

THE INFLUENCE OF INTRAPRENEURSHIP IN PUBLIC SECTOR ORGANISATIONS: A CASE OF PARASTATALS IN ZIMBABWE

Submitted in fulfilment of the requirements of the Degree of Doctor of Philosophy in Management Sciences (Business Administration) in the Faculty of Management Sciences at the Durban University of Technology

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Abstract

Public sector organisations are pivotal to the economic growth of economies, hence the expectations by governments and citizens for these organisations to execute their mandate effectively. Parastatals in Zimbabwe are performing dismally in terms of service provision and public value creation which has led to poor service provision and the general inaccessibility of public services. To date, value in most parastatals is created by adherence to standards, despite the acknowledged benefits of intrapreneurship. However, changes in the business environment as a result of the 4th IR require agility and innovation in parastatals, if these entities are to create value effectively and efficiently. The purpose of the research was to establish the influence of intrapreneurship on the organisational performance of parastatals in Zimbabwe. The study set out to investigate the influence of intrapreneurship orientation on intrapreneurship as well as on the performance of parastatals. The study also investigated the impact of organisational elements on the practice of intrapreneurship in Zimbabwean parastatals. The research adopted the pragmatist paradigm and used a mixed-methods research design. The study was cross-sectional and used the concurrent embedded approach to data collection. Quantitative method was the main data collection technique while qualitative data was concurrently collected to augment quantitative results. The objects of study were 107 parastatals from the thirteen sectors of the Zimbabwe's economy. The population comprised 535 employees from the 107 parastatals in the country. Purposive sampling was used to select five respondents from each of the parastatals from the five generic divisions of parastatals, that is, finance, ICT, marketing, operations and human resources. Recruitment for respondents was on volunteer basis. Questionnaires were distributed to 300 respondents, comprising of general employees and junior and middle management. Interviews were conducted until saturation point, such that a total of 28 interviews were held with senior managers from parastatals across Zimbabwe. Data from questionnaires were analysed statistically using STATA and Warp-PLS 6.0, and interview results were analysed using thematic network analysis. Study findings reveal a low intrapreneurship orientation in most parastatals which results in low intrapreneurship levels and consequently poor performance. The study provides empirical evidence that intrapreneurship has a positive significant influence on organisational performance. The major managerial implication of the study is that intrapreneurship in PSOs hinges upon intrapreneurial orientation, which should form the core of an intrapreneurial architecture. The study may also assist leadership in parastatals to foster the practice of intrapreneurship in their organisations by ensuring that the organisational factors which are key enablers of intrapreneurship are harnessed. An intrapreneurial framework was designed which may be implemented in parastatals in a bid to make these PSOs high-performance organisations. The study recommends that intrapreneurship be adopted in PSOs as a strategy to enhance the efficacy of these enterprises while achieving their twin goals of public value creation and dynamic efficiency.

Keywords: Intrapreneurship, intrapreneurship orientation (IO), parastatals, dynamic efficiency, public value

DECLARATION

I, Chamba Lucy Tambudzai, hereby declare that “The influence of intrapreneurship in public sector organisations: A case of parastatals in Zimbabwe”, is my personal work and has never been submitted to any other institution of higher education. All the sources that I have used or quoted have been indicated and acknowledged by means of relevant references.

Chamba Lucy Tambudzai

Signature ...

Date: 20 November 2021

DEDICATION

I dedicate this thesis to my two children Bright Anesu Muza and Benedict Mazvita Muza, and my father Ernest Chamba. These three people inspire me to become the best version of myself.

- To Bright and Mazvita Muza may you see the work of the hand of God, through the journey of my studies. The journey was not an easy one, but it bears testimony to the fact that with God, all things are possible. The Lord is our Rock, refuge and strength, an ever-present help in times of need. Psalms 41 vs 6.
- To my dad, thank you for the support and believing in me. Exactly a fortnight after my first registration, you were involved in a fatal accident that nearly took your life and because I had to take care of you, I decided to withdraw from the studies, but even in your hospital bed you spoke words of encouragement which taught me never to give up. Now, three years later, you fought for your recovery and I have managed to juggle these responsibilities and complete my studies because you taught me to be strong. For this, am eternally grateful.

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CHAPTER 1: INTRODUCTION

1.1 Background of the study

The business environment has become very dynamic essentially due to the effects of the Fourth Industrial Revolution (4IR) and the global economy which have created profound changes for businesses in the world (Deifenbach, 2011, Pillay 2020). Public sector organisations face contemporary challenges such as the burden from unprecedented fiscal stress, increased public expectations for the entities to achieve more with less resources, as well as improved service delivery and cost- effectiveness (Heinonen, 2013). The customers, who are citizens have also progressed to require greater levels of service and new products which are delivered in a timely manner. Such changes make it an imperative for PSOs to survey their purpose in order to become more customer oriented and achieve organisational efficiency, thus delivering maximum public value. This implies that PSOs need a transformation in their organisational strategies which are engineered towards intrapreneurship.

Intrapreneurship which denotes entrepreneurial activities in established organisations, is an important component of organisational growth (Antoncic and Hisrich, 2004). It is a response to dynamic changes in both the internal and external business environments. According to Kuratko and Hodgets (2007:54), the need for intrapreneurship has arisen from a variety of pressing challenges among large businesses, including stagnation, poor managerial practice and poor service delivery and poor organisational efficiency. Thus organisations are resorting to intrapreneurship because they are not generating value efficiently. Intrapreneurship is thus recognised as a way of stimulating competitiveness, as well as enabling businesses into opportunities for value – creating innovation.

In the past years, scholars have developed interest in intrapreneurship due to its importance in revitalisation and performance in organisations as well as economies. The results of intrapreneurship within established organisations can be measured in terms of profit (Zahra 1995), innovation (Jennings and Young 1990), and growth in market share (Baum et al 2001), According to Kankisingi (2019: 07) intrapreneurship is not only beneficial to organisations but also to economies, as it can affect an economy by increasing productivity, improving best practices, creating new industries and enhancing competitiveness. Literature with regards public sector entities has repeatedly recommended that these entities should become more intrapreneurial to face business challenges while scholars such as Moore (1995), consider it the role of leadership in PSOs to create value largely through intrapreneurship.

However, Taylor (2018) highlights that most of the value created in public sector organisations is largely through adherence to standards, which has resulted in poor service delivery, unhealthy customer relations, inefficiency and general inaccessibility of public services. Thus, when considering the concept of generating public value in

Zimbabwe, most of the parastatals are low performing, as they are unable to meet the customer expectations. Therefore parastatals need to strive to be high performance companies, so as to effectively execute their mandate in society. The High Performance Theory posits that high performing proactively meet new challenges, are committed to innovation to create unique solutions for customers, an indication of being intrapreneurial (American Management Association, 2017:16). While the importance of fostering intrapreneurial activity is widely acknowledged, there is no clear framework on how intrapreneurship can be implemented in public sector organisations, and it is therefore the thrust of this study to design an intrapreneurship framework for parastatals. This assumes that the adoption of intrapreneurship as a business strategy is premised on the notion that the practice of intrapreneurship is an important pathway to value creation, through new services and establishment of a competitive posture (Fabian 2013).

Chilunjika and Mutizwa (2019), and Johnson (2012) allude to the strategic importance of PSOs and opine that the public sector provides most of the employment, and consumes most of the expenditure on the budgets of most countries in Africa, about 60% of the GDP. The authors reiterate that parastatals must think unconventionally to cope with challenges in the aggressive business environment, by assuming a proactive attitude towards intrapreneurship in order to survive. Muzapi et al (2016), and Haragu and Chuma (2019) highlight that most parastatals in Zimbabwe are faced with the deteriorated financial position, are operating sub-optimally and incurring perennial losses. Hence, the parastatals are severely indebted externally and many of them are insolvent. (Mbo, 2017), posits that most SOEs are facing serious viability problems with poor cash flows and debts to fellow parastatals and private sector suppliers. The author spells out that cross arrears in the public sector have resulted in worsening of the liquidity problem of parastatals. Consequently many parastatals in Zimbabwe have been chronically recording huge losses, which are the major reason behind the unprecedented macroeconomic instability in the Zimbabwean economy. Thus Taylor (2018) postulate that the key to addressing this appalling economic condition lies in the adoption of strategies like intrapreneurship which alleviates poor performance by exploiting opportunities present in their business environment.

This therefore necessitates the need for implementation of a strategy in parastatals to explore prospects for the benefit of the public and the economy so that African countries will benefit from a well- functioning public sector. High performing public sector organisations are a requisite for a well-functioning economy as they generate public value efficiently through their commitment to innovation to create unique solutions for customers resulting in improved organisational performance (American Management Association 2017). This alludes to the fact that the intrapreneurship needs to be integrated into the vision, mission, core- values and structures of the organisations if they are to achieve improved performance (Kolbe and Goldstein, 2015). Thus, if parastatals are to be high performing they need to be intrapreneurial.

1.2 Statement of the problem

Notwithstanding the strategic importance of parastatals, these entities are under-performing in Zimbabwe currently. Muzapi, Havadi, Mandizidza and Xiongyi, (2019:56) posit that most parastatals are operating sub-optimally and are incurring perennial losses, and this situation is very conspicuous in organisations such as Air Zimbabwe, National Railways of Zimbabwe and Grain Marketing Board. These parastatals used to form a substantial part of the country's gross domestic product in the 1990s and early 2000s, but currently are placing a strain on the country's budget by constantly drawing money from government. Altana and Kojo (2018) also highlight that these public entities are basically insolvent and have serious liquidity challenges which has negatively affected their operations and quality of services. The recent report by the Auditor-General, (AG-Report 2020) indicates that the financial situation of most parastatals has deteriorated immeasurably. Hence, the urgent need for a revitalization strategy for the organisations to execute their mandate effectively.

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Most African countries are facing economic recession, which requires public sector organisations to revitalise themselves in order to contribute to economic development of their nations [Heinonen (2013), Chilunjika and Mutizwa (2019)]. Research by Agarwal and Helfat (2009) indicates firms operating in dynamic environments are intrapreneurially oriented and this engenders good performance. Empirical studies by Zahra and Covin (1995) revealed that firms operating in dynamic and hostile environments conceded higher organisational performance levels. However this is not the case with parastatals in Zimbabwe, as the dynamic and turbulent economic environment has led to the demise of most parastatals.

Notwithstanding the acknowledged benefits of intrapreneurship as a strategic renewal method (Agarwal and Helfat, 2009), very few parastatals in Zimbabwe have implemented the concept to generate public value and improve organisational performance. To date, there is no clear model on how to implement intrapreneurial strategy in parastatals. The study intends to establish the influence of intrapreneurship on the organisational performance of PSOs. This will assist in developing a framework which may be adopted by parastatals in Zimbabwe to implement a sustainable intrapreneurship program. The framework is intended to depict the main factors that relate to intrapreneurship in parastatals. The study aims to reveal the influence of intrapreneurship on public sector organisational performance (financial, customer satisfaction and social impact). This is because in an age of corporate austerity, PSOs need to create and foster organisation-wide intrapreneurial values that stimulate widespread innovation, increase efficiency and sustain competitiveness. This is in bid to achieve greater efficiency, optimum public value and sustainable competitive advantage in parastatals.

1.3 Research Objectives

The objectives of the study are to:

1. Critique the influence of Intrapreneurship (I) on Organisational Performance (OP) of parastatals.
2. Appraise the influence of an Intrapreneurship Orientation (IO) on Intrapreneurship in parastatals.
3. Establish the influence of Intrapreneurial Orientation (IO) on Organisational Performance (OP).
4. Investigate the influence of organisational factors in implementation of intrapreneurship in parastatals.
5. Conjecture a framework for implementing intrapreneurship in Zimbabwe's parastatals.

1.4 Research Hypotheses

The research set out to test the following hypotheses:

- H1: Intrapreneurship (I) has a significant positive influence on Organisational Performance (OP).
- H2: Intrapreneurship Orientation (IO) significantly predicts Intrapreneurship (I) in parastatals.
- H3: Intrapreneurship Orientation (IO) significantly predicts Organisational Performance (OP.)
- H4: Leadership significantly predicts Intrapreneurship.
- H5: Board of Directors significantly influence Intrapreneurship.
- H6: Employees significantly predict Intrapreneurship
- H7: Organisational culture significantly predicts Intrapreneurship.
- H8: Structural Flexibility significantly predicts intrapreneurship.

1.5 Significance of the study

The study's major importance to the present knowledge base is bringing an understanding of the main factors that relate to intrapreneurship in the public service. This study adds to the knowledge on the influence of intrapreneurship in public sector performance (financial, customer satisfaction and social impact). Currently, there is no evidence of a study that has covered such constructs in Zimbabwe. The study assesses the intrapreneurial posture of parastatals in Zimbabwe, a developing country in Africa and suggest methods of creating an intrapreneurial architecture which fosters intrapreneurial initiatives. By establishing the influence of organisational factors on intrapreneurship, the barriers to intrapreneurship may be identified thus educating leadership in P PSOs on how to create organisational environments suitable for sustainable intrapreneurship, so that these organisations can benefit from the advantages therein. The study intends to produce a practical and workable framework of intrapreneurship in parastatals of developing countries that will assist PSOs in the Southern-African economic region. This will assist leadership in parastatals to envisage the effective use of intrapreneurship as a source of competitive advantage and as a path to higher levels of financial and non-financial performance and public value creation.

1.6 Research Methodology

The research was influenced by the Pragmatist paradigm. A mixed research design was adopted. The study was cross-sectional and descriptive. The data collection instruments used were a structured questionnaire and an interview guide. The population comprised respondents from the 107 parastatals in the thirteen sectors of the economy of Zimbabwe. The target population is 535 which would comprise 5 people from the generic departments of the SOEs, which are finance, human resources, information and communication technology ICT, operations, and marketing. Based on Krejcie and Morgan (1970) calculator for determining sample size for population of 535, a sample of 234 was considered ideal. This was increased to 300 to cater for losses and non-response based on the recommendations of Israel (2003). The questionnaire was distributed to at least 2 employees from an organization and targeted at least one person from general staff, as well as one from junior or middle management. Interviews were held with senior management using an interview guide based on questionnaire items, in order to collect detailed views from participants. The interviews were held until saturation point. The researcher scheduled interviews with the participants at their convenient time, taking into consideration the fact that some participants may be occupied with their day-to-day duties.

The recruitment process was on volunteer basis and a sample of 300 participants were selected on volunteer basis to participate in the survey. Memorandums were displayed on the notice boards of companies where potential participants are employed. The memos contained the researcher's contact numbers and email address, so that interested participants will contact the researcher. Data collection instruments for the study were a questionnaire and interview. Data collected from questionnaires were analysed using descriptive statistics, while those from the interview were analysed by the thematic network analysis.

The questionnaire was pre-tested to remove ambiguity. The questionnaire was distributed to 50 employees from companies that are not participating in the study, and three managers were interviewed from the same companies, to see how the interview guide could be adjusted. The pilot test was conducted for the questionnaire to establish both content and construct validity, as well as for the interview guide so as to guard against bias. The pilot study worked as foundation for evaluating the "test-retest reliability" of the questionnaire and for inputting adjustments thereof (Creswell, 2014). An expert in the field of intrapreneurship, an academic and a statistician were used to evaluate the questionnaire to improve face validity. Reliability was tested using the Cronbach's Alpha and Composite Reliability tests.

1.7 Delimitations of the study

Creswell (2014) defines delimitations as boundaries set for the study. The scope of the study was confined to the investigation of intrapreneurship in parastatals or State- Owned Enterprises in Zimbabwe.

1.8 Limitations of the Study

Respondents' bias is an inevitable form of bias encountered when working with humans and as such this study is not an exception. . The questionnaires were directed to leadership or top management, and as such, the risk of "ego" was inexorable.

This research was confined to the regulations, principles of the Durban University of Technology's research ethics policy and guidelines. All participants and stakeholders in of the survey were provided with a letter of consent prior to their participation in the research, Anonymity and confidentiality of respondents was maintained and information gathered in the research will be disposed after the study.

1.9 Structure of the thesis

The study was organized into seven chapters as follows;

Chapter One gives provides an overview of the research study. It is meant to introduce the study submitting an overview of the entire study. The chapter covers background to the research problem, statement of the problem, research objectives, research questions, an overview of the methodology, delimitations of the survey, significance of the study and limitations.

Chapter Two presents the literature review of the study.

The Chapter dwells on literature on the independent, dependent and mediating variables. Thus the researcher considered the concepts of intrapreneurship, intrapreneurial orientation, organisational performance, as well as the organisational factors which influence intrapreneurship in PSOs and barriers to implementation of intrapreneurship.

Chapter Three puts forward the theories that guided the development of the conceptual framework and hypotheses of the study. This conceptual framework explains the relationship that is existing between the main constructs of the study while the hypotheses statements are intellectual guesses that have to be proven after the study is conducted and completed. Hypotheses statements were derived from literature used in the study.

Chapter Four deals with methodology. This section highlights the nature of the research methodology adopted to explore the research problem. In that view this section defines the research problem in detail, at the same time submitting the research objectives and questions and conceptual framework developed earlier on. An outline of the research design, the data collection methods and the justification of the options chosen was presented. Aspects used to represent this section include the research philosophy, strategy, design, sampling, and data

collection methods, design of the instrument, reliability, validity, sensitivity, data analysis and presentation methods as well as ethical considerations.

Chapter Five presents the study findings. These include demographic profile of the respondents, descriptive statistics, inferential statistics and testing of hypotheses,

Chapter Six provides a discussion of findings that have been presented in Chapter Five. Findings of the current study were analysed in light of findings in literature. This means that findings were discussed using literature presented in Chapter Two as a point of reference, insinuations and interpretations. The intended focus areas in discussion will include research objectives or research questions, hypotheses and study variables.

Chapter Seven gives conclusions and recommendations. This forms the last chapter of the study report. Chapter Seven gives conclusions of the study. The research conclusions are grossly premised on research objectives or questions and the hypotheses. The research conclusions were automatically drawn from findings and discussion that have been presented in Chapter Five and Chapter Six, respectively. The importance of the study to practice and theory or body of knowledge will be submitted. At the end, the research limitations will be indicated in light of recommendations for future research.

1.10 Chapter summary

Chapter one presented a summary of the study. Aspects covered include, background of the study, the problem statement an overview of the method of investigation, scope of the study, significance of the research, limitations of the study were and the structure of the thesis document. Chapter Two focuses on the literature study that supports this current investigation.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter will present literature on Intrapreneurship, Intrapreneurship Orientation (IO), Parastatals or Public Sector Organisations, Organisational Performance as well as organisational factors influencing intrapreneurship. The chapter considers the influence of intrapreneurship on organisational performance, the influence of Intrapreneurial Orientation on intrapreneurship activities and organisational performance. This section also considers the organisational factors which influence intrapreneurship.

2.2 Background to Intrapreneurship

The global economy has created significant changes for businesses. Taylor (2018: 67) posits that the current environment for public policy making and service delivery is turbulent and rapidly changing, and society has become highly diverse while at the same time there is need to increase effectiveness in PSOs through proactively responding to challenges. These vicissitudes make it an imperative for businesses to reconsider their present strategies and devote attention to selecting and ensuing those strategies that exude a high probability of satisfying multiple stakeholders and generating public value.

Today's business atmosphere may be described as a competitive setting that poses a risk to businesses (Kuratko and Audretsch, 2009). The business environment constantly presents organisations with opportunities to exploit for the benefit of their customers (Rauch et al., 2009). Likewise Kuratko, Hornsby and Hayton (2015) posit that, organisations must realise the intrapreneurial necessity for business successes in the 21st century. Thus, all organisations are exposed to a new reality addressing novelty, risk-taking, and intrapreneurial mindsets and leadership (Kuratko and Morris, 2013). This implies that there should be a change in priority in firms that emphasizes on developing and encouraging intrapreneurial tendencies and practices at different levels in the organisation (Kankisingi, 2019).

Due to the development of novel technologies there has been radical changes in customer demands which has resulted in most organisations seeking to undergo change (Urbano et al. 2014). This is largely because businesses now operate in the information age and have to undergo a fundamental paradigm shift to achieve sustainable growth faster (Otsu, 2016). It is in this context of dynamism and uncertainty that intrapreneurship arises, as a response to the business challenges posed by the business environment (Bosma et al. 2010).

Many scholars agree that intrapreneurship reinforces the capacity of enterprises to explore opportunities in the business environment. (Kuratko and Audretsch, 2009.) Ladanu (2012) posits that researchers are of the opinion that intrapreneurship remains an important strategy to curb the current plethora of problems bedevilling parastatals. This implies that in the 21st Century and beyond, intrapreneurship is the source of sustainable competitive advantage and public value creation

2.3 Intrapreneurship

The term ‘intrapreneurship’ was devised by Pinchot in 1985, which in short means **intra**-corporate **entrepreneurship**, and defines the practice of entrepreneurship in existing organisations. Hill (2003) postulates that intrapreneurship refers to activities in organisations that proactively pursue opportunities presented by the business environment for the benefit of their clients. In this study, intrapreneurship is defined as entrepreneurship within an existing organisation, which results in the generation of new services and products (Heinonen, 2013). The results of intrapreneurship are extensive and vary from new products, to improved services, increased profit and new strategic business units. (Antoncic, Antoncic, and Li, 2018). In the same vein, Schachtebeck, Groenwald, and Nieuwenhuizen, (2019) posit that intrapreneurship is considered results in organisational transformation through introducing product and process innovation. Therefore, intrapreneurship practice as a strategy revitalizes and improves the performance of PSOs (Antoncic and Hisrich, 2003).

Intrapreneurship can be classified as a management style that mimics entrepreneurship through risk orientation, innovation and reward policies (Aparicio 2017). According to Park (2013) competitive advantage is associated with intrapreneurial behaviour as the previous competitive factors such as lean production do not take the decisive role. The requisites of sustainable competitive advantage have shifted to soft factors and capability to foster the innovations (Taylor, 2018). This denotes a paradigm shift in competitive advantage, and implies that organisations now need as many intrapreneurs and intrapreneurial ideas as possible, as well as environments and conditions that allow for intrapreneurship to develop and function effectively within them. Intrapreneurship is now the competitive factor par-excellence.

The perception of intrapreneurship as an emerging concept is quite dynamic and scholars from different disciplines define it several ways. For instance; as a process where individuals within an organization seek for new opportunities independent of resources (Stevenson and Jarillo, 1990); departing from customary practices to do things (Vesper, 1990); entrepreneurial spirit with existing organization (Hisrich & Peters, 1998); creation of an organisation within an organisation or renewing exiting services within an organisation (Sharma and Chrisma, 1990; Antoncic & Antoncic, 2011). Intra-organisational activities classified as intrapreneurial are extensively described in different disciplines and embrace terminology like; corporate entrepreneurship, intra-corporate entrepreneurship (Schachtebeck et al., 2019). Intrapreneurship adopts a bottom-up approach where

business-inclined actions within organizations driven by intrapreneurial employees improve services (Schachteback et al., 2019). Agreement reached by different scholars on the perception of intrapreneurship considers three common denominators namely; pursuit of entrepreneurial opportunity, new market entry or new venture creation (Schachteback et al., 2019). Intrapreneurship, therefore involves organisations using entrepreneurial behaviour to take advantage of opportunities in the business environment.

Baruah and Ward (2014) postulate intrapreneurship to be “the process whereby an individual or a group of individuals in association with an existing organization, create a new organization or instigate renewal or innovation within that organization”. Thus, intrapreneurship can be considered as a high -order construct including both idea generation and idea realisation. It is about optimizing risks and innovation to exploit business opportunities. Kankisingi (2019) posits that innovations are an expression of intrapreneurial activity and contribute to the long-term survival and growth of an organisation. Innovation, is a tool in intrapreneurship which allows intrapreneurs to exploit change as an opportunity for business (Heye, 2006). It involves improvement, such as improving features of a product by adding functionalities. Heye (2006) defines creativity as the production of novel and unique ideas. It is the creation of something new that is not in the market. Creativity occurs in the event of identification of a need that is untapped and unexploited, hence the need to fill the gap. Both innovation and creativity are part of the intrapreneurial process and are influenced by the innovation capacity of the organisation, for any tangible results to manifest Mogoshoa and Selebi (2021), define innovation capacity as the propensity of an enterprise to spot new developments and technologies, and to attain and capitalize on this knowledge and information. Thus innovation capacity is necessary for an innovation process that satisfies customer needs, since it depicts the organisation’s capability to progress its resources to discover and take advantage of opportunities to better satisfy customer needs.

Literature alludes to intrapreneurship as entrepreneurship in existing organisations. It involves risk-taking and proactive innovations for customers by taking advantage of opportunities that are presented by the dynamic business environment. Intrapreneurship has been envisaged as a mechanism to improve public sector performance by progressing innovation. The benefits of intrapreneurship include increased efficiency and effectiveness, growth, profitability, productivity, strategic renewal, value added products and services, and customer satisfaction. Thus, intrapreneurship may be used to achieve an improvement in organisational performance.

2.4 Intrapreneurship in Public Sector Organisations. (PSOs)

This sections discusses the concept of public sector organisations or parastatals and why they come into existence.

2.4.1 The concept of a parastatals.

According to Stureson, McIntyre and Jones (2015) parastatals are government –owned businesses or organisations. The degree of state –ownership of these organisations differs from full, majority and minority ownership and this affects the operations of the entity in questions (Stureson et al, 2015). This study adopts the Organisation for Economic Co-operation and Development (OECD, 2005) definition parastatals as organisations where the state has significant control of operations through full, majority, or significant minority ownership. Thus, parastatals or SOEs are assets owned by the state on behalf of the public.

Muzapi, Havadi Mandizvidza, and Xiangyi, (2016) highlight that in terms of the Constitution of Zimbabwe, state controlled commercial entities are expected to maintain commercial viability and embrace acceptable standards of good corporate governance in their operations. In common with many other countries, in Zimbabwe, these organisations play a major role in the provision of essential e and services like water, electricity, health and education, etc. In some cases parastatals are involved in advancing state policy.

Musanzikwa and Manduth (2018) posit that the main duty of government is to ensure that parastatals remain accountable, efficient and viable is important for the country’s efficient in the execution of their mandate, and they generate public value effectively. This helps governments in resource allocation, competitiveness, poverty reduction and economic growth development, and poverty alleviation.

2.4.2. Reasons for state ownership.

There are reasons for state ownership of parastatals, such as developing strategic sectors and, as well as fiscal, political and social considerations. According to Altana and Kojo (2018: 10) summarise the reasons as, the provision of public goods and merit goods both of which benefit all individuals within a society, the need to limit private and foreign control in the domestic economy, generation of public funds, increased access to public services and encouragement of development and industrialisation through sustaining economic sectors of special interest for the country. Musanzikwa and Manduth, (2018: 205) postulate another reason for state ownership as the launching new and emerging industries by directing capital into parastatals which may become large enough to achieve economies of scale in sectors where the start-up costs are larger or present barriers to entry. This according to Klovienė, Gimzauskienė and Misiūnas (2015) may be considered as an alternative to regulation in areas where there are natural monopolies and oligopolies.

Muzapi et al (2016) assert that parastatals have been rising in influence in the global economy over the past two decades, by citing an increase in representation among the Fortune 500 from 9% in 2005 to 23% in 2014. The authors attribute this rise to emergence of Chinese parastatals which have experienced an increase in total revenues and GDPs. Another important facet of parastatals is the extent to which they have become a global

force. Stureson et al, (2015) conclude that most parastatals are active internationally and engaged in trade, with some emerging country governments pursuing explicit policies of SOE internationalisation. The increased global competition for finance, talent, and resources have encouraged governments to use parastatals as tools to better position themselves for the future in the global economy. According to Stureson et al (2015) this could be a result of a shift in economic power together with megatrends such as rapid urbanisation, demographic and social change, technological breakthroughs, and climate change and resource scarcity.

In the report, *World in 2050*, Price Waterhouse Coopers (2015: 30), indicate that the aggregate purchasing power of the E7 emerging economies Brazil, China, India, Indonesia, Mexico, Russia and Turkey will overtake that of the G7 by 2030. The report indicates that China will become the largest economy by 2030, while India could challenge US for second place by 2050. Indonesia, Mexico and Nigeria could also push UK and France out of top ten global economies. The reasons cited for these trends are the economic growth due to increase of Gross Domestic Product (GDP) of parastatals in these countries. All this points to the growing influence of parastatals or SOEs in a business arena previously dominated by private players.

From the literature studied on parastatals, it can be concluded that these organisations are of strategic importance to both developed and emerging economies. Parastatals have become institutions for countries to better position themselves for the future in the global economy, given the influence they have on economic development. As such it is imperative for any economy to ensure that parastatals operate optimally. Hence scholars propound that intrapreneurship can assist these entities to address their challenges and so improve government performance by achieving dynamic efficiency.

2.5 The Need for Intrapreneurship in PSOs

The core mandate of the PSOs remains that of delivering public value (Taylor; 2018). The Institute of Public Administration Australia (IPAA) report of June 2014 highlighted the urgent need for more intrapreneurs in the public service. The IPAA (2014) report highlights that some of the greatest innovations in modern history have come from PSOs, such as the internet partly came from the Defence Advanced Research Projects Agency in the US, an organisation formed to avoid surprise attacks on America's national security. The worldwide web was created at the European Organisation for Nuclear Research (IPAA, 2014). This shows intrapreneurial activities which resulted in innovation performance of parastatals. The report also highlights that contemporary governments are full of specialists in human resources, finance, IT and performance management, but not of expert innovators. Thus, intrapreneurship is lacking greatly in today's state enterprises as the report further alludes to the fact that it is rare to find board members responsible for ensuring a pipeline of promising new models, rare to find clarity about what counts as success or acceptable risk, rare to find public sector leaders who can explain what they spend on innovation or what they should spend. Experiment is the essential dynamic of

learning and change in science, technology and the economy. The pertinent question according to Kuratko, Hornsby, and Hayton (2015: 240), remains that "How can the public sector embrace the necessity and power of experiments and innovation?"The IPAA (2014) report also highlighted that it was critical for the public sector to be the most innovative sector of society because it forms the largest part of the economy in most countries and that governments were operating on constrained budgets which is unable to continue financing the parastatals using taxes. Thus, the researcher deduces that PSOs are crucial to addressing the challenges that governments face in the dynamic business environment. All these are reasons why parastatals or SOEs need to grow into more intrapreneurial entities.

