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Intrapreneurship as a Determinant (Tool): A case review in medium scale manufacturing industry in Sri Lanka

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ABSTRACT

Manufacturing industries have become a vital sector for developed or developing countries which make significant role in economic development. Volatile market and unforeseen price escalation make retardation of organic growth of the organizations. There are various factors which contribute to the sustainability of SMEs such as financial, economical, management, social, infrastructural and human resource etc. However the previous research found that 59.4% of small and medium scale organizations fail to achieve their targets due to deficiency in planning. Planning is one of a main function of the management. Therefore operational scrutiny and management commitment become most vulnerable factor in manufacturing organization nowadays. Therefore the study conduct on exploration of vivid concept of intrapreneurship as management tool for medium scale enterprises in Sri Lanka. The purpose of the paper is to study the concept of intrapreneurship as a determinant in medium scale manufacturing organization as a pilot study to explore the empirical evident. The paper combines theory about entrepreneurship intention and influence on developing and emerging intrapreneurship of organizational, individual and contextual complexities. This paper portray a case study synopsis limiting to a conceptual framework based on single manufacturing organization in Sri Lanka. The empirical findings are based on interviews, observations of middle level managers in steel based product manufacturing organization. This paper has its focus on local initiatives in developing intrapreneurship at the organization. Intrapreneurs refine manufacturing process and optimize process activities to revitalize existing organization and make them more innovative.

Keywords: Intrapreneurship, Corporate Entrepreneurship, Middle managers performance.

INTRODUCTION

Small and medium scale Enterprises (SMEs) are considered as one of the main driving force of economic development that generate new employments, new business ventures, and new products. The main concern in formulation is to identify drivers of change for inclusive economic growth, regional development, employee generation and poverty reduction. 75% of total no of enterprises provides 45% of employment and that contribute 52% of the Gross Domestic Production (GDP) in Sri Lanka by Ministry of Industry and Commerce of Sri Lanka has developed a policy framework for small and medium enterprises. Many government and nongovernmental organizations have being involved to develop the industry by offering financial and technological support. Although government has given its fullest support, the key issues recorded in the SME sector is that it has shown a less performance as against large scale enterprises in the national economy Vijayakumar (2013). However most of SMEs 59.4% failed to achieve their targets due to deficiency of planning and management Priyantha (2006). There are various factors that contribute for the sustainability of SMEs such as financial, economical, managerial, social, infrastructural, human resource etc. Intrapreneurship is subset of entrepreneurship in large organization the same ideology could be conceptualized for small and medium scale organization's too on development. The most disruptive innovations emerged out in large organizations were by intrapreneurship. Most of the large organizations exist today were started as small and medium scale in those days. Hence behind all the start ups there are key personnel involvement in any business in the world.

The study explore important of intrapreneurship within the manufacturing industry enable to improve organic growth through performance improvement. The case study is steel based manufacturing industry in Sri Lanka. The definition of national policy framework for small and medium enterprises development in Sri Lanka, annual turnover between 250 million to 750 million and number of employees 51 to 250 considered as medium scale. Therefore the industry selected to conduct the research regarded under medium scale enterprise. The case study mainly focused on middle level managers on identification factors influencing to emerge and develop intrapreneurship. The research Divakara (2017) identified a gap through systematic literature analysis as factor contributed for emerging intrapreneurship within the organization. Synthesis of the research explored organizational, individual and contextual complexities as antecedents of intrapreneurship.

The paper is based on a research project that focused on emerge of intrapreneurship in steel based manufacturing industry. The industry had more than 50 years of experience in manufacturing steel based products with 200 employees. Annual turnover was around 700 to 750 million. The period of last five years from 2012 to 2017 period was taken in to account of analysis. The focus group was senior and middle managers in the organization to the study. The industry had fast growing period with initiatives of

different types of management concepts during the last 50 years but the rapid increase in growth appeared in during the period of last five years.

