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The Role of Intrapreneurship in Growing SMEs: A Narrative Review

Ioana Alexandra Onea

Ph.D. Student, Department of Business Administration,
Bucharest University of Economic Studies, Romania

Abstract:

Nowadays, innovation is of the utmost importance for organizations because it facilitates the path towards competitive advantage and economic growth. This is particularly true for small and medium enterprises, meaning companies that have limited financial support and resources. Entrepreneurship is a concept frequently associated with innovation as it involves ambitious individuals willing to outpace their comfort zone and take risks. However, intrapreneurship is another concept that, although similar to entrepreneurship, embodies several differences, which are important while considering the connection with innovation. Intrapreneurship or corporate entrepreneurship is a term that is progressively associated with innovation. It refers to individuals who are motivated to drive transformation and are willing to change the status quo. The purpose of this paper is to depict the current level of knowledge regarding the impact of intrapreneurship on innovation and to understand the major trends with reference to the existing theory. Therefore, we have conducted a narrative literature review to obtain an in-depth understanding of the research topic and provide recommendations for managers and practitioners who activate in small and medium enterprises. The findings show that intrapreneurship has a positive effect on innovation and individual traits, and the organizational environment has an extensive influence on intrapreneurial behavior.

Keywords: Intrapreneurship, small and medium enterprises, human resources, innovation

1. Introduction

Intrapreneurship is believed to be a relatively new concept, with its foundations in entrepreneurship and entrepreneurial orientation within the organization. The intrapreneurship concept is usually connected to the proactivity that comes with pursuing new opportunities and looking for new ways of doing things (Kumar & Parveen, 2021). Antoncic & Hisrich (2003) describe intrapreneurship as part of the entrepreneurial culture that exists within an organization. Moreover, the authors acknowledge that intrapreneurial processes are consistent within a firm, regardless of its size, and refer to the emergent behaviors and proactivity that happen, particularly in small and medium enterprises. Small and medium enterprises in developing economies are taking market opportunities to achieve internalization. Human capital plays a vital role in the internalization process, as networking and other elements are differentiators for firm performance. Firm competitiveness, expressed through the overall knowledge available to the firm, can be achieved through human resources, which is essential for economic growth and entrepreneurial opportunity (Dung & Giang, 2021). Intrapreneurs are frequently compared to entrepreneurs, a differentiator being the percentage of ownership in the company. Employees who exhibit intrapreneurial characteristics are usually believed to be innovative and autonomous and are generally the ones that overcome internal resistance to change. Their proactivity and 'anticipatory behavior' is what contributes to the creation of competitive advantage for the firm and similar to innovativeness is what fosters creativity and helps with problem-solving. Being able to recognize opportunities and develop strong relationships within the organization is what contributes to embedding intrapreneurial behavior in the workplace culture (Kumar & Parveen, 2021).

Antoncic & Hisrich (2003) agree that intrapreneurship as a concept is mostly connected to the organizational innovation concept. This is due to the fact that innovation is generally perceived as the development of something new and is characterized by adaptability to change. Intrapreneurship has similar characteristics in the sense that the proactivity that is generally associated with the concept frequently leads to the development of new ways of working or with flexibility while accepting change. Intrapreneurial behavior is, therefore, useful for SMEs in their attempt to become international because it carries the networks and the development of relationships with several stakeholders to capitalize on business opportunities. Firm performance is positively affected by intrapreneurship, which several scholars believe can be compared to a 'bottom-up innovation strategy' (Dung & Giang, 2021).

For the purposes of this paper, we aim to better understand the development of the research field regarding the impact of intrapreneurship on innovation and depict the major characteristics of the current body of research on these topics. Therefore, we have employed a narrative literature review to answer the following research questions:

- RQ1: How has the research field on the impact of intrapreneurship on innovation developed since 2013?
- RQ2: What are the major characteristics of the current research on intrapreneurship and innovation?