Heinonen (2013) highlights that PSOs face numerous challenges including dealing with the burden from fiscal stress and increased pressure from the public to provide greater public value. This necessitates the need for the successful implementation of intrapreneurship in parastatals to implement innovation for benefit of the organisations, the public and the economy. The public sector provides most of the employment and consumes most of the expenditure on the budgets of most countries in Africa, about 60% of the GDP (Mbo, 2017). Therefore, most African countries will benefit from a well- functioning public sector with an intrapreneurial orientation, because historically, these organisations have been performing dismally in spite of their vital role in providing key infrastructure and services. However, the concept of intrapreneurship has not been well embraced by parastatals as a way of creating value, instead value is created by adherence to standards, or compliance, and this has in most cases lead to poor service delivery, inefficiency and a low levels of customer satisfaction in public sector organisations. SOEs are in many instances failing to execute their mandate as well as accord citizens the much anticipated public value.

The High-Performance Theory posits that high performing organisations are committed to innovation, and proactively creates products and services for their clients, that is, they are intrapreneurial (Mbo, 2017). This statement underscores the need for parastatals to invest in intrapreneurship, in order for them to realise greater performance. While the importance of fostering intrapreneurial activity is widely acknowledged, literature does not have evidence on how intrapreneurship can be implemented in public sector organisations. More so, there are no studies of intrapreneurial activities in public sector of developing countries or emerging, since they represent a different political and economic environment to that of developed countries. The thrust of this study is to design an intrapreneurship framework for parastatals. This is given that the strategic use of intrapreneurship is increasingly acknowledged as an important pathway to value creation, profitability, new products, services, administrative techniques, strategies and a competitive posture (Fabian, 2013).

The current environment for public policy making and service delivery is turbulent and rapidly changing and today's society is highly diverse, in terms of gender, age, race, culture, values, interests, types of work and ways

of living to name a few characteristics (McCarthouh, 2010). Kuratko et al (2015: 240) highlight that there have been major shifts in a range of economic, demographic, technological, institutional, ideological and social dynamics over recent decades. Accordingly, society has become increasingly divided, leading to an increased need for public services across society and in particular, by the most vulnerable.

The public sector is not meeting community expectations and there is significant criticism of the public sector relating to its lack of responsiveness to citizens' needs. Citizens are now demanding a greater customer orientation from their public services and want greater satisfaction from the public services they receive (Van de Walle, 2018). Hence, a high level of service to customers is expected including the ability to create new services and deliver them in a flexible manner that is timely and responsive at the desired levels of quality and quantity.

Public sector organisations are no longer suitable to the external environment they inhabit, bringing a range of complexities to be addressed. The changes in the external environment have led to increasingly difficult demands for public services than in previous times (Kearney et al., 2010, Kuratko, 2015). In addition, the organisational systems from which public services are provided has also become increasingly complicated (Sturesson, 2016), consequently, making the changes needed to meet these challenges posed by the external environment a complex activity requiring a substantial number of people to perform a wide variety of tasks, over a long period of time, while focused towards a common goal, as well as adapting their approach when required.

To respond to a modern society, considering the changing environmental challenges, community expectations, the increasing complexity of citizen needs, along with increasing resourcing constraints, modern government needs to change. Traditional approaches are no longer adequate or efficient. There has been a steady turn away from traditional ideas about government and bureaucracy and towards new structures, strategies, and methods to distribute and manage their resources. Hence Kuratko et al (2015; 246) asserts that public sector organisations must realise the intrapreneurial necessity for business success in the 21st Century, since all organisations are exposed to a new global reality addressing innovation, risk-taking intrapreneurial mindset and leadership.

Taylor (2018:15), posits that intrapreneurship in PSOs is as a way of creating value for citizens, by exploiting social opportunities. From this view intrapreneurship is a response to public sector challenges, such as inefficiency, as well as increased public transparency. Hartley, Sorensen, and Torfing, (2013) reiterate that PSOs currently face enormous political, institutional and social pressure to perform in order for citizens to experience greater public value. This is not only a Zimbabwean phenomenon, but a global challenge. Public sector intrapreneurship, which is the thrust of this study can therefore be considered implementation of innovative ideas in the PSOs and has been recognised as a strategy to improving the performance of

parastatals (Taylor 2018). This alludes to the influence of intrapreneurship on organisational efficacy and public value provision of parastatals.

The literature studied, shows that it is critical, that the public sector becomes an innovative-oriented sector of society seeing that it forms a large part of the economy and is mainly financed by taxes. Government also is a major customer for a diverse range of suppliers of equipment, materials and services and therefore forms the backbone of economic development. The public sector is also a central actor in addressing the complex challenges that our societies face in areas such as climate change and adaptation to rapid economic shifts. Thus, there the expectation that SOEs become more innovative and competitive is an imperative.

2.6. Organisational Performance

Organisational performance is a multidimensional concept, which uses multiple measures of performance to gauge the success or failure of an organisation. Gimzaukiene and Klovienė, (2014), posit that for organisations, performance refers to how well an entity is doing in reaching its vision, mission, and goals. Thus, assessment of organisational performance is an important component of strategic management, which assists leadership in PSO to determine strategic decisions if any, to make, while government should know to what extent these entities are executing their mandate, hence the use of performance measures and referents.

2.6.1 Performance Measurement

Performance measurement according to Mbo (2017: 59) refers to “the process of quantifying the efficiency and effectiveness of action. Tangen (2003) considers firm performance measures as the metrics used to determine the efficiency and/or the effectiveness of firm’s actions. From the foregoing, two narratives can be considered as fundamental in the definition of performance, that is, effectiveness and efficiency. Neely et al., (2002) define effectiveness as “the extent to which stakeholder requirements are met, while efficiency is a measure of how economically the firm’s resources are utilized when providing a given level of stakeholder satisfaction”.

Pont and Shaw, (2003) maintain that performance measurement is multi-dimensional and includes financial and non-financial domains. Many PSOs use traditional accounting-based financial measures of performance. Mbo, (2017) highlights that financial measures are considered as past-oriented or backward-looking measures which are not proactive and do not equip managers with information on how to improve performance in the future. Hence, the reliance on financial measures alone for firm performance is unable to equip leadership to make strategic decisions.

Taylor (2018) highlights that organisations now place less emphasis on the use of financial measures such as profitability and return on investments to determine the firm's corporate or strategic performance. According to Mbo, (2017) highlights that performance measurement frameworks were developed including the Balanced Scorecard, -Activity-Based Profitability Pyramid, Performance Prism, and the Integrated Performance Measurement System. Of these performance measurement systems, the Balanced Scorecard is the most popular with wide acceptability in many organisations worldwide (Marr, 2005).

2.6.2 The Balanced Scorecard

Qureshi et al, (2009) postulate the Balanced Scorecard is a system that helps organizations to translate their missions and strategies to a balanced operational performance measures. The Balanced Scorecard combines financial and non-financial dimensions by focusing on finance, customer, internal business processes and the learning and growth of the firm. The four perspectives combine in a relationship of cause- and-effect to enable managers to measure performance as well as strategically align operations with all stakeholders. Thus Musanzikwa and Manduth (2018) confirm the Balanced Scorecard is a tool used by management to guide organisational strategy.

Despite the astounding benefits of the Balanced Scorecard, Mbo, (2017) asserts that it has a number of shortcomings which include firstly the fact that it is a strategic and operational management system implies it is an incomplete system for measuring performance. Also, it does not take a holistic view of the organisation's stakeholders, such as the competitors, and finally the fact that it has many performance indicators makes it complex for managers that desire simplicity and clarity.

While the balanced scorecard provides a popular framework to help leadership understand an organization's performance, other frameworks focus on non-financial aspects. One such framework, the Triple Bottom Line, emphasizes the three Ps of *people* (making sure that the actions of the organization are socially responsible), the *planet* (making sure organizations act in a way that promotes environmental sustainability), and traditional organization *profits* (Kloviene et al, 2015). This concept was introduced in the early 1980s but did not attract much attention until the late 1990s. Mbo (2017) also highlights the use of societal indicators to measure the performance of an organisation. These emanate from the reason behind the establishment of these organisations and include ethical indicators, community indicators as well as government duty indicators.

It is pertinent to state that performance measures can also be deliberated on the basis of subjective, that is primarily concerned with the performance of firms relative to their own expectations or relative to that of the competitors (Pont and Shaw, 2003) and objective measures. Vorhies and Morgan (2003) consider objective measures as independent observable data or information obtained from secondary sources or in the absolute

values obtained from respondents. By 2005, they considered these subjective and objective measures as soft qualitative and hard quantitative measures of performance respectively. Examples of firm objective performance measures include sales growth, profitability and return on assets (Luo et al., 2005), while subjective performance measures include return on investments, sales growth and the success of new products activities (Atuahene-Gima et al., 2005). For many researchers, subjective performance measures are widely used arising from their accessibility and the secrecy attached to objective measures by managers (Matsuno et al., 2002).

The literature studied, makes it evident that financial measures remain the objective and most relevant given the commercial mandate of parastatals, however we also consider non-financial measures to measure performance. These include operational efficiency measures, customer-oriented measures and social impact measures. The justification is that high performance in non-financial aspects tends to lead to good financial performance in future. Thus, the two measures present two sides of the coin.

2.6.3 Organisational Performance and Intrapreneurship

Organisational performance and intrapreneurship are linked to each other. According to Mbo (2017), intrapreneurship, firstly, improves both economic and non-economic performance of an organisation. The relation works also to the opposite direction: the success of the organisation influences intrapreneurship. It is easier for a successful organisation to exploit opportunities to innovate and change when it has the necessary resources at its disposal. The interpretation is affected by on one hand, how intrapreneurship as a concept is understood within the organisation and on the other hand, how success is defined. Thus, as Heinonen (2013) concludes, that adequate resources and success promote intrapreneurship correspondingly; scarce resources and negative feedback curb it.

Mbo (2017) asserts that SOEs operate in a unique situation often exposing them to a wider range of variables with the potential to influence performance more than other business types. This uniqueness stems from the fact that adding to the economic objectives, SOEs always have certain ill-defined social objectives that tend to expose them to political interference. The stakeholder interests SOEs have to deal with are typically vast and conflicting. Arising from this scenario, SOE performance becomes a function of a combination of factors that vary from those expected from other types of enterprises.

Intrapreneurship involves extending the firm's domain of competence and corresponding opportunity set through internally generated new resource combinations. Burgelman (2004) postulates that the results of intrapreneurship within established organisations can be measured in terms of economic profit, product

innovation, growth, concern for public welfare, and social legitimacy. This alludes to the positive influence of intrapreneurship on organisational performance.

A study by Adeoti, Olawale and Asabi (2016) concludes that intrapreneurship has significant impact on organisational performance. Findings from their study indicate that management support for intrapreneurship contribute significantly to organisational performance, and this contribution is captured under the paradigm of three dimensions: innovativeness, risk-taking, and pro-activeness. In short, they summarized that the main focus is to structure intrapreneurship organizational architecture by taking into considerations the factors that could invigorate such behaviours. Forming an internal ecosystem that is conducive for the workforce to behave intrapreneurially within an organization is a wise step to foster innovativeness culture that could subsequently be translated into long term growth and sustainability of the respective organization.

Antoncic and Hisrich (2001) credit intrapreneurship with having a positive impact on corporate growth and profitability. They claim that organizations with high intrapreneurial orientation (meaning that they provide structures and anchor values of intrapreneurship) are more likely to grow than organizations with a low intrapreneurial orientation, because they are more innovative and continually renew themselves. Consequently, this proactive approach leads to new business ventures and potential competitive advantage. Hence, intrapreneurs can help their organization to subsist competitively in today's unstable, rapidly changing and globalized economic environments (Anderson et al., 2004). In this regard, Camille and Carrier (1996) stated that in the context of increasing market globalization and free trade, firms must innovate constantly to improve their flexibility, competitiveness and reactivity.

Monsen et al. (2010) went even further and claimed that businesses depend on entrepreneurial activities to survive and thrive in competitive markets. Further, they depend on their employees to willingly engage in projects that extend the firm in new directions". As touched upon earlier, intrapreneurship seeks to foster innovation. Especially in today's global economy, in which technology has alleged its pre-eminence, organizations, which are capable of innovating and successfully bringing new innovations to market can continuously expand their market share and stay competitive in the long-term. Particularly for large organisations, where the implementation of innovation requires a lot of energy and stamina, intrapreneurship represents an opportunity to overcome stagnant innovation structures (Rahim, 2014).

Through increasing innovation capability, an increase in revenue can be expected as well (Mbo, 2017). Simultaneously, organisations that encourage innovation and ways to improve operations and products gain economic stability. These organisations can adapt to changes in the market more easily in order to stay competitive and ensure, or at least enhance, their survival. An organization that lacks new business ideas might

lose its relevance in the market, which in turn leads to scaling down operations or bankruptcy (Nies, 2011). As well as allowing a company to stay competitive in a market, intrapreneurship also allows an organisation to foster market research, as intrapreneurs mostly do the market research on their own before presenting the idea to corporate management. Thus, the organisation needs to spend only very little, if any, money on market search yet gets all the information and knowledge (Rahim, 2014).

Nies, (2011) states that intrapreneurship can also help entities to tap new markets in a similar manner. Entering a new market in an emerging market provides the organisation with an opportunity to reach thousands of potential customers. Additionally, when a new business venture grows, employment increases and more business opportunities arise. Thus, tapping into a new market can provide overall growth. Similarly, intrapreneurship helps organisations gain operational benefits with the help of intrapreneurship as it supports the product development and the expansion of the product lines. Organisations where intrapreneurship is vibrant and encouraged can thus ensure future profitability.

Moreover, intrapreneurship enhances corporate intelligence. Employees who behave in an intrapreneurial spirit share their knowledge and ideas within the organisation and thus, create valuable business intelligence at no costs. Additionally, an organisation that supports intrapreneurship attracts like-minded professionals, which savour a work environment where unbridled creativity is encouraged and acknowledged (Rahim, 2014). This results in a learning organisation, which is a desirable characteristic for 21st century organisations, and a dimension of organisational performance.

The literature studied has revealed that there is a relationship between intrapreneurship and organisational performance. Intrapreneurship may foster an improved organisational performance, as well as hinder it. It is also worthy to note that well performing organisations may also encourage the practice of intrapreneurship, while ill-performing entities may hinder it.

2.7 Intrapreneurship Orientation (IO)

Intrapreneurship has been conceptualized as a process that can occur in organizations of all sizes and types. It involves “extending the firm’s domain of competence and corresponding opportunity set through internally generated new resource combinations” (Burgelman 1984). Intrapreneurship is a concept linked to the intrapreneurial orientation of an organisation which has its roots in entrepreneurship literature

Intrapreneurial orientation (IO) has its origins in strategic management literature. Rauch et al., (2009) confirm that IO is an essential aspect of intrapreneurship and generally refers to a firm’s propensity to be innovative, to be proactive and to take risks. Shoham, Gadot, Ruvio and Schwabsky (2012:394) state that creativity, openness,

pro-activeness, autonomy and risk-taking tendency form the intrapreneurial orientation (IO) of the firm. Although creativity and innovation are used interchangeably, the former remains the dimension of the latter. IO is primarily concerned with intrapreneurial behaviour, rather than with intrapreneurial traits. Rogowska and Gormon (2017), highlight that IO implies the culture within the organisation in terms of how it supports, encourages and empowers employees to seek out and implement new opportunities based on their own initiative. Furthermore, encouraging the development of innovative behaviour has a far greater chance of success if the environment is entrepreneurial in nature (Feldman and Francis, 2004). While IO has been predominantly applied at the firm level, Covin and Lumpkin (2011: 8) argued that the IO analysis varies considerably from SMEs, large organisations to multi-business organisations.

2.7.1 Intrapreneurial Orientation and Organisational Performance

Literature on Intrapreneurial Orientation (IO) highlights that IO enhances organisational performance, organisational competitiveness and product innovation (Rauch et al., 2009) as it focuses on intrapreneurial behaviour, rather than intrapreneurial traits. Wiklund and Shepherd, (2005) confirm that intrapreneurial orientation (IO) is a significant resource for achieving greater performance and competitive advantage through risk-taking, innovative and proactive behaviour (Morris and Kuratko, 2002). IO represents a unique resource for organisations because it cannot be purchased and it is difficult to imitate, as firms invest considerable time in nurturing their IO cultures (Lee and Peterson, 2000).

Thus Morris et al, (2011) affirm that IO can be seen as a way to broaden the management of firm resources and capabilities, through the implementation decisions and practices based on pro-activity, innovation and risk-taking. Intrapreneurial Orientation by virtue of being strategic and key in business performance, should be sustainable. Sustainability has been studied from many different perspectives, and as some authors consider it difficult to study (Varadarajan 2014). However, this organizational commitment to sustainability can be for specific cases or strategic in nature, depending on the magnitude and durability. Authors such as Schrettle et al. (2014) consider that only organizations with a proactive approach to sustainability beyond environmental regulations consistently incorporate a strategic commitment to sustainable development. Therefore, incorporation of sustainable principles must involve the whole organization. This requires strategic decisions to be reconsidered (Miles et al. 2009) to include economic, environmental and social issues at the same level within the corporate culture.

Other authors suggest sustainable intrapreneurship to link the intrapreneurship process with the recognition of sustainable opportunities (Kuckertz and Wagner 2010). This proposal can be framed within Schumpeter's (1942) creative destruction concept. Organizations that venture in a sustainable way can offer sustainable products, services, means of transportation, organizational processes and structures that displace companies with fewer or

no sustainable practices (Hall and Wagner 2012). Therefore, sustainable intrapreneurship itself implies new combinations of resources (Alvarez and Busenitz 2001). In this regard, Intrapreneurship, Intrapreneurship Orientation and Sustainability have been connected with internal organizational generative capability. This is conceived as the capability for operational renewal that allows new capabilities to be created (Zahra 2005), as in Teece's (2007) dynamic capability definition.

The integration of intrapreneurship and sustainability from the multiple orientation perspective recommended by some authors (e.g., Matsuno et al. 2002) via a sustainable intrapreneurial orientation (SIO). The SIO construct refers to an integration of the two strategic orientations of IO and sustainability orientation (SO). SIO emphasizes the importance for organizations to adopt multiple orientations rather than just one so that their environmental response capability will not be diminished. This fact is supported within the logic of the dynamic capabilities approach. It states that superior performance can come from the configuration, complement and combination of existing organizational capabilities (Eisenhardt and Martin 2000). Therefore, SIO is proposed in order to better respond to current environmental demands and instabilities. It combines adaptive flexibility and the capability to discover and exploit emergent opportunities (Gonius, Dollion and Taulleta 2018). This combination helps in the achievement of economic, social and environmental success. Therefore, it increases organizations' chances of survival (Brettel and Rottenberger 2013).

2.7.2 Dimensions of Intrapreneurial Orientation (IO)

Early studies by Miller (1983) and Miller and Friesen (1982) developed and considered intrapreneurial orientation as a three dimensional-construct that included innovativeness, pro-activeness and risk taking (Mahmood and Hanafi, 2013:83). However, later studies by George and Marino (2011:1291) suggested five dimensions which include autonomy, competitive aggressiveness, innovativeness, pro-activeness, and risk-taking as basis of analysing intrapreneurial orientation, (IO).

2.7.2.1 Innovativeness

Kankinsingi (2019:10) defines innovativeness as the tendency of a firm to engage in and support new ideas, novelty, experimentation, and creative processes leading to new products, services or technological processes. Previous literature agreed that innovativeness was prerequisite for firm success and survival as it improved the competitiveness and sustainability of any firm regardless of size, industry or sector (Dawson and Andriopoulos, 2014). De Jong, Parker, Wennekers and Wu, (2015) also confirm that intrapreneurial orientation studies generally regard innovativeness as a central characteristic of an intrapreneurial organisation. In this context, Kuratko, et al., (2015: 245) propound that intrapreneurship centred on a strategy that could facilitate firms' effort to create innovation and cope effectively with the competitive realities.

Hisrich and Kearney (2014: 36) recognised that innovation was very important for an organisation regardless of its type, size or activity. In such a set-up, creativity leading to innovation could come from individual members of an organisation as a result of knowledge, comprehension of the external environment and the ability to recognise opportunities through the interplay of individual characteristics and competencies, and organisational climate. Hence, innovativeness is the fundamental dimension of intrapreneurship, as this is where the construct is anchored.

2.7.2.2 Pro-activeness

Peterson (2000) defines pro-activeness as a dimension of IO, as an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create, change and shape the environment. Pro-activity is associated with pioneering behaviour and initiative-taking to pursue new opportunity and an attempt to lead rather than follow. In the same context, Vij and Bedi (2012:20) confirm that pro-activeness could be achieved through aggressive behaviour directed at rival firms and a pursuit of favourable business opportunities. Thus, they denote it as the ability and willingness to take initiative and respond effectively to competitors' threats. According to De Jong, et al., (2015:983), pro-activity was defined as a self-initiated and future-oriented action that is aimed to change and improve the situation or oneself and consequently the internal organisational environment. Hence, pro-activeness is characterised by a high level of awareness of external trends and events, and acting in anticipation thereof. This study presumes that a proactive orientation is likely to achieve innovation performance which will then influence organisational performance of parastatals.

2.7.2.3 Risk-taking

Vij and Bedi (2012:20) refer to risk taking as the tendency to take bold actions with an uncertain outcome. This implies that an organisation is required to deviate when necessary from their prior routines, strategies, business models, and operational environments in order to establish a successful intrapreneurial organisation that could be able to take a stand in accepting risk and understanding that the outcomes of innovation might be uncertain (Bloodgood, et al., 2015:384). In support, Okhomina (2010:05) confirmed that the ambiguity to tolerance was reported to relate to risk-taking behaviour. Following the same rationale, De Jong, et al., (2015: 983) suggested that IO "risk taking" had slightly different meaning. While employers were partly or fully responsible for material losses, intrapreneurial workers might face reputation damage, resistance from peer, and even losing their jobs.

The extent to which the intrapreneurial employees were able to act without their higher management permission or consensus especially in the context of public sector organisations could be problematic. With risk, it was important to bear in mind that something unpleasant was likely to happen (De Jong et al., 2015:984). It can be

concluded that a risk taking proclivity was likely to lead to innovation performance. Furthermore, risk taking orientation is also likely to be influenced by the strategic structural and managerial style context of firms. According to Garcia-Granero, Llopis, Fernandez-Mesa and Alegre (2015:1094), scholars found that there was a positive relationship between risk taking propensity and innovation performance in a managerial context of a firm. Thus, risk-taking forms an essential part of IO, as it through this ability that firms can endeavour into intrapreneurial activities.

2.7.2.4 Autonomy

Autonomy describes the aspect of being a self-directed individual or organisation and refers to an independent action of an individual to bring forth ideas. Vij and Bedi (2012:20) further stated that autonomy was the ability and will to be self-directed in the pursuit of opportunities. Furthermore, Urban and Nikolov (2013:3) acknowledged that job autonomy enhanced felt responsibility and flexibility roles which encouraged an employee to devote more efforts to bring changes to the workplace. In addition, the same authors stated that job autonomy enhanced workers' situational control beliefs enabling them to determine independently how to do their job or tasks.

Kankisingi (2019: 28) highlights that autonomy is recognised a key dimension of IO as people in organisations were granted freedom to exercise creativity and they were to leave a secured position to ensure that when they were constrained they were prepared to leave. According to De Jong, et al., (2015: 984) employees' empowerment could be promoted through autonomy as opposed to tight workplace controls. Parastatals are characterised by high formalisation and bureaucratic control systems that were likely to achieve little autonomy. Bosma, Stam and Wennekers (2012: 5) found that intrapreneurship was more prevalent in high autonomy organisations than in low autonomy ones, and this emphasises the importance of autonomy in intrapreneurial orientation.

2.7.2.5 Competitive Aggressiveness

According to Covin and Wales (2012: 680), competitive aggressiveness is referred to as being proactive to an existing demand in the market. Vij and Bedi (2012: 21) further confirmed that competitive aggressiveness could be defined as a firm's propensity to directly and intensively challenge its competitors and outperform them in the marketplace. Competitive aggression is characterised by responsiveness, and as a component of an intrapreneurial orientation, it could be considered a reflection of unconventional willingness rather than a reliance on traditional methods of competing, which might extend to changing contexts, how things are done, or building capabilities and competencies than the competition. With regard to previous literature relating to competitive aggressiveness, overcoming competitors and setting ambitious market share targets were expected or predicted associations between competitive aggressiveness and intrapreneurial performance (Kankisingi,

2019). Thus, competitive aggressiveness forms an essential component of IO, as it feeds into the propensity of a firm to be intrapreneurial.

The literature considered for Intrapreneurship Orientation, it is evident that IO is strategic and denotes an organisation's disposition towards intrapreneurship. IO can be viewed as a three-dimensional construct encompassing innovativeness, pro-activeness and risk taking or five-dimensional involving terms of autonomy, competitiveness, innovativeness, risk-taking, and pro-activeness. The conclusion is that, innovation, pro-activity, risk taking, competitive aggressiveness and autonomy define features of the intrapreneurial process, representing a range of behaviours that intrapreneurial workers might engage in. These include identifying opportunities and threats, generating and searching out ideas, championing ideas and making an effort that it happens, as well as boldly moving forward in pursuit of opportunities while accepting the risk of potential losses.

Another important aspect raised about IO from the literature reviewed is that it should be sustainable, as this aids in competitive advantage. Thus, it can be deduced that public sector leadership should ensure that they build a sustainable intrapreneurial orientation for their parastatals if they are to achieve organisational performance in the unstable economic conditions brought about by the 4IR. However, the literature is patchy when it comes to agility as a dimension of intrapreneurship. The researcher considers this aspect to be of paramount importance, especially in the 21st Century where the business environment is both dynamic and volatile.

Several studies indicate that the relationship between intrapreneurial posture and firm performance is moderated by environmental conditions. Firms operating in hostile environments are intrapreneurially inclined and promote a higher level of firm performance (Stopford and Fuller 1994, Zahra 1991). Empirical studies by Zahra and Covin (1995) revealed that firms operating in hostile environments (with precarious industry setting, intense and fierce competition, harsh and overwhelming business climate and the relative lack of exploitable opportunities) yielded higher performance levels. Thus, research confirms that firms operating in uncertain conditions show higher levels of innovation, and that a dynamic environment challenges an organisation to take risks, be innovative, and exhibit proactive behaviours but this is not the case with parastatals in Zimbabwe. Probably, this is due to a weak intrapreneurial orientation which renders them incapable of using intrapreneurship to exploit opportunities in the environment to bring about new products, services or new methods.

The literature studied makes it evident that parastatals in Zimbabwe seem to have failed to foster intrapreneurship, which has consequently led to their demise, as they are failing to achieve both productive and allocative efficiency. The concern then becomes why intrapreneurship seems to be failing in most of these SOEs, yet its benefits are way overdue in these organisations. Notwithstanding the acknowledged importance of intrapreneurship as a strategic renewal method, very few parastatals have implemented the concept to the best

advantage of their organisations as most are steeped in the traditional mode of compliance. Hence, it is the focus of this research to provide insights into how intrapreneurship can be implemented in parastatals in Zimbabwe, the proposed framework is intended to depict the main antecedents that relate to intrapreneurship within the public sector and the impact of intrapreneurship on public sector organizational performance (financial, growth, customer satisfaction, internal business efficiency, productivity and social impact), as well as factors influencing its continuous performance.

2.8 Intrapreneurship Orientation and Intrapreneurship

Intrapreneurship orientation represents the policies and practices that provide a basis for intrapreneurial decisions and actions” (Rauch *et al.*, 2009:06). Essentially it is a “strategic posture towards intrapreneurship” (Anderson *et al.*, 2015:1579), and as such has a profound influence on the intrapreneurship performance of organisations. Hisrich and Kearney (2014:7), posit that in order to manage environmental complexity and uncertainty, organisations have to become intrapreneurial in order to identify and exploit new opportunities through investing in intrapreneurial orientation. This alludes to the importance of IO which Kankinsigi (2019:64) referred to as the firm’s strategic orientation, capturing specific intrapreneurial aspects of decision-making styles, methods, and practices. Therefore, IO reflects an operational aspect of an organisation and determines the level of intrapreneurship in an organisation.

Several studies have alluded to the influence of IO on intrapreneurship. A recent study by Kraus, Breier, and Jones, (2019: 01) confirm that public sector organisations with a high level of IO are more likely to discover new opportunities as they engage in explorative activities, that is, partake in more intrapreneurship activities. Urban and Verachia (2019: 25) reiterate that a high IO in PSOs influences the level of intrapreneurship, however adopting a high level of intrapreneurial orientation has proven to be a difficult phenomenon.