METHODOLOGY

The paper is based on research project focused on empirical findings on intrapreneurship in steel based manufacturing organization. Multidimensional context related to operational process and emerging of intrapreneurs were studied focusing on middle and senior level management. Middle level managers entrepreneurial behavior is to successful corporate entrepreneurship Kruatko, Ireland, Covin, Hornsby (2005). Data collected through observations interviews and past records at the visit. The strategic integration on creating and developing intrapreneurial environment within the organization was analyzed. The theoretical approach and relatedness of Theory of plan behavior was examined throughout the study on intrapreneurial intention. Multidimensional context on developing intrapreneurship within the organization were analyzed by single case study method for identifying factors. The secondary data was analyzed and integrated with observed data to build a relationship on intrapreneurship. It was studied innovation and the best practices of manufacturing industry as empirical findings to understand the relationship with literature and theoretical perspective. It was conceptualized the framework derived Divakara(2017) for finding empirical finding of the study.

LITERATURE REVIEW

The concept of corporate entrepreneur Burgelman (1983) i.e. intrapreneur Pinchot (1985) are widely used in the north American management literature Oswald Jones (2005). The concept intrapreneurship is less popular in UK. Intrapreneurship is defined as entrepreneurship within existing organization, referring to emergent behavioral intention and behaviors of an organization that are related to departures from the customary (Antoncic and Hisrich 2003). The behavior of the employees depends on several factors such of organizational culture, attitude, human social capital, organization learning etc. The culture of organization created by the action of middle managers (Pinchot & Pellman 1999).

Two dimensions, innovation, venturing and strategic renewal was identified by Zahra (1991,1993) through examination of association between a firm's external environment, corporate entrepreneurship. The study emphasized on three propositions: the characteristic of the environment play an important role in executives 'Executives perception' secondly environment within and across industries are heterogeneous. Third there is need to use multiple dimension capture a companies' perception of their environments. The clarification of four dimensions of intrapreneurship by Antoncic & Hisrich (2001) on new business creation, innovativeness, self renewal and proactiveness. Intrapreneurship is explained as those who can transform the organization in a more lucrative one Octilia Cadre, Daniel Badulescu (2016). Intrapreneurs are not entrepreneurs in the proper sense of notation, intrapreneurs are specialists with a exceptional training and able to use knowledge accumulated for innovations or transform the organization into success Bostjan Antoncic and Robert D. Hisrich (2003). Human capital includes the

individual knowledge, ideas, which encourage and enable organizational innovativeness. Simultaneously human capital and organizational support create synergetic effect Alpan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010).

The comparative study of Intrapreneurship in large firms and SMEs states that there are two different words structure and organizational terms by Camille Carrier (1994). The combination of these different words and relationship related managerial contexts the intrapreneurship emerges. The entrepreneur in large organization get disturbed by the cumbersome structures which generate bureaucratic environment with the organization and which tend to freeze personal autonomy and individual creativity. The opposite of that demonstrates in small and medium scale companies where simple and friendly environment easier to emerge intrapreneurs with in the company. The structural flexibility is reinforced by smaller no of hierarchical levels in small organizations (Camillia Carirrier 1994, Schollhammer and Kuriloff, 1979, Robinson and Pearce 1984). Quality of human capital is another factor to understand which influence on intrapreneurship in an organization. One of the main contributor in this regard is recruitment of employees and development their skills throughout. The literature review innovative performance impact of various types of organizational supports mechanism (Hornsoby *et al.* 2009) stated that importance of quality of human capital to receive the support.

The contextual influences broadly divided in to internal factors (Organizational structures, culture, system) and external factors (Industry globalization, product/ market, life cycle, stage and government regulations) Shaker A Zahra, Jeffrey G. Covin (1991). The researcher had found environment hostility is strongly associated with particular manifestation of corporate entrepreneur.

External factors Technological opportunities, Industry growth, Changing customer demand, Unfavorability of change and competitive rivalry had been associated with intrapreneurship Jeffrey S. Hornsby *et al.* (2002). External factors governed by external organization to adjust accordingly. Change of social life cycle made considerable negative effect on operations due to scarcity of new recruitments. As to solve that female workers were recruited and trained. The operation was simplified and reengineered by intrapreneurship.

Intrapreneuring has contrast characteristics that can be developed through structured process. The theory of plan behavior incorporated intrapreneurial intention having the intrapreneurial antecedent in the organization over a period of time. Gifford Pinchot (1999) has explained structured process quoting Frederick Taylors scientific management " belief of one best way to perform every job" The innovation is result of scientific management. The previous researcher Jeffery Covin (1988) identified organizational structure has mediating effect on entrepreneurial style and organizational performance. The intrapreneurial way of developing a new business proposition was identified like sculpting in clay (Pinchot 1999).

