

Social Intrapreneurship Antecedents: How External Factors and Organizational Culture Predict Social Intrapreneurship

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ABSTRACT

Social Intrapreneurship is an emerging strategy for companies to achieve both economic and social impact. This paper's objective is to offer an empirical study on External Factors and Organizational Culture as the antecedents of Social Intrapreneurship, including to develop measurements for External Factors and Social Intrapreneurship that include Social dimensions. An online questionnaire was used to collect primary data, and the data from the forty respondents were analyzed using SmartPLS 3 (Ringle et al., 2015). The analysis shows causality between the proposed antecedents and Social Intrapreneurship, showing that External Factors and Organizational Culture explain up to 66.7% of the variety in Social Intrapreneurship, with Organizational Culture having a more significant impact to Social Intrapreneurship than External Factors. The study seeks novelty in utilizing a newly developed Social Intrapreneurship measurement, validating new measures for Organizational Culture and Social Intrapreneurship which include social dimensions, and offer empirical evidence showing External Factors and Organizational Culture as antecedents of Social Intrapreneurship. The study also contributes to practice by showing that companies can develop Social Intrapreneurship by manipulating its Organizational Culture as it has a higher significance than External Factors.

Keywords

Social Intrapreneurship, External Factors, Organizational Culture.

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Introduction

As innovation becomes a must for companies to survive, compete and sustain financial performances, entrepreneurs and entrepreneurship become an important field of study as the source of innovation (Austin et al., 2006; Zahra & Covin, 1995). However, a report by EIG (2017) suggests that the younger Generation Y are not fulfilling the high expectations of entrepreneurship success, creating a situation where we could potentially lack new businesses in the future to fuel innovation. These findings resonate with a lack of entrepreneurship growth in Indonesia (Hermanto & Suryanto, 2017). One solution for this situation is intrapreneurship, which is entrepreneurial innovation that happens inside an existing company fueled by intrapreneurs. Intrapreneurs are entrepreneurial employees of a company. As social impact is a growing expectation and is also growing into a more sought aspect by the younger generations in choosing their employer (Deloitte, 2017), social intrapreneurship would be a solution in attracting future talent to innovate in existing companies while pursuing both social and financial benefits. This raises the question: what kind of external and internal environment supports Social Intrapreneurship?

Many studies have covered the antecedents of related concepts such as Social Entrepreneurship (Cukier et al., 2011; Dwivedi & Weerawardena, 2018; Urban & Heinrich, 2015; Žur, 2015), Intrapreneurship (Antoncic, 2007; Zahra, 1991, 1995), Corporate Entrepreneurship (García-Sánchez et al., 2017; Otache & Mahmood, 2015), and Corporate Social Entrepreneurship (Hadam & Cantaragiu, 2017; Kuratko et al., 2017), but there is still limited empirical research on Social Intrapreneurship. Those that exist are mostly carried out in qualitative analysis involving case studies (Kistruck

& Beamish, 2010; Nijhof et al., 2012; Venn & Berg, 2013). This study aims to contribute to measuring Social Intrapreneurship and its antecedents using constructs based on previous studies on Social Entrepreneurship and Intrapreneurship.

Factors external to an organization play a prominent role in how companies behave (Michael E. Porter, 1980). Social challenges in society are one of the most important external factors as they play the role of an external trigger to innovation within Social Intrapreneurship (Grayson et al., 2014). Antoncic (2007) shows how some external factors such as dynamism, technological opportunities, industry growth, and demand for new products support intrapreneurship, while others such as unfavorable change and competitive rivalry do not support intrapreneurship.

Barney (1986) proposed Organizational Culture as an essential resource to sustain competitive advantage which was measured by superior financial performance. Turró et al. (2014) found that organizational cultures significantly supported corporate entrepreneurship, while Alston and Tippet (2009) studied how Organizational Culture would impact firm performance mediated by Trust. This study is based on the belief that Organizational Culture plays a significant role in Social Intrapreneurship, as an organization could nullify or support its intrapreneurs depending on how it reacts to having intrapreneurs (Grayson et al., 2014).

