0.6, the result shows that sample was adequate for the study and Bartlett's Test of Sphericity P value was less than 0.05 which indicate that the items were Suitable for factor analysis.

Table 4.35: B- Total Variance Explained

Total Variance Explained									
Component	**Initial Eigen values**			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	16.430	41.074	41.074	16.430	41.074	41.074	7.281	18.201	18.201
2	3.239	8.097	49.171	3.239	8.097	49.171	5.393	13.482	31.683
3	2.084	5.211	54.382	2.084	5.211	54.382	4.869	12.173	43.856
4	1.517	3.792	58.174	1.517	3.792	58.174	4.092	10.231	54.087

Total Variance Explained									
Component	**Initial Eigen values**			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
5	1.457	3.642	61.816	1.457	3.642	61.816	2.726	6.816	60.903
6	1.263	3.157	64.973	1.263	3.157	64.973	1.628	4.070	64.973
7	1.239	3.098	68.071						
8	.977	2.444	70.514						
9	.925	2.312	72.826						
10	.836	2.091	74.917						
11	.764	1.910	76.828						
12	.705	1.763	78.591						
13	.668	1.670	80.261						
14	.575	1.438	81.699						
15	.564	1.410	83.109						
16	.553	1.383	84.492						
17	.501	1.254	85.745						
18	.482	1.204	86.949						
19	.435	1.087	88.037						
20	.407	1.016	89.053						
21	.368	.920	89.973						

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
22	.355	.887	90.859						
23	.324	.810	91.669						
24	.319	.797	92.466						
25	.311	.777	93.243						
26	.281	.703	93.945						
27	.271	.678	94.623						
28	.245	.611	95.234						
29	.227	.568	95.802						
30	.222	.554	96.357						
31	.212	.530	96.886						
32	.188	.469	97.355						
33	.176	.440	97.796						
34	.172	.431	98.226						
35	.150	.376	98.602						
36	.142	.354	98.956						
37	.140	.351	99.307						
38	.122	.305	99.612						

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
39	.092	.230	99.842						
40	.063	.158	100.000						
Extraction Method: Principal Component Analysis.									

Table 4.36: C- Rotated Component Matrix

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
good ideas of others Entrepreneurialb7	.717	.272	.107	.131	-.101	.089
enthusiastic for acquiring skills Entrepreneurialb2	.700	.061	.224	.314	.123	.220
actions through 'bureaucratic red tape' Entrepreneurial1b	.695	.209	.286	.151	.091	.107
usually devote time to helping others Entrepreneurialb6	.663	.321	.205	.052	.118	-.166
quickly change course of action Entrepreneurialb3	.651	.083	.267	.134	.330	.173

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
to rally together to meet a challenge Entrepreneurialb10	.612	.208	.045	.260	.326	.134
try to describe how things could be in the future Entrepreneurialb9	.610	.081	.283	.282	.192	.040
to create an environment where people get excited Entrepreneurialb11	.606	.426	.142	.174	.245	-.052
keep inspiring others Entrepreneurialb5	.596	.305	.415	.054	.053	-.179
try to institute new work methods Takingch4	.591	.047	.283	.066	.326	.178
try to correct a faulty procedure or practice Takingch7	.570	.142	.419	.079	.067	.345
always encourage others to take initiative Entrepreneurialb4	.512	.363	.338	.142	.192	-.214
try to change organizational rules or policies Takingch5	.466	.016	.051	.444	.147	.175
job inspires me Employeeeng4	.202	.838	.075	.018	.267	.037
enthusiastic about my job Employeeeng2	.145	.795	.207	-.023	.250	.102

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
at my work I feel strong and vigorous Employeeeng6	.173	.793	.271	.190	.113	.021
proud of the work that I do Employeeeng3	.216	.763	.234	-.022	.158	-.013
get up in the morning, I feel like going to my work Employeeeng1	.032	.730	.217	-.007	.133	.185
at my work, I feel bursting with energy Employeeeng7	.204	.679	.097	.159	-.052	.160
I forget everything else around me Employeeeng5	.142	.636	.073	.195	-.072	-.112
try to implement solutions to pressing organizational problems Takingch9	.305	.244	.764	-.027	.015	-.022
try to introduce new structures, technologies, or approaches Takingch10	.131	.197	.730	.018	.047	.296
to bring about improved procedures Takingch3	.303	.166	.666	.289	.235	-.025
try to change how my job is executed Takingch2	.196	.170	.657	.232	.319	-.095
try to adopt improved procedures Takingch1	.263	.284	.626	.061	.151	-.167

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
try to eliminate redundant or unnecessary procedures. Takingch8	.489	.235	.492	.167	.299	.009
always keep myself well informed about issues Voice4	.410	.216	.490	.308	.198	.166
make constructive suggestions for improving Takingch6	.411	.229	.458	.225	.164	.063
boldly move ahead Entrepreneurialb8	.018	.062	.144	.728	.150	.226
first act and then ask for approval Risktaking3	.017	.082	-.176	.678	-.119	.243
speak up in our company with ideas for new projects Voice6	.187	.064	.147	.656	.116	.072
communicate my opinions about work issues Voice3	.422	.114	.267	.648	.097	-.143
get involved in issues that affect the quality Voice5	.402	.088	.199	.585	.322	-.204
speak up and encourage others in our company Voice2	.532	.159	.150	.572	.259	-.185

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
usually develop and make recommendations concerning issues Voice1	.442	.086	.343	.545	.255	-.172
identify long term opportunities and threats Strategicscan2	.289	.244	.186	.219	.718	.161
organization changes Strategicscan3	.272	.251	.313	.101	.670	.184
scan the environment Strategicscan1	.324	.276	.184	.326	.596	-.093
large interests are at stake Risktaking1	.151	.128	-.020	.189	.186	.697
often take risks Risktaking2	.287	.254	.400	.317	-.102	.430

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Table 4.35 B the 6 factors were accounted 64.973% of Variance and all the items loaded on the respective components in accordance with the expectations in Varimax rotation table 4.28 C, except try to institute new work methods Takingch4 (item no- 10), try to correct a faulty procedure or practice Takingch7 (Item no- 11), boldly move ahead Entrepreneurialb8 (item no- 29), first act and then ask for approval Risktaking3 (item no-30).

These items are marked in red color.

The item no-10 and 11 were expected to be loaded in factor 4 and the item no- 29 was expected to be load in factor no-1 and item no-30 was expected to be loaded in factor no.6

The items no. 13, 26, 27, 28 and 40 the value of items loaded in factor is less than 0.5 and these are measuring unexpected factors.

These items are marked in green color.

On account of that it was deemed fit to remove these nine items from the scale and rerun the factor analysis to extract 6 factors expected to measure employee engagement.

The output of the principle component factor analysis with Varimax rotation to extract 7 factors is given in Table 4.36 C.

Table 4.37: D- KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	7621.502
	Df	435
	Sig.	.000

Table 4.38: E- Total Variance Explained

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.200	42.579	42.579	13.200	42.579	42.579	4.974	16.044	16.044
2	2.935	9.468	52.047	2.935	9.468	52.047	4.737	15.282	31.326
3	1.638	5.285	57.332	1.638	5.285	57.332	4.389	14.158	45.484
4	1.331	4.294	61.626	1.331	4.294	61.626	3.505	11.308	56.792
5	1.306	4.211	65.838	1.306	4.211	65.838	2.512	8.102	64.895
6	1.098	3.542	69.380	1.098	3.542	69.380	1.390	4.485	69.380
7	.909	2.932	72.312						
8	.850	2.743	75.055						
9	.769	2.480	77.535						
10	.631	2.036	79.571						
11	.596	1.922	81.494						
12	.571	1.843	83.336						
13	.497	1.604	84.940						
14	.460	1.483	86.423						

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
15	.442	1.425	87.848						
16	.381	1.227	89.076						
17	.369	1.191	90.266						
18	.332	1.070	91.336						
19	.310	1.000	92.336						
20	.292	.942	93.278						
21	.268	.864	94.142						
22	.254	.821	94.963						
23	.246	.792	95.755						
24	.218	.704	96.459						
25	.216	.695	97.154						
26	.192	.621	97.775						
27	.176	.569	98.344						
28	.158	.510	98.854						
29	.144	.466	99.320						

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
30	.123	.398	99.718						
31	.087	.282	100.000						

Extraction Method: Principal Component Analysis.