Theoretical aspect on intrapreneurship

Many theories have been applied in previous researchers in different applications on research of intrapreneurship. Some of the theories used in previous studies are as explained below.

The theory of plan behavior "TPB" Icek Ajzen (1991) extended version of self-efficacy theory has explained the intension to behavior. The Theory of Plan Behavior postulate three conceptually in dependent determinant of intention, attitude toward the behavior i.e. degree to which a person has a favorable or unfavorable appraisal of the behavior, subjective norms i.e. perceived social pressure to perform or not to perform the behavior and perceived behavioral control, i.e. perceived to easy or difficult of performing the behavior. Intrapreneurial intention link on attitude of individual, subjective norms as organizational antecedent, culture and contextual dimensions. Donald, Ireland, Covin and Hornsby (2005) in his research explored few dimensions of organizational antecedents as Management support, work discretion autonomy, reward / reinforcement, time availabilities and organizational boundaries.

Social capital theory has been used by Jones (2005) for the research on intrapreneurship of middle manager and organizational innovation. Social capital refers the to the production potential derived from structural relations between and among actors. The core of social capital is that goodwill drawn from family, friends, workmates and acquaintances provides a range of valuable resources including information, influence and solidarity Adler and Kwon (2002) Granovetter, (1973) Sanderfur & Laumann (1998).

A model of corporate entrepreneurial behavior has been developed using information and agency theory Jones & Butler (1992). The framework identifies Jones & Butler (1992) mostly related the dynamics of entrepreneurship that is to distinction to be made between internal corporate entrepreneurship and outside or entry affecting entrepreneurship.

The upper echelons theory offers good predictions of organizational outcomes in direct proposition to how much managerial discretion exists Hambrick (2007). The study identified two interconnected parts of core upper echelon theory (1) executives act on the basis of their personalized interpretations of the strategic situations they face. (2) These personalized construal are a function of the executives' experiences, values and personalities.

Proposition 1. – *Organizational factors effect on emerging and developing intrapreneurs as antecedents of intrapreneurship within the organization.*

The variables such as organization size, culture, and motivational factors such as rewards, recognition training, human capital, dynamism, competitiveness and system adaptation were studied throughout the interviews, observation and fast records. Organization evaluates all employee performance using various types of standard methods. Another key word of rewards was heard during the interviews of managers. There are formal and informal rewarding schemes followed by the management to appreciate the work. Formal rewards identify best worker, best attendance, best Kaizen suggestion, Safe worker, long service awards, best quality circle etc. Informal awards are

presented at monthly events and informal events handled at the factory. Annual excursions also make kind of competition on motivation for the participations.

The interview matched the word of work flexibility as a prominent dimension for emerging intrapreneurship. All the managers confirm that having flexibility in their work pattern make them on having innovative thinking. The organization learning is another factor identified by the interviews. Organization has arranged many training programs refer to the training need analysis done annually. Each department supervisors and subordinated involve and make the training need analysis. The gap analysis identification was systematically. Most needs were aroused in technical trade due to the scenario of manufacturing. The secondary data on training evaluation shows that the effectiveness of the training. Any employee as they recruited they were been given an orientation program in covering all the sections and functions. Organization learning makes confidence to handle any crisis situation. This was an essential part of the manufacturing to perform productively in the process.

The structured model within the steel based manufacturing industry expanded 50 years of life. It had snowballing effect on developing a best model. The dimensions of organization, individual and contextual were backed up in formal order. Productivity of material, labour, energy, human and network were some of the key performance indicators used for managing the industry. The organization never compromise quality as a policy. The exponential increase in annual production in 2016/17 effected to economics of scale as competitive advantage. One of the main element in Porters Five forces, supplier bargaining power, economics of scales made the organization to have better barraging power of suppliers. That had twofold effects on reducing cost of production, first was price reduction effect by supplier bargaining, second was reduced cost of production due to increase of capacity. The backend technology development of supply chain and accountancy had vast impact on process controlling and monitor the process effective and efficient manner.