The concept of intrapreneurship was made popular by Pinchot (1985) who introduced the concept of entrepreneurship within an existing organization. But it was Elkington (2008) gave the first focus on social intrapreneurs. Social Intrapreneurs are change agents working within organizations that conduct social innovation with both social and profitable targets (Alt & Craig, 2016). As

Intrapreneurship involves innovation, Social Intrapreneurship involves social innovation. An important contribution from Schumpeter (1934) on entrepreneurship is his argument on the entrepreneur's role in conducting innovation, which he deemed more important than invention. This is due to the fact that innovation does not stop at the invention of "new combinations", or the identification of new opportunities, but it is followed through by practical implementations of such inventions. The ability to identify opportunities for both financial and social impact is also seen to be an essential part of creating shared value (M E Porter & Kramer, 2011). Being able to maintain a balanced judgement keeping a social mission is also an essential dimension of Social Intrapreneurship (Mort et al., 2003).

Materials And Methods

The theoretical framework of this study was mainly based on previous research studying antecedents of intrapreneurship while adding social dimensions based on previous conceptual and empirical work on Social Entrepreneurship. As external and internal factors have been proven to influence intrapreneurship and social entrepreneurship by previous studies (Antoncic, 2007; Zahra, 1991), this study measures the influence of external factors and organizational culture as the leading internal factor towards Social Intrapreneurship. Therefore, the following hypotheses are put forward:

H1: External Factors are positively related to Social Intrapreneurship

H2: Organizational Culture is positively related to Social Intrapreneurship

The result is a model of three variables as seen in Figure 1 below.

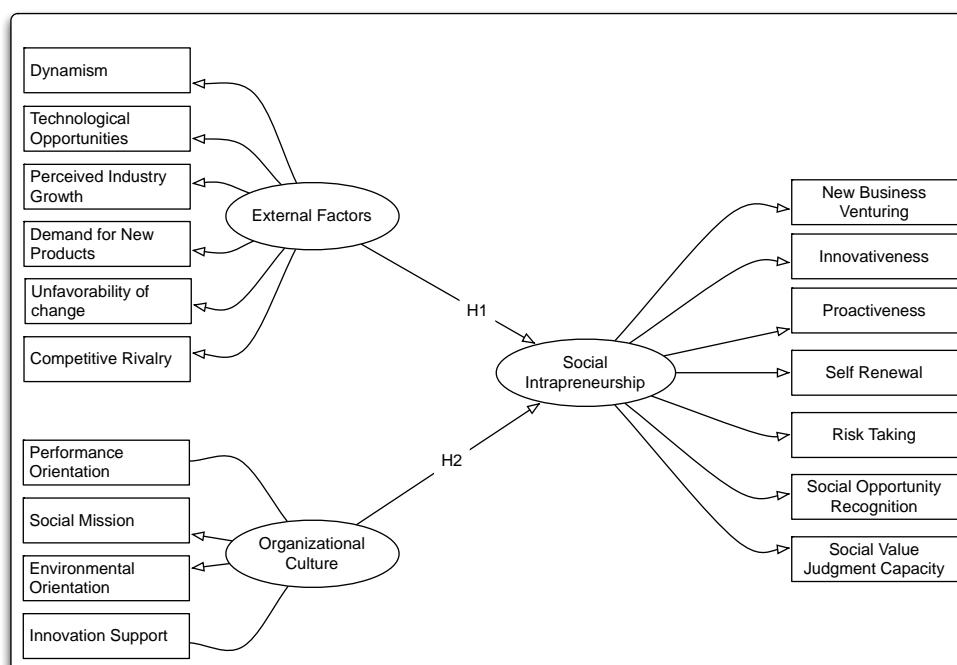


Figure 1. The Theoretical Framework

Research Instrument

The questionnaire was developed by combining items from previous researches that had measured each variable in studies on intrapreneurship or innovation. The original compilation resulted in fifty-four items which were then tested on three respondents from the e-commerce industry to check for face validity and ease of answering the questions (Judd et al., 1991; Sekaran & Bougie, 2013). The items for External Factors were based on sixteen out of twenty-five items in the measurement developed by Antoncic (2007) which covers dimensions on Dynamism, Technological Opportunities, Perceived Industry Growth, Demand for New Products, Unfavorability of Change, and Competitive Rivalry. Organizational Culture was measured using thirteen items from the original nineteen items used by van Kessel et al. (2014) which itself was based on Anderson and West (1998). These items measured dimensions such as

performance orientation, vision, environmental orientation, and innovation support. The items for vision were modified to measure the level of awareness and belief the organization has on the company's social mission. Lastly, Social Intrapreneurship was measured based on Antoncic (2007) and Mort et al. (2003). The items covered dimensions on Social Opportunity Recognition, Social Value Judgement Capacity, New Business Venturing, Self-Renewal, Innovativeness, Risk Taking, and Proactiveness.