The study explored the influence of intrapreneurial orientation on intrapreneurship so as to facilitate an understanding of how intrapreneurship can be implemented operationally for a parastatal to achieve both effectiveness and efficiency. This is because PSOs need to create and foster intrapreneurial values and behaviours across the whole organisation if they are to stimulate widespread innovation, increase efficiencies and remain competitive. Scholars and practitioners have repeatedly suggested that these organizations should become more intrapreneurially oriented as a way to respond to business challenges. Thus, there is a need to better understand IO and how it relates to intrapreneurship of SOEs.

2.9. Factors which Influence Implementation of Intrapreneurship

The practice of intrapreneurship is affected by a host of organisational factors. These may either facilitate or impede intrapreneurship in parastatals. Several researchers have attempted to understand the factors that

stimulate or impede intrapreneurship. Kankisingi (2019:36) highlights that intrapreneurship is a process, which occurs in interaction with the environment. Furthermore Van der Walle, (2015) posit that organisational factors play a profound role in influencing the level of intrapreneurship in public sector entities.

2.9.1 Management Activities

According to Taylor (2018), management activities are an essential prerequisite of intrapreneurship in organisations. Management activities refer to the role of management as a facilitator and promoter of intrapreneurship, this is the charismatic role of management. Management activities also affect the organisational culture: at what extent the basic assumptions of intrapreneurship (e.g. risk taking, innovation and creativity, learning, change) can be found within the organisation. Hence, management activities are central to shaping the Intrapreneurial Orientation (IO) of an organisation, which consequently results in the implementation or non-implementation of intrapreneurial activities.

Management activities ensure that the organisation has a clear and understood vision and direction. The organisational setting also includes the way work is being organised in the company: power and responsibility, division of work, rules. Altogether these organisational factors both direct the employees in their intrapreneurial efforts, as well as ensure that employees are empowered and committed. (Taylor, 2018). Previous studies indicate that managerial support, organisational structure as well as reward and resource availability affect intrapreneurial activities within the organisation (e.g. Hornsby et al. 1993, Antoncic – Hisrich, 2004). This further underscores the effect of leadership in intrapreneurship.

In general, management bears the responsibility to ensure that the organization operates according to its objectives while taking into account the various participants, regulatory authorities and laws (Reichatz and Weinert, 2016). The fundamental notion of management principles was developed by management theorist Fayol (1916), who is credited with the planning-organizing-leading-controlling framework, which still remains the dominant management framework in standard management literature. Accordingly, management activities are commonly divided into these four major functions known as planning, organizing, leading and controlling. These managerial functions include managerial actions, such as setting objectives and creating a detailed action plan aimed at those, distributing resources and systematizing employee activities by delegating authority. Likewise, these functions consist of assigning work tasks and providing direction, evaluating results and controlling work and, last but not least, providing a work environment that stimulates, motivates and inspires leading towards a higher level of productivity (Taylor, 2018).

Many organizations, including parastatals, still struggle with integrating the concept of intrapreneurship into their daily work routines, mainly due to their conventional organizational structures, such as bureaucracy,

hierarchy, rules etc., which do not support intrapreneurial culture and behaviour. The high level of defined tasks, schedules and surroundings deter opportunities for serendipity and innovative ideas to be recognized (Schleisinger and Kiefer, 2014). To be able to create sustained public value through intrapreneurship within an organization, management support is essential. Practicing managers should strive to increase their organization's intrapreneurial orientation and thus, their capacity for innovation. As managers can provide facilities and marshal resources in order to achieve a high level of organizational performance, they are competent to introduce intrapreneurship in different aspects, procedures and processes of an organization. Thus, the leadership is eventually responsible for providing working conditions that enable and cultivate intrapreneurial attitudes and behaviours (Fasnacht, 2009).

In order to promote the intrapreneurial spirit, respectively the intrapreneurial thinking and acting, it is essential to previously create an environment that can satisfy the fundamental line of thought such as at hierarchies, an open culture of communication and information, and incentive systems. The employees must be trained and encouraged to internalize intrapreneurial virtues, e.g. cost awareness, customer focus, self-initiative. Management structures that promote intrapreneurship particularly include the permeation of the team with the organisation's vision and strategy, responsibility for goals and results, and a limited but sufficient amount of rules and bureaucracy. Intrapreneurs need to be given freedom and autonomy that allow for activities outside the job description, tolerance towards errors, transparency and participation in decisions (Willmanns and Hehl, 2009). Hence, management should encourage a transparent and sharing organization, which incorporates intrapreneurship into the strategy and provide the resources required in order to establish an intrapreneurial organizational culture.

Consequently, managers need to work on policies and processes to allow and support the sharing of knowledge and ideas and, later on, incorporate and leverage these behaviours. As mentioned before, it is therefore seen as essential to enable and motivate the employees to think and act innovatively, to share their knowledge and ideas and to help and support each other in their intrapreneurial actions. Eventually, management needs some kind of 'system' to enable and support these intrapreneurial activities (Bjellerup, 2015). Reichatz and Weinert (2016), differentiate between two facets of management, open and formalized managerial activities. They make a distinction based on the arguments provided in Alvesson (2002) on leadership as something explicit but also something that is lived and experienced rather than directed.

Literature alludes to the importance of a management's capabilities. Teece, (2007) posits that manager's role involves sensing and seizing opportunities and transforming the resource base of an organisation. The ability to sense an opportunity and to seize it, and eventually transform the resource base requires interpretation, reflection, and decision-making by managers, and to do so, managers must rely on routines, manipulate routines, and help

develop new ones. This brings in the concept of dynamic managerial capabilities which are a form of dynamic capabilities. Managerial capabilities are concerned with the role of managers in refreshing and transforming the resource base of the firm so that it maintains and develops its competitive advantage and performance (Ambrosini and Altintas 2019). This is why dynamic managerial capabilities are key to intrapreneurship and performance, and are at the core of strategic change and firm renewal.

The reason why dynamic managerial capabilities are important is that they are central to organizational performance. The role of managers is fundamental to strategic change and firm performance in so far as managers are behind the creation and discovery of new opportunities (Helfat & Martin, 2015). The notion of intrapreneurial management emphasizes the strategic function of managers. Thus, Teece, (2012) highlights that intrapreneurial activities, such as the identification and exploitation of opportunities, are required for the development of dynamic capabilities. Teece (2017) also confirms that managers are the anchors of intrapreneurial capabilities as these leaders have a role that transcends their operational functions, to include an intrapreneurial role and a leadership role. The intrapreneurial role involves the ability to sense and seize opportunities while the leadership role involves aligning employees with strategy while ensuring they are motivated, as well allocating resources. Together these roles form what Teece (2017) calls intrapreneurial management.

2.9.2 Employee Capabilities

Intrapreneurship, is also affected by the individual employee. De Vries (2016) posits that as long as employees see a potential benefit beyond the activities initiated by management, or are intrinsically motivated, then intrapreneurship will occur. Thus, it can be concluded that individual skills and attitudes describe the capabilities and willingness of any potential intrapreneurs to act intrapreneurially.

Different conditions within organisations are more or less likely to see innovative behaviour beyond that of induced strategic. De Vries (2016) found out that the presence of six management practices affected intrapreneurship and these include positioning of intrapreneurial employees, granting of autonomy, provision of resources and consultative behaviours. Thus an intrapreneurial organisation is measured by its ability to empower employees to be more creative and proactive at work (Kuratko, Hornsby and Covin, 2014). Fernandez and Pitts (2011) support this view and confirm that employees' involvement in decision-making processes is a critical factor that incites innovation in PSOs. According to Kuratko, Hornsby and Covin (2014), a crucial element of employees' engagement in intrapreneurship is empowerment and perceived job autonomy as it proffers not only a sense of security but it also motivates the quest for continuous improvement at work. The implication for PSO management is for employees to act on their intrapreneurial abilities, there should be investment in employee empowerment strategies.

The literature has revealed that employees are at the heart of an intrapreneurial strategy and it is important for leadership in SOEs to ensure that organisational environments foster the individual's propensity to be intrapreneurial. Systems should allow for employees to partake in intrapreneurial activities as well as foster intrinsic and extrinsic motivation.

2.9.3 Influence of the Board of Directors

The Board of Directors (BOD) is also an important determinant in intrapreneurship activities as well as performance of parastatals. Literature on the relationship between the board composition and firm performance has different perspectives. Hermalin and Weisbach (2000), propound that board composition and organisational performance influence one another. Davidson and Rowe (2004) also confirm that board composition and business performance influence each other in the long run. Murage (2010), studied the relationship between Corporate Governance and Financial performance of parastatals in Kenya, and concluded that large boards enhanced corporate performance and that when such boards were dominated by non-executive directors, it enhanced firm value. While the CEO duality did not significantly impact on financial performance measure of ROA, in his study, it had a positive relationship with financial performance in conflict with other studies.

Muregwi (2018) propounds that BOD composition is essential to its proper functioning and effective performance. Most corporate governance promoters acknowledge that board effectiveness is dependent on a properly composed board in terms of diversity, experience, skills and judgments of individual directors and the ways in which they relate as a board in seeking to accomplish organizational objectives. He highlights that BOD effectiveness is related to the "degree to which non-executives acting individually and collectively are able to create accountability within the Board in relation to both strategy and performance". This means that it is crucial for board members to have interpersonal skills such as being able to work in a group and respecting each other's views if the board is to be effective (Frederick, 2005). The board members should also have skills and experience that enable them to significantly contribute to debates and respond to the requirements of the company.

Although some empirical studies have found evidence of positive links between the composition of the board of directors and the performance of an organization, other researchers have argued that there is a negative relationship or no prominent relationship between the composition of the board and the company's performance. There has therefore, been no agreed position as to the impact of the composition of the board on the performance of the company either directly or through corporate activities thought to affect shareholder wealth. In the research by Yusoff and Fauzia (2010) they described board expertise as the individual skill and knowledge of an individual board member, these could have developed from education and various experiences. The

combined skill and knowledge of members is an intangible asset of the board and is a proxy that is associated with firm performance (Hillman and Dalziel, 2003).

MacNeil (2006) posits that quality board expertise will lead to a well-performing state enterprises which in turn result to a higher contribution to the Gross Domestic Product. This is supported by Dahya and McConnell (2007) who have plausible identification of a positive relationship between board expertise and contribution to GDP. They find improved operating performance for United Kingdom state enterprises to have a direct impact to their GDP which previously had been deteriorating. Muregwi (2018) conjectures that the age of BOD members has an effect on organisational efficiency, as young BOD members are most likely to possess energy to face challenges and effect strategic changes that lead to higher performance. The author highlights that the greatest barrier to intrapreneurship in SOEs, in Zimbabwe is the BOD composition, which comprises members who are political nominees and lack meritocracy, and mostly old and retired people who lack experience and agility, and are often recycled from one BOD to another. Together, these studies help to show that, BOD composition and experience lead to enhanced organisational performance in SOEs, and that BOD policy is fundamental in determining service quality and have a high potential in thwarting intrapreneurial initiatives in SOEs.

Maisa and Leges (2016), propound that for intrapreneurial activities to be appropriately developed within an organization, it is necessary to create favourable internal conditions, namely in terms of the support given by management, autonomy availability and appropriate systems and structures. (Kuratko et al, 2014). According to Miles et al. (2009:45) intrapreneurship should be considered as “a great occasion to develop competitive advantage, a way to improve the service delivery, constant transformation of the organization; and, especially an avenue for value creation”.

Intrapreneurship should be a constant driver of disruptive innovation within an organisation. However, for this to happen, leadership must provide a roadmap for institutionalizing intrapreneurship, so that it becomes a vital component of the culture of any organisation. This is the condition for sustainable practice of intrapreneurship in PSOs.

2.10 Barriers to intrapreneurship

The general consensus among researchers is that intrapreneurship is difficult to implement in large organisations and the situation is worse in developing economies (Antoncic and Hisrich, 2000). Regardless of benefits of intrapreneurship, the nature of these organisations present barriers to innovation. Sandler (2000) asserts that parastatals have systems, structures, rules, regulations and procedures which manifest as barriers to the development of intrapreneurship, such as risk –aversion, ambiguous goals, political interference, limited

autonomy, poor reward structure and maintenance of the status quo. In essence, the bureaucratic nature of these entities pose as a barricade to intrapreneurship.

The origin of most barriers of intrapreneurship in SOEs emanates from the dichotomy amongst intrapreneurship and strategic planning (Meng, 1996). Reconciling the fundamentals of intrapreneurship to the imperatives of strategic planning in parastatals has proven to be a great challenge even in the era of New Public Management. In the literature on public organisations, it is a classic argument that public sector employees work in bureaucracies that follow rules and procedure and thereby do not allow room for mistakes. Sorensen and Torfing (2011) argue that the public sector is often seen as being a risk-averse 'zero-error' zone, though they believe this argument is exaggerated. However, this marks the departure point of intrapreneurship and strategic planning in SOEs, thus posing as obstacles to the implementation of intrapreneurship thereof.

The constraints to intrapreneurship in parastatals fall into namely three categories, institutional, political and socio-cultural. Sampaio and Laniado (2009) classified the difficulties of implementing new projects in parastatals into three categories institutional, political and socio-cultural. Muzapi, Havadi, Mandizvidza and Xiongyi (2016) concur with Sampaio and Laniado's classification and put forward that institutional challenges refer to factors associated with internal and external aspects of the organization, such as legal, financial, internal communication and organizational structure. The political aspect, has to do with relational factors while the socio-cultural dimension addresses values and belief systems reflected in the managerial practices of the organisation. However, a deeper understanding of the challenges facing the development of intrapreneurial initiatives can be gained by identifying the facilities and difficulties faced during the process in which the public sector employees developed an intrapreneurial initiative.

Souza and Takahashi (2016) state that in recent years PSOs have gone through transformation in an attempt to make them more streamlined and effective, cost – effective and generate a better quality of services provided. However, despite these attempts the reality of intrapreneurship in public sector organisations is made difficult to attain by their bureaucratic processes, and the lack of proactive behaviour and an inherent risk aversion. This is because intrapreneurship is influenced by organisational factors such as support from board of directors, freedom in the workplace, rewards, available time and uncertainty regarding tasks and organisational culture. (Manimala, Jose and Thomas, 2006).

Manimala, et al (2006) propound that a significant barrier to intrapreneurship is the absence of visionary leadership. In their opinion, PSOs are endowed with administrative management which is designed for efficiency management of the status quo while holding things in place to ensure continuation of already developed activities, posing a dearth of intrapreneurial management which is designed to create change by developing

something new. Supervisors in PSOs are in charge of routine targets and have to give priority to achieving targets in their regular work. Innovations, therefore, are perceived as deviations from one's normal tasks (Manimala et al, 2006). Intrapreneurial subordinates are often perceived as a thorn in the flesh by their respective supervisors as the former would upset the regular routines.

Meng and Roberts (1996) consolidated their observations on barriers to intrapreneurship into a single framework. The framework is based on the fact that there are two major classifications on the origins of barriers and these are behavioural and organisational culture origin and corporate policy, strategy and management. The first set of barriers which are behavioural and organisational culture origins includes the fact that the proposed innovation poses a threat to individual positions and existing power structure, a high individual risk exists of being blamed for possible failure of the innovation attempt, and a reluctance exists to enter new fields or new business due to unfamiliarity. The second nature of barriers, that of barriers of corporate policy strategy and managements, entails the predominant commitment of the organisation to an exploitation of current products, markets and resourcing (too narrow a view of the market the organisation is serving; for instance an oil company should view itself as energy company instead of an oil company), as well as the unavailability of information for decision making. It can therefore be concluded from Meng and Roberts' (1996) framework that the origin of all barriers is the fear of the unknown and the desire to avoid risk. The threat barrier looks at intrapreneurship and innovation as a possible disruption to the existing order and fears the unknown of the new order if the innovation succeeds. This fear is a manifestation of an underlying tendency to remain the same.

According to Stewart (2014) implementing innovation in the public sector is not so simple, as many innovative initiatives run against many restrictions and limitations, precisely because they challenge many existing systems, values and processes in the host agencies. Moreover, within social enterprise organisations, an increased demand for services provides reduced funding and increases costs associated with managing their domains (Venables, 2015; Grover and Piggott, 2012). Thus, the challenge that established organisations face is harnessing the energy of highly motivated and opportunity-driven employees who are willing to pursue new products, processes or services in their organisations (Wakkee, Elfring and Monaghan, 2010).

The literature studied highlights that intrapreneurship is linked to characteristics such as autonomy, agility, innovation, pro-activity and risk taking and that implementation of intrapreneurship requires institutional support, appropriate organisational structure and re-organisation of work, most of which are lacking in SOEs. Hence, most barriers emanate from the very basic nature of SOEs such as the bureaucracy inherent in these entities and the general adherence to standards as a method of creating value as opposed to innovation. Barriers to intrapreneurship in SOEs develop because of structural arrangements as well as due to established

organisational relationships which become fixated in a manner that makes it difficult to break out of old practices and adopt new ones.

2.11 Chapter Summary

The chapter discussed intrapreneurship as a concept and its influence on organisational performance. The literature also highlighted the aspects of an intrapreneurial orientation as well as its impact on intrapreneurial activities or innovation performance. The chapter concluded by highlighting the barriers to implementation of intrapreneurship in PSOs. The chapter also highlighted the enablers of intrapreneurship in public sector organisations. The next chapter will consider the theoretical framework of the study.

CHAPTER 3: THEORETICAL FRAMEWORK

3.1 Introduction

The previous chapter looked at literature review on intrapreneurship, intrapreneurship orientation and organisational performance. This chapter presents the conceptual framework of the research. This is the design of the study, which sets out concepts upon which the study of intrapreneurship in State-Owned Enterprises is based on. Thus, the purpose of this chapter is to explain the path to be taken by the research, as well as to firmly ground it in theoretical constructs.

3.2 Conceptual Framework

A framework is the structure that holds or supports a theory of a research study, giving a foundation for the development of research questions or hypothesis. A theoretical framework is used when research is underpinned by one theory while a conceptual framework draws on concepts from various theories and findings to guide research. (Fain, 2004; Parachoo, 2006). According to Lacey (2010), a conceptual framework refers to worldviews of a researcher's topics which delineate their assumptions and preconceptions about the areas being studied. Akintonye (2015) propounds that a conceptual framework can be an adaptation of a model in an existing theory which the researcher adapts to suit his or her purpose. Thus, it is the researcher's own constructed model in an existing theory which a researcher uses to explain the relationship that exists between the main variables of the study. Adam, Hussein and Joe (2018) posit that a conceptual framework is appropriate where existing theory is not applicable or not sufficient, hence the researcher has adopted it for this study. Adam et al (2018) also propound that the aim of a conceptual framework is to make readers ascertain the academic position and underlying factors to the researcher's assertions. This implies that a conceptual framework fosters empiricism and rigour of a research, hence it is inevitable to include it in one's research.

3.2.1 Background to Conceptual Framework

The intersection of two key research areas of strategic planning and intrapreneurship offers novel insights into the management of SOEs. The first involves strategic thinking and direction in affecting the performance of public sector entities (Andrews et al. 2005; 2011; Hendrick, 2003). The second addresses intrapreneurship within the public sector, an area of growing interest, particularly as SOEs confront increasingly dynamic environments (Bartlett and Dibben 2002; Currie et al. 2008; Walker, Damanpour, and Devece 2011). An intersection area of these two research is Intrapreneurship Strategy, (IS), which as a vision-directed, organization-wide reliance on intrapreneurial behaviour that persistently and continuously rejuvenates the organization and alters the scope of

its operations through realisation and exploitation of intrapreneurial opportunity (Ireland, Covin, and Kuratko, 2009).

In the last three decades, public sector literature has given increased attention to intrapreneurship (e.g., Doig and Hargrove, 1990; Kearney, Hisrich, and Roche 2010; Morris and Jones, 1999), also referred to as corporate entrepreneurship (CE) (e.g., Kearney, Hisrich, and Roche, 2008), organisational performance (e.g., Andrews et al. 2007; 2009; 2011), and public value (e.g., Bryson Crosby, and Bloomberg, 2014; 2015; Reinhardt, 2015; Moore, 1995; 2013; Stoker, 2006). However, knowledge of how external environmental and internal organizational characteristics govern the contribution of intrapreneurship to performance is sparsely researched within public entities (Kearney, Hisrich, and Roche, 2010). Currie and Proctor (2005) suggest that environmental turbulence and resource scarcity combine to create among public managers a growing recognition that public value performance is influenced by intrapreneurial actions at multiple levels in the organization. Yet, how public sector managers can develop and implement IS to create public value is not well understood. Within a public sector context, IS would seem extremely important because public managers are increasingly expected to prescribe strategies for overcoming external threats and internal constraints, while at the same time improving performance (Meier and O'Toole, 2009) and enhancing public value (Bryson, Crosby, and Bloomberg, 2014; Moore, 1995; 2013). Hence, the focus of this study is to establish the influence of intrapreneurship on organisational performance, in a bid to provide leadership in the SOEs with empirical evidence of how intrapreneurship helps to create public value.

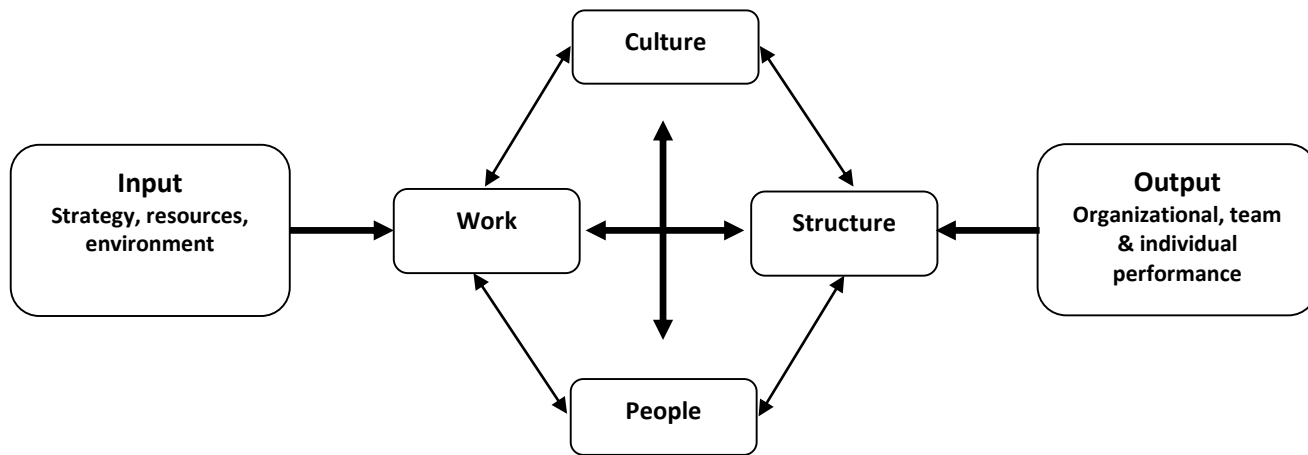
The researcher will now delve into the theories and concepts which formed the basis of her conceptual framework. The first is Tushman and Nadler's model for organisational analysis.

3.3 Tushman and Nadler's Congruence Model for organisational analysis

According to Morris (2001:95) the intrapreneurial spirit needs to be '*integrated into the mission, goals, strategies, structures, processes, and values of the organisation*'. Hence, Tushman and Nadler's (1997) Congruence Model for Organisational Analysis, Fig 1, which examines the core elements of an effective organisation, can be used as a conceptual framework for examining intrapreneurship within an existing organisation. The Congruence Model suggests that there are four interconnected elements of an organisation namely task (work), individuals, formal organisational arrangements and informal organisation, which are ultimately affected by each other, as well as various external factors, including the environment, resources available and the history of the organisation. This model is a general model which can be used as the basis of a more specific framework for intrapreneurship to be used in parastatals. Each of the four elements consists of various observable indicators, which can be related to intrapreneurial performance. In other words, if an organisation demonstrates these various characteristics and if they are aligned with and mutually supportive of

each other, the organisation will score highly in that area, allowing for the conclusion to be drawn that the organisation is intrapreneurial in nature. The model's objective is to help managers understand the dynamics of what occurs in an organization or company when management tries to change it. The principle on which this Congruence Model is based, is that performance of organizations is derived from four components, people, culture, work (tasks) and structure.

Figure 3.1 – The Nadler-Tushman's (1997) Congruence Model for Organisational Analysis



Source: Nadler-Tushman (1997)

Intrapreneurship is a process, which occurs in interaction with *the business environment*. On the basis of the study the emerging central factors are the management interpretation of environmental changes – whether threats or opportunities – and the resources available to the organisation to react to the changes in its environment. The task of *top management* is to interpret the change trends brought on by the environment and assess the influence of these changes on the organisation. According to Ansoff (1981) it is the responsibility of the organisation's management to secure such organisational behaviour that will ensure its success and survival. Hence, concrete management involvement in the daily activities of the unit is a central factor concerning the realisation of intrapreneurship. The closer the unit manager as a leader works with other employees of the organisation, the better possibilities he/she has to promote intrapreneurship. As organisational prerequisites of intrapreneurship, the culture, strategy, and structure and behaviours of the organisation emerge from the literature (Guth -Ginsberg 1990). In the following, all these factors are dealt with separately, even if they have interrelated effects.

Organisation culture has a profound influence on intrapreneurship by building a basis for growth (MacMillan, 1986). Atienza (2015) posits that organisational culture is a key enabler of intrapreneurship. Based on the empirics of the study, security and trust form the basic assumptions of the organisation to create a favourable ground for the emergence of intrapreneurship. When people in an organisation feel secure, the commitment of

the employees to the development of the organisation will improve. Thus developing a common target and an ambitious target-orientation will improve the level of intrapreneurship in an organisation. Finally, the organisation culture will determine how individuality, creativity and risk-taking are accepted in the organisation, as well organisation's relation with customers and also the natural co-operation to achieve the common aims during the daily tasks of the employees or team spirit, which consequently improve the possibilities for intrapreneurship. Hence, it is important to create an organisational culture which is supportive of intrapreneurship.

Strategy directs organisational activity, because it usually includes the activity area of an organisation (markets), central competition factors, on which the success of the organisation is built, and the aims which the organisation strives to achieve (Mbo, 2017). In the same way as the invisible part of the organisation culture influences intrapreneurship in the organisation, organisation structure and its behaviours as visible parts are the organisational prerequisites of intrapreneurship (see Zahra 1991). Flexibility and loose task definitions make the daily co-operation possible. Development and change are investments in the future, which is why the time reserved for development work promotes intrapreneurship.

The limitation of the Congruency Model lies in that it does not consider the impact of political environment in the form of the government as well the Board of Directors which are external agencies governing the parastatals and which have a profound influence on their activities. The challenge of PSO management is made bigger by the sparsity of the change pressures rising from the environment, which makes it necessary for the management to find incentives and motivation from inside the organisation by applying their own input. As to involvement, it is also important how well the management of the unit has been provided with resources and organised in general, because senior management as an extra function to other responsibilities does not often give the manager the opportunity to give a large enough input to managerial activities

3.4 The Dynamic Capabilities View (DCV)

The Dynamic Capabilities View (DCV) attempts to explain how a firm can enjoy sustained superior performance in a rapidly changing industry through continuous proactive and reactive change (Teece, 2018). The concept is considered an extension of the Resource-Based View of the firm (Teece, 2017) and is concerned with how firms can sustain and enhance their competitive advantage, notably when facing changing environments.

The first well-acknowledged definition of dynamic capability is “the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece, 2007:48). Dynamic capabilities can be viewed as the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die (Peteraf, 2013) or the capacity of an

organization to purposefully create, extend, or modify its resource base (Teece, 2007, Helfat and Martin, 2015). Teece (2018) defines an organisational capability as the organisation's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments. The main premise of their ideas is the firm's ability to alter its resource base which allows for continuous adaptation to change. (Breznik and Hisrich, 2014). Organisations also need dynamic capabilities to engage in intrapreneurial activities in order to exploit opportunities in the business environment for the customers as well as for organisational survival and success. Hence, this study considers dynamic capabilities linked to intrapreneurship as intrapreneurial capabilities as organisations need these capabilities to foster intrapreneurial activities. Peteraf (2013) posits that intrapreneurial capabilities can be viewed as the organisational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve, and die or the capacity of an organization to purposefully create, extend, or modify its resource base. Klofsten et al (2020) define intrapreneurial capabilities as the organisation's ability to react quickly and innovatively to internal and external environmental changes for achieving the organisation's survival and success especially in uncertain and turbulent environments. The five intrapreneurial capabilities to be considered for this study include autonomy, competitive aggressiveness, innovativeness, pro activeness, and risk-taking. Together these five intrapreneurial capabilities form the intrapreneurial orientation of a firm (Kuratko et al, 2011).

Intrapreneurial capabilities depend on firm history and influence the firm's future, and can provide (either directly or indirectly) competitive advantage (either temporary or sustained). Klofsten et al (2020) posit that intrapreneurial capabilities allow a firm to respond to change by altering operational capabilities, an effort that requires significant managerial involvement. Their value depends on the dynamism of the firm's environment; to justify the cost of developing and maintaining intrapreneurial capabilities, firms must use them frequently to provide net benefits.

Hence a manager's role involves sensing and seizing opportunities and transforming the resource base (Teece, 2007). The ability to sense an opportunity and to seize it, and eventually transform the resource base requires interpretation, reflection, and decision-making by managers, and to do so, managers must rely on routines, manipulate routines, and help develop new ones. This brings in the concept of managerial capabilities which are a form of intrapreneurial capabilities. Managerial capabilities are concerned with the role of managers in refreshing and transforming the resource base of the firm so that it maintains and develops its competitive advantage and performance (Ambrosini and Altintas , 2019). This is why managerial capabilities are key to performance. They are at the core of strategic change and firm renewal. The reason why intrapreneurial managerial capabilities are important is that they are central to organizational performance. The role of managers is fundamental to strategic change and firm performance in so far as managers are behind the creation and discovery of new opportunities (Adner and Helfat, 2003; Helfat & Martin, 2015).