The secondary data as tabled in below depict the productivity performances of last five years. Though the company was in middle scale single ownership, the dyadic effect of entrepreneurship and intrapreneurship made significant role in manufacturing. The steel based manufacturing organization had maintained dynamism highly throughout the period of last five years. Dynamism refers the continuity of changers in the firm's environment, arising technology progress, competitive rivalry, regularly development and similar forces Zahra (1993). Two senior managers and three middle level managers confirm that dynamism made attitude toward the behavior acting as intrapreneurship. The secondary data confirmed the continuous progress of the technologically, competitiveness, product development. The product portfolio had been expanded, new products introduced and advanced technology had been implemented. The productivity and quality improvement in all areas of material, labour, human and energy improved.

Table 2. Productivity Indexes

Productivity indexes	2012/13	2013/14	2014/15	2015/16
Labour productivity index	100%	148%	137%	123%

Energy productivity index	100%	100%	109%	112%
Material productivity index	100%	132%	139%	107%
Capital productivity	100%	117%	100%	102%

Source – Annual productivity report(internal) -Steel Industries (Pvt) Ltd,

Refer - Appendix for equations of productivity, 2012/2013 is considered as base year

Creativity is the process of generating novel idea among existing environment. An opportunity recognition is part of the creativity. Creativity and innovation is essential part in manufacturing industry on continual basis for industry survival. New product design, process differentiation, cost leaderships are familiar performing area comes in different notions. Intrapreneurship is determined among company employees through their activities and performance. Intrapreneurship depends on motivation on creativity and innovativeness of employees. Muzafer Brigid (2015) had found an association between intrapreneurship and creativity and innovation in manufacturing organization.

The industry had done plenty of innovations and creativity over the period of last decades in the product and process, in return the industry was awarded productivity award in 2015 by National Productivity Secretariat in Sri Lanka. The result of innovation and creativity helped to capture local market share around 70% in 2016 in steel mesh business. Process innovation associated improving quality up to 98% yield reducing waste 4% to 2%. Innovation creativity explored vastly from team exercises. Quality circles followed the Tuckman model for idea generation. There were 5 quality circles in 2016 actively performing on creative thinking. Creativity is basically linked with an individual that is explained as individual creativity. The three component model depicted by Certo, S. C. in modern management 10th version that creativity emerge by expertise, skills of creative thinking and motivation.

Many of employees working in this organization had more than 20 years of experience. One of the senior managers had experienced more than 40 years. He was the veteran of steel based products manufacturing and installation with effect of snowball experience. He had committed to work to the company more than half of his life. The long service makes comfortable intrapreneurial behavior depending on attitudes as perceived behavior.

Studying the intrapreneurial attributes of this organization, it was observed that intrapreneurs possessed certain striking personal qualities. It was difficult in describing as common set of attributes. Most of them were different person to person though they had common orientation. Empirically a deficiency was highlighted in understanding typical framework. There were many education levels of managers in the organization. Some of them were professionals and some of them were experienced. Most of them had learned thorough knowledge on industry related to manufacturing, marketing, quality etc. The research of Middle managers perception done by Jeffrey S. Hornsby, Donald F. Kuratko and Shaker Zahra (2001) explored a mediation effect of middle managers entrepreneurial behavior and organizational factors. Organizational learning backed up

for the performance of relevant managers. Organizational policies, standards and procedures make guidance on managing process that followed by all employees.

Proposition 2. – *Individual factors effect on emerging and developing intrapreneurs as antecedents of intrapreneurship within the organization.*

Entrepreneurial cognition is the knowledge structure that people use to make assessment, judgment or decisions involving opportunity evaluation, venture creation and growth. The entrepreneurial cognition interest includes individuals belief, attitudes and values Ireland, Covin and Kuratko (2009). Intrapreneurs are individual who are willing to take on a certain level of risk to innovate and create and then help build new successful businesses or product from within the corporate structure. Specially three words of attitude, experience, determination, and knowledge were the key words identified by the interview had with senior and middle level managers. The analysis of secondary data made evidences to prove the key words.