The remaining paper is structured as follows:

- Chapter 2 presents an overview of the existing knowledge on intrapreneurship and innovation,
- Chapter 3 describes the method used and brings further clarification to the reasoning behind choosing the selected approach,
- Chapter 4 presents results and discussions and
- Chapter 5 provides a conclusion to the findings and recommendations for future research.

2. Intrapreneurship and Innovation – An Overview

Intrapreneurship is generally defined as the set of innovation activities performed by employees within an organization. The purpose of such activities is to direct all efforts towards the development of new innovative products, services or practices and strategies. Some authors reveal that there is a positive correlation between intrapreneurship and increased organizational revenues. This is noted especially in the case of small and medium enterprises (Hador & Klein, 2019). Small and medium enterprises are characterized by diversity when it comes to their strategic orientation and overall entrepreneurial orientation is generally connected to the intrapreneurial concept. The peculiarities of both concepts are similar in the sense that entrepreneurial orientation is also characterized by proactivity, risk-taking appetite and innovativeness. Intrapreneurship is complementary to entrepreneurial orientation as it refers to intra-firm entrepreneurship. This can occur both in small and medium enterprises, as well as in large organizations. There are several differences, especially when considering SMEs. However, the biggest and most impactful one is represented by the role of top management (Bouchard & Basso, 2011). In this sense, organizational support represents an important factor that can promote or obstruct the development of innovative ideas and projects and, ultimately, that of intrapreneurial behavior. In addition, communication is another crucial factor that adds to the creation of networks and to the overall flow of information within the organization. Moreover, management support contributes to the development of an environment that encourages employees to be more flexible and engage in venturing activities. In addition, the training and rewards provided to employees are additional factors that help to increase their commitment and, ultimately, their job satisfaction (Kumar & Parveen, 2021).

Several scholars agree that innovation can help companies cope with multiple challenges, such as stagnation or market decline. Innovative behavior amongst employees can be fostered by encouraging intrapreneurship. A few researchers have measured the influence of intrapreneurship within SMEs by selecting more than 200 firms and analyzing their performance. The results show that by facilitating an intrapreneurial behavior, companies have managed to encourage innovation and increase their capacities and economic growth. Moreover, scholars believe that intrapreneurship can refine human capital and contribute to the development of an organizational environment that is characterized by highly motivated and autonomous individuals (Pandey et al., 2020).

Intrapreneurship is considered vital for organizational growth and a crucial factor for the overall organization's success. Innovativeness is usually connected to the fact of being able to generate ideas and foster projects and activities that change the status quo. Intrapreneurship behavior is usually correlated to innovativeness and there are several factors that influence this behavior. In the literature, there are mentioned individual traits, the organizational culture or the overall firm context. However, some authors firmly affirm that leadership support fosters intrapreneurial behavior. The development of quality relationships between leaders and employees is crucial in the sense of providing facilitation and the right resources to support engagement in intrapreneurial behavior. Considering that innovation is a complex concept, it is important for managers to motivate the workforce properly and find ways to keep them engaged in the innovation process (Farrukh et al., 2021).

Escriba-Carda et al. (2020) believe that corporate entrepreneurship and intrapreneurial behavior are elements that ensure differentiation and success and contribute to organizational growth. Put simply, intrapreneurs adopt an entrepreneurial mindset and exhibit this within the organization. This, in turn, has led many researchers to agree that intrapreneurial behavior is directly connected to innovation and its foundation is represented by the individual or human resource in the organization. Knowledge sharing is essential for the development and support of intrapreneurial behavior. Knowledge sharing is facilitated by management style, openness to change, transparent communication and the advancement of a culture that encourages employees to become intrapreneurs (Escriba-Carda et al., 2020). Considering that intrapreneurship is a process that happens spontaneously, whether it is a large or a small company, the manager's attitude is of the utmost importance. The leader can usually support or delay any improvement process or idea or initiative that comes from employees. Therefore, these two categories can differentiate between traditional SMEs, where structures are clearly defined and proactivity is not typically encouraged. Therefore, no 'miniature large firms,' meaning SMEs that encourage enthusiasm, will manifest intrapreneurial behavior and, consequently, new ideas and innovativeness expressed through intrapreneurship (Bouchard & Basso, 2011).