Teece (2017) indicates that managers are the pillars behind intrapreneurial capabilities. More precisely, he explains that beyond their operational role, which is about development of current activities such as budgeting and staffing, managers have two roles that underpin dynamic capabilities: an entrepreneurial or intrapreneurial role and a leadership role. The intrapreneurial role involves the ability to sense and seize opportunity, orchestrate resources, and adapt the organization and its business model. The leadership role requires propagating the vision and values of the organization, aligning people with strategy, and motivating them. Together these roles form what Teece (2007, 2017) called intrapreneurial management and this constitutes the functions of intrapreneurial capabilities (Helfat & Martin, 2015).

The concept of intrapreneurial management emphasizes the strategic function of managers (Teece, 2007B, 2012; Augier & Teece, 2009). Intrapreneurial activities (Teece, 2012), such as the identification and exploitation of opportunities, are required for the development of dynamic capabilities. These activities consist of selecting the desired resources and skills and promoting organizational learning to capture external knowledge (Zahra et al., 2006). This is in line with the Schumpeterian argument in that managers must introduce novelty and seek new combinations of resources and competences, and with evolutionary theories in that managers must promote and shape learning (Augier & Teece, 2008). Thus, the importance of top managers in the creation and deployment of intrapreneurial capabilities should not be undermined. For example, Teece (2007) indicates that top leadership skills are required to sustain intrapreneurial capabilities because, while some elements of the intrapreneurial capabilities are embedded in organizations, the ability to transform the resource base is the responsibility of top management. However, some top managers may be stuck in their old ways of doing things, and thus develop rigidities. In the same vein, some managers may misinterpret the competitive landscape they operate in and, as a result, may trigger inappropriate dynamic capabilities (Ambrosini & Altintas, 2019), inducing a drop in performance. Organizations need top managers who can bring organizational transformations by making new commitments and breaking old ones (Rosenbloom, 2000).

The role of top managers is not only about engaging in intrapreneurial activities, but is also about recognizing and acting on relevant ideas that emerge from any level of the organization (Teece, 2016). It is also about configuring and orchestrating the dynamic managerial capabilities of the rest of the senior executive team. Kor and Mesko (2013) show that CEOs play an important role in the configuration of senior executive team managerial capabilities through the identification, recruitment, and gathering of managerial skills. Another critical role is the orchestration of the senior executive team managerial capabilities by establishing and promoting an environment where the team can share, discuss, and negotiate ideas, perspectives and beliefs. This fosters synergy and continuous learning, and, as a consequence, the senior executive team dynamic managerial capabilities improve and develop.

While many studies have focused on the role of top managers, there is no reason to exclude other management levels. Teece (2017) indicates that entrepreneurial efforts should not be restricted to the top management or CEO but should occur throughout the whole organization. Teece (2007) highlights that sensing opportunities requires the decentralization of structures to facilitate communication with all the different levels of management that can sense the opportunities emanating from the market. With centralized structures such as those in parastatals, top managers may not be as close to customers as mid- and lower managers. As such, top managers may not be able to identify opportunities which fit their customers' needs. This said, there have been fewer studies on lower-level dynamic managerial capabilities than on top-level ones, and the few studies that do exist show that the ideas of front-line managers are less implemented than those of top and middle managers even in organizations with an entrepreneurial culture (Teece, 2017). Whatever their level in the hierarchy, managers can display managerial intrapreneurial capabilities.

The limitation of the dynamic capabilities view is its heavy reliance on management for organisational performance despite the fact that managers in themselves are different human beings with different traits and attributes. For instance, cognitive capabilities are heterogeneously distributed among managers. Thereby, each manager differs in his or her capabilities in sensing and seizing opportunities and transforming the resource base (Helfat & Peteraf, 2015). Thus, some managers will be able to sense new opportunities more accurately than others; some managers will design more effective business models (Teece, 2018) and make more astute investment decisions than others; and some, who have better language and social capabilities, will find it easier to gather support and implement strategic change. This implies that by virtue of having different individuals leading them, organisations will perform differently.

3.5 The Business Model Concept

The business model can be defined as an activity system that is designed and enabled by an organisation in order to meet perceived market needs (Zott and Amit, 2017). It encompasses interconnected, potentially interdependent activities that are either conducted by the organisation or by other stakeholders, thus spanning firm and possibly industry boundaries. The building blocks of a business model (BM) are organizational activities (BM content), links and coordination mechanisms that weave these activities together into a system (BM structure), and governance mechanisms that make the system work (BM governance). In essence, a business model is the set of managerial choices about how the organization operates, such as compensation practices, procurement contracts, location of facilities, or assets employed.

Thus, we can conceptualize the business model of a firm as a system comprised of activities that are performed by the organisation and by its partners, together with the ways that these activities are linked to each other

through transactions in factor and product markets (Zott and Amit, 2017). The overall objective of a focal firm's business model is to exploit its business opportunities in a way that creates value for all the parties involved: that is, to fulfil customers' needs and create consumer surplus while generating a profit for the focal firm and its partners (Amit and Zott, 2017). An activity in an organisation's business model can be viewed as the engagement of human, physical, and/or capital resources of any business model stakeholder (e.g., the organisation, end customers, vendors, etc.) to serve a specific purpose toward the fulfilment of the overall objective. An activity system is a set of interdependent organizational activities geared towards achieving the mandate of the organisation. It encompasses activities that are conducted either by the organisation or by partners, customers, or vendors.

Business models are created by intrapreneurs or managers who shape and design organizational activities as well as the links (transactions) that weave these activities together into a system. Such purposeful design within and across firm boundaries is the essence of the business model (Zott and Amit, 2017). The resulting architecture of the firm's activity system, shaped by the choice of activities, how they are linked, and who performs them, captures how the organisation is embedded in its environment of suppliers, partners, customers, and competitors.

A business model is geared toward total value creation for all parties involved. It lays the foundations for the focal firm's value capture by co-defining (along with the firm's products and services) the overall size of the value pie, "or the total value created, which is an upper limit to the firm's value capture. The business model also co-determines the organisation's bargaining power. For example, design features that lock-in suppliers enhance the focal firm's bargaining power. The greater the total value created and the greater the focal firm's bargaining power, the greater the amount of value that the focal firm can appropriate (Zott and Amit, 2017).

The implication of this literature is that the business model must be considered a fundamental aspect of a firm's overall strategy. This is because it defines how the organisation is embedded in its ecology (Adner and Kapoor, 2010), that is, in the multiple layers and networks of firms, institutions, and customers that surround it, thereby determining not only possible partners that can help co-create value but also likely competitors. In other words, the business model determines the organisation's cooperative and competitive landscape. It is thus one of the most fundamental strategic choices that intrapreneurial leadership needs to make, in addition to deciding, for example, which market needs in which specific customer segments to address, in which geographic markets to compete, how and when to enter these markets, and on the basis of which resources and capabilities. Thus, the duty of management is business model design, where design can be defined as the process of changing existing situations into desired ones; it involves human beings using knowledge to create things that do not yet exist but should. This is the whole thrust of intrapreneurship.

According to Zott and Amit (2017) the business model design process consists broadly of five stages that are linked iteratively, that isn't, although there is a natural sequence, they do not need to happen strictly sequentially, and these include observing, synthesizing, generating, refining, and implementing. The business model design as a process is linked to resource-based view as well as the dynamic capabilities paradigm of strategic management.

3.6 The High-Performance Theory

The American Management association carried out a survey, The High-Performance Survey 2007- 2017, on characteristics associated with high performance. The study identified five integrated components of high-performance organisations: strategy, customer focus, leadership, processes and values. The performance indicators identified were revenue growth, market share, profitability and customer satisfaction. There were specific practises determined within each of the five components that were found to be critical. The external influencers included talents and skills in the workforce, global completion, faster and more disruptive change within the industry, and technological developments (Reilly, 2017)

Results emerging from the study, indicate what separates high performance organisations from their low counterparts. The American Management Association (2018) posits that the High-performance theory distinguishes high-performing organisations (HPOs) to be superior to their low-performance counterparts in a number of areas.

Firstly, the organisations have more consistent strategies which are clearer and are well thought out. Thus the entities boast of philosophies that are consistent with their strategies. Secondly, HPOs go above and beyond for their customers, that is, they strive to be world-class in providing customer value, dwell on customers' future and long-term needs, and exceed customer expectations. Hence the organisations regard customer information as the most important factor for developing new products and services, as they consider customer needs to be a priority. Thirdly, H-P organisations are more likely to adhere to higher ethical standards throughout the organisation. Leaders of H-P organisations are relatively clear, fair, and talent- oriented and are more probable to promote the best people for a job, ensure performance expectations are clear, and convince employees that their behaviours affect the success of the organisation. Finally, HPOs emphasize a readiness to meet new challenges and are committed to innovation. Thus, these organisations use the knowledge, skills and experience of their employees to create unique solutions for customers. (American Management Association, 2018:16)

The way high-performing organizations operate today is radically different from how they operated 10 years ago. While most PSOs continue to operate according to industrial-age models that are more than a century old and are weighed down by legacy practices, systems, and behaviours, this must be confronted and discarded

before true change can take hold. In the past, most organizations were designed for efficiency and effectiveness, leading to complicated and siloed organisations. The resultant business models, which were based on predictable commercial patterns, are unsuited to an era of unpredictability and disruption brought about by the unrelenting 4IR. Instead of mere efficiency, successful organisations must be designed for speed, agility, and adaptability to enable them to compete and win in today’s global business environment. (Bersin et al, 2017). Thus, successful PSOs will keep pace by building stronger ecosystems and partnerships that broaden their workforces and capabilities. Table 3.1 below, on the organisation of the future shows the building blocks of a high performing organisation in this new era of business.

OLD RULES	NEW RULES
Organised for efficiency and effectiveness	Organised for learning, innovation and customer impact
Company viewed as a hierarchical decision rights, structure and leadership progression	Company viewed as an agile network, empowered by team leaders and fuelled by collaboration and knowledge-sharing
Structure based on business function with functional leaders and global functional groups	Structure based on work and projects with teams focused on products, customers and services.
Advancement through promotion upward with many levels to progress through	Advancement through many assignments, diverse experience and multifunctional leadership assignments.
People ‘become leaders’ through promotion	People ‘create followers’ to grow in influence and authority.
Lead by direction	Lead by orchestration
Culture ruled by fear of failure and perception of others	Culture of safety, abundance and importance of risk-taking and innovations
Rules based	Playbook-based
Roles and job titles clearly defined	Teams and responsibilities clearly defined but roles and job titles change regularly.
Process-based	Project based

Table 3.1 Building blocks of a high performing organisation

Source: American Management Association (2018)

3.6.1 Limitation

The key fact is that even high- performance organisations must continuously strive to improve and work on their games. Without this passion for improvement, they are unlikely to remain high performers for long. Thus, high performance at any given time does not guarantee sustainable competitive advantage. As the business landscape transforms, the successful organizations of the future will likely be those that can move faster, adapt more quickly, learn more rapidly, and embrace dynamic career demands (Bersin, McDowell, Rahnema and Durme ,2017). The implication is that if public sector organisations are to perform highly, then their business model has to change from what it is presently and to hinge a high level of agility.

Although organisational design and change are complex, for organisations that rise to the challenge, the payoff can be immense in terms of financial performance, productivity, employee engagement, and a host of other benefits (Reilly, 2017). Hence, it becomes an imperative for parastatals to re-design their business model to ones of adaptability. An important part of designing for adaptability is a shift away from hierarchical organisational structures toward models where work is accomplished in teams. As organisations make this transition, they find that smaller teams are a natural way for humans to work. This is why the organisation of the future is a network of teams. High performing companies are built around systems that encourage teams and individuals to meet each other, share information transparently, and move from team to team depending on the issue to be addressed. Different networks can have different specialties, such as innovation or getting to market quickly, but the principle is the same. For a company to stay agile, teams must be formed and disbanded quickly. For instance, high-performing companies today may build a digital customer experience group, select individuals for the team, and ask them to design and build a new product or service in a year or two. Afterward, the team disperses as team members move on to new projects. This ability to move between teams without risk is a critical attribute of today's high-performing companies.

Bersin et al, (2017) posit that new organisational models also require a new approach to leadership. Leaders of networked teams in agile organisations require skills such as negotiation, resilience, and systems thinking. Hence, effective leaders in a networked environment must have a high degree of network intelligence, getting to know what is going on throughout their organisation, throughout their industry, and throughout the customer marketplace. Building in accountability is another facet of high- performing organisations. Empowering people to make decisions and relying on networks of interactions does not mean that people are no longer accountable for results. In fact, one objective of an agile network is to use goal-setting to support success. In teams, accountability becomes more transparent. Individual and team goals and metrics should be shared for everyone to see. The sense of accountability this can create is critical to team and corporate effectiveness. Indeed, among the top practices in high-impact leadership, an organization's ability to clearly define decision-making practices and clarify accountability featured among the top drivers of outstanding financial outcomes.

3.7 Theory of Performance

Elger (2018) propounded a theory of performance. This theory develops and relates six fundamental concepts to form a framework that is used to explain performance as well as performance improvement. According to Elger to perform is to produce valued results or to take a complex series of action that integrate skills and knowledge to produce a valuable result. Thus, performance at higher levels produces the following results:

- Quality increases, that is to say results or products are more effective in meeting or exceeding the expectations of stakeholders.

- Cost decreases as the amount of effort to produce a result goes down.
- Capability increases; the ability to tackle more challenging performances or projects increases.
- Knowledge increases- depth and breadth of knowledge.
- Skills increase- ability to set goals, persist, maintain a positive outlook increase in breadth of application and in effectiveness
- Identity and motivation increases -individuals develop more sense of who they are as professionals, and organisations develop their essence.

The implication of this theory for leadership in organisations is that the condition for optimal performance is to engage the performer (employee) in an optimal emotional state, immerse the performer in an enriching environment and engage the performer in reactive practice. This calls for conducive working atmosphere as well as good reward systems. The mammoth task is how to implement these conditions in parastatals for the implementation of intrapreneurship strategy.

3.8 The Balanced Score Card (BSC)

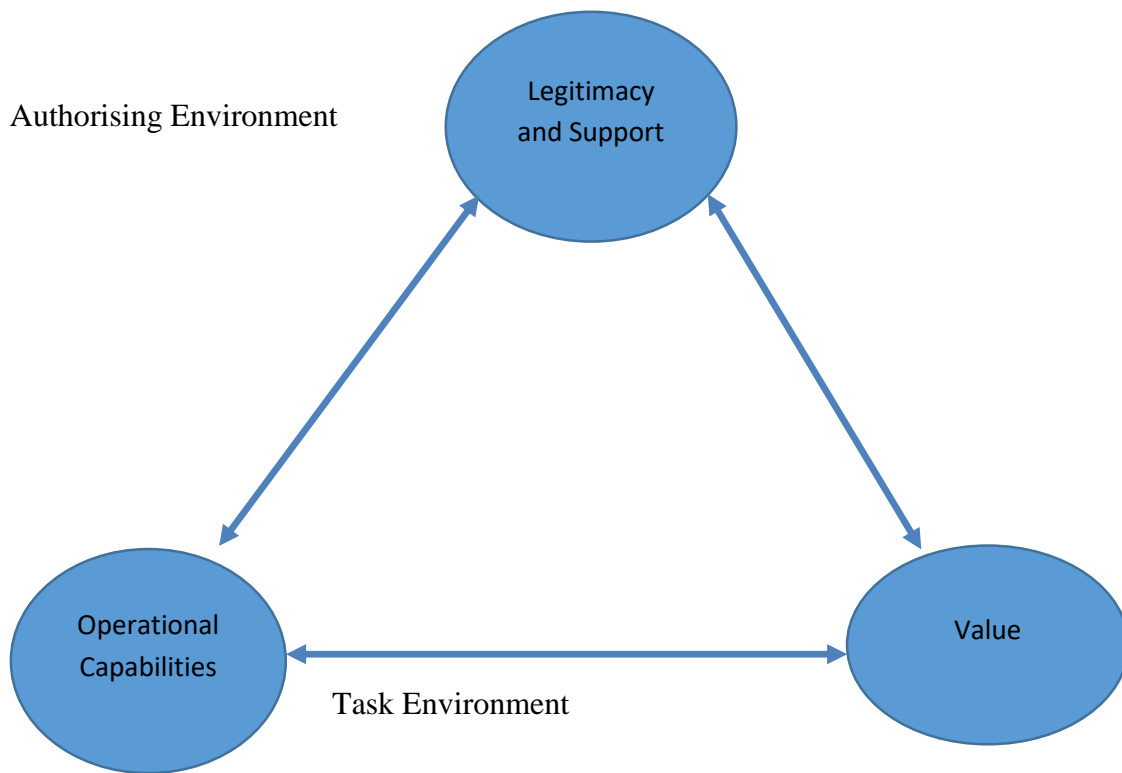
The other theory considered for the study is the Balanced Score Card (BSC) theory. Kaplan and Norton (1992) developed the BSC as a tool for thoroughly examining the performance of organisations. The BSC is an organizational performance measurement model that links with the organisational strategy, by communicating, implementing and measuring it (Shackleton, 2007). There are four perspectives in the BSC: financial, customer, and internal business processes and learning and growth. According to Mehrjerdi (2009), the BSC incorporates both financial and non-financial elements and provides a 'balanced' means of assessing the performance. The Balanced Scorecard is one of the most popular and widely used strategy implementation and measurement models globally (Hasan & Tibbits, 2000:440; Ritter, 2003; Seang, 2003). It aims to give managers a comprehensive view of the business and allows them to focus on the critical areas that drive the organization's strategy forward (Wongrassamee *et al.*, 2003). It is a system of quality control that allows strategic measures to be viewed, not only as performance indicators in the four independent perspectives, but also as a series of cause-and-effect linkages among the objectives in the four Balanced Scorecard perspectives.

The BSC is also linked to theory is the Customer Satisfaction Index (CSI). The CSI propounds that the ability of the organisation to meet the needs of the customers results in customer satisfaction (Denzin, 2008), which helps to keep and draw more clients (Grant, 2008). One method that has been used for a long time by managers to measure the level of client satisfaction within an organisation is the Customer Satisfaction Index (CSI). The CSI assesses many indicators that relate to customer service, namely those relating to the effectiveness of a service, client care, dealings, methods, systems, pricing mechanisms and the goods and services provided (Lamikanra, 2013).

Kaplan and Norton (1996:07) identified two essential flaws in the Balanced Score card, which affect many measurement systems. The first is the failure to measure intangible assets, and the second, the inability to measure performance on all levels of the organisation, because the process of strategy and measurement starts at the most senior level of the organisation and cascades through all the business units and groups in an integrated fashion (Hasan & Tibbits, 2000:440). The Balanced Scorecard calls on managers to make a commitment, to introduce an array of financial as well as non-financial measures and to aid organisations, in obtaining its vision and strategy (Sim and Koh, 2001). Financial measures that indicate past performance are complemented by non-financial measures that drive future performance (Ritter, 2003:44-45).

3.9 Public Value Theory

The study also considered the Public Value theory by Moore (1995), who posits that public value is the value created by the government through services, laws, regulations and other actions. Public value is produced by public managers, and value is seen as better services, enhanced trust or social capital or social problems diminished or avoided. Katsonic (2019) contends that public value is measured by financial performance, service delivery quality, efficiency as well as trust and legitimacy. Grant, Tan, Ryan and Nesbit (2014) define public value creation as the process of adding value to public services through exercising managerial authority and postulates that SOEs deliver value through planning, managing a wide range of services as well as being organisations with a spatial remit and democratic imperatives. To this Moore (1995) argues that managers ought to engage in a degree of intrapreneurial decision making, and this is how value is created. This alludes to the value of intrapreneurship in public value creation. Grant et al (2014) put forward the idea of a strategic triangle which Moore (2007) propounds as a model for public value creation.



Source: Adapted from Alford and O'Flynn, (2009)

The basic elements of this model include the operational capabilities (the organisation itself) and the authorising environment (the complex political realm, including elected politicians, higher tiers of government, community groups, etc. all of which have a range of interests). Both of these interface with the day-to-day task environment of public managers, where managers are in a position to create public value. The relationships built in the strategic triangle can also be referred to as the Public Value Chain.

The Public Value Chain is a map of organisational production, including inputs, activities or projects, partners, outputs, client satisfaction, and outcomes. By measuring Public Value creation at different points in the process, blockages, ineffective systems or unproductive steps can be identified and Public Value linked with organisational improvement. This calls for establishing an intrapreneurial architecture so that entities can exploit opportunities for the benefit of public value creation. Thus leadership in SOEs needs to be conversant of the public value chain so that they may incorporate intrapreneurship at all stages of the value chain in order to improve organisational outcomes, as well as public value sustainably.

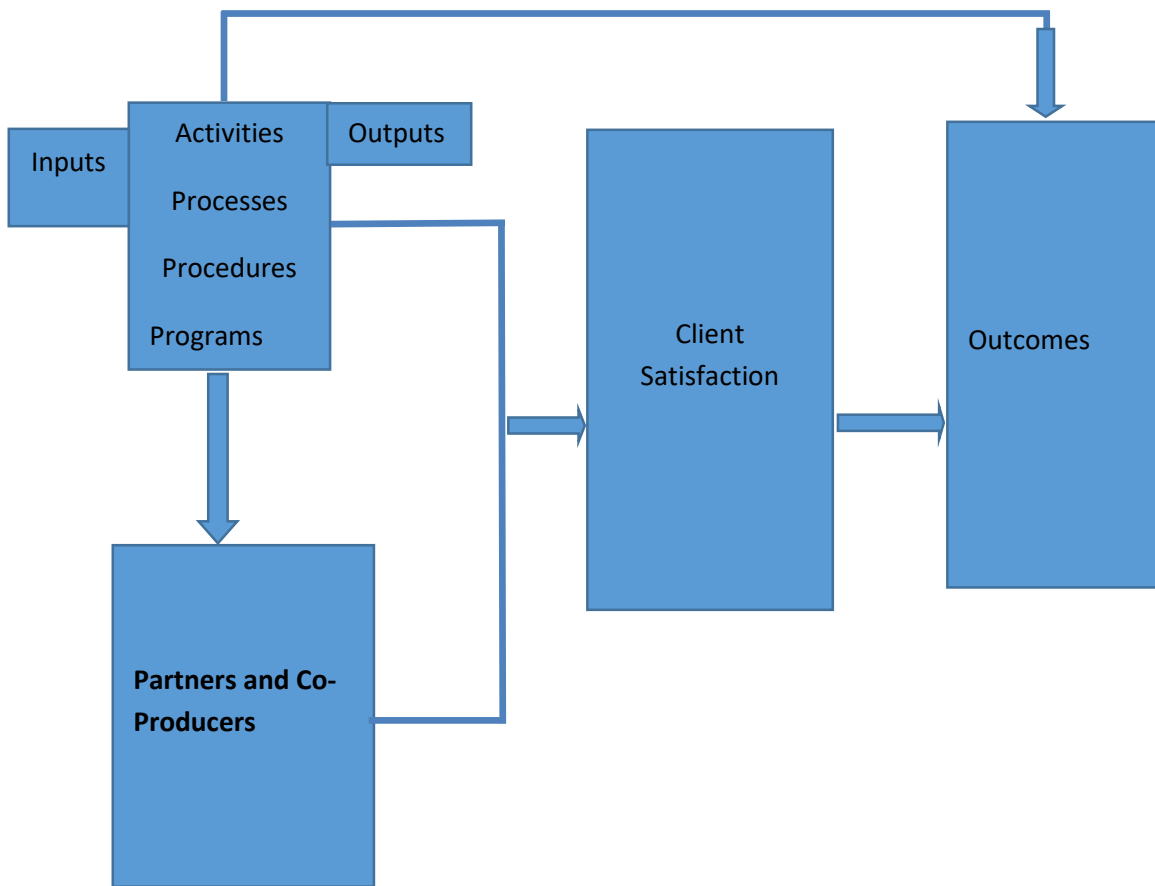


Figure 3.3: Moore's (2007) ' Public Value Chain'

Source: Adapted from Moore (2007)

3.10 The Conceptual Framework for the study

From the literature studied on intrapreneurship, intrapreneurship orientation and organisational performance, and also basing on the various theories considered for the study which provide a scientific justification on the constructs to be included, the researcher has considered the following constructs for the development and implementation of intrapreneurship in parastatals.

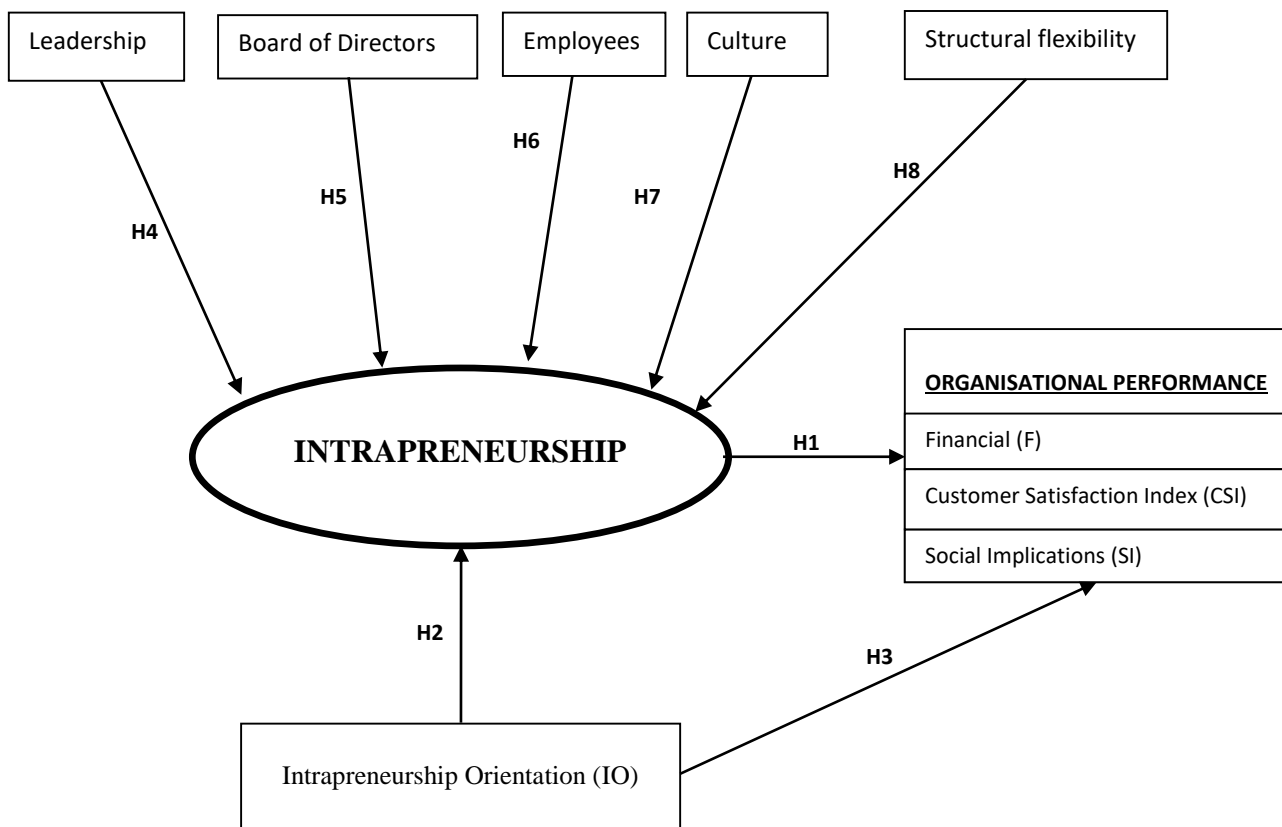


Fig 3.4 Conceptual framework of the study

SOURCE: Author

The aim of this research was to examine the influence of intrapreneurship on organisational performance of SOEs in Zimbabwe. The study sought to establish the relationship between intrapreneurship (intrapreneurial activities) and organisational performance. Organisational performance variables under study are financial (profitability, liquidity, budget execution rate), Customer satisfaction (Convenience of Goods/ Services, Customer Care, Pricing of Goods and Services, Transaction methods and systems efficiency), and Social Impact (corporate social responsibility, governance and stakeholder involvement). The importance of intrapreneurship is to contribute to the overall efficacy of the organisation through aligning the strategic, tactical, and operational activities to attain optimal performance. Hence the following hypothesis;

- **H1:** *Intrapreneurship (I) has a significant positive influence on organisational performance.*

The study also sought to establish the relationship between intrapreneurship orientation, and intrapreneurship. The dimensions of Intrapreneurship Orientation (IO) considered for the study are autonomy, pro-activeness, risk-taking, agility, industry competitiveness, innovativeness and responsiveness (Taylor 2018). Together, these

dimensions help an organisation achieve or adopt a disposition that is geared toward implementing intrapreneurial activities. Hence, the following hypothesis.

- **H2:** *Intrapreneurship Orientation (IO) significantly predicts Intrapreneurship (I) in parastatals.*

The study also set out to establish the influence of intrapreneurship orientation (IO) on organisational performance. A review of literature on intrapreneurship indicates that an increased IO results in an increased OP and competitive advantage. According to Raoof et al, (2021) the relationship between IO and performance can be measured using two approaches, the individuality and totality approaches. Magaji et al., (2017) highlight that some studies investigate the effect of IO in totality and its correlation to OP, whilst some others assess the effect of each dimension individually. In this study, the researcher looked at the combined effect of IO dimensions on Intrapreneurship as well as on Organisational Performance. Hence the following hypothesis.