The opportunities prevailing to perform in the middle level managers of the organization are broader compared to large and small scale. But medium scale organizations are operating at narrow scale due to limited resources. The secondary data elaborate growth of the organization as in the table 2 whereas intrapreneurship involvement exist. Mainly there are three senior manages involved in the operation marketing, production and engineering expressing as intrapreneurial role. The operation of the whole organization depends on this triangle. Owner of the organization is in middle of the tangle and monitoring the operation and work on financial support and control.

There are three middle level managers for human resources, production planning and account control were also acting to support to the process. It was fund all the mangers had vast experience in the field more than ten years and they are veteran in the field. Attitude was judged as upward mobile and indifferent McCroskey & Richmond (2005). Marketing manger was toward to upward mobile and others were mostly toward to indifferent. All the managers are determinant on achieving targets and fulfill their targets as part of their responsibility.

Table 1. Annual production of last five financial years

Financial year	2012/13	2013/14	2014/15	2015/16	2016/17
Production MT	2947	3785	3553	3701	4303
% Increase	100%	128%	120%	125%	146%

Source – Annual productivity report(internal) -Steel Industries (Pvt) Ltd,

Refer - Appendix for equations of productivity, 2012/2013 is considered as base year

Analysis of past five years production details it depicted an increasing trend and the performance was significant. There were no huge investments made for increasing production. The increase was mainly done through improving productivity and quality. Many management tool such as TPM, TQM, Kaizen, 5S, have been used for the implementation. Individually in each key sections played their role to achieve organizational requirement. As orientation of intrapreneurship explained by Antoncic and Hisrich (2003) the eight elements of new ventures, new businesses, product/service

innovativeness, process innovation, self renewal, risk taking, proactiveness, and competitive aggressiveness were fulfilled by the managers in the organization. The secondary data of production over the past five years evidence the performance of the intrapreneurship within the organization and how the eight dimension has been addressed. Intrapreneurs are with different knowledge and skills in operational and marketing. That empowers to take correct decisions on time and predict the requirement.

Proposition 3. – *Contextual factors influence on emerging and developing intrapreneurs as antecedents of intrapreneurship within the organization. Contextual factors are internal and external environment.*

The organization has ISO certification and SLSI product certification. True practice of system and procedures as per the requirement help to maintain organization discipline. The managers emphasis on system implication make easy to work whereas all happened on time without delays. Zahra and Covin (1995) identified that system as internal factor that influence on intrapreneurship. Managers seeks their perks and privileges on time that motivate them to work hard. Having proper systems concern to all the areas such as rewards, perks, privileges unlike production and quality that make development of intrapreneurship. It was looked on secondary data for proving what managers indicated on system implementation. The organization was awarded ISO certification on quality management in year 2014. After there was tremendous improvement on overall quality and productivity. The industry had done huge change in production process with implementation of systems over the period of past five years with the ISO certification. The local market share was grown up to 70% in end 2016. The system implementation associated improving quality up to 98% yield reducing waste 4% to 2% over the period. Therefore that depict the system implication make major role in developing intrapreneurship.

It was observed the culture of the organization and found that the organization has flexible working culture with multi task orientation. All the managers have given job description as regulatory requirement. The process is system driven therefore the managers has free and enough time for attending to innovation and proactively act in any circumstances. Frequent entertainment makes stress free life with working and that create free mind for brainstorming to solve problems. Organization had started quality circle program with a theme in each year. Also they had won many awards for presenting their proposals implementations in national level.

It was observed a short organizational structure. It made faster decision for their day to day issues. Multi tasks were assigned to managers to perform which made less boring on their subjects. Proactive participative culture needs quick decision making process. Multi task approach needs quick decision making in situ for their performance effectively. The organizational culture and organizational structures has to be effective as possible to make quick decisions.

Competitive advantage was another factor highlighted in the answers. Competitive advantage makes dynamism within the manufacturing organization. The front liners in the rivalry are mangers. Managers have to find solution for all the issues related to

competitive advantage. The main factors involved in competitive advantages were economics of scale, disruptive innovation, creativity, product innovation etc. The answers evidence that creativity emerged when there is pressure for need. Managers always been pressured by internal or external customers. They have to think of options to get rid the pressure. Managers are always target oriented. There are daily weekly, monthly quarterly, annually. The targets workout in a systematic manner which directed from top to bottom. All depends on company vision. The systematic approach in all the process makes organization to be better and that make emerging intrapreneurs.