3. Methodology

Xiao & Watson (2017) acknowledge that literature reviews are essential for academic research. These methods help scholars and researchers better understand the particularities of the explored topic and discover potential gaps for future scrutiny. Synder (2019) affirms that reviews are one of the most effective ways of 'advancing knowledge and facilitating theory development.' Moreover, literature reviews are described as the connector that summarizes the relevant information to the research problem through collecting, collating and presenting all pertinent data (Turnball et al., 2023). A literature review can encompass a collection of angles, viewpoints and discoveries that expedite the path for future research and questions. For mapping purposes, the theoretical contributions of a review can be portrayed through a semi-systematic process that allows for identifying disparities and inconsistencies in the existing state-of-the-art theories (Synder, 2019).

Narrative reviews are amongst the most common forms of literature review. These are strongly focused on acquiring a sufficient amount of information related to the research topic, followed by an overview of the records identified and a summary of the knowledge gathered (Xiao & Watson, 2017). Furthermore, Green et al. (2006) suggest that narrative reviews are some of the most useful pieces of information due to the extent to which information is summarized and presented. Oftentimes, narrative reviews are used to inform researchers about the latest trends and news on a particular topic, primarily because these analyses contain the most up-to-date existing information. Narrative reviews are considered comprehensive and valuable support in obtaining an in-depth understanding of a specific topic and creating the foundation for future qualitative and quantitative research. However, it is generally considered that narrative reviews adopt a more qualitative approach. Although these reviews do not present a rigorous discussion regarding the search method, they succeed in "providing a broad view of relevant literature" (Turnball et al., 2023). Synder (2019) highlights that in the case of a narrative review, besides summarizing the identified information, researchers also look at how this information progressed over time and what are the latest updates in the literature and practice.

Green et al. (2006) identify several approaches for presenting information within a narrative review. On the one hand, it can be portrayed in a summarized format by showing details of all records included in the review. On the other hand, information can be presented by providing a detailed discussion of all records included, although some authors disagree with this idea. Ferrari (2015) believes that the main weakness of narrative reviews is that, typically, the records selection criteria are not explicitly specified and this may lead to biases. It is the author's decision whether to specify the principles based on which articles have been selected or not. However, it is acknowledged by several scholars that mentioning the manner of selecting the sources of evidence adds more clarity to the overall analysis.

For the purposes of this paper, we have started with identifying the relevant records in the literature. In order to achieve this, we have used the following keywords: 'intrapreneurship,' 'innovation,' 'small and medium enterprises' and 'intrapreneurial behavior.' For each record identified, we have performed an initial analysis regarding its relevance by evaluating the record title. We have limited the research to records published in the past 10 years, namely from 2013 to 2023 because we aimed to include only the latest, most up-to-date information on the research topic. To ensure we have included qualitative records, we have considered articles published in trustworthy journals that have undergone a peer-review process. In terms of databases, we have used Scopus, EBSCO, ProQuest Education and Taylor & Francis. Additionally, to ensure all suitable records are included, we have used Google Scholar as an additional source of information. We have excluded records with redundant content that did not describe the methods used for research, those that did not comply with a reasonable number of references, the ones not written in English language and those for which we could not find the text in full.

As indicated in the literature, we aimed to provide a comprehensive analysis and provide more clarity to the results; therefore, we have chosen to include a figure containing an overview of the selected records and a table showing the main findings and discussion existing in the literature. These additional elements are presented below.