Table 4.39: F- Rotated Component Matrix

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
job inspires me Employeeeng4	.834	.063	.202	.101	.247	.061
enthusiastic about my job Employeeeng2	.809	.067	.108	.208	.227	.110
at my work I feel strong and vigorous Employeeeng6	.790	.209	.174	.226	.150	.006
get up in the morning, I feel like going to my work Employeeeng1	.766	.061	.007	.200	.040	.236
proud of the work that I do Employeeeng3	.762	.041	.224	.248	.173	-.056

Rotated Component Matrix[a]

	Component					
at my work, I feel bursting with energy Employeeeng7	.689	.149	.210	.063	-.046	.175
I forget everything else around me Employeeeng5	.623	.164	.159	.037	.037	-.193
communicate my opinions about work issues Voice3	.136	.774	.261	.151	.096	-.058
usually develop and make recommendations concerning issues Voice1	.106	.754	.254	.267	.202	-.038
get involved in issues that affect the quality Voice5	.103	.746	.231	.121	.274	-.063
speak up in our company with ideas for new projects Voice6	.105	.713	.003	.079	.021	.245
speak up and encourage others in our company Voice2	.155	.702	.408	.063	.257	-.066
try to describe how things could be in the future Entrepreneurialb9	.103	.514	.443	.283	.090	.188
good ideas of others Entrepreneurialb7	.220	.213	.739	.109	-.039	.155
usually devote time to helping others Entrepreneurialb6	.238	.155	.714	.222	.236	-.127
keep inspiring others Entrepreneurialb5	.248	.193	.625	.409	.147	-.174

Rotated Component Matrix[a]

	Component					
to create an environment where people get excited Entrepreneurialb11	.362	.260	.608	.144	.317	.040
quickly change course of action Entrepreneurialb3	.064	.305	.552	.296	.294	.281
to rally together to meet a challenge Entrepreneurialb10	.167	.360	.551	.025	.335	.286
actions through 'bureaucratic red tape' Entrepreneurial1b	.234	.425	.548	.271	-.008	.262
always encourage others to take initiative Entrepreneurialb4	.286	.226	.542	.317	.365	-.249
enthusiastic for acquiring skills Entrepreneurialb2	.078	.510	.523	.209	.093	.295
try to implement solutions to pressing organizational problems Takingch9	.211	.071	.340	.765	.088	-.071
try to introduce new structures, technologies, or approaches Takingch10	.177	.001	.155	.737	.133	.213
try to change how my job is executed Takingch2	.174	.376	.090	.664	.275	-.034
to bring about improved procedures Takingch3	.187	.460	.176	.651	.144	.087
try to adopt improved procedures Takingch1	.302	.274	.183	.624	.066	-.092

Rotated Component Matrix[a]

	Component					
identify long term opportunities and threats Strategicscan2	.218	.276	.188	.180	.767	.186
organization changes Strategicscan3	.216	.156	.217	.328	.708	.210
scan the environment Strategicscan1	.261	.465	.200	.125	.610	-.010
large interests are at stake Risktaking1	.132	.072	.107	.012	.187	.737

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

As can be seen from the output in the table No 4.38Eand table No 4.39 F all the items are loaded in accordance with the expectation, except try to describe how things could be in the future Entrepreneurialb9 (item no 13) it was expected to be measured in factor no 3.

On account of that it was deemed fit to remove one item from the scale and rerun the factor analysis to extract 6 factors expected to measure employee engagement.

The output of the principle component factor analysis with Varimax rotation to extract 7 factors is given in Table 4.40 G.

Table 4.40: G- Total Variance Explained

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.747	42.488	42.488	12.747	42.488	42.488	4.937	16.457	16.457
2	2.863	9.544	52.032	2.863	9.544	52.032	4.386	14.620	31.077
3	1.638	5.460	57.493	1.638	5.460	57.493	4.236	14.120	45.197
4	1.329	4.430	61.923	1.329	4.430	61.923	3.461	11.535	56.732
5	1.306	4.352	66.275	1.306	4.352	66.275	2.575	8.583	65.315
6	1.081	3.603	69.878	1.081	3.603	69.878	1.369	4.562	69.878
7	.883	2.944	72.822						
8	.827	2.756	75.578						
9	.761	2.537	78.115						
10	.604	2.013	80.127						
11	.582	1.942	82.069						
12	.555	1.851	83.920						
13	.468	1.561	85.481						
14	.459	1.529	87.010						

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
15	.411	1.370	88.380						
16	.372	1.241	89.620						
17	.335	1.117	90.738						
18	.330	1.101	91.839						
19	.293	.978	92.816						
20	.271	.904	93.720						
21	.259	.862	94.582						
22	.254	.848	95.430						
23	.230	.766	96.196						
24	.217	.724	96.920						
25	.205	.683	97.603						
26	.180	.601	98.204						
27	.171	.569	98.773						
28	.156	.519	99.292						
29	.124	.413	99.705						

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
30	.088	.295	100.000						

Extraction Method: Principal Component Analysis.

Table 4.41: H- Rotated Component Matrix

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
job inspires me Employeeeng4	.833	.058	.207	.099	.252	.056
enthusiastic about my job Employeeeng2	.810	.058	.109	.205	.237	.101
at my work I feel strong and vigorous Employeeeng6	.788	.208	.181	.229	.146	.013
get up in the morning, I feel like going to my work Employeeeng1	.767	.054	.002	.195	.059	.226

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
proud of the work that I do Employeeeng3	.759	.041	.233	.251	.161	-.047
at my work, I feel bursting with energy Employeeeng7	.688	.151	.209	.065	-.044	.185
I forget everything else around me Employeeeng5	.624	.160	.164	.039	.037	-.194
communicate my opinions about work issues Voice3	.131	.781	.270	.163	.086	-.033
usually develop and make recommendations concerning issues Voice1	.103	.753	.261	.276	.202	-.024
get involved in issues that affect the quality Voice5	.099	.746	.241	.130	.270	-.051
speak up in our company with ideas for new projects Voice6	.102	.717	.002	.085	.035	.253
speak up and encourage others in our company Voice2	.152	.702	.416	.073	.250	-.050
good ideas of others Entrepreneurialb7	.213	.221	.742	.116	-.049	.186

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
usually devote time to helping others Entrepreneurialb6	.235	.148	.719	.225	.230	-.117
keep inspiring others Entrepreneurialb5	.248	.182	.626	.412	.143	-.165
to create an environment where people get excited Entrepreneurialb11	.356	.258	.617	.147	.315	.049
always encourage others to take initiative Entrepreneurialb4	.280	.230	.560	.329	.325	-.217
quickly change course of action Entrepreneurialb3	.062	.291	.546	.293	.321	.273
to rally together to meet a challenge Entrepreneurialb10	.168	.339	.541	.018	.375	.262
actions through 'bureaucratic red tape' Entrepreneurialb1	.231	.420	.540	.272	.011	.270
enthusiastic for acquiring skills Entrepreneurialb2	.077	.501	.514	.210	.117	.297

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
try to implement solutions to pressing organizational problems Takingch9	.207	.071	.345	.772	.068	-.044
try to introduce new structures, technologies, or approaches Takingch10	.173	.006	.158	.744	.108	.245
try to change how my job is executed Takingch2	.176	.355	.087	.660	.308	-.057
to bring about improved procedures Takingch3	.186	.449	.174	.651	.170	.080
try to adopt improved procedures Takingch1	.304	.258	.180	.621	.095	-.108
identify long term opportunities and threats Strategicscan2	.219	.258	.192	.178	.774	.170
organization changes Strategicscan3	.214	.144	.224	.328	.707	.204
scan the environment Strategicscan1	.263	.445	.203	.123	.630	-.034
large interests are at stake Risktaking1	.130	.078	.098	.015	.180	.758

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

As can be seen from the output in the table No 4.40G and 4.41H all the items are loaded in accordance with the expectation. 30 items were considered significant for the study. The total variance explained increased by 5% (approx.) after removal of 10 items. Hence, 69.878% total variance explained by 6 factors.

The structure of the scale containing the 30 shortlisted items based on factor analysis gave the following structure of the data:

Factor 1: Item no's 1 to 7, expected to measure employee engagement was clearly loaded onto the first factor.

Factor 2: Item no's 8 to 12, expected to measure voice were clearly loaded onto the second factor.

Factor 3: Item no's 13to21, expected to measure entrepreneurial behavior clearly loaded onto the third factor.

Factor 4: Item no's 22to26, expected to measure Taking Charge onto the fourth factor.

Factor 5: Item no's 27to29, expected to measure Strategic scanning were clearly loaded onto the fifth factor.

Factor 6: Item no's 30, expected to measure Risk taking was clearly loaded onto the sixth factor.

Factor Analysis Test for HR and Top Management (Success and Survival)

Table 4.42: I- KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.959
Bartlett's Test of Sphericity	Approx. Chi-Square	5904.362
	Df	325
	Sig.	.000

The table 4.28A shows that Kaiser - Meyer –Olkin (KMO) measuring of sample adequacy for 26 items. The value of KMO was 0.958, which was more than 0.6, the result shows that sample was adequate for the study and Bartlett's Test of Sphericity P value was less than 0.05 which indicate that the items were Suitable for factor analysis

Table 4.43: J- Total Variance Explained

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.938	76.686	76.686	19.938	76.686	76.686	4.045	15.557	15.557
2	.599	2.305	78.991	.599	2.305	78.991	3.456	13.292	28.849
3	.542	2.085	81.076	.542	2.085	81.076	3.401	13.081	41.929
4	.499	1.919	82.995	.499	1.919	82.995	3.311	12.733	54.662

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
5	.472	1.816	84.811	.472	1.816	84.811	3.159	12.150	66.812
6	.428	1.646	86.457	.428	1.646	86.457	2.758	10.607	77.419
7	.380	1.463	87.920	.380	1.463	87.920	2.730	10.501	87.920
8	.367	1.410	89.330						
9	.295	1.136	90.467						
10	.294	1.131	91.598						
11	.250	.961	92.559						
12	.233	.898	93.456						
13	.233	.896	94.352						
14	.210	.809	95.161						
15	.187	.718	95.879						
16	.174	.670	96.549						
17	.145	.557	97.106						
18	.137	.527	97.634						
19	.120	.461	98.095						

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
20	.109	.419	98.513						
21	.086	.330	98.843						
22	.075	.290	99.133						
23	.068	.263	99.396						
24	.060	.229	99.626						
25	.051	.198	99.823						
26	.046	.177	100.000						

Extraction Method: Principal Component Analysis.