H3: *Intrapreneurship Orientation (IO) significantly predicts Organisational Performance (OP)*

Organisational factors such as presence of intrapreneurial leadership and employees, structural flexibility as well as organisational culture, together have a moderating impact on the intrapreneurial performance of the organisation. The study also seeks to establish the extent to which these factors influence intrapreneurial performance of the firm. Therefore, the following hypotheses for the study were generated;

- **H4:** *Leadership significantly predicts Intrapreneurship*
- **H5:** *Board of Directors influence Intrapreneurship*
- **H6:** *Employees significantly predict Intrapreneurship*
- **H7:** *Organisational culture significantly predicts Intrapreneurship*
- **H8:** *Structural Flexibility significantly predicts intrapreneurship*

3.11 Chapter Summary

This chapter laid the theoretical and conceptual frameworks guiding the study. Theoretical foundations of this study are the Tushman and Nadler's Congruence Model, High-Performance theory, the Balanced Score Card (BSC) theory, the Dynamic Capabilities View (DCV), the Theory of performance, and Public Value Theory. These theories are connected in that they help understand drivers of organisational performance under different conditions. As each of the theories had valuable concepts to the study and implementation of intrapreneurship, the researcher tried to establish a nexus of these theories in forming a conceptual framework for the thesis. The next chapter, will discuss the methodology of the study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter focused on the conceptual framework of the study. This chapter focuses on the research methodology employed for the study.

4.2 Philosophical View

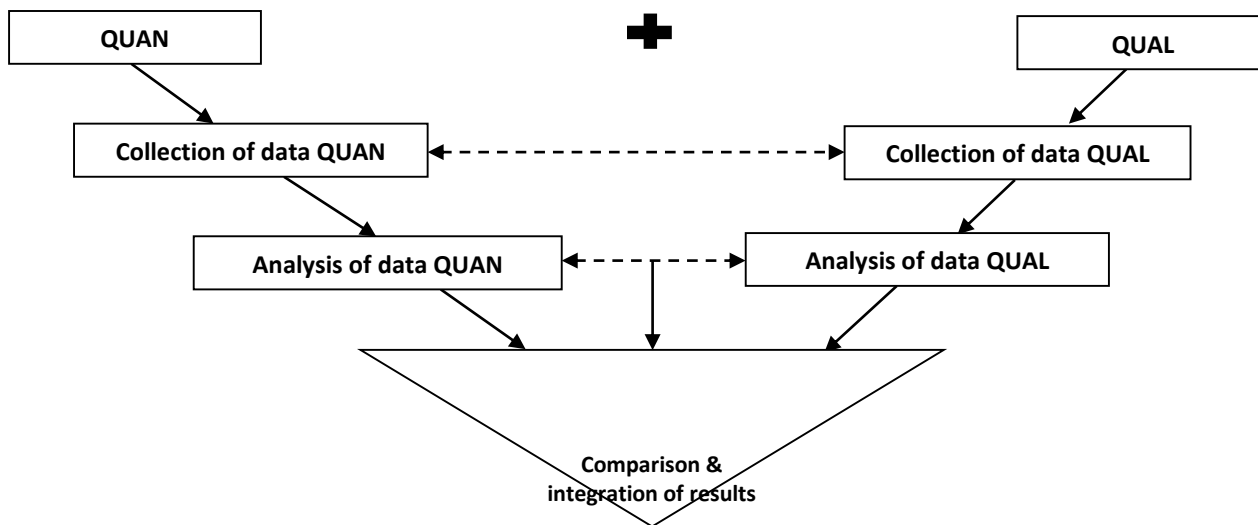
The research is influenced by the Pragmatist paradigm. The Pragmatist worldview was adopted for this study because the underlying assumption of this philosophy is that by collecting diverse types of data, the mixed methods design provides better conceptualization of the research problem (Leech and Onwuegbuzie, 2016).

Pragmatism originates from the work of Peirce, James, Mead, and Dewey (Leech and Onwuegbuzie, 2016), and is largely concerned with solutions to problems (Patton, 1990). Researchers therefore emphasize the research problem and use all possible approaches available to comprehend the problem (Rossman and Wilson, 1985). The researcher opted for this paradigm, because as a philosophical underpinning for mixed methods studies, pragmatism focuses attention on the research problem and then uses diverse approaches to develop knowledge about the problem (Tashakkori and Teddlie, 2010). Thus, pragmatism would allow the researcher to focus on the intrapreneurial orientation in public sector entities and how it affects intrapreneurial activities in these organisations, as well as the influence of intrapreneurship on organisational performance of SOEs.

Pragmatism was also embraced for the study as it provides a basis for research as it is not committed to any one system of philosophy and reality. (Creswell, 2014.)The researcher was able to draw from both quantitative and qualitative assumptions in their research. The researcher had a freedom to choose the methods, techniques, and procedures of research that best meet their needs and purposes. Thus, in this study, the researcher was able to draw from both qualitative and quantitative approaches to obtain a greater understanding of the intrapreneurship orientation in parastatals as well as how it affects intrapreneurship, as well as the influence of intrapreneurship on the performance. According to Leech and Onwuegbuzie (2016) mixed methods researchers consider many approaches for collecting and analysing data rather than pledging to a single way, either quantitative or qualitative. Thus, for this study the researcher used both quantitative and qualitative data to best explore the research problem.

4.3 Research Design: Concurrent Embedded Design

Research designs are strategies of investigation within qualitative, quantitative, and mixed methods that provide a route for procedures in research. (Denzin & Lincoln, 2011). According to Creswell (2014), research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. Thus, the research design is the overall plan of the research. A mixed methods design was adopted for this research. Mixed methods research is a method of investigation which involves collecting and integrating both quantitative and qualitative data. The premise of this form of inquiry is that combining qualitative and quantitative approaches provides a better comprehension of a research problem than use of one approach (Creswell 2014). This study made use of the concurrent embedded approach, by collecting both quantitative and qualitative data at the same time. The primary method of inquiry was quantitative whilst qualitative data buttressed the quantitative data findings. The quantitative method dominates the study while qualitative is nested or embedded within the quantitative approach. Hence, the survey is predominately quantitative to generalize the research results, and integrates the qualitative approach so as to collect detailed views from participants which help to augment the quantitative findings.



Source: Creswell (2003)

Figure 4.1 Concurrent embedded design

The concurrent embedded mixed methods design was used in the study, as the approach helps to understand results by incorporating the perspectives of the participants (Leech and Onwuegbuzie, 2014) as these are the people who are working in the parastatals and can, therefore, give us a true picture of the state of intrapreneurship in these organizations. This helps fulfil the aim of the mixed research methodology, which is to arrive at a universal understanding of the influence of intrapreneurship on organisational performance within the context of parastatals, from the analysis of the information obtained from employees and senior management of these organisations.

The questionnaire captured quantitative data whilst interviews captured qualitative data and this provided deep insights into the intrapreneurial posture of parastatals in Zimbabwe, and the effects of intrapreneurship on organisational performance. As no single method can guarantee absolute perfection, collection of both quantitative and qualitative data was deemed necessary to defuse the weaknesses of each approach (Creswell, 2014). Mixing also provided for triangulation of sources; quantitative and qualitative data as well as approaches; open ended and closed questions. Triangulation was important for credibility thus strengthening the study conclusions (Hesse-Biber, 2010). In addition to the aforementioned, triangulation provides complementarity, which enabled the researcher to gain a complete indulgence of the intrapreneurial posture of parastatals, the influence of intrapreneurship on organisational performance, as well the organisational factors which promote the implementation of this strategic option in these entities. Several researchers have established complementarity to be valuable.

The study was cross-sectional in nature. These types of studies, are also known as status studies and are valuable in acquiring an overall overview at the time of the study (Kumar, 2011). The study was cross-sectional in both population and time frame of the research, therefore, research was relatively cheap and time saving to administer. The survey design was suitable to answer the research questions of the study. According to Welman, Kruger and Mitchell (2007:93) the survey design permits the examination of the relationship between two or more variables without any intentional manipulation or intervention. In this study the cross-sectional survey allows for the investigation of the relationship between intrapreneurial orientation, intrapreneurship and organisational performance in PSOs. However, the biggest challenge with this study as with all other cross-sectional studies is its inability to measure change, it can only measure incidence, not what triggers the data originally. (Kumar, 2011) Consequently, the study focuses on the state of intrapreneurship in parastatals, at that point in time and the relationship between intrapreneurship and organisational performance and does not establish a cause-and-effect relationship or examine this relationship between the variables over a long period of time.

4.4 Target population: Parastatals in Zimbabwe

Hair et al (2011:165) define a target population as the complete group of individuals that the researcher intends to conduct research in and relevant to the research project. Therefore, population indicates the whole pool of elements the researcher wants to investigate (Sarstedt and Mooi, 2019). In this study, the target population comprises parastatals or state-owned enterprises in the country. Zimbabwe has a total of 107 parastatals or PSOs spread across thirteen sectors of the economy, that is, health, education, transport, mining, agriculture, sports and arts, telecommunications, industry and trade, financial services, environment, energy and power, information and tourism based on the Auditor General Report (2019). The target audience for the questionnaires were from the five (5) departments of the parastatals, which are finance, human resources, information and

communication technology ICT, operations and marketing. Parastatals have a generic structure which includes these five functions. The researcher targeted participants from each of these departments which include junior employees, line managers and middle management as these are the people at the heart of intrapreneurship in SOEs. Thus, the target population comprises 535 employees from SOEs spread across Zimbabwe.

4.5.1 Sampling methods

Majid (2018: 198) defines sampling as the process of selecting a statistically representative group from the population of interest. Sampling therefore involves selecting a subset of the population to collect data which enables the researcher to estimate a perception of whole population (Saunders, et al., 2007; Thompson, 2012). Sekeran and Bougie, (2016) highlight that a good sample allows the researcher to draw conclusions, in this case about the influence of intrapreneurship on organisational performance. For the quantitative aspect of the research, simple random sampling was used to select research participants who are managers and employees to respond to questionnaires. On the qualitative domain, the researcher used purposive sampling to choose three parastatals (large, medium and small in size) from each of the thirteen sectors of the economy for interview participants. Intrapreneurship is inevitably different across different industries, and therefore representation from each of the intrapreneurial contexts in which these parastatals operate in (Aparicio, 2017) was considered of importance.

4.5.1 Sample size

According to Majid (2018) sample size determinants include accuracy required, confidence level and variability of attributes. These attributes were key to sample determination in this study. Confidence and accuracy levels need to be as high as possible to enable generalisation of results. According to Israel (2003), a researcher must add 10% (not reachable respondents) and 30% (non-response) to the sample size calculated for questionnaires.

The addition of a 10% not reachable respondents and 30% non-response helps to reduce the problem of non-response which needs to be kept at a minimum (Thompson, 2012). Reducing non-response rates is important for the study because maintaining satisfactory responses helps to maintain the required margin of error. This is supported by Saunders, et al., (2007:212) who claim that a sufficient number of responses must be maintained to stay within the required margin of error. According to Saunders, et al., (2016) a high response rate contributes to a 'perfect representative sample' which is a true reflection of the population.

For this study, the sample size was determined using the Krejcie and Morgan (1970) formula of determining sample size.

$s = \frac{X^2NP(1-P)}{d(N-1) + X^2P(1-P)}$, where

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level

(3.841). $\{1.96 \times 1.96 = 3.8416\}$

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum Sample size).

d = the degree of accuracy expressed as a proportion (.05).

The authors also provide a table, the Krejcie and Morgan sample size calculator from which the researcher deduced that from a population of 535, SOE employees, 234 comprise the ideal sample. A sample size of 234 is ideal as research has proven that a large sample size provide a robust and close to normal distribution. In addition, the sample size of 234 provides sample distribution of the mean close to normal distribution (Saunders, et al., 2007:210-11). Thus, after considering the recommendations by Thompson (2012), to make provisions for unreturned and lost questionnaires, by adding 30%, the researcher distributed 300 questionnaires for the study.

The researcher used purposive sampling to choose interview participants, who are senior management members from three organisations in each of the thirteen sectors of the economy, that is, health, education, transport, mining, agriculture, sports and arts, telecommunications, industry and trade, financial services, environment, energy and power, information and tourism. Intrapreneurship is inevitably different across different industries, therefore three parastatals from each sector will be representative of sizes of organisations; small, medium and large, and is representative of the intrapreneurial contexts in which these parastatals operate in (Aparicio, 2017).

Sample size was determined by saturation. The key informants were senior management, as these managerial positions are of particular importance as they do not only command intrapreneurship competencies, but also encourage and foster these in the employees. Braun & Clarke (2013:07) posit that there are no stringent guidelines about sample constitution, size, and sampling strategy for Thematic Analysis (TA) as these design decisions should be informed by the research purpose, questions or hypotheses and method of data collection, among other things. Patton, (2002) reiterate that universal guidance around sampling and samples in qualitative research are applicable in TA, but the key aspect is that TA is about identifying patterns across a dataset. Hence, the need to have a sample large enough to identify patterns. Braun and Clark (2016), suggested a minimum of 6 interviews as an ideal sample size for TA, while Cedervall and Åberg, (2010), suggest a sample of not less than 16 for publishable research. The researcher conducted 28 interviews after which she observed redundancy in the data set, as no new information was being gathered from the research.

Geographic location was another factor in considering participants. Since most of the parastatals have headquarters in Harare, the participants were drawn from the area and also since it was difficult to conduct face to face interviews, there was a preference for parastatals located in the vicinity of the city of Harare. The national

lockdowns due to the Covid-19 pandemic meant that interviews were held virtually using platforms such as zoom, google-meet and in some instances telephone interviews. The Statutory Instrument, SI 2021-013 Public Health (COVID-19 Prevention, Containment and Treatment (National Lockdown) (No.2) Ammendements, restricted movement, and instructed government offices to be decongested to less than 40 percent of staff occupancy. As a result, most parastatals did not allow visitors in their premises and staff in most parastatals came to work on rotational basis, except for those providing essential services. This resulted in difficulties in accessing the participants physically, such that the virtual interviewing became appropriate.

4.6 Data Collection Instruments

A questionnaire was the main data collection instrument in this study, followed by an interview guide. The researcher adopted a guide by Saunders et al (2016) that any data collection instrument must be relevant to objectives of the research, generate data appropriate to test hypothesis, and answer the research questions feasibly in the given context. The questionnaire was distributed both as hard and soft copies. Soft copies were made available for respondents who wanted it emailed and enabled data to be collected during the national lockdowns prevailing in the country due to the Covid-19 pandemic. The key informants of the questionnaire comprise general staff, low, and middle management.

4.6.1 Questionnaire

A questionnaire is one of the most commonly used data collection tools in surveys (Saunders, et al., 2016). Several definitions of the questionnaire exist, however this study considers a questionnaire to be a data collection technique where respondents answer to the same set of questions in a set order (de Vaus, 2014 cited by Saunders, et al., 2016:437). A questionnaire with close-ended questions was distributed to the 300 respondents, from parastatals who comprise general staff, low, and middle management.

The researcher explained purpose of the research to respondents, and affirmed their privacy and confidentiality. The researcher gave the respondents consent letters, explained its contents and requested them to sign before answering the questionnaire. Two major challenges were encountered when using the questionnaire. The first was the huge photocopying bill as well as travel expenses to distribute the questionnaire to respondents. The second was the accessibility of participants due to restrictions resulting from the Covid -19 pandemic. The country was in national lockdown for the greater part of 2020 and 2021 and as such most parastatals were closed and when they reopened operated on less than 50 percent of the staff due to the dictates of the Statutory Instrument on Public Health (SI 2021), implemented by the government of Zimbabwe. Most staff was working from home so it was quite difficult to issue questionnaires as well as collect them back from participants. To mitigate this challenge the researcher had design a soft copy of the questionnaire and distributed it to participants who were comfortable with this option.

4.6.2 Questionnaire development

The questionnaire development process was crucial as it formed the crux of the data collection for this study. According to Saunders, et al., (2016:439) design affects response rate, reliability and validity of data that a researcher collect. The questionnaire contained closed-ended questions which generated quantitative data that was analysed using statistical tools. The questionnaire was constructed using the guide of the Corporate Entrepreneurial Assessment Instrument (CEAI) developed by Hornsby, Kuratko and Zahra, (2002) which is used to implement and assess intrapreneurial strategy. Hornsby et al., (2008) cited in Adonisi and Van Wyk (2011) posit that “the intensity of corporate entrepreneurship or intrapreneurship is measured by four main factors that is Work discretion, Time availability, Management support and Reward or reinforcement”. Hill (2003)’s instrument to measure intrapreneurship was also considered for designing the questionnaire. The instrument comprised six intrapreneurial sub-indexes used to measure the level of intrapreneurship in an organisation, namely Task innovation, Intrapreneurial Index, Structural Flexibility, Incentive Policies, Culture and Intrapreneurial Leadership. The researcher integrated the two instruments modified some constructs and came up with a version of an instrument to assess the level intrapreneurship in Zimbabwean parastatals, allowing for existing measurement scales to be adapted to meet needs of the study at hand.

The questionnaire production used a five-point Likert scale with responses ranging from extremely positive response (5), a positive response (4), an average / neutral response (3), a negative response (2) and an extremely negative response (1) for each item’ (Hill, 2003:59). Nachmias and Nachmias (1990), refer to these response categories as quantifiers, as they reflect the intensity of the particular judgement. Each item in the questionnaire required the respondent to tick the most appropriate answer for each of the various questions on a five-point continuum. The numerical codes that go together with these categories were then used to represent the intensity of the responses (Hill, 2003:78).

4.6.3. Interview Guide

Interviews were held with open-ended questions in order to collect detailed views from senior management. The guide was designed using the guidance of the questionnaire, as it is meant to collect data that buttress the survey. As such the themes from the questionnaire were adapted for the interview guide. The researcher scheduled interviews with the participants at their convenient time, taking into consideration the fact that some participants may be occupied with their day-to-day duties. The managerial positions are of particular importance as these do not only command intrapreneurship competencies, but also encourage and foster these in the employees.

4.6.4 Recruitment Process

The recruitment process was based on volunteering and 300 participants were selected on volunteer basis to participate in the research from parastatals across Zimbabwe. The researcher explained the study to the potential participants and obtained informed consent from participants before issuing them with a questionnaire.

4.6.5 Pilot testing

Pilot testing assisted the researcher to refine, and check clarity of the questions thus contributed to validity and reliability (Saunders, et al., 2016). The researcher took the questionnaire to three experts in the field of entrepreneurship for an assessment. The entrepreneurship expert researchers opinions contributed to content and face validity by checking the questions' representativeness. The researcher pilot tested the questionnaire with twenty (30) respondents conveniently selected from parastatals that were closely located to the researcher's workplace and were not participating in the study.

Eight (8) respondents did not return the questionnaire regardless of two (2) follow-up calls thereby leaving twenty-two (22) valid questionnaires. According to Fink, (2013) cited by Saunders, et al., (2016) the minimum number for a pilot test is ten (10) therefore twenty-two(22) is acceptable for this study. The researcher explained to the respondents that their responses were crucial to improving the questionnaire; as such, they must note all unclear questions, time taken to complete the questionnaire, and general comments on layout and questionnaire attractiveness. Other general amendments that the researcher implemented were on the demographic section, and typing errors in section three. As attained by Saruchera, (2014), the pilot study contributed to the identification of errors, inconsistencies, and assessment of questions appropriateness together with methodologies the researcher chose. Pilot testing also helped researcher assess if respondents correctly decoded the questions as well as giving the researcher opportunity to decode the answer to assess if it meets information needs of the research thereby improving response rates, reliability and validity (Saunders, et al., 2016).

In addition to the pilot survey, the researcher took the questionnaire to two (2) independent statisticians for expert opinion, and the two agreed that there was need to include the section on Board of Directors. The expert opinions also contributed in verifying if the questionnaire was picking data that enable the testing of all relationships identified in the conceptual model. Moreso, a total of 3 managers were interviewed from the same companies, to see how the interview guide could be adjusted.

4.7 Data Quality Control

Validity and reliability are important elements of data quality. According to Saunders, et al., (2016), a researcher can increase validity and reliability by careful design of individual questions, clear layout of the questionnaire

form; simple explanation of purpose of questionnaire. All the identified recommendations from Saunders, et al., (2016) were implemented in this study.

4.7.1 Reliability

Reliability refers to the consistency of a measure (Creswell 2013). This, as Mooi et al (2018) postulate, refers to strength of questionnaire in producing consistent findings at different times and under different conditions. According to Saunders et al (2016), there are three types of reliability, over-time (test-retest reliability), across items (internal consistency), and across different researchers (inter-rater reliability). The researcher applied the internal consistency test to measure the reliability of the questionnaire used in the study. Internal consistency involves correlating responses to questions in the questionnaire with each other. (Saunders, et al., 2016: 45). The Cronbach's Alpha and Composite Reliability were used to determine internal consistency of the items in the questionnaire. The Cronbach's alpha is a statistic that measure consistency of responses to a set of questions that are combined to measure a particular concept (Saunders, et al., 2016: 451). The Cronbach's alpha consists of an alpha coefficient ranging between 0 and 1 with values of 0.7 indicating that the questions were measuring the same thing, although Garson, (2013) consider an alpha coefficient value of 0.6 to be adequate for exploratory studies. In this study, the researcher considered an alpha of 0.7 and above. The Composite Reliability test, is a more reliable test of reliability than the Cronbach's alpha was used to further verify the questionnaire's reliability (Hair et al., 2019).

4.8.2 Validity

Validity speak of the accuracy of a measure, and evaluates the magnitude to which the instrument measures what it is intended to measure, (Creswell, 2013). To fully assess validity of the questionnaire, the researcher referred to face validity, content validity, criterion validity and construct validity. According to Mooi, et al., (2018:40) face validity is an absolute minimum requirement for a variable to be valid and refers to whether a variable reflects what you want to measure. Face validity subsists if a measure makes sense. In this study, expert opinion contributed to both face validity (expert validity) and content validity of measures. The experts were selected from the entrepreneurship research field.

4.9 Data Analysis

Data collected from questionnaires were analysed using descriptive statistics, while those from the interviews were analysed by the thematic network analysis. STATA version 12 and Warp PLS version 6.0 was used for quantitative analysis. Data obtained from interviews were analysed using Thematic Analysis (TA). The researcher used a codebook to code themes from the data using the guide from Roberts, Dowell and Nie (2019). This was important in the demonstration of rigour in this study, as it allowed a clear trace of evidence for the validity of the study and also enabled ease of inter-rater reliability testing of the data. The deductive approach to codebook

development deducing the codebook a priori from the literature review, the quantitative survey and the initial read of the raw interview data (Roberts et al, 2019:08). The preliminary codebook experienced many iterations before the final version. The utilisation of a codebook permitted a more refined, focused and efficient analysis of the raw data in subsequent reads. Thus the codebook facilitated in clear presentation of overarching themes and sub-themes.

4.10 Ethics

Ethical requirements of the researcher's parent university were observed during the study. The researcher obtained clearance from the Ministry in charge of parastatals in Zimbabwe to conduct research in these entities. The researcher also obtained an ethical clearance from Durban University of Technology so that all research proceedings met the university's standards. Research ethics were observed all stages of the research such as gaining access and collecting data, processing and data storage; analysing data and writing so as to abide to the principle of beneficence and non-maleficence principles of bringing more harm than good (Beauchamp, 2008). Consent of respondents was obtained and anonymity was maintained as indicated in the covering letter. The researcher also ensured that the study guaranteed that employees and their respective organisations would not be harmed by the outcome of this research by maintaining confidentiality as well as anonymity. This is reiterated by Devlin (2018:76) who asserts that it is an imperative for research to comply with stringent ethical considerations and any deviations from ethical standards therefore needs justification, thus making ethical considerations a fundamental element to the credibility, validity and reliability of this research.

4.11 Summary

This chapter focused on the methodology used for the research. Methodology provided the roadmap for the research design, sampling approaches, data collection tools, measurement scales and analysis. Pragmatism is the guiding philosophy for the study and a mixed methods research design was used. The concurrent embedded data collection method was employed for this study which enabled collection of both quantitative and qualitative data at the same time. The study is a cross-sectional survey nested in quantitative data and uses qualitative data to augment the survey findings. The researcher applied a mixed sampling design where both probability and non probability approaches were used. A structured questionnaire was the main data collection tool in this study, and interviews were used to collect qualitative data. The researcher considered ethical issues at every stage of the research. The next chapter focuses on presentation of results and data analysis.

CHAPTER 5: PRESENTATION OF FINDINGS AND RESULTS, AND DATA ANALYSIS

5.1 Introduction

The previous chapter provided the research methodology used in this study. This chapter provides a presentation of the results and data analysis. The chapter presents results in three main sections descriptive, inferential and qualitative. The study objectives, and questions guide presentation in the sections. This chapter helps us to arrive on conclusions on the influence of intrapreneurship on the performance of public sector organisations, as well as factors which foster or hinder intrapreneurship in these organisations. The first section of this chapter recaptures the major questions to this study, then gives descriptive analysis results, while the second part give inferential analysis outputs.

5.2 Research Objectives and Hypotheses

This section provides a recap of the research objectives and hypotheses of the study.

Research Objective

The research intends to:

1. Critique the influence of Intrapreneurship on Organisational Performance (OP) of parastatals.
2. Appraise the influence of an Intrapreneurship Orientation (IO) on Intrapreneurship in parastatals.
3. Establish the influence of Intrapreneurial Orientation (IO) on Organisational Performance (OP).
4. Investigate the influence of organisational factors in implementation of intrapreneurship in parastatals.
5. Conjecture a framework for implementing intrapreneurship in Zimbabwe's parastatals.

The study sets out to test the following hypotheses.

H1: Intrapreneurship (I) has a significant positive influence on Organisational Performance of parastatals.

H2: Intrapreneurship Orientation (IO) significantly predicts Intrapreneurship (I) in parastatals.

H3: Intrapreneurship Orientation (IO) significantly predicts Organisational Performance (OP).

H4-H8 Organisational factors have a significant positive influence on Intrapreneurship

H4: Leadership significantly predicts Intrapreneurship.

H5: The Board of Directors influence Intrapreneurship.

H6: Employees significantly predict Intrapreneurship.

H7: Organisational culture significantly predicts Intrapreneurship.

H8: Structural Flexibility significantly predicts intrapreneurship

5.3 Presentation Outline

This chapter, therefore covers the following aspects:

- Descriptive statistics to establish the characteristics of data.
- Validity and reliability tests.
- Partial Least Squares Structural Modelling (PLS-SEM) to perform the inferential analysis
- Inferential statistics were used to test the impact of the independent variables on the dependent variables.
- Thematic Analysis of qualitative data

This chapter involves presentation of data into tables, graphs or charts, so that logical and statistical conclusions can be derived from the collected measurements. The chapter, also looks at data analysis which is divided into three main sections, descriptive, inferential and qualitative data analysis. The researcher analysed the data both quantitatively and qualitatively. STATA version 12, was used for descriptive analysis whilst Warp-PLS was used for inferential statistics. The descriptive section presented data in tables and graphs. This helped to obtain a clearer picture of the data before detailed inferential analysis.

Presentation in the descriptive section begins with validity and reliability analysis, and then follows sections of the questionnaire. The inferential analysis has two sample t-tests, bivariate correlation, and logistic regression whilst the qualitative section presents data in vignettes from thematic analysis. The data preparation process is discussed next.

5.4. Data Preparation

A preliminary process was conducted which includes data processing and coding. Data preparation accorded the researcher an opportunity to detect problems in data such as inconsistencies in the responses and these were dealt with consequently. To logically analyse the quantitative data, STATA and Warp PLS version 6.0 were used. There are two different types of statistical techniques namely descriptive statistics, and inferential techniques. STATA was used to attain the descriptive statistics, and then the Partial Least Square Structural Equation Modelling was done to perform the inferential analysis by using Warp PLS 6.0 (Basheer et al., 2018; Hameed et al., 2018). This was done in line with research objectives and hypothesis.

PLS was adopted for analysis because its use makes it possible to estimate efficiently, the effects of mediating and moderating variables (Henseler et al., 2016). By using the PLS-SEM, the researcher was able to approximate the hierarchical constructs with different or complex models that have moderation or mediation effects. The PLS also provides comprehensive and valid results in comparison to other techniques which require a number of

separate analyses (Singh & Prasad, 2018) The data analysis procedure was conducted followed by the results interpretation, discussion and conclusion.