Survey Method

The study aimed to study the antecedents of Social Intrapreneurship in the Indonesian e-commerce industry. Therefore the target population of the study was the e-commerce companies in Indonesia. Ordanini and Rubera (2010) found that the average time needed for a company to reap benefits from e-commerce innovation was four years. Since the e-commerce industry has a large population of

new start-ups, the study needed a sample frame that would allow the study to only gather responses from companies that have operated for at least four years. Therefore, the 2014 membership directory of the Indonesian E-Commerce Association (idEA) was used to frame the samples for the study. The membership directory included contact detail information of the companies' CEOs such as name and email address.

As the highest number of arrows pointing to a construct in the model was two, a minimum sample size of 33 respondents is recommended to reach a statistical power of 80% for detecting R^2 values of at least 0.5, with a 5% probability of error (Hair et al., 2014, p. 21). The survey used electronic data collection as Baruch and Holtom (2008) argue that this method offers response rates as high or even higher than traditional mail methods. Baruch and Holtom (2008) also found that the average response rate for studies from organizations was 35.7 percent with a standard deviation of 18.8 percent. Assuming a forty percent response rate would return the 33 respondents needed for the study, simple random sampling was used to select eighty-two targeted respondents from the directory.

The targeted survey respondents were contacted via email using the email address registered in the membership directory. The email introduced the Author and the study Table 1 below lists the thirty-five indicators used in the final model with their loading factor for each corresponding latent variable.

and provided a link to the online questionnaire and mentioned how they would also be contacted via instant messenger. Reminder messages were sent after two days, and another one sent after three days. By then forty responses were received passing the requirement of 33 respondents. Therefore, the survey was closed.

Results And Discussion

All forty responses were used to analyze the hypothetical model using SmartPLS software (Ringle et al., 2015). The first step of the analysis showed multiple indicators with loading factors lower than 0.4. The next step was to analyze the impact of removing indicators with loading factors lower than 0.7 towards the Average Variance Extracted (AVE) and composite reliability. Every time an indicator below 0.7 increased AVE or composite reliability, this indicator was removed, and the PLS algorithm was run once more. Based on this reliability test forty-five indicators were removed from the original eighty, resulting in a model that consisted of thirty-five indicators with loading factors above 0.7. Therefore, the reflective measurement models reached reliability.

Table 1 Loading Factors of Reflective Outer Model

Indicator	Indicator Short Description	EF*	OC*	SI*
ExtDy01	Tech changes	0.857		
ExtIG02	Industry Growth	0.837		
ExtIG03	Growth Opportunities	0.847		
ExtNP01	New Prod. Opportunities	0.736		
ExtNP02	New Prod. Customer Demand	0.762		
ExtNP03	New Prod. Market Demand	0.759		
ExtTO01	New Tech. Opportunities	0.889		
ExtTO02	New Tech. Demand	0.856		
ExtTO03	New Tech. for Growth	0.872		
ExtUC03	Tech. changes positive	0.813		
OrgEO01	People understood and accepted		0.795	
OrgEO02	Cross dept. input		0.890	
OrgIS01	Internal innovation		0.792	
OrgIS02	Innovation time		0.737	
OrgIS03	Innovation collaboration		0.836	
OrgPO04	Constructive advice & feedback		0.826	
OrgPO05	Cooperation highly regarded		0.845	
OrgPO06	Information sharing		0.923	
OrgSM01	Social mission known		0.808	
OrgSM03	Social mission achievable		0.857	
OrgSM05	Social mission supported		0.841	
SInBV01	via existing products			0.763
SInIn01	Prod. Dev. Emphasis			0.795

SIIn05	Many new products			0.769
SIIn09	Tech. Innovation emphases			0.798
SIIn13	New product innovativeness			0.771
SIIn14	Tech. innovation above marketing			0.723
SIInOR02	Social opportunity seeking			0.749
SIInOR03	Higher priority for social opportunity			0.719
SIInPa01	Product ideas ahead of competitors			0.844
SIInPa02	Leader in market, making others follow			0.718
SIInRT01	Quick to seize opportunities			0.834
SIInRT02	Quick to invest in solutions			0.801
SIInRT03	Prefers high-risk, high return			0.817
SIInRT04	Bold actions needed to perform			0.762

*EF = External Factors; OC = Organizational Culture; SI = Social Intrapreneurship

As shown in **Error! Reference source not found.**, the AVE of each variable is above 0.5, showing that the constructs reached convergent validity. Meanwhile, Cronbach's Alpha and Composite Reliability are also higher than the 0.708 thresholds, showing construct reliability (Hair et al., 2014).