Table 4.44: K- Rotated Component Matrix

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
company has experienced growth in profits over the past 3 years Success 11	.661	.388	.371	.214	.291	.111	.222

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
company has experienced growth in market share over the past 3 years Success 9	.659	.191	.178	.400	.272	.356	.208
company has experienced growth in turnover over the past 3 Success10	.653	.353	.380	.286	.158	.270	.193
Image of our company, relative to our competitors, has grown over the past 3 years.Success7	.500	.285	.268	.205	.338	.304	.382
Try new ways of doing things and seek unusual, novel solutions Firminnovativness2	.233	.710	.300	.293	.274	.191	.264
Actively responds to the adoption of "new ways of doing things" by main competitors.Firminnovativness1	.388	.572	.257	.317	.204	.369	.135
encourage people to think and behave in original and novel ways Firminnovativness3	.353	.551	.191	.307	.360	.201	.405
morale (job satisfaction) of our personnel has improved Success3	.389	.471	.268	.217	.377	.281	.316

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
company develops product/services with customers' needs Success4	.275	.217	.676	.293	.305	.246	.294
emphasis on Research and Development Marketproactivness1	.367	.460	.544	.329	.177	.214	.137
company has marketed many new lines of products or services Marketproactivness2	.355	.223	.533	.428	.338	.235	.200
company has a high customer retention rate Success6	.414	.305	.488	.166	.307	.383	.309
personnel are highly committed to company Success2	.271	.434	.477	.117	.230	.463	.344
our company typically adopts a very competitive posture Cmoptaggressivness2	.263	.327	.292	.672	.142	.267	.282
our company often leads the competition Comptaggresivness1	.297	.261	.341	.639	.382	.220	.183
business makes enough profits, which we can invest in other businesses Success1	.397	.362	.079	.466	.251	.308	.438

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
business always has resources Survival2	.235	.362	.416	.190	.629	.290	.176
business makes enough profits, which we can invest in other businesses Survival3	.262	.287	.237	.357	.586	.407	.209
Challenges are handled well without interrupting the operation of the business Survival1	.440	.199	.203	.427	.528	.222	.340
customers are satisfied with our company's product/service offerings Success5	.479	.257	.357	.163	.502	.160	.408
competitive position of our company has improved over the past 3 years Success8	.339	.380	.237	.423	.455	.360	.224
company supports the efforts of individuals and/or teams that work autonomously Autonomy1	.238	.292	.262	.339	.301	.644	.215
company pursuing business opportunities make decisions on their own Autonomy2	.371	.235	.325	.311	.325	.531	.276

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
nature of the environment, bold, wide-ranging acts are necessary to achieve our company objectives Firmrisktaking2	.272	.311	.362	.266	.226	.299	.627
have a strong propensity for high risk projects Firmrisktaking1	.185	.285	.482	.457	.205	.136	.550
When there is uncertainty, our company typically adopts a “wait and see" Firmrisktaking3	.397	.164	.226	.339	.302	.408	.461

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Table 4.43 J the 7 factors were accounted 87.920% of Variance and all the items loaded on the respective components in accordance with the expectations in Varimax rotation table 4.44 K, except company develops product/services with customers’ needs Success4(item no- 9), customers are satisfied with our company’s product/service offerings Success5 (Item no- 20). The items are marked in red colour.

The item no-9 and 20 were expected to be loaded in factor no. 1

The items no. 8, 12, 13, 16, 21 and 26 the value of items loaded in factor is less than 0.5 and these are measuring unexpected factors. The items are marked in green colour.

On account of that it was deemed fit to remove these nine items from the scale and rerun the factor analysis to extract 7 factors expected to measure survival and success of organization.

The output of the principle component factor analysis with Varimax rotation to extract 7 factors is given in Table 4.44 K.

Table 4.45: L- KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.952
Bartlett's Test of Sphericity	Approx. Chi-Square	3779.308
	Df	153
	Sig.	.000

Table 4.46: M-Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.793	76.630	76.630	13.793	76.630	76.630	3.044	16.912	16.912
2	.512	2.843	79.474	.512	2.843	79.474	2.433	13.519	30.431

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
3	.503	2.792	82.266	.503	2.792	82.266	2.427	13.484	43.915
4	.437	2.430	84.696	.437	2.430	84.696	2.334	12.967	56.882
5	.389	2.159	86.854	.389	2.159	86.854	2.204	12.246	69.128
6	.368	2.043	88.897	.368	2.043	88.897	2.026	11.257	80.385
7	.313	1.740	90.637	.313	1.740	90.637	1.845	10.252	90.637
8	.288	1.600	92.237						
9	.242	1.344	93.582						
10	.202	1.125	94.707						
11	.199	1.106	95.812						
12	.158	.879	96.691						
13	.143	.794	97.485						
14	.128	.714	98.199						
15	.097	.539	98.738						
16	.090	.501	99.240						

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
17	.080	.445	99.685						
18	.057	.315	100.000						

Extraction Method: Principal Component Analysis.

Table 4.47: N- Rotated Component Matrix

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
company has experienced growth in market share over the past 3 years Success 9	.681	.252	.211	.338	.245	.185	.363
company has experienced growth in turnover over the past 3 Success10	.619	.180	.258	.233	.489	.255	.285

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
company has experienced growth in profits over the past 3 years Success 11	.614	.267	.262	.210	.484	.298	.144
image of our company, relative to our competitors, has grown over the past 3 years.Success7	.599	.396	.383	.222	.085	.409	.128
Challenges are handled well without interrupting the operation of the business Survival1	.283	.763	.290	.464	.193	.159	.243
business always has resources Survival2	.269	.688	.278	.186	.350	.260	.263
business makes enough profits, which we can invest in other businesses Survival3	.318	.631	.247	.325	.175	.280	.360

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
nature of the environment, bold, wide-ranging acts are necessary to achieve our company objectives Firmrisktaking2	.342	.300	.713	.198	.221	.259	.268
have a strong propensity for high risk projects Firmrisktaking1	.225	.234	.696	.405	.322	.200	.194
our company often leads the competition Comptaggresivness1	.304	.360	.233	.690	.261	.283	.216
our company typically adopts a very competitive posture Cmoptaggressivness2	.258	.090	.395	.612	.232	.359	.345
company has marketed many new lines of products or services Marketproactivness2	.350	.382	.302	.284	.659	.117	.223
emphasis on Research and Development Marketproactivness1	.288	.241	.274	.295	.654	.284	.246

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7
encourage people to think and behave in original and novel ways Firminnovativness3	.319	.384	.420	.193	.549	.355	.276
Actively responds to the adoption of "new ways of doing things" by main competitors.Firminnovativness1	.396	.234	.211	.275	.223	.688	.282
willing to try new ways of doing things and seek unusual, novel solutions Firminnovativness2	.179	.330	.314	.265	.448	.616	.172
company supports the efforts of individuals and/or teams that work autonomously Autonomy1	.252	.356	.241	.287	.252	.248	.682
company pursuing business opportunities make decisions on their own Autonomy2	.411	.317	.346	.274	.231	.223	.550

Rotated Component Matrix[a]

	Component						
	1	2	3	4	5	6	7

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

As can be seen from the output in the table No 4.46 M and 4.47 N all the items are loaded in accordance with the expectation. 18 items were considered significant for the study. The total variance explained increased by 3 % (approx.) after removal of 8 items. Hence, 90.637% total variance explained by 7 factors.

The structure of the scale containing the 18 shortlisted items based on factor analysis gave the following structure of the data:

Factor 1: Item no's 1 to 4, expected to measure Success were clearly loaded onto the first factor.

Factor 2: Item no's 5 to 7, expected to measure survival were clearly loaded onto the second factor.

Factor 3: Item no's 8 and 9, expected to measure firm risk taking clearly loaded onto the third factor.

Factor 4: Item no's 10 and 11, expected to measure competitive aggressiveness onto the fourth factor.

Factor 5: Item no's 12 to 14, expected to measure market pro- activeness were clearly loaded onto the fifth factor.

Factor 6: Item no's15 and 16, expected to measure firm innovativeness were clearly loaded onto the sixth factor.

Factor 7: Items no's 17 and 18 expected to measure autonomy were clearly loaded onto the seventh factor.

4.7 Reliability Test

The reliability of scale indicates that study is free from random error. Internal Consistency was measured in this study by using Cronbach's coefficient alpha. Cronbach's alpha test is usually used to measure the reliability and consistency of items considered for the study in a Likert Type scale. The Cronbach's alpha was found out for the aggregated scale of employee engagement and also split half reliability test was run in all segments of the entrepreneurial behavior and employee engagement

The details of the reliability check for the respective are given below.

4.7.1 Reliability test of Intrapreneurship

The scale had 30 items. The Cronbach's alpha was found out for the integrated scale and also split half reliability test was run on Intrapreneurship data. The final result is given by SPSS is herein below.

Table 4.48: A Case Processing Summary

Case Processing Summary

		N	%
Cases	**Valid**	346	100.0
	Excluded[a]	0	.0
	Total	346	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.49: B- Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.950	.951	30

Table 4.50: C- Summary Item Statistics

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.390	4.202	5.988	1.786	1.425	.169	30

Table 4.51: D- ANOVA

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig
Between People		8308.997	345	24.084		
Within People	**Between Items**	1698.573	29	58.571	48.554	.000
	Residual	12069.127	10005	1.206		
	Total	13767.700	10034	1.372		
Total		22076.697	10379	2.127		

Grand Mean = 5.39

The Cronbach's alpha for the integrated scale for Intrapreneurship was 0.951 which was significant at 0.001 alpha as established in table nos. 4.48 A to 4.51 D.