5.5 Descriptive Analysis

The initial step in PLS analysis, was assessment of the outer model for the estimation of the indicator loadings of specific constructs (Ong and Puteh, 2017).A reliability test was performed to measure the construct of the model and the consistency of the questionnaire. The researcher computed the outer loadings of the individual constructs in the questionnaire and found out that the loadings were acceptable as shown in table 5.1 below

	Leadshp	BOD	Employee	Culture	SF	IO	IntraAc	OrgPerf	P value
L1	0.844	0.273	0.169	-0.226	0.267	-0.099	0.176	0.012	<0.001
L3	0.820	0.046	-0.224	0.197	0.053	-0.053	-0.182	-0.024	<0.001
L4	0.839	0.001	-0.202	0.169	0.065	0.070	0.211	-0.284	<0.001
L5	0.683	-0.124	0.425	-0.066	-0.303	-0.178	-0.202	0.262	<0.001
L6	0.829	-0.222	-0.095	-0.081	-0.140	0.229	-0.046	0.084	<0.001
BOD1	-0.016	0.775	0.154	-0.189	0.368	-0.288	0.192	0.100	<0.001
BOD2	-0.185	0.746	0.326	-0.389	-0.027	0.008	0.065	0.253	<0.001
BOD3	-0.134	0.719	0.030	0.174	0.037	-0.296	-0.116	-0.200	<0.001
BOD5	0.271	0.672	-0.392	0.038	-0.500	0.327	-0.018	-0.026	<0.001
BOD6	0.099	0.644	-0.187	0.445	0.068	0.326	-0.158	-0.164	<0.001
E1	-0.187	0.164	0.812	-0.144	0.219	-0.148	0.081	0.047	<0.001
E2	0.206	-0.235	0.800	0.025	-0.188	0.157	0.120	-0.309	<0.001
E3	-0.199	0.061	0.775	-0.062	-0.128	-0.215	-0.125	0.248	<0.001
E4	0.030	0.393	0.729	-0.255	-0.011	0.175	0.260	-0.219	<0.001
E5	0.254	-0.172	0.783	0.290	0.215	0.197	-0.082	-0.173	<0.001
E6	-0.113	-0.204	0.708	0.146	-0.125	-0.171	-0.268	0.439	<0.001
C1	-0.028	0.043	0.027	0.884	0.009	0.117	0.151	0.079	<0.001
C2	0.177	0.015	-0.135	0.744	-0.295	0.100	-0.096	0.182	<0.001
C3	-0.106	-0.013	0.059	0.812	0.140	0.059	0.126	-0.207	<0.001
C4	0.013	0.078	0.092	0.771	-0.067	-0.164	0.131	0.139	<0.001
C5	0.136	-0.279	-0.131	0.624	-0.053	-0.253	-0.185	0.118	<0.001
C6	0.061	0.016	0.121	0.806	0.142	0.170	0.033	-0.149	<0.001
SF1	-0.229	0.142	-0.270	-0.251	0.774	0.091	0.151	0.178	<0.001
SF2	0.304	0.020	-0.165	0.291	0.775	0.275	-0.178	-0.247	<0.001
SF3	0.133	-0.100	0.061	0.308	0.763	-0.008	0.141	-0.274	<0.001
SF4	-0.150	-0.125	0.026	-0.037	0.734	-0.270	0.074	0.326	<0.001
SF5	-0.071	0.060	0.387	-0.341	0.701	-0.113	-0.200	0.034	<0.001
IO1	0.067	0.181	-0.307	0.069	-0.210	0.817	-0.231	-0.105	<0.001
IO2	-0.055	0.151	0.077	0.019	0.013	0.773	0.375	-0.144	<0.001
IO3	-0.097	-0.257	-0.263	0.185	0.413	0.713	0.124	0.224	<0.001
IO4	0.058	0.084	0.282	-0.318	-0.264	0.661	-0.044	0.058	<0.001
IO5	-0.102	-0.013	0.153	-0.121	-0.244	0.698	0.006	0.157	<0.001
IO6	0.148	-0.106	0.015	0.160	0.278	0.767	0.114	-0.181	<0.001
IO7	-0.030	-0.060	0.095	-0.041	-0.003	0.773	-0.326	0.038	<0.001
I1	-0.280	0.153	-0.099	-0.060	-0.077	0.051	0.899	0.226	<0.001
I2	-0.093	0.230	-0.149	-0.112	-0.010	-0.070	0.853	0.114	<0.001
I3	-0.077	0.052	0.032	0.199	0.096	-0.033	0.869	-0.096	<0.001
I4	0.101	-0.100	0.060	-0.056	-0.015	0.140	0.882	-0.173	<0.001
I5	0.356	-0.334	0.156	0.031	0.008	-0.093	0.869	-0.075	<0.001
F1	-0.079	-0.228	0.110	0.181	0.161	-0.275	0.256	0.825	<0.001
F2	-0.031	-0.045	0.270	0.308	0.162	-0.320	0.030	0.825	<0.001
F3	0.027	-0.175	0.234	0.203	-0.067	-0.298	0.253	0.808	<0.001

F4	-0.110	-0.246	0.110	0.094	0.116	0.029	0.229	0.760	<0.001
F5	-0.193	0.355	-0.664	0.044	-0.308	0.287	0.027	0.666	<0.001
F6	0.414	-0.126	-0.358	-0.078	-0.238	0.469	-0.195	0.717	<0.001
CSI1	0.018	-0.011	-0.022	-0.214	-0.010	-0.034	-0.030	0.795	<0.001
CSI2	-0.390	0.298	0.069	-0.262	-0.097	0.265	0.013	0.712	<0.001
CSI3	0.295	0.202	0.103	-0.243	0.113	-0.072	-0.150	0.754	<0.001
CSI4	0.173	-0.029	-0.072	-0.215	-0.277	0.275	-0.234	0.703	<0.001
S1	-0.034	0.066	0.079	-0.110	0.084	-0.173	-0.008	0.759	<0.001
S3	-0.092	0.027	-0.007	0.211	0.257	0.017	-0.252	0.769	<0.001

Table 5-1: Combined loadings and cross loadings

Source: Author

The results in Table 5.-1 shows loadings above 0.6 (the bolded values). Hair et al (2019:09) recommends loadings above 0.60, as this indicates that the construct describes more than 50 per cent of the indicator's variance, thereby providing an acceptable item. However, Henseler et al., (2016) posit that items with loadings of between 0.40 and 0.70 are deemed as well preserved, although loadings equal to or greater than 0.70 are deemed more suitable. . Hence, taking both views into consideration, the questionnaire has acceptable items.

5.2 Reliability

The researcher used the Cronbach's alpha index to test whether the research instrument (questionnaire) was reliable. The Cronbach's alpha test offers a guide as to whether further advanced tests from the data are possible or not (Sekeran & Bougie, 2016; Saunders, et al., 2016). Additionally, Welman, Kruger and Mitchell (2007:147) posit that Cronbach's Alpha establishes the degree to which the items of a research instrument measure the same attributes in order to confirm the study' reliability.

	CA	CR	AVE	Leadshp	BOD	Employee	Culture	SF	IO	IntraAc	OrgPerf
Leadshp	0.863	0.902	0.648	0.805							
BOD	0.757	0.837	0.508	0.818	0.713						
Employee	0.861	0.896	0.591	0.760	0.746	0.769					
Culture	0.866	0.898	0.563	0.774	0.765	0.777	0.750				
SF	0.805	0.865	0.562	0.767	0.713	0.684	0.707	0.750			
IO	0.865	0.897	0.555	0.714	0.664	0.786	0.795	0.641	0.745		
IntraAc	0.923	0.942	0.765	0.743	0.694	0.667	0.756	0.724	0.672	0.874	
OrgPerf	0.933	0.942	0.577	0.836	0.787	0.802	0.786	0.725	0.754	0.696	0.759

CA=Cronbach alpha, CR=Composite reliability, AVE=Average variance extracted, BOD=Board of Directors, Employee=Employees, SF=Structural flexibility, IO=Intrapreneurial orientation, IntraAc=Intrapreneurial activities, OrgPerf=Organisational performance.

Table 5-2. Correlations, Cronbach's alpha, Composite reliability, Average Variance Extracted (AVE), and Square roots of AVEs.

Source: Author

All the Cronbach's alpha values as seen in Table 5.2, were above 0.7 and below 0.95 indicating acceptable reliability (Sekaran and Bougie, 2016). The study applied the composite reliability (CR) tests in addition to the Cronbach's alpha since the CR test is regarded as a more reliable test of reliability (Hair, et al., 2019). The composite reliability values in Table 5.2 are above 0.7 and these values also indicate acceptable reliability measures.

5.3 Validity

The questionnaire was also subjected to validity tests. Convergent validity refers to the degree to which the statistical analysis of two different measures is actually related to each other theoretically. The level of common variance among the indicators which is referred to as Averse Variance Extracted (AVE) was conducted. The AVE tests were carried out to give proof for convergent validity. Convergent validity of 0.5 indicates convergent validity (Hair & Ringle, 2016, Ong and Puteh, 2017). This means the construct describes at least 50 percent of the variance of its convergent validity, as shown in Table 5-2 (Hair et al, 2019). AVE values of 0.5 and above provide a good degree of convergent validity. Therefore, in this study, all AVE values were above 0.5 indicating convergent validity.

According to Fornell and Larcker (1981:78), discriminant validity is "the degree to which a construct is empirically different from other constructs in the model". Hair et al (2019:08), posit that each construct's AVE should be matched to the squared inter-construct correlation (as a measure of shared variance) of that same construct and all other reflectively measured constructs in the model. Since, the square root values of all AVEs were above 0.5 indicating discriminant validity, the researcher concludes that the study met discriminant validity, which is important because it explains the uniqueness of constructs in relation to other constructs in the structural model. (Ong and Puteh, 2017; Hair et al, 2019). Therefore, in light of these findings the researcher contends that this study is highly reliable and valid, and that the study findings are reliable and that further advanced tests from the data are possible.

5.4 Collinearity assessment

Collinearity tests were carried out using the Variance Inflation Factor, VIF. A VIF measures the extent to which multi-collinearity has increased the variance of an estimated co-efficient (Hair et al, 2019: 11). It considers the magnitude to which an explanatory variable can be explained by all other variables in the equation. Hair et al (2019:11) posit that VIF values should be less than 5, and ideally 3.33 for PLS-SEM in order to guarantee that collinearity is not an issue in a model. For this study VIF is 3.3033, while AFVIF is 3.936 which is acceptable. The study therefore has no issues of collinearity and therefore the statistical significance of the independent variable is not undermined.

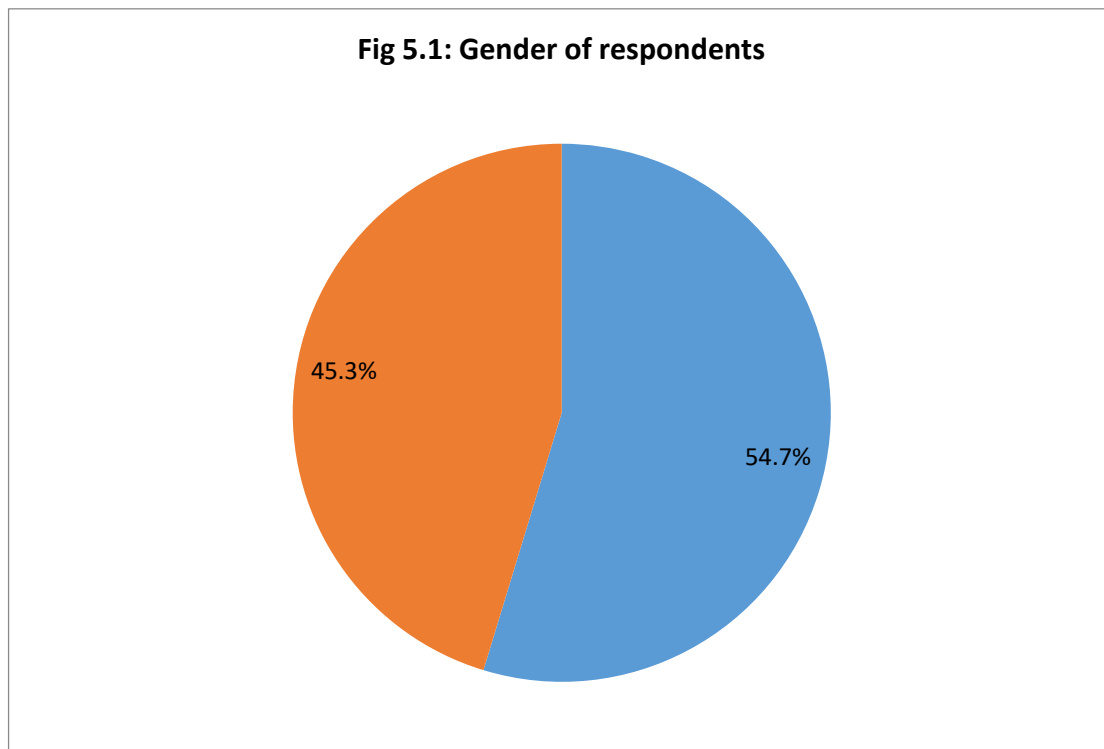
5.5. Survey Response

This study obtained 250 valid questionnaires from respondents who participated in the survey. Tennent, (2013) cited in Saunders, et al, (2016) indicates that minimum sample size required to conduct statistical analysis is 30, while Singh and Prasad (2018), postulate that a sample size of between 200 and 500 is required for tests such as multiple regression and analysis of covariance. Hence, the collected questionnaires are appropriate for statistical analysis. Response rate for this study stood at 82 % which is satisfactory by the standards of Ramayah et al (2018) who assert that a satisfactory response rate is recommended as 30%.

Background characteristics of respondents and organisational profile

The characteristics of the survey respondents as well as organisational profile is presented in the sections that follow.

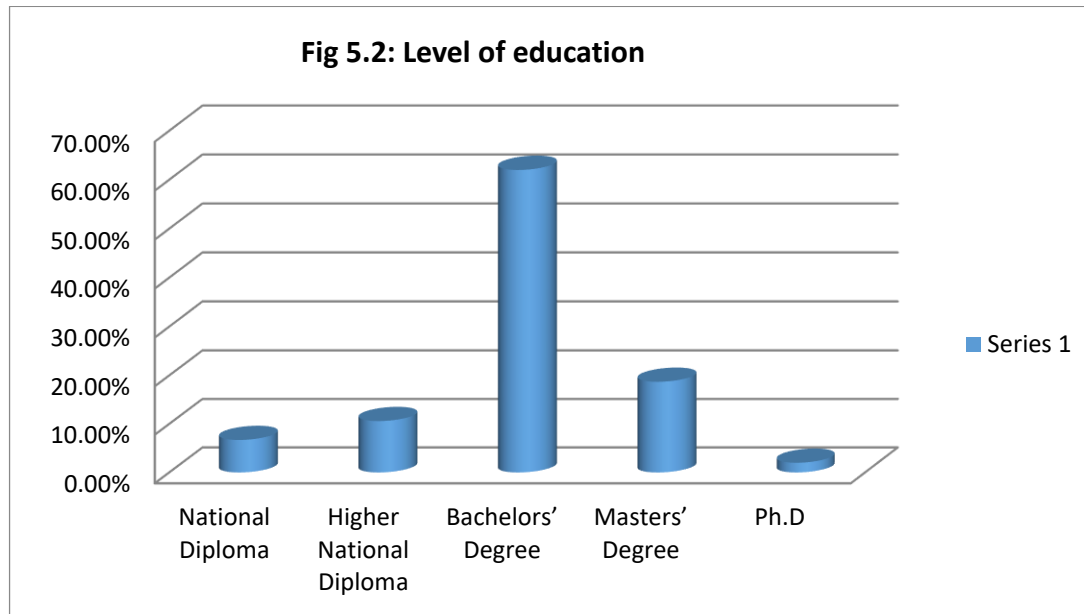
5.6 Demographic characteristics



Source: Author

Results in Fig 5.1 shows that the survey respondents comprised of 54.7% Females, while 45.3% were males. This shows that more women employees and managers from parastatals took part in the study. This may also imply that parastatals have more female employees than males.

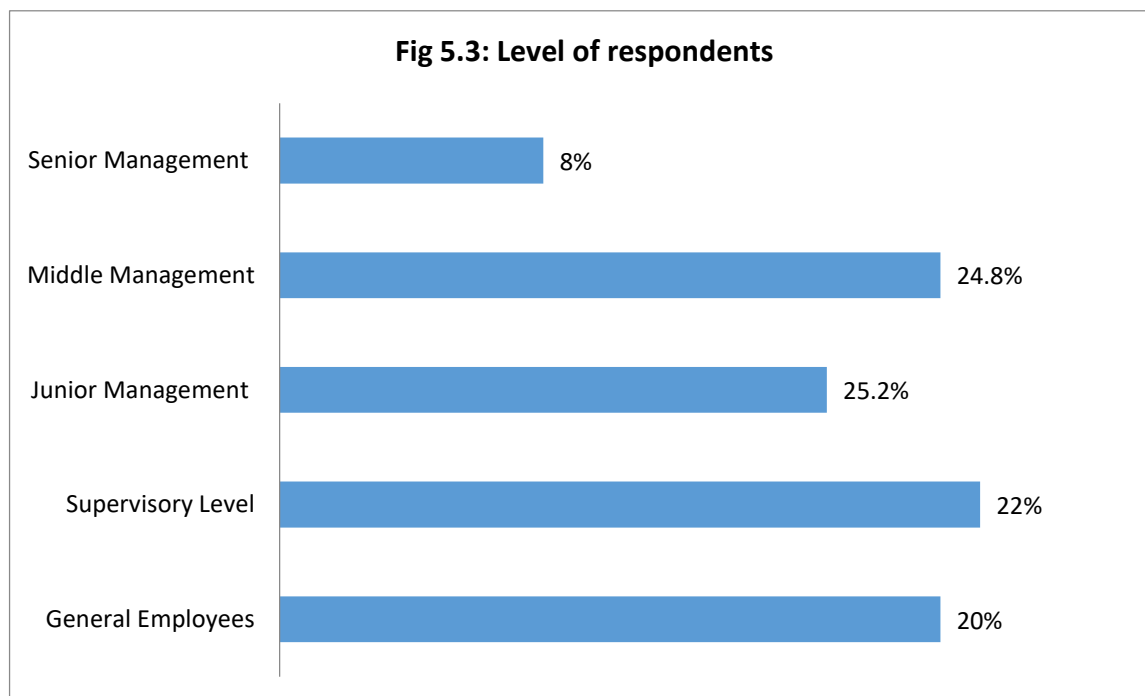
Level of education: Qualifications of respondents



Source: Author

Results indicate that the majority of employees in Zimbabwe's parastatals are Bachelors' degree holders followed by 18.7% who have a Masters' qualification. The results show a highly educated workforce present in Zimbabwean parastatals.

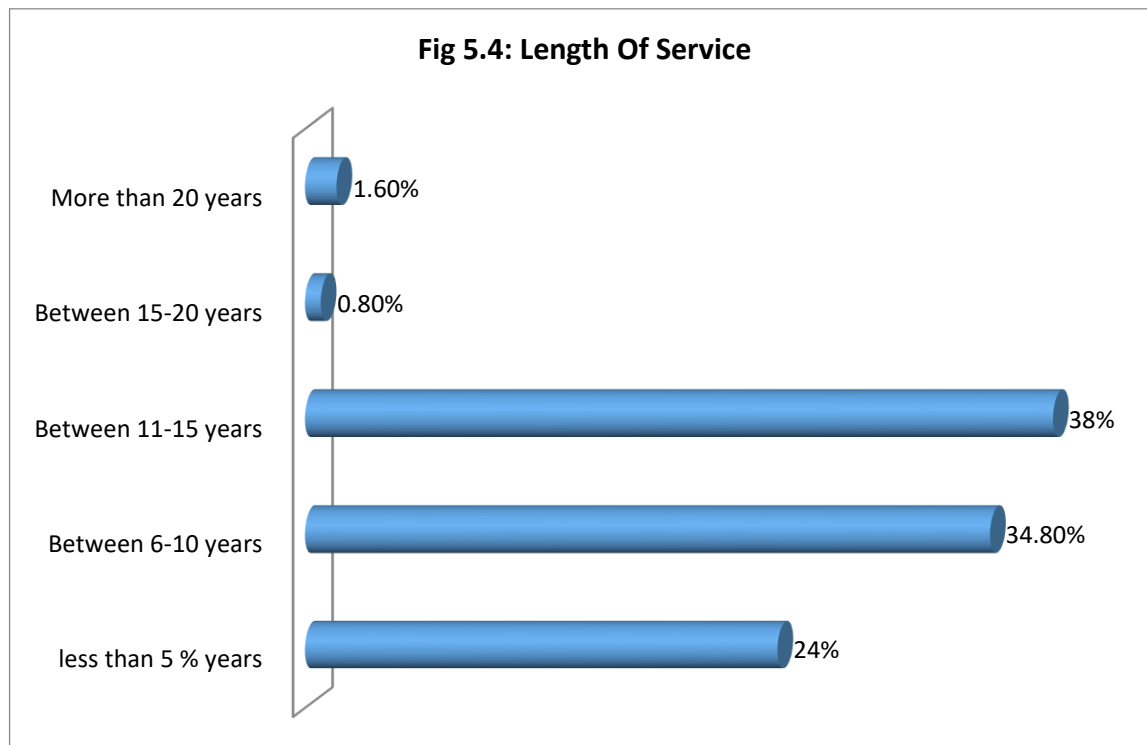
Status or position of Respondents



Source: Author

The survey respondents were mainly from junior management levels. Fig 5.3 shows that Middle management had the second highest representation of 24.8% after junior management which had a total of 25.2%. Hence, most of the respondents were from low to middle management, who are the main drivers of intrapreneurship in public sector organisations.

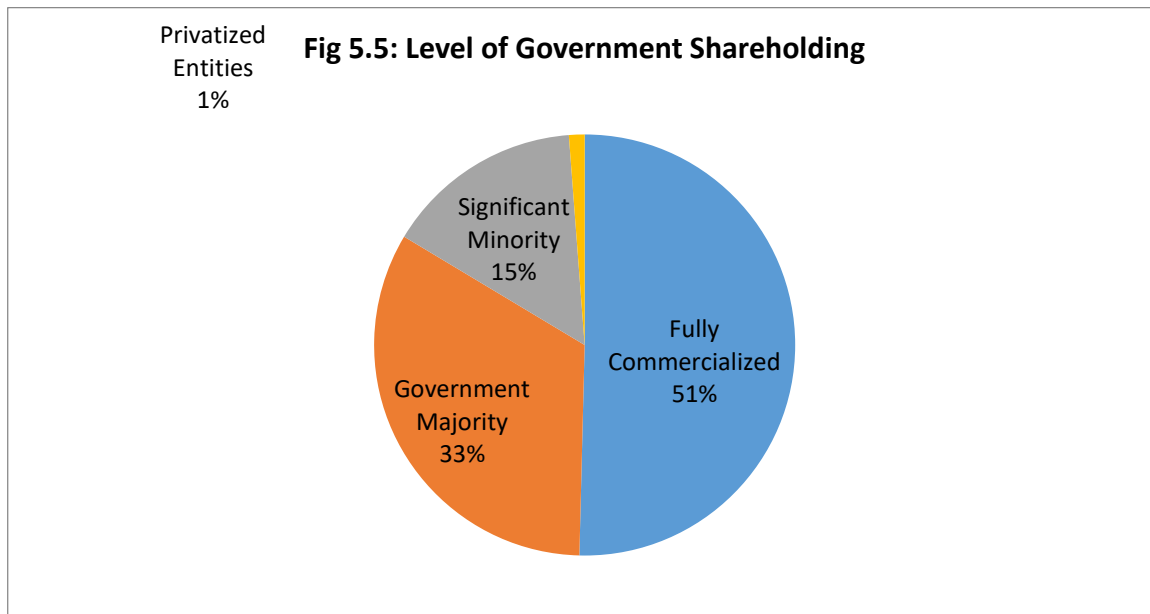
Organisational Profile



Source: Author

Fig 5.4 shows that the majority of the respondents have worked in the parastatals for a period of between 11-15 years, followed by those who have served for a period of between 6-10years. This shows that the majority of the respondents have worked in these organisations for quite a long time and are able to give a detailed account of intrapreneurship in a period of over 5years.

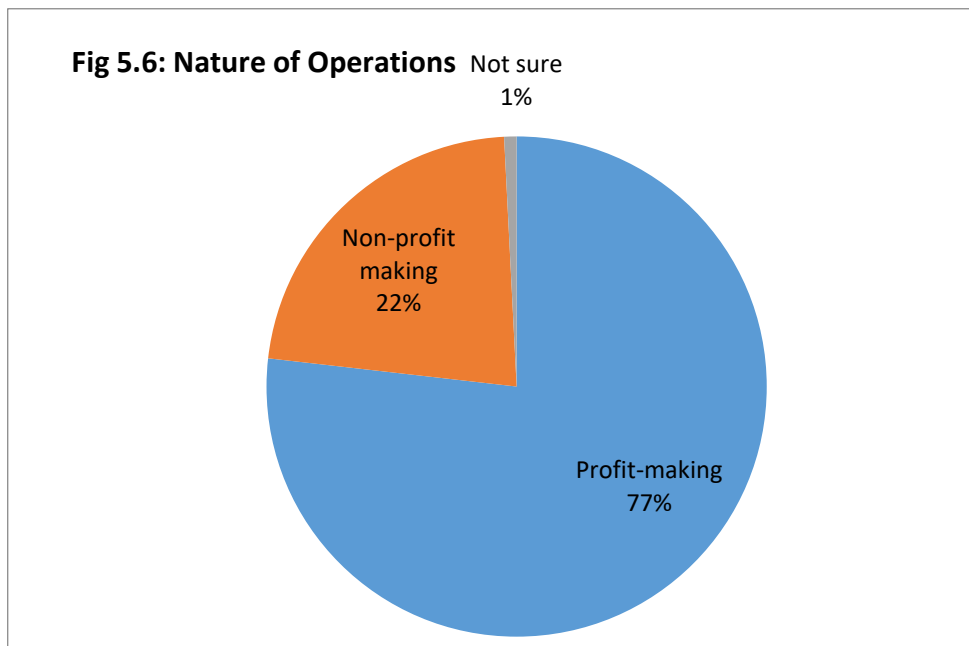
Level of Government Shareholding



Source: Author

The majority of entities which took part in the study are fully commercialized, that is 51%. Such are operating on commercial lines, therefore are expected to be engaged in intrapreneurship.

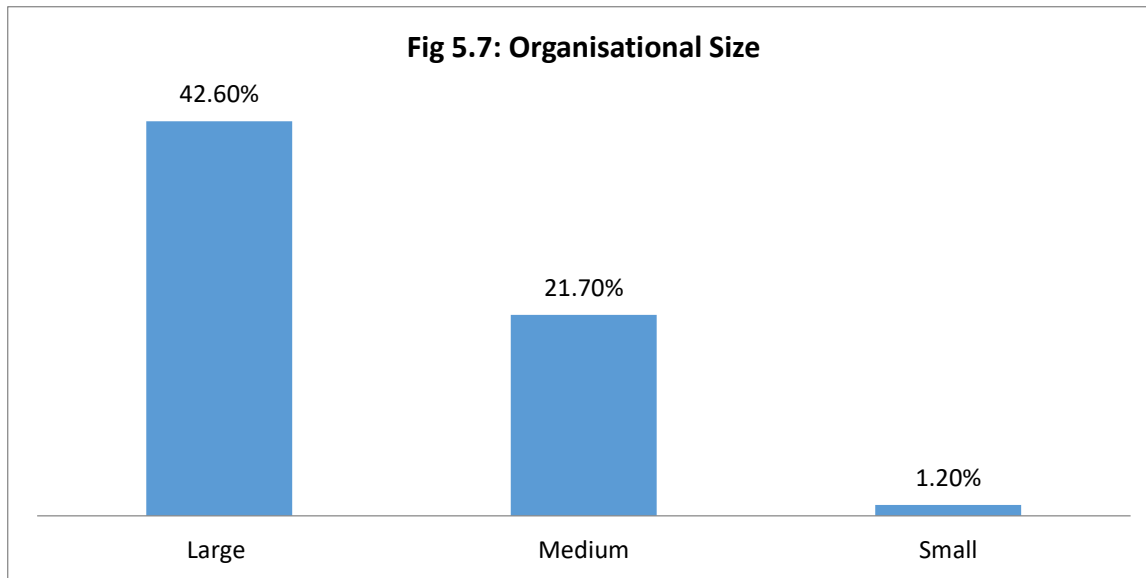
Nature of Operations



Source: Author

The findings presented in Fig 5.6 shows that majority of the organisations which took part in the survey were profit-making organisations. Intrapreneurship is supposed to be in practice in organisations which are operating on commercial basis, as these entities are required to serve the public while maintaining a competitive posture.

Organisational Size



Source: Author

According to results presented in Fig 5.7, the majority of organisations which took part in the survey were large organisations, with branches in almost every part of country. These are typical of public sector organisations and reveal the structure of PSOs.

5.7 Thematic Analysis

In the study, quantitative and qualitative data were collected concurrently and then triangulated. Thematic analysis (TA) was used to analyse qualitative data from the interviews. Braun and Clarke (2006:78) opine that thematic analysis is a technique for analysing qualitative data which involves searching across a data set to identify, analyse, and report recurrent patterns and themes. TA is a method aimed at describing data, however it also involves interpretation in the processes of selecting codes and constructing themes. Boyatzis, (1998) cited in Braun and Clarke (2016) highlights that the TA process, is done through data familiarization, coding, theme development, revision, naming, and writing up. The deductive thematic approach was adopted, as the researcher was basing themes from the questionnaire. Qualitative data in this research, was used to substantiate survey findings. The researcher, used two theme levels, the overarching theme, as well as the theme as suggested by Braun and Clarke (2013) that it is advisable to work with no more than three theme levels. Overarching themes organize and structure an analysis as they capture an idea underpinning a number of themes, and a theme which report in detail on meaning related to a central organizing concept. This was detailed in a codebook (see Appendix) using the guide from Roberts, Dowell and Nie (2019). During the analysis, the themes come up as vignettes alongside the hypothesis testing. Barter and Renold (2000:04) opine that vignettes provide a valuable technique for exploring people's perceptions, beliefs about specific situation, hence they will assist the researcher to substantiate the hypothesis testing. Since, the purpose of the qualitative data was to buttress the

findings of the survey, the interview results will be presented simultaneously with the hypothesis testing results, as the themes in the interviews are based on the questionnaire.

5.8 Hypotheses Testing Results

This section presents the results of hypothesis testing.