DISCUSSION & CONCLUSION

Outcomes are either intrinsic (psychological or extrinsic in nature and financial tangible or intangible that made effect to organization to perform Kuratko, Ireland, Covin, Hornsby (2005). The organization started in 1965 with entrepreneurship however the organization was unable to operate along with entrepreneur's intention when it was expanding the operation. It was identified emerge of intrapreneurships in many occasions over last 50 years from the growth pattern. Mainly there were two peaks significant on financial performance during the period of year 2000 to 2002 and 2013 to 2015. Those two peaks were happened mainly from performance of intrapreneurship from the area of marketing and production. It was observed that entrepreneurship lacks application of proper management tools but entrepreneurship was well equipped with technical and conceptual skills. The organization started from the small scale after a while it had been expanded to medium scale enterprise. Adaptation of proper management tool by intrapreneurship made huge performance improvement over recent years.

Majority of long service employees were highly loyal trustworthy becoming assert to the organization. The long term experience makes snowball effect in technical skills that led for creativity and innovation. That contributes a lot in development of intrapreneurship. Intrapreneurship mediate organizational performance (Bostjan Antoncic 2006). As such the organization was able to continue the process alignment to the market requirement with changing technological, social and economical environment.

The review explored a significant contribution of intrapreneurship to the organic growth in context of Individual, organizational and environment complexities. Influence of complexities on emerging and developing intrapreneurship within the organization. Unlike entrepreneurs, intrapreneurs have different psychological and cognitive approach in managing the organization. Entrepreneurs are visionary, intrapreneurs are planning and executing to achieve the vision mostly in large organization, even though that can be applied to medium and small scale industries as well. The most significant sections are marketing and operational management. Cost leadership, economics of scales, core competency and differentiation are some of strategies followed to maintain competitive advantage. The effective intrapreneurship led to achieve expected growth and survival. Productivity and quality improvement, maintain better employee relationship, system and product standardization, team building, improve product and service quality, enhance customer relationship and brand trust etc. Therefore the review unwrap the meaning and effectiveness of intrapreneurship within steel based manufacturing industry where as that would be applicable to the other industries as well.

The globalization, green marketing, digital marketing, create highly competitive market, are external environment factors influence to the intrapreneurship development Zahra & Covin (1995). Economics of scales and quality products, productivity as competitive advantage as internal environment Zahra Covin (1995) made effect on emerging intrapreneurship within the organization. Customer satisfaction is vulnerable area to be considered in the business performance. Gaining value proposition through customer satisfaction with the implementation of system to the process made developing intrapreneurial skills. Quality and productivity have become most important factors addressed in manufacturing industries where as it is essential to reduce cost of production. Therefore intrapreneurs are important to be emerged within the organizations to manage the organizations in effective, efficient and creative manner.

Corporate entrepreneurs sound like an Oxymoron Neal Thornberry (2001), the study explain first it has to look at its parents before understanding the corporate entrepreneurs. Entrepreneurs are usually associate start ups of business, they are the heroes of the culture, determinant and risk takers. Some of grate examples Bill Gate, creating Microsoft, Hendry Ford, Automobile production, Jeff Bezos, founding Amazon. Entrepreneurs identify business opportunity, shape, develop the opportunity. They create the business structure, model and create a successful business. The corporate entrepreneurs i.e. intrapreneurs shape up, innovate the business. The dyad entrepreneur and corporate entrepreneur make the business exponential.

The exponential growth started after the activation of effective intrapreneurial influences in early 2000. Marketing network expanded, production capacity expanded. Deep analysis done in operation and growth with backend technologies and several diversifications were observed.

Innovations make the great changes in the business today. Organizations tend to be creative and innovative culture by practicing flexible management principles. The most significant buzz word in business today is disruptive innovation which gives exponential growth to the organizations. As such the global economy is rapidly changing with the disruptive technology emerging in various places around the world. As result the industry has to make dynamic efforts to sustain the business through continues innovation through developing intrapreneurial skills.

Appendix

Reference equations for table 2

1. Labour productivity Index – Total value added /No of Employees
2. Material Productivity - Total value added / Total material cost
3. Energy Productivity - Total value added / Total Energy cost

Capital productivity – Total value added / Fixed Assets

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