Split Half Reliability

Table 4.52: E- Case Processing Summary

Case Processing Summary

		N	%
Cases	**Valid**	346	100.0
	Excluded[a]	0	.0
	Total	346	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.53: F- Reliability Statistics

Cronbach's Alpha	Part 1	Value	.910
		N of Items	15[a]
	Part 2	Value	.921
		N of Items	15[b]
		Total N of Items	30
		Correlation Between Forms	.775
Spearman-Brown Coefficient		Equal Length	.873
		Unequal Length	.873
		Guttman Split-Half Coefficient	.873

a. The items are: scan the environment Strategicscan1, identify long term opportunities and threats Strategicscan2, organization changes Strategicscan3, large interests are at stake Risktaking1, try to adopt improved procedures Takingch1, try to change how my job is executed Takingch2, to bring about improved procedures Takingch3, try to implement solutions to pressing organizational problems Takingch9, try to introduce new structures, technologies, or approaches Takingch10, usually develop and make recommendations concerning issues Voice1, speak up and encourage others in our company Voice2, communicate my opinions about work issues Voice3, get involved in issues that affect the quality Voice5, speak up in our company with ideas for new projects Voice6, actions through 'bureaucratic red tape' Entrepreneurial1b.

b. The items are: enthusiastic for acquiring skills Entrepreneurialb2, quickly change course of action Entrepreneurialb3, always encourage others to take initiative Entrepreneurialb4, keep inspiring others Entrepreneurialb5, usually devote time to helping others Entrepreneurialb6, good ideas of others Entrepreneurialb7, to rally together to meet a challenge Entrepreneurialb10, to create an environment where people get excited Entrepreneurialb11, get up in the morning, I feel like going to my work Employeeeng1, enthusiastic about my job Employeeeng2, proud of the work that I do Employeeeng3, job inspires me Employeeeng4, I forget everything else around me Employeeeng5, at my work I feel strong and vigorous Employeeeng6, at my work, I feel bursting with energy Employeeeng7.

Table 4.54: G- Summary Item Statistics

		Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	Part 1	5.265	4.202	5.988	1.786	1.425	.253	15[a]
	Part 2	5.514	5.081	5.858	.777	1.153	.065	15[b]
	Both Parts	5.390	4.202	5.988	1.786	1.425	.169	30

a. The items are: scan the environment Strategicscan1, identify long term opportunities and threats Strategicscan2, organization changes Strategicscan3, large interests are at stake Risktaking1, try to adopt improved procedures Takingch1, try to change how my job is executed Takingch2, to bring about improved procedures Takingch3, try to implement solutions to pressing organizational problems Takingch9, try to introduce new structures, technologies, or approaches Takingch10, usually develop and make recommendations concerning issues Voice1, speak up and encourage others in our company Voice2, communicate my opinions about work issues Voice3, get involved in issues that affect the quality Voice5, speak up in our company with ideas for new projects Voice6, actions through 'bureaucratic red tape' Entrepreneurial1b.
b. The items are: enthusiastic for acquiring skills Entrepreneurialb2, quickly change course of action Entrepreneurialb3, always encourage others to take initiative Entrepreneurialb4, keep inspiring others Entrepreneurialb5, usually devote time to helping others Entrepreneurialb6, good ideas of others Entrepreneurialb7, to rally together to meet a challenge Entrepreneurialb10, to create an environment where people get excited Entrepreneurialb11, get up in the morning, I feel like going to my work Employeeeng1, enthusiastic about my job Employeeeng2, proud of the work that I do Employeeeng3, job inspires me Employeeeng4, I forget everything else around me Employeeeng5, at my work I feel strong and vigorous Employeeeng6, at my work, I feel bursting with energy Employeeeng7.

Table 4.55: H- ANOVA

		Sum of Squares	Df	Mean Square	F	Sig
Between People		8308.997	345	24.084		
Within People	Between Items	1698.573	29	58.571	48.554	.000
	Residual	12069.127	10005	1.206		
	Total	13767.700	10034	1.372		
Total		22076.697	10379	2.127		

Grand Mean = 5.39

The split- half reliability test result for the scale for measuring Intrapreneurship was 0.910 and 0.921 respectively and both were significant at 0.001 α as established in table nos.4.52 E to 4.55 H.

Reliability Test for Survival and Success

The scale had 18 items. The Cronbach's alpha was found out for the integrated scale and also split half reliability test was run on Survival and Success data. The final result is given by SPSS is herein below.

Table 4.56: I- Case Processing Summary

		N	%
Cases	Valid	162	100.0
	Excluded[a]	0	.0
	Total	162	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.57: J- Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	**Cronbach's Alpha Based on Standardized Items**	**N of Items**
.982	.982	18

Table 4.58: K- Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	5.354	5.117	5.525	.407	1.080	.010	18

Table 4.59: L- ANOVA

		Sum of Squares	Df	Mean Square	F	Sig
Between People		3840.099	161	23.852		
Within People	Between Items	26.272	17	1.545	3.529	.000
	Residual	1198.395	2737	.438		
	Total	1224.667	2754	.445		
Total		5064.765	2915	1.737		

Grand Mean = 5.35

The Cronbach's alpha for the integrated scale for Survival Success was 0.982 which was significant at 0.001 alpha as established in table nos.4.56 I to 4.59 L.

Split half reliability

Table 4.60: M- Case Processing Summary

		N	%
Cases	Valid	162	100.0
	Excluded[a]	0	.0
	Total	162	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.61: N- Reliability Statistics

Cronbach's Alpha	Part 1	Value	.965
		N of Items	9[a]
	Part 2	Value	.967
		N of Items	9[b]
		Total N of Items	18
		Correlation Between Forms	.939
Spearman-Brown Coefficient		Equal Length	.969
		Unequal Length	.969
		Guttman Split-Half Coefficient	.967

a. The items are: emphasis on Research and Development Marketproactivness1, company has marketed many new lines of products or services Marketproactivness2, our company often leads the competition Comptaggresivness1, our company typically adopts a very competitive posture Cmoptaggressivness2, have a strong propensity for high risk projects Firmrisktaking1, nature of the environment, bold, wide-ranging acts are necessary to achieve our company objectives Firmrisktaking2, Management actively responds to the adoption of "new ways of doing things" by main competitors.Firminnovativness1, willing to try new ways of doing things and seek unusual, novel solutions Firminnovativness2, encourage people to think and behave in original and novel ways Firminnovativness3.

b. The items are: company supports the efforts of individuals and/or teams that work autonomously Autonomy1, company pursuing business opportunities make decisions on their own Autonomy2, Challenges are handled well without interrupting the operation of the business Survival1, business always has resources Survival2, business makes enough profits, which we can invest in other businesses Survival3, image of our company, relative to our competitors, has grown over the past 3 years.Success7,

company has experienced growth in market share over the past 3 years Success 9, company has experienced growth in turnover over the past 3 Success10, company has experienced growth in profits over the past 3 years Success 11.

Table 4.62: O- Summary Item Statistics

		Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	Part 1	5.323	5.117	5.525	.407	1.080	.012	9[a]
	Part 2	5.385	5.241	5.500	.259	1.049	.006	9[b]
	Both Parts	5.354	5.117	5.525	.407	1.080	.010	18

a. The items are: emphasis on Research and Development Marketproactivness1, company has marketed many new lines of products or services Marketproactivness2, our company often leads the competition Comptaggresivness1, our company typically adopts a very competitive posture Cmoptaggressivness2, have a strong propensity for high risk projects Firmrisktaking1, nature of the environment, bold, wide-ranging acts are necessary to achieve our company objectives Firmrisktaking2, Management actively responds to the adoption of "new ways of doing things" by main competitors.Firminnovativness1, willing to try new ways of doing things and seek unusual, novel solutions Firminnovativness2, encourage people to think and behave in original and novel ways Firminnovativness3.

b. The items are: company supports the efforts of individuals and/or teams that work autonomously Autonomy1, company pursuing business opportunities make decisions on their own Autonomy2, Challenges are handled well without interrupting the operation of the business Survival1, business always has resources Survival2, business makes enough profits, which we can invest in other businesses Survival3, image of our company, relative to our competitors, has grown over the past 3 years.Success7,

company has experienced growth in market share over the past 3 years Success 9, company has experienced growth in turnover over the past 3 Success10, company has experienced growth in profits over the past 3 years Success 11.

Table 4.63: P- ANOVA

		Sum of Squares	Df	Mean Square	F	Sig
Between People		3840.099	161	23.852		
Within People	**Between Items**	26.272	17	1.545	3.529	.000
	Residual	1198.395	2737	.438		
	Total	1224.667	2754	.445		
Total		5064.765	2915	1.737		

Grand Mean = 5.35

The split- half reliability test result for the scale for measuring top management was 0.965 and 0.967 respectively and both were significant at 0.001 α as established in table nos.4.60 M to 4.63 P.

4.8 Hypothesis Testing

Multiple regression analysis was administrated to test the hypothesis relationship between independent and dependent variable. Two hypotheses were proposed to know the relationship with employee engagement and success of IT industry.

H1- Intrapreneurship has a positive relationship with Employee Engagement

H_O1- Intrapreneurship does not have positive association with Employee Engagement

H2- Intrapreneurship has a positive relationship with survival and success of IT Industry in India

H_O2- Intrapreneurship does not have positive association with survival and success of IT Industry in India

The Average score of the multi- items for a construct (Wang and Benbasat, 2007) was computed, since a single construct in the questionnaire was measured by multiple items and score was used to further analysis such as correlation and regression analysis.