5.8.1 Introduction

This aim of the study was to investigate the influence of Intrapreneurship on Organisational Performance in parastatals in Zimbabwe using the financial dimension, customer satisfaction, as well as social impact dimensions. It further set out to establish the impact of an intrapreneurship orientation on intrapreneurship activities in parastatals. Lastly, the study sought to establish the impact of organisational factors such as employees, leadership, structural flexibility, culture and Board of Directors on intrapreneurship activity.

To achieve the objectives and to test the postulated hypotheses, the study was subdivided into three sections as follows:

Section A would test the relationship between Intrapreneurship Orientation (IO) and Intrapreneurship (I).

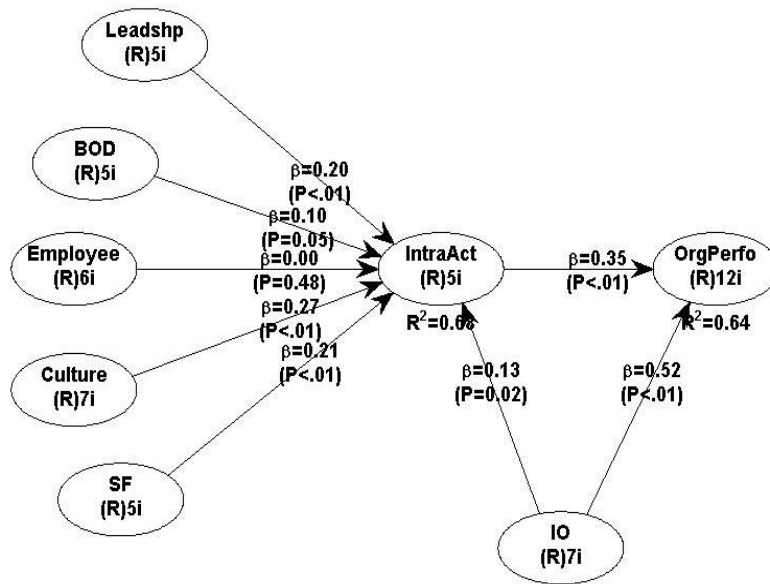
Section B would test the impact of intrapreneurial orientation (IO) on Organisational Performance (OP) in parastatals.

Section C would establish the influence of intrapreneurship (I) on organisational performance (OP) dimensions such as financial performance, customer satisfaction dimension, as well as social impact index

Section D would test the influence of organisational factors such as leadership, BOD, culture, employees and structural flexibility on organisational culture.

Fig 5.8 shows the hypothesis testing results

Fig 5.8 Hypothesis Testing Results



Source: Author from data analysis

Table 5-3 below provides a summary of the hypothesis testing results of the study.

Table 5-3 Summary of Hypothesis Testing

Hypothesis	Path	Path coefficient	P values	Decision
H1	Leadership->IntraAct	0.198	<0.05	Accepted
H2	BOD->IntraAct	0.105	<0.05	Accepted
H3	Employee->IntraAct	0.004	>0.05	Rejected
H4	Culture->IntraAct	0.273	<0.05	Accepted
H5	SF->IntraAct	0.214	<0.05	Accepted
H6	IntraAct->OrgPerfo	0.352	<0.05	Accepted
H7	IO->IntraAct	0.126	<0.05	Accepted
H8	IO->OrgPerfo	0.519	<0.05	Accepted

Significant at $\alpha = 0.01$

Source: Author

5.8.2 Section A: Testing the relationship between Intrapreneurship Orientation (IO) and Intrapreneurship (I)

This section tests the relationship between the intrapreneurial orientation (IO) dimensions, and intrapreneurship (I). The objective is to find out if IO has a significant influence on intrapreneurial activity in parastatals. A positive significant result implies that an organisation's IO increases the intrapreneurial activity performed by an organisation. The results, ($\beta=0.13$, $p=0.02$), show that IO has a significant positive influence on Intrapreneurship. The Co-efficient of determination, R squared, ($R^2=0.6$) shows that IO represents 60% variation which is a strong explanatory power. The findings reveal that IO in public sector organisations helps them to implement intrapreneurial activities and concurs with observations by Taylor (2018) that an organisation's predisposition towards processes, decision-making and practices that are intrapreneurial, increases the level of innovation performance or intrapreneurship.

Interview results also confirm that organisations with a low IO, that is, which are low on the intrapreneurial dimensions of agility, risk-taking, proactiveness and industry competitiveness do not engage in many intrapreneurial activities. Interviewee number 2 from a parastatal in Harare on October 25 2020 highlighted that *“our organisation is generally unresponsive to changes in the business environment, is very risk averse and more concerned with adhering to the old ways of carrying out tasks and service delivery. Basically, we don't innovate, we offer the same services in pretty much the same manner we used to about 10 years ago. Our risk-fearing nature has resulted in very low innovation activity and lack of intrapreneurship thereof”*

The study supports findings from Malatjie et al (2018) that intrapreneurial orientation has a strong influence on intrapreneurship activity.

5.8.3 Testing the relationship between intrapreneurship orientation (IO) on organisational performance (OP)

The findings reveal that the IO has a significant positive relationship with OP in parastatals ($\beta=0.52$; $p<0.01$). The model indicates ($R^2=0.64$) meaning that IO has an explanatory power of 64% on organisational performance which is high. The results point toward the fact that IO in public sector organisations determines organisational performance. The results concur with the recent findings from Aslam et al. (2020) who assert the importance of IO in increasing and enhancing the overall OP in public sector organisations. The study results are indicative of the fact that intrapreneurial traits and activities are important for organizations to survive and grow (Semrau et al., 2016).

Interview findings confirm the findings from quantitative data as most participants alluded to the fact that low IO resulted in poor performance of in parastatals. One interviewee highlighted that:

“Our poor attitude towards intrapreneurship has resulted in our below average performance as we are not able to exploit opportunities in the business environment to make us competitive and organisations of excellence”.
(Participant 13 from Bulawayo, January 18 2021)

Another participant also reiterated that:

“The lack of agility, responsiveness and conservative manner has resulted in poor service delivery “.
(Interviewee number 25 from Harare in March 2021).

However, for those organisations with a good IO, the situation is different, as the leadership testifies to improved organisational performance.

Interviewee 8 from Harare confirmed that his organisation has managed to introduce new services and delivery methods for customers.

“We have experienced an increase in revenue, better budget execution rate and feedback of increased customer satisfaction that because our attitude towards innovation and intrapreneurship that has kept the organisation performance good. The organisation is quite agile and proactive towards initiatives and this has benefited the organisation immensely”.

Thus interview results also confirm the positive impact of IO on organisational performance.

5.8.4 Section C: Testing the influence of intrapreneurship (I) on organisational performance (OP)

The study findings, ($\beta=0.35$, $p<0.01$) reveal that intrapreneurship has positive significant influence on organisational performance. The ($R^2 = 0.677$) which shows a very strong explanatory power of intrapreneurship on organisational performance of 67.7%. Therefore the hypothesis is accepted. Interview results also confirm the survey results, as most senior managers attribute low performance to a lack of intrapreneurial activity, while the few from successful enterprises cite intrapreneurial activity to improved organisational performance. One senior manager commented:

“The inability to proffer a new set of products and services to our clients has resulted in our performance as an organisation as not showing any signs of improvement, we are still meandering in the valley of just below average performance”.

Another interviewee, acknowledged that: *“I have seen that our general lack of innovation and creativity has had a dent on our performance, we do not have anything new in our portfolio to create competitive advantage and also realise new revenue except for our old revenue lines which are diminishing because of competitors who are able to dish out new services and have crept into our market share”.* (Participant Number 6 from Gweru)

This concurs with previous findings from Lestie (2019) that intrapreneurship results in the introduction of relevant public services which result in service efficiency and cost-effectiveness as well as increased customer

satisfaction, which are facets of OP. The research findings therefore cement the argument by Rankumise (2020:207) that adapting and encouraging intrapreneurship in the public sector results in benefits such as improved service delivery, better internal processes, and improved turn-around time.

5.8.5 Section D: Testing the influence of organisational factors such as leadership, BOD, culture, employees and structural flexibility on intrapreneurship.

The findings reveal that Leadership in parastatals has a positive influence on intrapreneurship in Zimbabwe ($\beta=0.2$; $p<0.01$). Interview results however confirm that leadership has a profound influence on intrapreneurship in parastatals, as these positions provide the institutional and financial support needed for intrapreneurship to take place. One senior manager commented:

“Without leadership support, intrapreneurship cannot take off in parastatals, as leaders are the lifeblood of intrapreneurship”. Another interviewee highlighted that

“Leadership sets the tone of the intrapreneurial activities in any organisation, if we are conservative and do not see the need to be proactive to create new products and services, then that status quo will prevail through the entire organisation”.

This confirms previous studies by Taylor (2018) that leadership is an essential element of intrapreneurship. Leadership affects intrapreneurship in that management support is the anchor of all intrapreneurial ventures in an organisation. Hence if leadership is flexible in decision making, is agile and grants quick access to resources, then intrapreneurship is likely to be high in that organisation. Leadership is also an important determinant of IO as it influences how an organisation chooses to compete in the business arena and produce new and improved services for its clients.

Study findings reveal that organisational culture has a positive influence on intrapreneurship ($\beta=0.27$; $p<0.01$). The hypothesis was accepted and support the claim of organisational culture being a determinant of intrapreneurial activities. Interview results confirm that organisational culture has profound influence on intrapreneurship. This confirms previous studies by Abdul et al (2018) who purport that organizational culture plays a substantial role in promoting intrapreneurship growth in public sector organisations. Similarly Paunovic and Dima (2014) examined the effect of organizational culture on on intrapreneurship and confirmed that it is strategically important to intrapreneurship, as it affects organization process which enhances firm survival and performance. Thus, a culture aligned to innovation supports intrapreneurship while the general public service culture in Zimbabwe thwarts intrapreneurship.

Findings reveal that the BOD has a significant positive influence on intrapreneurship ($\beta=0.10$; $p=0.05$). Interview results confirm that the practice of intrapreneurship in parastatals is heavily influenced by the BOD,

which is responsible for the general IO of the organisation. Parastatals with agile and innovation-inclined boards perform better in intrapreneurship, while those with old BOD members who are risk-averse do not engage in a lot of intrapreneurial activity. This support the findings by Muregwi (2018) that BODs influence the level of innovation performance or intrapreneurial activity in parastatals in Zimbabwe. MacNeal (2006) also confirms that the quality of Board expertise will lead to higher performance, and that qualified and experienced board members are a strategic resource.

Study findings show that employees have no positive influence on intrapreneurship ($B=0.00$; $p=0.48$). **The hypothesis is therefore rejected.** Interview results confirm this by highlighting that employees in parastatals participate in intrapreneurship activity in relation to the environment set up by leadership hence the low innovation levels in parastatals is generally because the work environment is not motivating. One senior manager pointed out that *“employees have the potential to innovate but this is dormant in parastatals because our salaries are not competitive compared to our private sector counterparts, and also there is no incentive in terms of rewards for innovating, but these employees perform better when they move to the private sector because conditions there are favourable, as we hear of them performing wonders on behalf of these enterprises”*.

The study findings go against previous studies by Taylor (2018) which assert that the presence of intrapreneurial employees in public sector organisation is an imperative for intrapreneurial activity. This might be due to fact that decision to take part in intrapreneurship is largely a function of leadership, which sets the ethos, provides resources and support, influence the culture and reward system as well as time availability and generally are responsible for the strategic orientation or intrapreneurial orientation which determines the level of intrapreneurship. This suggests that the leadership set the stage for intrapreneurship and employees only act depending on whether conditions are suitable or not.

Results from the study indicate that structural flexibility has a positive significant influence on intrapreneurship in public sector organisations ($\beta=0.21$; $p<0.01$). Interview results also confirm the impact of structural flexibility on intrapreneurship in parastatals. One senior manager highlighted that;

“The bureaucracy inherent in our organisation by virtue of being government controlled naturally thwarts intrapreneurship. It only takes leadership which cuts through the red tape to effectively engage in intrapreneurship”. (Participant 22)

Another senior manager from Harare reiterated this by saying

‘ our structures only allow incremental changes to products and services in our portfolio, however there is no place for radical innovation ... the innovation that raffles feathers because structures are too complex that an idea dies in the hierarchies before it is approved’.

The findings support the view by Ajabe, Oke and Maduenyi (2015) that organisational structure shapes the intrapreneurial performance of an organisation by improving both effectiveness and efficiency of an organisation. This is in line with findings from Borodzicz and Schumann (2018) who posit that bureaucracy and a lack of rule breaking tolerance stifles intrapreneurship in public sector organisations.

5.10 Summary

In chapter 5, the researcher presented the results of the study. Results from the survey were presented using descriptive and inferential statistics, while that from interviews was presented using vignettes from thematic analysis. Hypothesis testing was done using multiple regression analysis. In the descriptive results section, analysis was directed by sections in the questionnaire whilst the inferential was mainly determined by establishing relationships between variables, study objectives, questions and hypothesis.

CHAPTER 6: DISCUSSION OF FINDINGS AND RESULTS

6.1 Introduction

The previous chapter provided a presentation and analysis of the research results. This chapter provides a discussion of the results in relation to the set objectives and hypothesis. The chapter links with the previous chapter by discussing the results in relation to literature. The main aim of the study is to establish the influence of intrapreneurship on the organisational performance of public sector organisations. This chapter deliberates on the extent to which the conceptualised relationships are supported by results obtained in the study, hence the discussions are guided by the study objectives. The discussion will be organised in this way, discussion of i) the influence of Intrapreneurship Orientation (IO) on intrapreneurship (I) in parastatals; ii) the influence of intrapreneurship (I) on organisational performance (OP) of parastatals; iii) the impact of intrapreneurship orientation (IO) on organisational performance (OP) of parastatals; iii) the impact of organisational factors on Intrapreneurship.

The discussion starts with key findings from literature

6.1 Key findings from literature

6.1.1 The influence of Intrapreneurship Orientation (IO) on intrapreneurship (I) in parastatals

Findings from literature show that IO has a profound influence on intrapreneurship as Schachetebeck, Groenewald and Niewunhuizen (2018:02) assert that intrapreneurship orientation has a positive influence on intrapreneurship in organisations of different sizes. According to Rauch *et al.*, (2009:6) IO “represents the policies and practices that provide a basis for intrapreneurial decisions and actions” and therefore denotes an organisation’s intrapreneurial posture, hence the influence it bears on intrapreneurial activity in the parastatals. The research findings confirm that organisations with a high IO take risks and pursues opportunities proactively, thus engage in more intrapreneurial activities. Research findings corroborate literature by Tang, Marino, Zhong and Li (2008) who posit that IO refers to an organisation’s strategic orientation which influences intrapreneurial orientation.

6.2.1 Demographic

From the study findings it emerged that females comprised 54.7% of the respondent population, while 45.3% were males. This could allude to the fact that there is a greater number of female employees in public sector organisations than there are males. In Zimbabwe, this trend is reflective of the laws addressing gender disparities which has seen more women being employed in previously male dominated fields such as professional

employment. Results also indicate that 6.7% of the respondents are Diploma holders, 10.6 % are HNDs, 62% have a Bachelors' degree, and 18.7% have a Masters' qualification, while 2% were Ph.D. holders. The results reflect that employees from parastatals meet the qualification levels required in the world of work, however the presence of diploma and HNDs may be because of the older civil service staff which are long –serving members of the organisations and are awaiting retirement. The presence of Masters and PhD holders shows the public servants are making an effort to invest in their professional development. The study findings show that 42% of the participants have served the parastatals they work in for a period of above 15 years. There are fewer employees who have been with the parastatals for less than 5 years, and this reveals that parastatals have long serving members. This could be a result of the economic situation in Zimbabwe, where there is a high unemployment rate, and so it is difficult to find employment in the private sector.

Results from the study show that most organisations which took part in the survey were medium and large organisations and they were profit-making organisations. The profit making motive of most of these organisations makes it imperative for them to achieve the financial objectives and as such implies the presence of intrapreneurial initiatives in order to carry out social innovations which result in greater financial performance.

6.1.2 The influence of intrapreneurship (I) on organisational performance (OP) of parastatals

Literature has revealed that Intrapreneurship improves the financial and non-financial performance of the company, by implementing more efficient use of resources (Istocescu, 2003). Previous studies by Kuratko et al. (2014) confirm that the application of the concept of intrapreneurship in public sector organisations may even improve organisational performance in various conditions (Aina and Solikin, 2020). The study sought to establish the influence of intrapreneurship on organisational performance, hence this objective was achieved which confirms the literature by Taylor (2018) that intrapreneurship revitalizes organisational performance. The study findings endorse that encouraging intrapreneurship in public sector organisations results in benefits such as efficient internal processes, improved service delivery, improved turn-around time, improved revenue, increased customer satisfaction and greater social impact (Rankumise, 2017).

6.1.3 The impact of intrapreneurship orientation (IO) on organisational performance (OP) of parastatals

Literature alludes to the fact that IO is a predictor and driver of organisational performance (Schachetebeck et al., 20018:19). According to Urban and Verachia (2019:130), several studies have empirically tested the influence of IO on firm performance (Ireland et al., 2009; Zahra and Covin, 1995) and reported a strong relationship over time, which means that IO is effective within the organisation over a certain period. Organisational performance in dynamic environments such as emerging economies, make strong demands on the ability of firms to efficiently develop and utilise their resources in order to meet customer demands

(Hoskisson et al. 2000). Slater and Narver, (2000) performed a meta-analysis study on the relationship between IO and performance and established that the correlation between IO and Organisational Performance has a causal link to both financial and non-financial performance indicators (Rauch et al., 2009). Studies by Fatoki (2019) and Jiang et al. (2018) also support a significant positive relationship between IO and organisational performance as they reveal that IO improves organisational performance through innovation that results in process efficiency as well as cost effectiveness. Hence, this objective was achieved as study findings confirm that IO has a significant positive influence on organisational performance.

6.1.4 The impact of organisational factors on Intrapreneurship

The study findings indicate that organisational factors have an impact on the level of intrapreneurship in parastatals. This is supported by previous studies by Hornsby et al., (2002); and Ireland et al., (2009) which confirm that organisational factors are a prerequisite for the type of environment that promotes or impedes intrapreneurship. Organisational factors are antecedents of intrapreneurship and allude to the internal makeup of an organisation. These incorporate elements such as organisational leadership, organisational structure, culture, and Board of Directors (Kuratko et al., 2014) and together create an organisational climate which fosters or inhibits intrapreneurship. Organisational environments supportive of intrapreneurship must afford appropriate reward systems, top management or BOD support, explicit goals and appropriate organisational values which signal to employees that intrapreneurial behaviour action is desirable (Goodale et al., 2011; Hornsby et al., 2009).

6.2 Key findings from primary data

6.2.2 Intrapreneurship Orientation (IO) on intrapreneurship (I) in parastatals

The study tested the level of intrapreneurship orientation using dimensions of innovativeness, agility, proactiveness, agility, industry competitiveness, and autonomy. Results reveal that generally parastatals are unresponsive to environmental changes and consumer tastes and preferences, are not pro-active and are risk-averse. Consequently, the IO in most of these organisations is low resulting in low intrapreneurship levels. This confirms the findings by Schachtebeck et al (2018:03) that the adoption of IO has been shown to positively influence organisational performance.

Interviews with senior management also revealed themes such as high level of risk aversion, lack of agility, proactiveness and low industry competitiveness. Most interviewees attributed this to the bureaucratic nature of PSOs and an inclination towards traditional methods or what is known, incremental change and general dislike of radical innovation. Borodzicz (2004) posits that for intrapreneurship to take place meaningfully in an organisation, decision-makers should be able to either directly break from the normal rules of engagement or adapt them flexibly, that is have a positive disposition towards intrapreneurship. This will foster intrapreneurship in PSOs.

6.2.3 The relationship between Intrapreneurship orientation (IO) and organisational performance (OP)

The study tested IO against organisational performance and the results indicate that IO has a significant positive relationship with OP in parastatals. The study set to find out if the presence of IO dimensions in a parastatal has an influence on the organisation's performance. The study findings show that PSOs with risk-taking capabilities, which are generally responsive to citizen's needs, and have greater intrapreneurial alertness, experience increased organisational performance than their counterparts who are not agile and lack pro-activeness. This confirms findings by Van de Walle (2018) who posits that a favourable predisposition of an organisation towards intrapreneurial activity enables the organisation to respond better to challenges in the business environment, and consequently improve performance. The results indicate that parastatals which are experiencing increased organisational performance are responding to organisational challenges using an intrapreneurial orientation.

6.2.4 The influence of intrapreneurship (I) on organisational performance (OP)

The main objective of the study was to test the relationship between intrapreneurship and organisational performance. The study sought to establish if the level of intrapreneurship in an organisation influences performance. Study findings reveal a positive correlation between intrapreneurship and organisational performance. Taylor (2018; 28) opines that intrapreneurship activities result in wealth creation, growth, productivity, profitability, strategic renewal, and value-added products and services, hence it is established as an approach to improving public sector performance within the broader public service innovation agenda .

The research objective was achieved, as the study was able to confirm the observations by Kearney et al. (2009: 39) that intrapreneurship within the public sector leads to "superior organisational performance and Kim (2010:782) who contends that intrapreneurship is a systematic mechanism for improving government performance. Hence, the study revealed that parastatals engaging in intrapreneurial activity experienced increased profitability, liquidity and better budget execution rates, as well as increased customer satisfaction levels and social impact.

6.2.5 The influence of organisational factors on intrapreneurship

The study tested the influence organisational factors namely leadership, Board of Directors, employees, culture and structural flexibility have on intrapreneurship. The findings support all other variable to have an influence on intrapreneurship except for employees. The hypothesis for the influence of employees on intrapreneurship was rejected. The study findings reveal that employees in Zimbabwean parastatals do not affect the level of intrapreneurship in these organisations. However, this finding is contrary to literature which opines that employees who are highly committed, and well- motivated are agents of intrapreneurship in their organisations as they introduce social innovations and improved service delivery methods due the fact that employees who are

well motivated, and are given the opportunity to engage in experimental work without fear of punishment for failure and awarded recognition for coming up with innovations, have higher intrapreneurial activity. The prevailing situation in Zimbabwe is that parastatals are poorly remunerating their employees and this dampens the intrapreneurial spirit, hence the low levels of intrapreneurship across these entities. However, the study findings reveal that employees in themselves are not a determinant of intrapreneurial activity, but it is the environment that they work under which influences their intrapreneurial activity. Hence, if the organisational factors such as management support, reward policies, time availability, and financial support are well set to provide a conducive environment, then employees are bound to engage in intrapreneurial activity.

This then underscores the importance of leadership in intrapreneurship. Study findings reveal that leadership positively influences intrapreneurship activity in parastatals. This is supported by Taun (2017) who highlights that leadership is crucial in public sector intrapreneurship in that it has twin roles of establishing and maintaining an intrapreneurial culture while configuring organisational resources for intrapreneurial activities. The author refers to this type of intrapreneurial leadership as “ambidextrous leadership” and their duty is to adopt and switch between opening and closing behaviours, simultaneously exploring new knowledge and values and exploit existing knowledge for the production of social innovations (Taun, 2017:519). This is in line with the Dynamic Capabilities View which states that the role of leadership is to reconfigure organisational resources into new behaviours and practices for the benefit of the organisation and its stakeholders (Teece et al, 2016). Also in this vein, Zacher and Rosing (2015) cited in Taun (2017) view of ambidextrous leadership as comprising three components: (1) opening leadership behaviours to nurture exploration, (2) closing leadership behaviours to nurture exploitation and (3) the flexibility and adaptability to switch between both as the situation demands. This summarises the role of leadership in intrapreneurship.

The study findings also indicate that the Board of Directors has a significant positive influence on intrapreneurship. Boards create enabling environments in parastatals by empowering senior management in the organisations to engage in intrapreneurial activities. Charan, (2005) confirms that Boards of PSOs secure competitive advantage for their organisations by ensuring that an intrapreneurial climate exists in these organisations. Parastatals in Zimbabwe today have fallen far short of what is required by the economy and the general public, therefore by fostering intrapreneurship they help the organisations achieve multiple desired outcomes of intrapreneurship and create public value.

Study findings reveal that organisational culture is a major determinant of intrapreneurship. PSOs with an intrapreneurially inclined culture engage in more intrapreneurship tasks which bring forth various innovations. Most parastatals are in the traditional risk-averse cultures, which are not innovation oriented, hence the low levels of intrapreneurship. McDowells (2017:23) viewed intrapreneurship as a “cultural form of innovation and

sustainable competitive advantage and posit that, intrapreneurial activity within the organization varies within the contexts of employee perception and motivation”. Hence the study further underscores the importance of culture of on intrapreneurship.

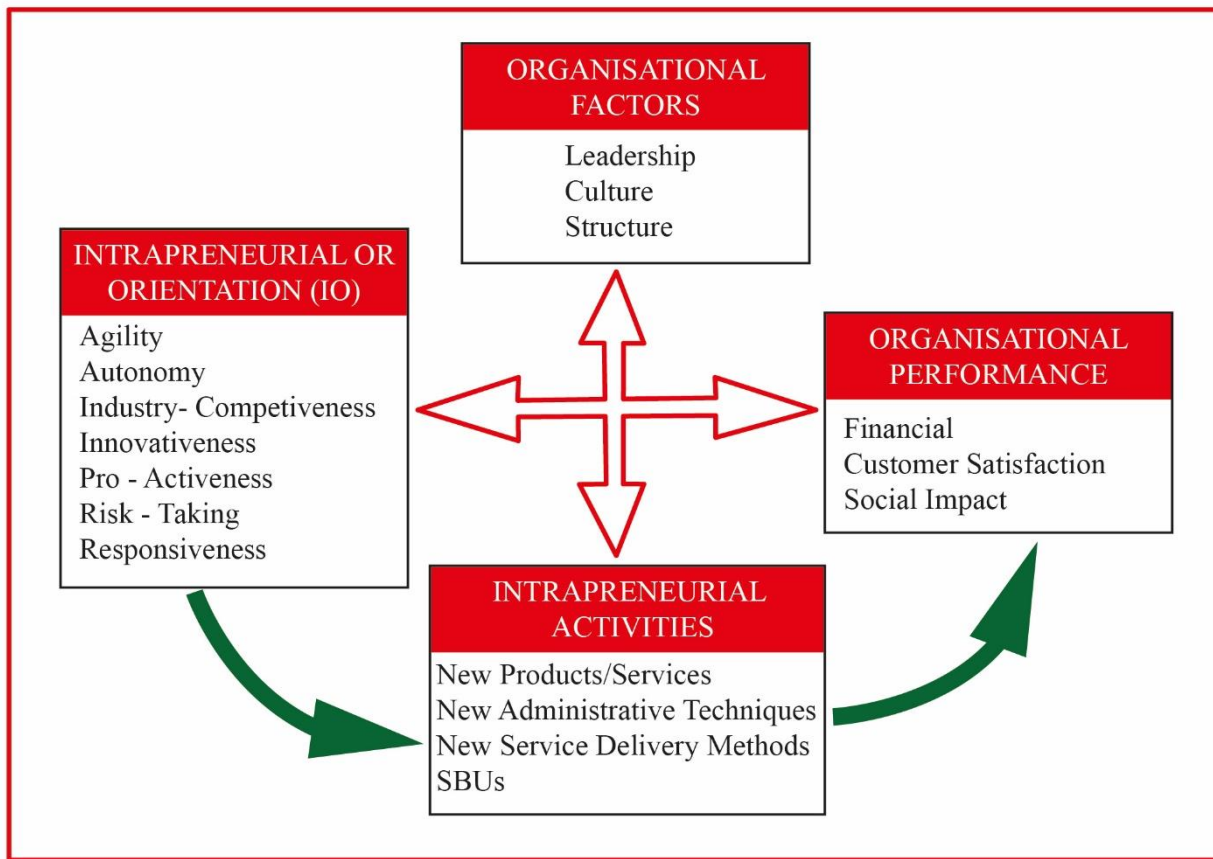
The study also set out to test the influence of structural flexibility on intrapreneurship. Study findings reveal that most parastatals have tall hierarchical systems, and are generally not flexible in decision making. This bureaucratic nature of PSO stifles creativity hence the low levels of intrapreneurship. Small companies tend to be more flexible than big companies and therefore perform better in intrapreneurship. According to Oke et al (2015) organisational structure is the starting point for organizing intrapreneurial activity in a firm, hence a rigid structure cannot facilitate intrapreneurship, because by nature, intrapreneurship is a flexible activity. The study findings, therefore corroborate literature, as larger organisations showed lower intrapreneurial activity than relatively smaller ones.

Results also support the view by Manimala et al (2006:54) who posit that administrative procedural delays pose a stumbling block to intrapreneurship in public sector organisations when they highlight that while such procedures can somehow be accommodated for the well-planned large procurements for routine works, they block the small, unplanned but critical requirements of the innovative projects. This supports the claim that structural flexibility has a positive influence on intrapreneurship.

6.3 Framework for Intrapreneurship in the Public Sector

Deducing from the results obtained from the study, the researcher postulates a pro-intrapreneurial architecture to be adopted for implementation in PSOs. This is based on the factors that the researcher has established to have a positive significant influence on intrapreneurship. The following are components of the intrapreneurial framework.

Figure 6.1 Framework for Intrapreneurship in the Public Sector



Source: Author from research findings

6.3.1 Intrapreneurial Orientation

This model is premised on the fact that intrapreneurship is heavily influenced by Intrapreneurship Orientation (IO), which forms the disposition essential for sustainable intrapreneurship. The dimensions which have been considered are agility, autonomy, pro-activeness, innovativeness, risk-taking and industry competitiveness. IO is the strategic orientation of how an organisation will compete in the business environment and should be the first aspect to be considered.