Table 2 Validity and Reliability Estimates

	Cronbach's Alpha	Composite Reliability	AVE
External Factors	0.947	0.955	0.679
Organizational Culture	0.956	0.961	0.694
Social Intrapreneurship	0.949	0.955	0.603

The Fornell-Larcker criterion shown in **Error! Reference source not found.** show discriminant validity for External Factors and Organizational Culture, as each of the square roots of AVE is higher than their respective highest correlation with other constructs. Although Social Intrapreneurship shows a square root of AVE that is slightly lower than its correlation with Organizational Culture, **Error! Reference source not found.** shows that the HTMT ratio between Social Intrapreneurship and Organizational Culture is lower than 0.85, showing discriminant validity using a more suitable criterion for variance-based SEM (Henseler et al., 2014).

Table 3 Fornell-Larcker Criterion

	External Factors	Organizational Culture	Social Intrapreneurship
External Factors	0.824		
Organizational Culture	0.709	0.833	
Social Intrapreneurship	0.717	0.784	0.777

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	EF¹	OC²	SI³
¹External Factors			
²Org. Culture	0.745		
³Social Intrapreneurship	0.738	0.803	

Table 5 and **Error! Reference source not found.** shows that the R^2 value of the Social Intrapreneurship construct is 0.667, which means that 66.7% of the variance in Social Intrapreneurship is explained by External Factors and Organizational Culture (Hair et al., 2014). Meanwhile, the path coefficients of 0.554 and 0.324 show that Organizational Culture has a stronger effect on Social Intrapreneurship than External Factors.

To assess whether a coefficient is significant or not, bootstrapping was run on SmartPLS to obtain each path coefficients' standard deviation which was in turn used to calculate t-value and p-values by SmartPLS. The calculation results are shown in **Error! Reference source not found.** below and are used to form the assessment of the structural model results. The t-value of the path between External Factors and Social Intrapreneurship is higher than 1.96 at 2.471, while its p-value is lower than 0.05 at 0.014, making the path coefficient significant. Therefore, H1 (External Factors are positively related to Social Intrapreneurship) is accepted. The t-value of the path between Organizational Culture and Social Intrapreneurship is higher than 2.57 at 4.145, while its p-value is lower than 0.01 at 0.000, making the path coefficient highly significant. Therefore, H2 (Organizational Culture is positively related to Social Intrapreneurship) is highly accepted.