Hypothesis Testing 1

Table 4.64: A- Correlations

		Strategic scanning	Risk taking	Taking Charge	Voice	Entrepreneurial behavior	Employee engagement
Strategic scanning	**Pearson Correlation**	1	.393**	.578**	.700**	.665**	.747**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	346	346	346	346	346	346
Risk taking	**Pearson Correlation**	.393**	1	.265**	.374**	.319**	.492**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	346	346	346	346	346	346
Taking Charge	**Pearson Correlation**	.578**	.265**	1	.664**	.679**	.656**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	346	346	346	346	346	346
Voice	**Pearson Correlation**	.700**	.374**	.664**	1	.795**	.748**
	Sig. (2-tailed)	.000	.000	.000		.000	.000

	N	346	346	346	346	346	346
Entrepreneurial behavior	**Pearson Correlation**	.665**	.319**	.679**	.795**	1	.768**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	346	346	346	346	346	346
Employee engagement	**Pearson Correlation**	.747**	.492**	.656**	.748**	.768**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	346	346	346	346	346	346

**. Correlation is significant at the 0.01 level (2-tailed).

Table no- 4.64 A shows the correlation between five variables and employee engagement of company. Result found that all variables were highly correlated .656 to .768) except risk taking (0.492).

This means that all chosen independent variable are good with dependent variable (employee engagement)

Strategic Scanning, Risk taking, Taking Charge, Voice and Entrepreneurial behavior have significant correlation with employee engagement at the .001 level.

Table 4.65: B- Model Summary

B Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861[a]	.742	.738	.51853

a. Predictors: (Constant), Entrepreneurial behavior , Risk taking , Taking Charge, Strategic scanning, Voice

Table 4.66: C- ANOVA

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	262.434	5	52.487	195.213	.000[a]
	Residual	91.416	340	.269		
	Total	353.850	345			

a. Predictors: (Constant), Entrepreneurial behavior, Risk taking, Taking Charge, Strategic scanning, Voice

b. Dependent Variable: Employee engagement

Table 4.67: D- Coefficients

Coefficients[a]

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.504	.181		2.788	.006
	Strategic scanning	.242	.034	.291	7.079	.000
	Risk taking	.140	.022	.192	6.330	.000
	Taking Charge	.143	.042	.135	3.416	.001
	Voice	.117	.046	.129	2.541	.011
	Entrepreneurial behavior	.312	.048	.319	6.495	.000

a. Dependent Variable: Employee engagement

The coefficient of determination was (R square =0.742) which explains that variables accounted 74.2% of variance. The relation is positive and significant at ($p<0.001$). Thus, the five factors significantly account for 74.2% in the employee engagement.

The result of multiple regression analysis shows that in table no. 5.4.C, the F value 195.213 was significant at (sig. $F< 0.01$), thus confirming the fitness for the model.

The coefficient of determination was (R square = 74.2%) which explains that variables accounted 74.2% of variance. The relation is positive and significant at ($p<0.001$). The R- square indicated the predictive power of this model and suggested that there is a significant effect of independent variable on dependent variable. Thus, the five factors significantly accounted for 74.2% percent in the employee engagement of company.

The result shows that strategic scanning ($\beta = 0.291$; $t = 7.079$, $p = 0.001$), Risk taking ($\beta = 0.192$; $t = 6.330$, $p = 0.000$), Taking Charge ($\beta =0.135$; $t = 3.416$, $p = 0.000$), Voice ($\beta = 0.129$; $t = 2.541$, $p = 0.011$), entrepreneurial behaviour ($\beta = 0.319$; $t = 6.495$, $p =0.000$) have positive impact on employee engagement.

So, as per the finding, Null hypothesis is rejected and **alternate hypothesis is accepted**

H1- Intrapreneurship has a positive relationship with Employee Engagement.

The regression model equation for employee engagement =0.504+.242(employee engagement) + .140 (Risk taking) + .143 (Taking Charge) + .117 (Voice) + .312 (entrepreneurial behavior)

Hypothesis Testing 2

Table 4.68: E- Correlations

		Market pro-activeness	Competitive aggressiveness	Firm risk-taking	Firm innovativeness	Autonomy	Survival	Success
Market pro-activeness	Pearson Correlation	1	.839**	.824**	.841**	.820**	.844**	.860**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	162	162	162	162	162	162	162
Competitive aggressiveness	Pearson Correlation	.839**	1	.822**	.834**	.827**	.840**	.826**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	162	162	162	162	162	162	162
Firm risk-taking	Pearson Correlation	.824**	.822**	1	.829**	.805**	.820**	.820**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	162	162	162	162	162	162	162
Firm innovativeness	Pearson Correlation	.841**	.834**	.829**	1	.829**	.859**	.875**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	162	162	162	162	162	162	162

Autonomy	Pearson Correlation	.820**	.827**	.805**	.829**	1	.875**	.845**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	162	162	162	162	162	162	162
Survival	Pearson Correlation	.844**	.840**	.820**	.859**	.875**	1	.875**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	162	162	162	162	162	162	162
Success	Pearson Correlation	.860**	.826**	.820**	.875**	.845**	.875**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	162	162	162	162	162	162	162

**. Correlation is significant at the 0.01 level (2-tailed).

Table no- 4.68 E shows the correlation between six variables and Success of IT Company. Result found that all variables were highly correlated 0.820 to 0.875). This means that all chosen independent variable are good with dependent variable (success)

Market pro-activeness, Firm risk taking, competitive aggressiveness, Firm innovativeness, Autonomy, survival have significant correlation with success of IT Company at the .001 level.

Also, Market pro-activeness, competitive aggressiveness, Firm risk taking, Firm innovativeness, Autonomy have significant correlation with survival of IT company at the .001 level.

Table 4.69: F- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948[a]	.899	.896	.38604

a. Predictors: (Constant), Autonomy, Firm risk-taking , Firm innovativeness , Market proactiveness, Competitive aggressiveness

Table 4.70: G- ANOVA

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	206.628	5	41.326	277.302	.000[a]
	Residual	23.248	156	.149		
	Total	229.876	161			

a. Predictors: (Constant), Autonomy, Firm risk-taking , Firm innovativeness , Market proactiveness, Competitive aggressiveness

b. Dependent Variable: Survival

Table 4.71: H- Coefficients

Coefficients[a]

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.108	.156		.692	.490
	Market proactiveness	.141	.057	.140	2.473	.014
	Competitive aggressiveness	.141	.054	.153	2.596	.010
	Firm risk-taking	.114	.046	.137	2.463	.015
	Firm innovativeness	.175	.052	.181	3.340	.001
	Autonomy	.422	.056	.405	7.540	.000

a. Dependent Variable: Survival

The coefficient of determination was (R square =0.899) which explains that variables accounted 89.9% of variance. The relation is positive and significant at ($p<0.001$). Thus, the five factors significantly account for 89.9% in the survival of the company.

The result of multiple regression analysis shows that in table no. 4.70 G, the F value 277.302was significant at (sig. $F< 0.01$), thus confirming the fitness for the model.

The coefficient of determination was (R square = 89.9%) which explains that variables accounted 89.9% of variance. The relation is positive and significant at ($p<0.001$). The R- square indicated the predictive power of this model and suggested that there is a

significant effect of independent variable on dependent variable. Thus, the five factors significantly accounted for 89.9% percent in the survival of company.

The result shows that Market pro-activeness(β = 0.140; t = 2.473, p = 0.014), competitive aggressiveness (β = 0.153; t = 2.596, p =0.010), Firm risk taking(β = 0.137; t = 2.463, p = 0.015), Firm innovativeness(β =0.181; t = 3.340, p = 0.001), Autonomy(β = 0.405; t = 7.540, p = 0.000), have positive impact on survival.

Table 4.72: I- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.766	.764	.57144

a. Predictors: (Constant), Survival

Table 4.73: J- ANOVA

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	170.785	1	170.785	523.014	.000[a]
	Residual	52.246	160	.327		
	Total	223.031	161			

a. Predictors: (Constant), Survival

b. Dependent Variable: Success

Table 4.74: K- Coefficients

Coefficients[a]

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.721	.208		3.462	.001
	Survival	.867	.038	.875	22.870	.000

a. Dependent Variable: Success

The result of multiple regression analysis shows that in table no. 4.73 .J, the F value 523.014was significant at (sig. F< 0.01), thus confirming the fitness for the model.

The coefficient of determination was (R square = 76.6%) which explains that variables accounted 76.6%of variance. The relation is positive and significant at (p<0.001). The R- square indicated the predictive power of this model and suggested that there is a significant effect of independent variable on dependent variable.

The result shows that survival (β = 0.875; t = 22.870, p = 0.000) also have positive impact on success.

So, as per the finding, Null hypothesis is rejected and alternate hypothesis is accepted

H2- Intrapreneurship has a positive relationship with survival and success of IT Industry in India

CONCLUSIONS AND RECOMMENDATIONS

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction to the Chapter

Businesses and industries worldwide are operating in an uncertain and dynamic global economy. For survival and success, they need continues innovation, growth and value creation. Intrapreneurship creates entrepreneurial spirit within the organizational boundaries allowing an atmosphere of engagement and innovation to prosper. Various industry experts and researchers have highlighted that Intrapreneurship is relatively less explored specifically with regards to empirical studies. Even though some researchers have tried to fill the gap there is much more to learn about this phenomenon. Limited Indian research exists in the field of Intrapreneurship and more specifically in terms of evaluating employee engagement and Intrapreneurship. The purpose of this study was to assess the relationship between Intrapreneurship and employee engagement in India in terms of IT Industry.