6.3.2 Organisational Factors

Transformational leadership is an imperative in the implementation of intrapreneurship. There is need for intrapreneurial leadership which commands agility because PSOs are beset with a highly dynamic and turbulent environment which requires a fast paced reaction in order to exploit business opportunities for their organisations which will improve performance. PSO leadership to move away from administrative management, which is based on hierarchy and authority to intrapreneurial management, which is focused on flat structures and innovation. This is supported by Kankinsigi (2019) and Hornsby et al (2009:237) who postulate that managers at various organisational levels play different roles that present a form of structural ability to execute intrapreneurship.

The Board of Directors is also crucial in that it sets the tone of operations at an organisation. It is then of paramount importance to have BODs with industry knowledge and experience, and professionally appointed rather than politically-fit executives who have no intrapreneurial focus. Boards which are relevant for today's business are those that empower management to be intrapreneurial so that their organisations take up space in the business arena.

Organisational Culture

Management role is to set up an organisational culture that is suitable for intrapreneurship. PSO leadership has the duty to establish a value system that instils the intrapreneurial spirit in the organisation, as well as provide support for intrapreneurship activities. Also establish clear values that convey a “customer is king” philosophy which currently lacks in most parastatals, so that the organisations are able to focus on social innovations that create public value for citizens. This is supported by Atienza (2015) who posits that organisational culture is a key enabler of intrapreneurship.

Organisational Structure

A flat and flexible organisational structure which facilitates agility is key to intrapreneurial performance. There is need to create systems that make PSOs highly agile, customer –centric and next-generation organisations. PSOs to also invest in next-generation technology and aim for automation of their process, such that public services are easily accessible.

6.4 Chapter summary

The chapter provided a discussion of the results in relation to research objectives, and hypothesis. Results of regression analysis and thematic analysis were central to the discussion. The next chapter focus on summary, conclusions and recommendations.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This chapter focuses on conclusions and recommendations of the study. In this section of the thesis, the researcher highlights the conclusions drawn from the study findings and also puts forward recommendations.

7.2 Research Objectives

The study sought to investigate the influence of intrapreneurship on organisational performance of public sector organisations using the case of parastatals in Zimbabwe. This is due to the continued poor performance of these organisations, in spite of the known benefits of intrapreneurship. Parastatals seem not to have explored the concept of intrapreneurship fully in order to create optimum public value, as value in these organisations is achieved through adherence to old practices and methods. The research therefore sought

1. Critique the influence of Intrapreneurship on Organisational Performance (OP) of parastatals.
2. Appraise the influence of an Intrapreneurship Orientation (IO) on Intrapreneurship in parastatals.
3. Establish the influence of Intrapreneurial Orientation (IO) on Organisational Performance (OP).
4. Investigate the influence of organisational factors in implementation of intrapreneurship in parastatals.
5. Conjecture a framework for implementing intrapreneurship in Zimbabwe's parastatals.

The following research questions were asked:

1. What is the influence of intrapreneurship on organisational performance?
2. What is the influence of IO on intrapreneurship in parastatals?
3. What is the impact of IO on organisational performance?
4. Do organisational factors namely leadership, Board of Directors, employees, organisational culture and structural flexibility influence intrapreneurship in parastatals?

Therefore the study tested the following hypotheses.

1. H1: Intrapreneurship (I) has a significant positive influence on Organisational Performance of parastatals.
2. H2: Intrapreneurship Orientation (IO) significantly predicts Intrapreneurship (I) in parastatals.
3. H3: Intrapreneurship Orientation (IO) significantly predicts Organisational Performance (OP)
4. H4-H8 Organisational factors have a significant positive influence on Intrapreneurship.
5. H4: Leadership significantly predicts Intrapreneurship.
6. H5: The Board of Directors significantly influence Intrapreneurship.
7. H6: Employees significantly predict Intrapreneurship.
8. H7: Organisational culture significantly predicts Intrapreneurship.

9. H8: Structural Flexibility significantly predicts intrapreneurship.

The study intended to come up with a framework that may be used for implementation of intrapreneurship in public sector organisations. This will help PSOs to set up a pro-intrapreneurship architecture to be used for effective value creation. The following are the conclusions of the study based on testing the research hypothesis;

7.3 Intrapreneurship and organisational performance

The objective of the study was achieved, as the study brought about empirical evidence that intrapreneurship has a significant positive relationship with organisational performance. The more an organisation engages in intrapreneurship to bring about social innovations for the benefit of citizens, the better the financial, customer satisfaction index and social impact it achieves. Intrapreneurship in PSOs is depicted in a variety of activities which encompasses changing the organisational systems, establishing new administrative techniques, as well as creating and managing new public services. However, most PSOs are still attached to the adherence method of value creation such that they fail to fully exploit opportunities in business environment to create innovations which lead to better service delivery methods or result in the development of new public services. PSOs which have managed to successfully implement intrapreneurship have managed to remain visible in the business arena, competing with private sector organisations, meeting customer and government expectations efficiently and effectively. Hence, these PSOs are able to fulfil their societal mandate and government duty mandate, create public value and maintain their role as engines of economic growth.

7.4 Intrapreneurship Orientation (IO) and intrapreneurship

The research also established that the level of intrapreneurship in PSOs is influenced by intrapreneurship orientation, which is an organisation's predisposition towards intrapreneurship. The results revealed that parastatals with a greater IO in terms of agility, pro-activeness, high risk taking capabilities and high innovation drive experience better levels of intrapreneurship. These organisations are able to exploit opportunities in the very dynamic economic environment in Zimbabwe and produce social innovations in terms of new public services, new methods of public service delivery, as well as new administrative techniques and business processes. The study has managed to prove that IO is a strategic posture which influences the level of intrapreneurship activity in PSOs.

7.5 Intrapreneurship Orientation (IO) and Organisational Performance (OP)

The study revealed that IO has a positive significant influence on organisational performance. Most parastatals in Zimbabwe continue to perform dismally in terms of service delivery and financial performance, owing to poor IO namely due to risk-aversion, poor customer centricity and lack of agility as well as pro-activeness. A great number of parastatals in Zimbabwe have failed to create value effectively, as public services are generally

inaccessible, expensive and out of line with customer demands because of high risk-aversion levels, as well as reactive attitude to solving challenges. However, the few parastatals which have defied this norm have produced new public services and new methods of service delivery, as well as strategic business units and have managed to achieve their mandate as well as create public value efficiently. Therefore the study concludes that IO is a strategic orientation that PSOs must invest in so as to effectively explore the benefits of intrapreneurship such as improved organisational performance and creation of public value. Thus, Intrapreneurship Orientation is the major determinant of intrapreneurship practice and a critical path for improved organisational performance.

7.6 Organisational factors and Intrapreneurship

The study established that organisational factors namely leadership, BOD influence, organisational culture and structural flexibility have a positive influence on intrapreneurship. These organisational factors should be prioritised to create a favourable environment for intrapreneurship. Contrary to previous literature, the study established that employees in Zimbabwean parastatals do not influence intrapreneurship activity. This might be because of the poor remuneration structures in the civil service caused by economic conditions in Zimbabwe which have resulted in public servants not to partake in intrapreneurship activities unless orchestrated leadership. Thus there is a top-bottom approach to intrapreneurship which is not the normal intrapreneurial practice. This supports the findings that Radas and Bozic (2009:438) established that management support, an organisational structure, a strategy and systems to report intrapreneurship issues have a positive impact on intrapreneurship performance of organisations. The study concludes that organisational factors have a significant influence on intrapreneurship and therefore need to be managed so that they do not become barriers to intrapreneurship in PSOs.

7.7 Contributions to theory

1. The study adds to existing literature on intrapreneurship and performance in public sector organisations, by testing the influence of IO on intrapreneurship and organisational performance. This extends the knowledge base on the relationship between IO, intrapreneurship and organisational performance in PSOs.
2. The study tests the specific influence of organisational factors which affect intrapreneurship, as well as the influence of ambidextrous leadership in fostering intrapreneurship in PSOs. Thus the study adds to literature on the antecedents of intrapreneurship in public sector organisations.
3. The context of the study assists scholars in understanding the influence of intrapreneurship on organisational performance in efficiency-driven economies like Zimbabwe.
4. The study further provides insights into the influence of dynamic capabilities in PSOs on intrapreneurship

7.8 Limitations of the study

Notwithstanding that the study generated new knowledge and has made new valuable contributions to the intrapreneurship, intrapreneurship orientation and organisational performance in PSOs, Walliman (2011:158) points out that no research can provide all the answers. Kankinsigi (2019:165) posits that findings are however acceptable as long as the limitations of the study are addressed to avoid an overstatement of the subject when conclusions and recommendations are made. This study presents some limitations.

- 1 Firstly, the study was limited to parastatals in Zimbabwe, a Southern African country and as such therefore the results may not be generalised to other regions in Africa where structural factors may be different.
- 2 Secondly, the study was cross-sectional in nature such that data was collected at a specific time, and this may affect the conclusions. Data was collected before the outbreak of the Covid- 19 pandemic and during the different phases of the pandemic. This may have an effect on the conclusions reached.
- 3 The effect of external environmental conditions was not considered during the study, however according to Aina et al (2020) the magnitude between intrapreneurial orientation and organisational performance is contingent upon internal environmental as well as internal organisational procedures

7.9 Recommendations

The study produced valuable knowledge and insights for academics, public service leadership and policy makers. Therefore, the researcher made the following recommendations grounded on the study's findings, and conclusions.

➤ **Improve the level of Intrapreneurial Orientation**

This may be done by increasing agility, innovativeness, proactiveness and risk –taking. These factors improve an organisation's ability to take advantage of the business environment and produce public services which are relevant for the citizens and increase efficiency. By increasing these propensities parastatals will improve their intrapreneurial alertness which will facilitate in increasing intrapreneurship and facilitate PSOs in creating public value effectively.

➤ **Design a blue-print for assessing intrapreneurial performance of PSOs.**

Policy makers for PSOs will need to design an intrapreneurial blueprint so as to assess the intrapreneurial performance of these organisations. To date, there is no policy for measuring intrapreneurship in Zimbabwe thus most PSOs are not focused on intrapreneurial activity. When intrapreneurial activity becomes part of the performance appraisal of parastatals, then intrapreneurship will become an essential in these entities.

➤ **Ambidextrous Leadership**

Leadership in PSOs need to be more of transformational so that they may be able to facilitate the change management needed for intrapreneurship implementation in parastatals. Leadership in PSOs must produce values in their services to citizens through facilitating intrapreneurial projects by providing the essential support for intrapreneurship despite lack of time and limited resources

➤ **BOD to be more professionally appointed**

Government to appoint BOD members on meritocracy not political patronage and who have some industry experience. To improve the effectiveness of parastatals, it was found that boards should be appropriately empowered to make decisions for the organisations they preside over, government intervention should be minimized, board appointment processes should be transparent and merit-based, and boards should be properly composed especially on age as most PSOs comprise members who are well advanced in age and this cohort is very risk-averse, reactive and lack agility.

➤ **Paradigm innovation**

A paradigm shift from the traditional business model of adherence to innovation should be forced on PSOs by policy makers. For PSOs to effectively execute their mandate and create public value, they need intrapreneurship to be engrained in their organisational strategy, and this can be achieved by making intrapreneurship a core-value. PSOs should focus on being on agile, customer-centric, next-generation organisations. All the systems in the organisations including HR systems should be geared towards intrapreneurship.

7.10 Suggestions for Future Research

This study focused on the influence of intrapreneurship on the performance of parastatals. Currently, studies on organisational performance are centered on the influence of dynamic capabilities. It is therefore of paramount importance to consider research on dynamic capabilities as facilitators of intrapreneurship in PSOs. This is in a bid to assist leadership in parastatals to develop dynamic capabilities in these organisations which will enable them to respond to an ever-changing business environment while sustaining competitiveness. The study findings revealed that employees do not affect intrapreneurship in Zimbabwe's parastatals, which goes against most literature reviewed for the study. There is need to therefore engage in studies that proffer solutions how public servants may contribute meaningfully to intrapreneurship in parastatals in order to generate optimum public value. This is crucial to the practice of sustainable intrapreneurship in PSOs.

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APPENDIX 1

INTERVIEW SCHEDULE



INTERVIEW SCHEDULE

Title: *The influence of intrapreneurship in public sector organisations. A case of parastatals in Zimbabwe*

A. PRE-INTERVIEW ACTIVITIES

Participant consent: The researcher introduces herself and explains the purpose of both the study and interview. The participant is informed of her/his rights to withdraw from the study at any point due to any reason he/she seems deem fit. There are no consequences for withdrawing from the interview.

Setting the Voice Recorder: The researcher informs the participant that the interview will be recorded. The interviewer requests the consent of the interviewee to be recorded and promise to make him/her the recorded interview. During setting of the recorder, the researcher discusses general issues with the participant in order to make him/her feel comfortable.

B. INTERVIEW

DATE:

LOCATION:

NB: These are guiding questions; however, the researcher will probe further for deeper explanations

OBJECTIVE 1: To establish the level of intrapreneurship in Zimbabwean parastatals (intrapreneurial orientation).

The questions in this section will help the researcher to find out the current level of intrapreneurship in the parastatals, that is, the disposition of parastatals towards intrapreneurship.

Q1. How would you rate your organisation in the following aspects?

i. Risk- Taking

- Does firm get involved in high-risk projects
- Firm adopts in risk-taking position to maximise the probability of exploiting new opportunities

ii. Pro-activeness

- The organisation continually monitors market trends to identify current and future needs of customers
- The organisation continuously seeks to search for new business opportunities and products

iii. Commitment towards innovation

- Does the organisation reward innovation by employees
- Is funding provided for innovation activities
- Is innovation at the core of organisational values

iv. Agility

- The organisation adapts quickly to changes in the business environment in terms of customer preferences. (Adapts its operations to changes in the business sector)
- Is there a clear vision that conveys a customer- focus to all employees and stakeholders
- Does the organisation invest in next-generation technology
- The organisation has managed to remain afloat even in turbulent economic environment
- Does the HR policy align with agility
- Budgeting – rigid or flexible

v. Competitive aggressiveness

- The organisation initiates actions which competitors respond to
- The organisation strives to be the first to introduce a new product/ service
- The organisation competes aggressively with firms in the same industry

OBJECTIVE 2: To establish the relationship between intrapreneurship orientation IO and innovation in SOEs.

Q2 How often does your company produce/ introduce the following?

- new products/services lines
- new production processes
- Administrative techniques or work procedures.
- New policies

Q3. Has the organisation established an SBU or strategic alliances **in the past three years?**

OBJECTIVE 3: To establish the relationship between intrapreneurship and organisational performance

How has the organisation performed in the following dimensions?

Q4: Internal Business Process (Operational Excellence), Innovation and Learning, Sustainability.

Q5: How has the organisation performed in these aspects of financial performance of the organisation?

- Profitability
- Budget Execution
- Liquidity
- Cost effectiveness

Q6: How would you rate Customer satisfaction for your organisation's products/services? Use these dimensions

- Convenience of goods/services
- Customer Care
- Pricing of goods and services
- Transaction Methods

Q7: Social Impact: How would you rate the organisation's impact in the following areas.

- Corporate Social Responsibility
- Stakeholder Involvement
- Corporate governance compliance

OBJECTIVE 4: To investigate the factors that influence the implementation of intrapreneurship in parastatals.

Q8. Structure

- What type of organisational structure exists at your institution?- [Reporting structures, flexible rules and regulations regarding innovation, siloed or cross-functional teams, top-bottom or bottom-up approaches to idea generation }
- How does the organisational structure of your parastatal affect innovation or intrapreneurship activities?
- CEO's power in decision making
- Political influence in decision making
- Line Ministry's influence in decision making

Q9. Strategy

- Investment in R&D

- Customer-centricity
- Strategies are in place to improve employees' skills
- Organisation has a planned approach for sourcing new product ideas.

Q10. Culture: Is the organisational culture aligned to intrapreneurship?

- How, if at all does the organisation encourage innovation?
- Are new ideas prioritized and given immediate attention
- Which of these cultures is predominant in your organisations culture- compliance-oriented or innovation –oriented?

Q11. Transformational Leadership

- Is the leadership (senior management) in your organisation consultative in decision-making?
- Are employees empowered to take initiatives
- Are employees with new ideas given free time to work on their initiatives or engage in tasks beyond their normal duties (management support)

Q12. Systems &Technology

- To what extent are the organisation's functions automated?
- Is service provision fully digitized?
- Does the organisation invest in next-generation technology?
- Organisation provides internet connection to employees to work outside office.
- Organisation holds meetings to discuss the progress and performance of new ideas and implementation projects.
- Organisation uses internal surveys to collect information from employees
- Resource- mobilisation, presence of innovation budget

Q13. Board of Directors?

What has been the influence of Board of Directors (BOD) on the intrapreneurial activities of the organisation?

- Is the BOD agile? (Adapts quickly to market changes-internally and externally. Respond rapidly and flexibly to customer demands. Adapt and lead change in a productive and cost effective way without compromising quality.)

- Has the BOD put in place policies to support Intrapreneurship and Innovation in the organisation? If so, name the initiatives, both at Senior and Middle management?
- Is the BOD employee centric? Provide evidence using the past 3 years as reference.
- In your opinion has the age, composition and experience of BOD members influenced Intrapreneurship and innovation activities?

C. POST INTERVIEW ACTIVITIES

Playing the recorded Interview: Interview recorded will be played while both researcher and participant listening. The researcher will ask for the interviewee's consent to use the data he/she provided in the interview.

Conclusion: The researcher will summarise what the participant has said. The interviewee will be thanked and promised the findings of the study if she/he so wish.

APPENDIX 2

QUESTIONNAIRE



Faculty of Management Sciences

Department of Entrepreneurial Studies and Management

Date

Dear Participant

Title: The influence of intrapreneurship on public sector organisations performance. A case of parastatals in Zimbabwe

RESEARCH OBJECTIVES

1. To establish the influence of an Intrapreneurship Orientation (IO) on Intrapreneurship in State-Owned Enterprises (SOEs).
2. To investigate the influence of Intrapreneurship on Organisational Performance of State-Owned Enterprises (SEOs)
3. To investigate the influence of Intrapreneurship Orientation on Organisational Performance of State-Owned Enterprises (SOEs).
4. To establish the impact of organisational factors on intrapreneurship in parastatals

This questionnaire is divided into 6 sections:

- Section 1 Demographic Information
- Section 2 Organisational Demographics
- Section 3 Intrapreneurial Orientation (IO) of Parastatals
- Section 4 Intrapreneurial Outcomes/ Intrapreneurial Performance
- Section 5 The relationship between Intrapreneurship and the performance of Parastatals
- Section 6 Factors which influence the implementation of intrapreneurship

Please be assured that your responses are confidential and will only be used for research purposes.

Please indicate in your response (in all sections) by marking the appropriate box with either a cross “X”

Section 1: Demographic Information

This section deals with basic personal information about yourself. Please indicate your response to the following statements by placing a cross “X” in the appropriate box

- **Gender**

Male ☐ Female ☐

- **Your level of Education.**

Diploma	
Higher National Diploma	
Bachelor’s Degree	
Masters’ Degree	
PhD	

3. How long have you been with the organisation?

Less than 5 years	
6 to 10 years	
10-15 years	
15-20yrs	
Above 20yrs	

• **Which of the following best describes your current position?**

General Employee	
Senior management level(reporting directly to top management)	
Middle management level(reporting to senior management)	
Junior management level (reporting to middle management)	
Supervisory level(reporting to junior management)	

4. How long have you been in management in this particular organisation (from the day you were first appointed as a manager)?

Less than 2 years	
3 to 5 years	
6 to 10 years	
10-15 years	
Above 15yrs	

SECTION 2: Organisational Demographics

This section deals with Organisational Information

- vi. Age of the organisation (No of years in existence)

Less than 10years	
10-20 years	
21-30 years	
Above 30 years	

- vii. Level of Government Shareholding

Fully Commercialized ☐ Majority Shareholding ☐ Significant Majority ☐ Privatized ☐

- viii. Nature of Operations

Profit Making ☐ Non-profit Making ☐ Unsure ☐

- ix. Size of the organisation

Extremely Large (Branches across the country)	
Large (Branches in Cities and Towns)	
Medium (Branches in Cities)	
Small (Branches in Provincial Capitals)	
Very Small (Strategically located branches)	

- x. Senior Management Composition

Males ☐ Females ☐

- xi. Age of Executive Members

Below 40 ☐ 41-50 ☐ 51-60 ☐ Above 60 years ☐

- xii. Board of Directors (BOD) Composition

Males ☐ Females ☐

xiii. Age of BOD Members

Below 40years ☐ 41-50 ☐ 51-60 ☐ Above 60 years ☐

SECTION 3

This section seeks to establish the Intrapreneurial Orientation (IO) of Parastatals; that is, the level of intrapreneurship in these organisation

- Intrapreneurial Orientation(IO= This measures the level of Intrapreneurship Orientation of the organisation)

Score the organisation on a scale from 1(Very Low) to 5(Very High) on the following IO Dimensions

Dimension	1	2	3	4	5
Are employees given the opportunity to work on innovative tasks?(Autonomy)					
Does the organisation carry out market research to find out what customers need or expect? (Pro-activeness)					
Does the organisation invest in carrying out activities that are not part of the status quo? (Risk- Taking)					
How well does the company respond to customer demands or complaints (Responsiveness)					
How well does the organisation adapt to changes in the economic environment (Agility)					
Is there evidence of the presence of entrepreneurial strategy in the organisation (whether implied or communicated)					
How well do the organisations' products/ services match those of competitors in the private sector? (Competitiveness)					

- **Employees (IIB= Individual –Level Innovative Behaviour)**

This section seeks to establish the presence of intrapreneurial employees in the organisation IIB. Rate the organisation's employees from 1(Very poor) to 5 (Very Good)

Dimension	1	2	3	4	5
Knowledge and Skill for the job (Competence)					
Ability to identify opportunities for the organisation or come up with new ideas (Pro-activeness)					
Work Ethic (Professionalism)					
Level of Motivation					
Level of engaging in tasks that defy the status quo but are for the benefit of the organisation (Risk- Taking)					
Good stewardship and commitment to organisational objectives					

- **This section seeks to establish the structural flexibility of the organisation and its systems. (SF=Level of structural flexibility).Rate the organisational structures in terms of flexibility from 1(very low) to 5 (very high)**

Dimensions	1	2	3	4	5
Organisational hierarchy for a decision to be made (Bureaucratic levels)					
Decentralisation of decision making					
Employee involvement in decision making (Consultation)					
Span of control (number of people reporting to a supervisor or manager)					
CEO's power in decision making					
Political influence in decision making					
Line Ministry's influence in decision making					

4 Culture (IP=level of incentive policy in the organisation)

Rate the organisation's intrapreneurship culture from 1 (very poor presence) to very high presence)

Dimensions	1	2	3	4	5
Are there clear values on intrapreneurship (intrapreneurial strategy) in the organisation to support innovation activities? Is innovation one of the core-values in the organisation					
Does the organisation reward employees who come up with new ideas or innovation					
Are there any research teams or groups across departments specifically designed to bring forth innovation					
Does the organisation have a an operational R&D department					
Is time set aside during working hours or after for research for working on new ideas					
Does management provide financial support for employees who bring about new ideas so that the ideas can be fully conceptualized					
Are employees punished for producing failed innovations					

SECTION 4: This section seeks to establish the Intrapreneurship or Intrapreneurial Activities of the firm.

(State the number of innovations the company has produced on average per year)

Dimension	None	1	2	3	Above 3
New products/ services					
New Administrative Techniques					
New organisational structures					
New Strategic Business Units					
New Service delivery approaches					

SECTION 5: This section seeks to establish the relationship between intrapreneurship and the Organisational Performance (OP) of parastatals.

○ **Firm Financial Performance (F= level of firm performance or outcomes of intrapreneurship)**

Dimensions (Financial)	1	2	3	4	5
Meets financial obligations (Liquidity)					
Budget Execution Rate					
Increased Revenue (Profit realisation)					
Debt recovery (Debt- Management Strategies)					
Presentation of financial statements					
Economic Procurement of goods					

- **Customer Satisfaction Index (CSI= Level of Customer Satisfaction)**

Business Process Efficiency (Operational Excellence)

Dimensions	1	2	3	4	5
Convenience of Goods/ Services					
Customer Care					
Pricing of Goods and Services					
Transaction methods and systems efficiency					

H. Social Impact – (S= Level of social impact)

Dimensions					
Corporate Governance compliance					
Stakeholder involvement					
Corporate Social Responsibility					

SECTION 6: This section seeks to investigate the factors that influence the implementation of intrapreneurship in parastatals.

A. Leadership (IL= presence of intrapreneurial leadership in the organisation)

Dimensions	1	2	3	4	5
Agile (proactive and responsive)					
Flexibility in decision making					
Offers autonomy to employees to offer solutions to challenges					
Grants quick access to resources for performance of tasks					
Encourages team work					
Consultative (creates buy-in)					

4 Institutional framework and policy framework(K= Frameworks)

This section seeks to establish the influence of government policies on the performance of SOEs

Dimensions	1	2	3	4	5
Bureaucratic procedures					
Political interference					
Line ministries influence					
CEO power concentration					
BOD overrides decision making					

C .Board Influence (BE=Effectiveness Board of Directors)

This section seeks to establish the influence of the Board of Directors on the performance of State-Owned Enterprises

Dimensions	1	2	3	4	5
Qualification / skill					
Industry Experience					
Composition is diverse					
Politically appointed					
Responsive to organisational demands					
Risk-taking					

Student

Contact Details

Supervisor / Promoter

Contact Details

Co-Supervisor/Co-Promoter

Contact Details

APPENDIX III

THEMATIC CODE BOOK

Thematic Analysis

Overarching Theme 1 Intrapreneurship Orientation

Sub-themes	Description	Sources	References
IO-1	Lack of Autonomy		
IO-2	Low Pro-activity		
IO-3	Risk- averse		
IO-4	Unresponsive		
IO-4	Lack Agility		
IO-5	No clear intrapreneurial strategy		
IO-6	Innovativeness		

Overarching Theme 2 Intrapreneurial Employees

Sub-themes	Description		
IIB-1	Competence levels are high		
11B-2	Not proactive		
IIB-3	Poor work –ethic		
IIB-4	Low motivation levels		
IIB-5	Risk-Averse		
IIB-6	Low commitment levels		

Overarching Theme 3: Intrapreneurial Leadership

Sub-themes	Description		
IL-1	Lack agility		
1L-2	Flexibility in decision making is low/ Rigid		
IL-3	Poor at granting autonomy		
IL-4	Poor granting of resources		
IL-5	Team player /		
IL-6	Does not create buy -in		

Overarching Theme 4: Board Effectiveness

BOD1-	Board members are not appointed on meritocracy
BOD2-	BOD is not employee-centred (worker-sensitive)
BOD3-	BOD thwarts Intrapreneurship and innovation
BOD4-	The organisation is poorly run by the BOD (Poor Administration by the BOD)
BOD5	BOD is very rigid and unresponsive
BOD6-	BOD members are generally too old to run the organisation effectively

Overarching Theme 5: Intrapreneurial Culture

IC-	Evidence of interdependence and team work
IC-2	Clarity of organisational vision
IC-3	Attitude towards anticipation of future opportunities
IC-4	Encouragement of life-long learning
IC-5	Recruitment of intrapreneurial employees

Overarching Theme 6: Structural Flexibility

SF1	Flatness of organisational hierarchy
SF2	Level of permission required to perform a task
SF3	Decentralisation of organisational structure
SF4	Involvement of lower levels employees in decision making
SF5	Span of control in organisation

Overarching Theme 7: Presence of Intrapreneurial Policies

IP1	Policies which encourage innovation
IP2	Reward systems for innovative behaviour
IP3	R&D teams in organisation across departments
IP4	Availability of time to work on ideas
IP5	Availability of intra-capital

Overarching Theme 8: Level of Intrapreneurship

Sub-theme	Item Description	Sources	References
I- 1	At least one New products/ services per year – Low- medium		
I-2	At least one New administrative techniques- Low- medium		
I-3	No New organisational structures		
I-4	One New strategic business units (SBUs) -Low		
I-5	One New service delivery approaches- Low-medium		

Overarching Theme 9: Organisational Performance

Item Code	Item Description	Sources	Resources
FI-1	Ability to meet financial obligations		
FI-2	Cost minimization		

FI-3	Budget Execution Rate
CSI-1	Brand differentiation in the face of competition
CSI-2	Customer satisfaction
CSI-3	Internal Business Processes(Operational Excellence)
SI-1	Community Indicators (Corporate Social Responsibility)
SI-2	Government Duty Indicators
SI-3	Strategy Implementation/ Execution

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Ref: 29/MF

To: Ms. L Chamba

Student number: 21751959

Durban University of Technology

Cc: 1. K. Maburn

Deputy Director: Entrepreneurship unit in the Ministry of Finance

**RE: PERMISSION TO CONDUCT A STUDY ON " THE IMPACT OF
INTRAPRENEURSHIP IN PUBLIC SECTOR ORGANISATIONS. A CASE OF
PARASTATALS IN ZIMBABWE."**

1. I have pleasure to inform you that permission has been granted to you by the Finance Director Entrepreneurship unit to conduct research on "The impact of intrapreneurship in public sector organisations. A case of parastatals in Zimbabwe".
2. Please ensure this office is informed in writing before you commence your research.
3. The ministry will not provide any other resources for this research except information regarding the project.
4. You will be expected to provide feedback on your findings to this Office at the end of your research.

Yours Sincerely

D. Magonagona
Director: Entrepreneurship