Table 5 R Squares

	R Square	R Adjusted
Social Intrapreneurship	0.667	0.649

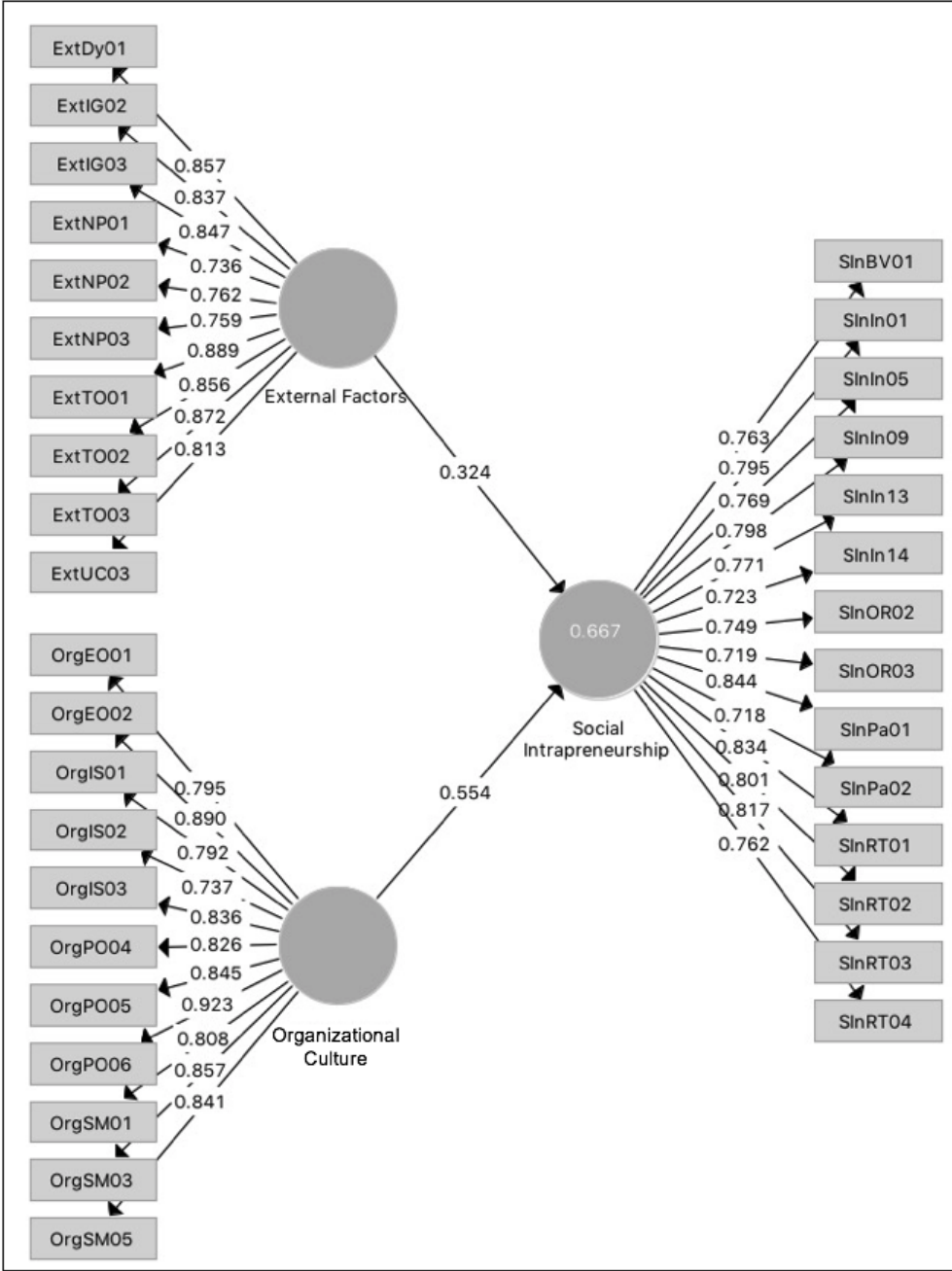


Figure 2. Social Intrapreneurship and its Antecedents

Table 6 Bootstrap Results

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
External Factors -> Social Intrapreneurship	0.324	0.339	0.131	2.47	0.000*
Organizational Culture -> Social Intrapreneurship	0.554	0.557	0.134	4.14	0.000***

significant at *t > 1.96; **t > 2.57; *** p < 0.05; **** p < 0.01

Conclusions

The results of this study have shown very interesting results. First of all, it has contributed to theory by successfully

operationalizing Social Intrapreneurship with a 14 item measurement based on a heavily used measurement of Social Intrapreneurship (Antoncic, 2007). Second, it has also contributed to theory by showing that both Organizational Culture and External Factors affect Social Intrapreneurship, with Organizational Culture having a higher effect on Social Intrapreneurship than External Factors has. Therefore, External Factors and Organizational Culture are both confirmed as antecedents of Social Intrapreneurship. Thirdly, the study potentially contributes to practice as it has found that Organizational Culture has a higher effect than external factors. This means the results of this study propose that companies interested in using Social Intrapreneurship as a strategy have the means to adjust their internal processes to create stronger Social Intrapreneurship in the company despite external factors that may not be fully supportive of Social Intrapreneurship. This gives hope that we will see

more companies in the future consciously gearing their Organizational Culture to support Social Intrapreneurship. While this study has given clear results for its objectives, it is still bound by its limitations. This study was conducted in Indonesia and only focused on two antecedents. Future studies could include other countries and other independent variables that have previously been identified as antecedents to Intrapreneurship such as Social Capital (Monnavarian & Ashena, 2009) or Information Technology (Benitez- Amado et al., 2010). Another interesting future study would be a longitudinal study on companies that have consciously altered their internal processes to aim for higher Social Intrapreneurship and measure their success or failure in regards to the supported hypotheses in this study. The sampling of the survey conducted for this study only took into consideration the members of the Indonesian E-Commerce Association (idEA) as per the membership directory in 2014. Although this was done to make sure that the responses came from companies that had operated long enough to see benefits of innovation, it may have also limited the generalization of the findings to similar companies to those being surveyed. In the future, a larger population may be taken into account by using additional association membership lists such as the Indonesian Fintech Association, the Indonesian e-Payment Association, and the Indonesian Digital Entrepreneur Association. A larger population and sample size may improve the generalizability of the study.

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