In the previous chapter, the research findings of the study were discussed. This chapter revisited hypotheses statements. A summary is presented on the hypotheses that are accepted and rejected based on the statistical techniques discussed in Chapter 3. The contribution to the science and limitations of the study are mentioned. A conceptual model of employee engagement and Intrapreneurship and recommendations is recommended and the path for further research into this field is given.

5.2 Findings

This section presents brief summaries of data analysis followed by findings from analysis conducted and hypothesis tested.

5.2.1 Respondent Profiling

Data analysis was started with the profiling of respondents on the basis of information like gender, educational background, age, total work experience, experience in current company and position in the current company.

Findings based on respondent profiling:

1. A significantly large number of respondents of this study were male in employee and management and HR data.

Conclusion: More men are working in IT companies in India.

2. Most of the respondents were of engineering background from employees and in Management most of the respondents were from managerial background.

Conclusion: Most IT company hires engineers as employees and Management positions are occupied by mangement background people, which is fair enough.

3. For level of experince respondents were from all level of experince.

Conclusion: IT companies have good structure of employee base at all levels.

5.2.2 Company profiling

Respondents company profile data was collected and analysed on the basis of information like nationality of the company, age, and employee strength.

Findings based on company profiling:

1. Most of the respondents said that they work for Indian IT Company.

Conclusion: Many Indian IT companies are making mark in global competation.

2. Many respondents said they work for organisations who are 10-20 years in age.

Conclusions: IT sector is relatively young but is grwoing very fast compared to other sectors.

3. A significantly large number of respondents said that they work for companies having strength more than 1000 employees.

Conclusion: IT organisations are growing in size.

5.2.3 Factor analysis

After completing the data description part through profiling of respondents and company profiling researcher conducted factor anlaysis on 66 variables of employee engagement and survival and success.

Findings based on factor analysis:

This section presents major findings of the factor analysis and resultant conclusions.

1. For employee engagement factor analysis was run on 40 items, out of which 10 items had to drop as value of items loaded in factor was less than 0.5 and they were measuring unexpected factors.

Conclusion: From factor analysis we can detect underlying constructs in variable, even though whichever scale the researcher initially made based on own understanding.

2. All the 30 items were loaded in accordance with the expectation. These 30 items got converted in 6 factors comprising of 7, 5, 9, 5, 3 and 1 items respectively.

Conclusion: Factors with high loadings explain statstically significant varience.

3. For survival and success factor analysis was run on 26 items, out of which 8 items had to drop as value of items loaded in factor was less than 0.5.

Conclusion: Factor analysis detects suitable constructs for the study. The initial scale defined by resercher is refined by factor analysis for more appropriate results.

4. All the 18 items from survival and success were loaded in accordance with the expectation. These 18 items got converted in 7 factors comprising of 4, 3, 2,2,3,2, and 2 items respectively.

Conclusion: Factors with high loadings explain statstically significant varience.

5.2.4 Hypothesis Statements Revisited

The researcher has laid down two basic hypotheses for the purpose of the study. These hypotheses are associated with Intrapreneurship, employee engagement, Survival and success of the IT Industry in India.

The first hypothesis states that-

"Intrapreneurship has a positive relationship with Employee Engagement"

To assess the purpose of this study the researcher has taken the premise that IT Industry in India needs to add value to the current competition faced by other countries. To retain the cost advantage IT companies in India need to engage the key employees.

The null hypothesis H_O1 was rejected.

Conclusion: It was clear that Intrapreneurship influences the employee engagement in the sense that they contribute to it. This finding is consistent with the views expressed by J.A. Antoncic and B. Antoncic (2011) and Blanchflower and Oswald (1992). Employee engagement is critical to the growth of the company.

The second hypothesis states that-

"Intrapreneurship has a positive relationship with survival and success of IT Industry in India"

The null hypothesis H_O2 was rejected.

Conclusion: Intrapreneurship influences the innovation, growth, survival, and success of the organization in the sense the employees with Intrapreneurial mindset contribute to it. This finding is consistent with the views expressed by Zahra et al. (2000). Intrapreneurship is conceptualized within the combinations of proactiveness, risk-taking, innovativeness, and competitive aggressiveness Covin and Covin (1990); Covin and Slevin (1991); Lumpkin and Dess (1996); Birkinshaw (1999); Covin and Miles 1999; Pittaway (2001); Dess, Ireland, Zahra, Floyd, Janney and Lane (2003) in their model of Intrapreneurship.

Companies in India can incentivize research activities for their employees by creating an enabling environment through incubation centers, trust, rewards, and recognition.

5.2.5 Regression Analysis

After completing the data reduction process by factor analysis and identified 6 constructs for employee engagement and 7 constructs for survival and success encompassing 30 and 18 variables respectively researcher moved to regression analysis using the factor scores as independent variables and employee engagement and survival and success as the dependent variable.

Findings based on regression analysis:

1 Regression model for employee engagement with adjusted R^2= 0.742 was generated using SPSS.

Conclusion: All 5 factors viz. risk taking, taking charge, voice, and entrepreneurial behavior could together explain 74.2 % variance in the dependent variable employee engagement in the company. This was a good result.

2. Regression model for survival and success with adjusted R2= 0.899 was generated using SPSS.

Conclusion: All 6 factors viz. market proactiveness, competitive aggressiveness; firm risk taking, firm innovativeness and autonomy could together explain 89% variance in

the dependent variable survival and success of the company. This was also a very good result.

3. Regression ANOVA produced a significant F statistic of 277.302 for employee engagement, 523.014 for success and 277.302 for survival at a p-value of 0.001.

Conclusion: For employee engagement, survival and success F statistic and the p-value signify confidence in the model to explain the dependent variable, indicating that the regression equation is statistically significant.

5.2.6 Findings, interpretations and conclusions

This section will give a quick summary of findings, interpretations and conclusions. Most of these are drawn from data analysis and industry expert's views, so it will move from minor to major:

1. Researcher found that 68% of respondents were male and 32% were female. IT industry has more scope for giving opportunities to women employees.
2. Researcher found that 54% of respondents were below 3 years of experience. This clearly shows that we need to nurture these new employees for harvesting their talent. For this IT industry will need new ways of employee engagement for new generation.
3. Researcher found that 68% of the companies were Indian IT companies. This shows the need of engaging talent with ways suitable for Indian employees. Intrapreneurship is novel and is beneficial to both employees and organization.
4. From the views of industry experts on Intrapreneurship researcher found that Intrapreneurship is novel and important for organizational performance and profitability. Intrapreneurs are rare and their unique character makes them vital for the organization in global competition scenario. Intrapreneurs prosper with trust, freedom and supportive environment. Intrapreneurship and innovation lead to the development of new products and services. It helps the organization to expand and explore new markets. Growth is channelized in different ways.

   Intrapreneurship keeps the competitive spirit alive by creating an entrepreneurial mindset workforce. The best talent is retained and helps the organization to motivate the crucial employees. Leaders delineate the entrepreneurial spirit and employees follow to lead. Financial performance elevates and wealth creation for organization and country. For IT companies in India it is a good tool for Value addition. Intrapreneurship can affect the

economy by enhancing best practices, increasing production and creating new and improved products and business for sustaining in international competition.

5. Researcher found from the factor analysis that employee engagement is both organization and employee driven phenomena. Intrapreneurs are present in organization but they need to identify and nurture. Engaging employees with Intrapreneurial attributes is significantly higher. Thus making Intrapreneurship both organization and employee win-win situation.
6. As per regression analysis Intrapreneurial characteristics risk taking, taking charge, voice and entrepreneurial behavior contribute significantly to employee engagement. Market proactiveness, competitive aggressiveness, firm risk taking, firm innovativeness, autonomy contribute significantly to survival and success of IT companies in India.

5.3 Proposed Conceptual Model of Employee Engagement and Intrapreneurship

This study was started with an objective to propose an innovative engagement model suitable for IT Industry in India to meet the Organizational need of Innovations in product, services and also for the challengers who wish to pursue their vision.

The model suggested deals with the various facets to identify Intrapreneurial Employees and their engagement level. This model also shows the positive relationship between organisation's Survival and Success with Intrapreneurship. Employees with the Intrapreneurialmindset have higher engagement level and this highly engaged workforce is one of the key factors of organisations Survival and Success.

Intrapreneurship is new in India and for the traditional Entrepreneurial organisations it is difficult to adapt to these changing workplace conditions, this model helps to identify the Intrapreneurial employees and shows its importance for value addition in current volatile business situations.

When it comes to innovation large companies learn it hard way. They get comfortable or conservative in their growth approach which does not help in competition. Intrapreneurship helps to develop an entrepreneurial frame of mind. This mindset leads to identify new ways of doing business and individuals that lead the tasks.

Innovation plays a vital part in an organization and its growth, survival, and success. But this all hugely depends on an equal partnership between Intrapreneurship and innovation.

In a time where employee engagement levels are very low, Intrapreneurship offers the opportunity to add autonomy, ownership, and meaning to the work- boosting engagement levels.

This study found that organizations have natural Intrapreneur inside already. Many are hidden, these individuals are not always the top talents but they are unique. Organization's need to find them and nurture them.

Considering these facets this study suggested model suitable for IT Companies in India.

Model for Identifying Intrapreneur, employee engagement and organization's survival and success

5.3.1 Phase 1- Identifying Employees with Intrapreneurial Mindset

It is important to understand the match between Organization's need for Innovation, growth and Employees Engagement level. An employee who can strategically scan the environment and understand what is in the best interest of the organization is actively engaged. He/she finds ways for the organizations growth in difficult time by providing timely new ways of doing business or innovate existing services or products.

Employees with the Intrapreneurialmindset are ready to take the risk. They take charge of the situation and lead the team, provide new work methods when necessary and efficient ways of doing things.

Intrapreneur encourages others to speak up for the benefit of the organization. They show ways of enhancing work life. They become the voice of the employees when their opinions are important to get heard.

Intrapreneur are change agents, they rally employees for facing challenges faced by the company. They create an environment of excitement where others get excited about making improvements. They anticipate future and try to take measures to reach there. They are always open to acquiring new skills and implementing new ideas in the alignment of organizations benefit.

Intrapreneursare enthusiastic about their work, they take pride in what they do for the organization. They are self-motivated and inspire others to excel in the organization. They are a bundle of energy which fuels the employee engagement, innovation, survival and success of the organization. These unique characteristics help to identify the intrapreneur.

5.3.2 Phase 2: Nurturing Intrapreneur

Intrapreneurs are the very special type of breed. They respond to the situations taking ownership. Once Intrapreneurs are identified they need management support. Trust and freedom is an ingredient for nurturing them. Many times they appear as breaking bureaucratic rules and regulations, aggressive. They need to look it as an experiment and should not expect success every moment. Management should be proactive and support research and development. Should also be willing to, change as per new market trends and customer expectations.

Intrapreneurs have ability and vision to anticipate future, management can tap this and lead competition. Management should also have a strong propensity for the high-risk-taking. Intrapreneur bold and wide-ranging acts need to be supported owing to aggressive competition while taking over competitors.

Growth and survival depend on the clear vision of management. This vision should be percolated to employees. Encouragement and hand-holding in doing new things promote work culture which ultimately benefits from success. Encouraging Intrapreneur to think and behave in original and novel ways is best strategy management can adapt. Supporting individual and teamwork, providing autonomy is very important. Freedom to take decisions while pursuing business activities has a great impact on employee morale and engagement. It increases employee engagement and path of survival and success becomes easy.

Developing in-house Incubation Center can be a better idea which can provide requisite environment, freedom and also mentor to these Intrapreneurs. Incubation Centers will also help the organization to have different policies and rules for these Intrapreneurs than rest of organization. Other policies of Intellectual Property Rights for the innovations developed, Financial Models and Legal Protections can be handled through Incubation Centers.

5.3.3 Phase 3: Recognizing and rewarding Intrapreneurship

Recognizing the efforts and rewarding Intrapreneur motivates them. The clear rewarding system should be in place. Money is not always the primary motivators, intrinsic rewards in line with their practices makes their efforts justified.

One all size fit model is not possible for Intrapreneurship; management has to shape it and adapt to suitable circumstances. It should be an on-going process. The model we proposed in this study identified common characteristics from previous studies, which will help organizations to identify Intrapreneur. Identifying and nurturing Intrapreneurship has benefited many organizations making them lead the competition. It is a common knowledge that employees are vital for the organization's growth and survival; it is also proved that an employee needs to be engaged in the work activities for this.

Intrapreneurship is novel and important for organizations to engage employees and survival and success.

This model is extracted from the study and it can be customized as per organizations compatibility, as Intrapreneurship is within the organization and for both the organisation and employees. The organization can evaluate environment and design model suitable for their business.

1. Define Intrapreneur by identifying intrapreneurial characteristics.
2. Nurture Intrapreneur by providing incubation centers.
3. Reward and recognize Intrapreneurial efforts.
4. Highest levels of engagement are achieved by investing in Intrapreneur, company’s growth; survival and successreturn to being expected.

Successful companies with their own innovation engines understand how to find, develop, and retain Intrapreneurs. In order to outcompete, they promote and nurture a small start-up environment within a large organizational structure that embraces continuous experimentation to find the next big thing

Model of Employee Engagement and Intrapreneurship

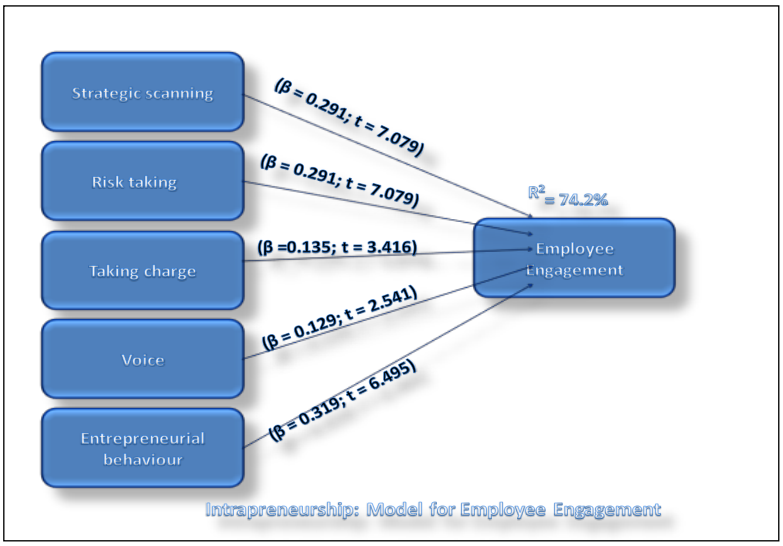


Figure 5.1: Model of Employee Engagement and Intrapreneurship

This study identified five dimensions strategic scanning, risk-taking, taking charge, voice, and entrepreneurial behavior as characteristics of the Intrapreneurial employee. Strategic scanning ((β = 0.291; t = 7.079), risk-taking (β = 0.291; t = 7.079), taking charge (β =0.135; t = 3.416), voice (β = 0.129; t = 2.541) and entrepreneurial behavior(β = 0.319; t = 6.495) are positively associated with employee engagement (R2= 74.2%).

This model shows that Intrapreneurship has a positive relationship with Employee Engagement. Employees identified having Intrapreneurial potential can be trained and given Intrapreneurial opportunities.

IT companies in India have many key employees, but they will not stay or outperform if the organization does not invest in them or engage them, especially the key performers.

Corporations must innovate to survive; the best method is to encourage creative people to become entrepreneurs within the company structure "Intrapreneurs" by allowing them to earn the freedom and resources 'Intracapital" with which to pursue their visions establish "Intraprises"- Pinchot, 1985.

5.4 Managerial Implications and suggestions

Managerial implications are clear from the conclusions drawn. Accordingly, following suggestions are made-

1. With a view to losing cost advantage, IT industry in India should encourage value addition in the companies specifically by nurturing Intrapreneur. Intrapreneurial employees bring a unique perspective to the way organization should function in the competitive environment.
2. Irrespective of the size of the company, Management should develop effective leadership which will produce motivated work culture and engaged employees. Intrapreneurship is one of the proven ways of creating such motivated employees who are engaged and spread this in the company.
3. Management should instill trust in employees. You have hired employees for some reason; you should have confidence in them. Put them in situations where they can show their skills and grow. As the employees grow the company's growth follows. Entrepreneurs start a company, once it is large it starts getting stagnant.

   To keep the entrepreneurial spirit live management needs to trust employees with an entrepreneurial mindset and provide them opportunities to become Intrapreneur. Trust, communication, and transparency in business lead to the growth of employees and helps in retaining them.
4. Companies should nurture employees by focusing on career development plans. It is a great way of retaining key employees. When employees know they have better career plans they work towards them and engagement follows. Intrapreneurship provides career development plans suitable for company and employee.
5. Management should develop a two-way relationship with the company. When the entrepreneurial environment is conducive to the company, employees respond by engaging themselves innovatively. Many successful companies have proved that if a company fails to innovate it will face disruption. Companies can survive the process of creative disruption and stay on the growth by nurturing entrepreneurial environment to secure success and survival in competition.
6. Intrapreneurship has positive effects on qualitative performance of the employees and employee engagement. In order to create the right environment

for intrapreneurship, it should be infused from Top to down and voice of employees should also be responded in right spirit.

7. On time and consistent feedback on the performance of the employees should be provided by leaders and Management. Right feedback gives direction for improvements and motivation to perform better in future. Feedback process integrated into company culture can add value to the resource and ultimately to the growth of the company. An environment of collaborative work culture is created which is important for survival and success of IT Company.
8. Management should recognize the efforts and contribution of the employees. They should recognize the teamwork. Making recognition personal motivates employees and engages them in their workplace.

   Intrapreneurs should be rewarded and recognized in right way. Providing intra-capital, right policies to motivate the efforts should be instilled. The organization needs to include incentive pay packages, gain-sharing or performance-based variable pay should be made clear and transparent to employees.
9. Recognizing the efforts is important than monetary benefits with many intrapreneurial mindset employees. So policies for recognition should be flexible for such key members. By identifying intrinsic motivational factors rewards and recognition should be designed.
10. IT Companies look for efficient and effective utilization of available resources. Providing intrapreneurial opportunities is another way of effective and efficient utilization of key resources, this internal business potential has positive impacts on employee engagement which improves ways of surviving by value addition. An intrapreneurial culture is important to be created within the existing companies to channelize innovation process, engaging employees to contribute to the survival of the companies in global competition and success in a dynamic environment.

Nurturing intrapreneurs could be one strategy for engaging and retaining key employees. This is critical in IT industries where attrition rate is more and competition is high. Companies should focus on encouraging intrapreneurial thinking in existing employees. This would also facilitate in attracting new and suitable employees. Google and Apple have implemented this environment and best talent is attracted to them

because of the culture and innovative approach they provide for the growth of employees.

5.5 Scope for future research

This study suggests some options for future research opportunities as follows-

1. The relationship between Intrapreneurship and employee engagement should be studied in other sectors, to improve the results, and with larger populations.
2. The qualitative study should be carried out to take the findings of Intrapreneurship, employee engagement, survival and success of the company.
3. Analysis of the IT industry's work culture, reward culture and readiness for Intrapreneurship.
4. A similar study could be carried out for Social Intrapreneur and Inter-Organisation Intrapreneurship.

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APPENDICES

Questionnaire- 1: For IT company's Employees

Ph. D. Questionnaire on Intrapreneurship

Dear Respondents,

We are in the process to prepare model for intrapreneurship. As a part of it, this questionnaire will help evaluating intrapreneurship characteristics of employees and the organizational environment to nurture it. This study is done under the guidance of Dr Vijay P Bhatkar and Dr Nitin Ghorpade. Questionnaire is prepared for the academic research purpose. Identity of your company & your own will be strictly confidential. So you are requested to give your frank opinion which will help researcher to maintain quality of research.
Intrapreneurship is entrepreneurship within organization (Its win win situation for both organization & employees).

Be assured its confidential & used for the academic value addition!!

Do call, Prof. Amruta S. Hiwarkar on 8380091947, for any clarification.

Thanks in advance!

* Required

1. **I have understood that the responses provided will be used for academic research & my identity will be strictly confidential, so I am providing my frank opinion to the researcher.** *
   Mark only one oval.
   - ◯ I agree

Skip to question 2.

Personal & Organisatiobal Information

2. **I am a-** *
   Mark only one oval.
   - ◯ Male
   - ◯ Female

3. **My Name-**

   _____

4. **My highest qualification-** *
   Mark only one oval.
   - ◯ Graduation in Engineering
   - ◯ Management Graduate
   - ◯ Any other

5. **My total experience (in years)-** *
Mark only one oval.

- ◯ Below 5
- ◯ 5 to 10
- ◯ 11 to 15
- ◯ 16 to 20
- ◯ Above 20

6. **I work in (name of your current company)-**

_____

7. **My experience in current organization (in years)-** *
Mark only one oval.

- ◯ Below 3
- ◯ 3 to 5
- ◯ 6 to 10
- ◯ More than 10

8. **I am-** *
Mark only one oval.

- ◯ MD/CEO
- ◯ In Top Management
- ◯ In Middle Management
- ◯ In Junior Management
- ◯ An individual Contributor

9. **My Company is (nationality)-** *
Mark only one oval.

- ◯ Indian
- ◯ Of Foreign Origin

10. **My Company's Age (in years)-** *
Mark only one oval.

- ◯ Below 10
- ◯ 10 to 20
- ◯ 21 to 30
- ◯ Above 30

11. **Strength of Company is (no of employees)-** *
Mark only one oval.

- ◯ Below 100
- ◯ 100 to 500
- ◯ 500 to 1000
- ◯ More than 1000

12. **My date of Birth (dd-mm-yy)-** *

Skip to question 13.

Intrapreneurship Questions-

Now you will complete it really fast. You have to select a no. between 1 to 7, which best suits to your opinion.
(1= Strongly Disagree & 7= Strongly Agree)

13. **I actively scan the environment to see how what is happening might affect our company in the future.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

14. **I always try to identify long term opportunities and threats for our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

15. **I anticipate organization changes that might be needed in the light of developments in the Environment (e.g. markets, technology).** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

16. **If large interests are at stake, I regularly go for the big win even when things could go seriously wrong.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

17. **I often take risks in my job.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

18. **I first act and then ask for approval, even I know that would annoy other people.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

19. **I try to adopt improved procedures for doing my job.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

20. **I try to change how my job is executed in order to be more effective.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

21. **I try to bring about improved procedures for the work unit or department.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

22. **I try to institute new work methods that are more effective for the company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

23. **I try to change organizational rules or policies that are counterproductive.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

24. **I make constructive suggestions for improving how things operate within the organization.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

25. **I try to correct a faulty procedure or practice.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	⬭	⬭	⬭	⬭	⬭	⬭	⬭	Strongly Agree

26. **I try to eliminate redundant or unnecessary procedures.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

27. **I try to implement solutions to pressing organizational problems.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

28. **I try to introduce new structures, technologies, or approaches to improve efficiency.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

29. **I usually develop and make recommendations concerning issues that affect our work.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

30. **I speak up and encourage others in our company to get involved in issues that affect our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

31. **I communicate my opinions about work issues to others even if my opinion is different and others disagree.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

32. **I always keep myself well informed about issues where my opinion might be useful to our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

33. **I get involved in issues that affect the quality of work life in our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

34. **I speak up in our company with ideas for new projects or changes in procedures.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

35. **I efficiently get proposed actions through 'bureaucratic red tape' and into practice.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

36. **I am enthusiastic for acquiring skills.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

37. **I quickly change course of action when results aren't being achieved.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

38. **I always encourage others to take initiative for their own ideas.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

39. **I keep inspiring others to think about their work in new and stimulating ways.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

40. **I usually devote time to helping others find ways to improve our products and services.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

41. **I 'Go to bat' for the good ideas of others.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

42. **I boldly move ahead with a promising new approach when others might be more cautious.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

43. **I try to describe how things could be in the future and what is needed to get us there.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

44. **I get people to rally together to meet a challenge for our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

45. **I try to create an environment where people get excited about making improvements.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

46. **When I get up in the morning, I feel like going to my work.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

47. **I am enthusiastic about my job.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

48. **I am proud of the work that I do.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

49. **My job inspires me.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

50. **When I am working, I forget everything else around me.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

51. **At my work I feel strong and vigorous.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

52. **At my work, I feel bursting with energy.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

Questionnaire 2 : For IT company's Management and HR

Ph. D. Questionnaire on Intrapreneurship

Dear Respondents,

We are in the process to prepare model for intrapreneurship. As a part of it, this questionnaire will help evaluating intrapreneurship characteristics of employees and the organizational environment to nurture it. This study is done under the guidance of Dr Vijay P Bhatkar and Dr Nitin Ghorpade. Questionnaire is prepared for the academic research purpose. Identity of your company & your own will be strictly confidential. So you are requested to give your frank opinion which will help researcher to maintain quality of research.
Intrapreneurship is entrepreneurship within organization (Its win win situation for both organization & employees).

Be assured its confidential & used for the academic value addition!!

Do call, Prof. Amruta S. Hiwarkar on 8380091947, for any clarification.

Thanks in advance!

* Required

1. **I have understood that the responses provided will be used for academic research & my identity will be strictly confidential, so I am providing my frank opinion to the researcher.** *
   Mark only one oval.
   - ◯ I agree

Skip to question 2.

Personal & Organisatiobal Information

2. **I am a-** *
   Mark only one oval.
   - ◯ Male
   - ◯ Female

3. **My Name-**

   _____

4. **My highest qualification-** *
   Mark only one oval.
   - ◯ Graduation in Engineering
   - ◯ Management Graduate
   - ◯ Any other

5. **I work in (name of your current company)-**

   _____

6. **I am-** *

Mark only one oval.

- MD/CEO
- In Top Management
- In HR Department

Skip to question 7.

Intrapreneurship Questions-

Now you will complete it really fast. You have to select a no. between 1 to 7, which best suits to your opinion.
(1= Strongly Disagree & 7= Strongly Agree)

7. **In general, the top managers of our company favour a strong emphasis on Research & Development, technological leadership, and innovations.** *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

8. **Our company has marketed many new lines of products or services in the past three years.** *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

9. **In dealing with competitors, our company often leads the competition, initiating actions to which our competitors have to respond.** *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

10. **In dealing with competitors, our company typically adopts a very competitive posture aiming at overtaking the competitors.** *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

11. **In general, the top managers of our company have a strong propensity for high risk projects (with chances of very high return).** *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree								Strongly Agree

12. **The top managers believe owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve our company objectives.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

13. **When there is uncertainty, our company typically adopts a "wait and see" posture in order to minimize the probability of making costly decisions.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

14. **Management actively responds to the adoption of "new ways of doing things" by main competitors.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

15. **We are willing to try new ways of doing things and seek unusual, novel solutions.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

16. **We encourage people to think and behave in original and novel ways.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

17. **Our company supports the efforts of individuals and/or teams that work autonomously.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

18. **In our company individuals and/or teams pursuing business opportunities make decisions on their own without constantly referring to their supervisor(s).** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

19. **Challenges are handled well, without interrupting the operation of the business.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

20. **The business always has resources it needs to grow since it started.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

21. **The business makes enough profits, which we can invest in other businesses** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

22. **In our company, personnel are viewed as the most valuable asset of the organisation.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

23. **Our personnel are highly committed to our company.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

24. **The morale (job satisfaction) of our personnel has improved over the past few years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

25. **Our company develops product/services with customers' needs in mind.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

26. **Our customers are satisfied with our company's product/service offerings.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

27. **Our company has a high customer retention rate.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

28. **The image (stature) of our company, relative to our competitors, has grown over the past 3 years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

29. **The competitive position of our company has improved over the past 3 years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

30. **Our company has experienced growth in market share over the past 3 years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

31. **Our company has experienced growth in turnover over the past 3 years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree

32. **Our company has experienced growth in profits over the past 3 years.** *
Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	◯	◯	◯	◯	◯	◯	◯	Strongly Agree