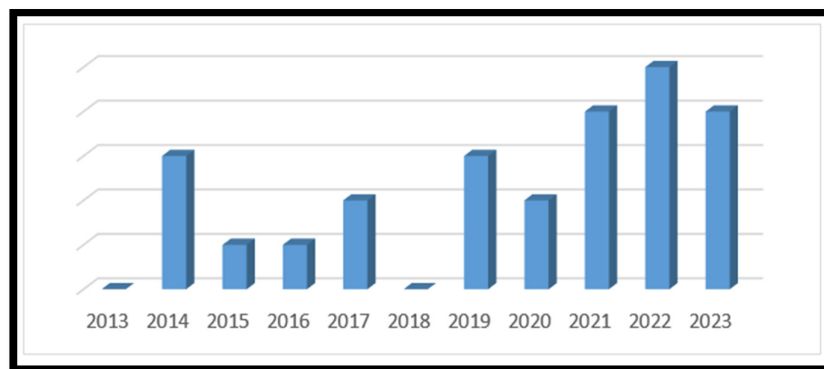


Figure 1: Number of Records per Year Included in the Analysis
Source: Author's Own Research

Author(s)	Method	Main Findings & Discussions
Soni et al., 2023	Qualitative	Leadership skills such as power sharing, delegation, and a collaborative mindset can foster the development and adoption of a circular economy, thus generating competitive advantage and economic growth.
Paruzel et al., 2023	Quantitative	When aiming to achieve sustainability, organizations can foster employees' innovative behavior and refocus the importance of human resources management.
Turro et al., 2014	Quantitative	Organizational culture is crucial for innovation development. Corporate entrepreneurship or intrapreneurship is influenced by internal culture and work environment, as well as by internal procedures and management support.

Author(s)	Method	Main Findings & Discussions
Abdelwahed et al., 2022	Quantitative	By increasing employee satisfaction, the internal workforce is determined to engage in intrapreneurial behavior, which has a positive influence on organizational performance and firm growth.
Vassilakopoulou & Grisot, 2020	Qualitative	New business ventures represent an important entrepreneurial tactic in the journey to innovation. Internal organizational processes and culture are crucial in fostering intrapreneurial behavior, which contributes to the development of new business ventures.
Opland et al., 2022	Qualitative	Findings show that there is a positive correlation between employee-driven innovation and digital transformation within enterprises. The authors conclude that organizational performance and growth are influenced by employees' knowledge, abilities and creativity.
Bogatyreva et al., 2022	Quantitative	Findings show that intrapreneurship is a mediator between the institutional dimension (expressed through an internal environment that supports a high-impact business activity) and activity relationships (expressed through the development of skills and knowledge of the internal workforce).
Autio et al., 2014	Qualitative	The authors investigate the public policies that had the most success in fostering innovation. The findings include the formation of networks, the promotion of regional innovation, and the engagement of innovative entrepreneurs by facilitating their mobility.
Burstorm & Wilson, 2015	Qualitative	Findings suggest that organizational performance is influenced by five major processes, namely design management, project control, time management, decision making and system engineering. These processes lie at the core of entrepreneurial businesses and are shown to directly leverage organizational performance.
Buekens, 2014	Qualitative	Findings suggest that when faced with crises, companies can benefit from intrapreneurial behavior, which is positively correlated to innovation and a constant state of curiosity and resilience towards challenges.
Kor et al., 2021	Quantitative	Results show that organizational innovativeness is positively correlated to individual innovative behavior and influenced by leadership strategies. Autonomy and empowerment are the elements that weigh the highest on the level of influence on the workforce.
Yildiz et al., 2021	Quantitative	This research shows that individual capabilities, such as absorptive capacity, have a positive effect on innovative organizational performance. Individuals' ability to extract information and share it across teams and their willingness to engage in continuous development are important predictors of absorptive capacity and positive innovation outcomes.
Audretsch et al., 2021	Quantitative	Similar to the previous research, this paper investigates the correlation between absorptive capacity and intrapreneurship. Findings show that absorptive capacity is at the core of human capital and the ability to exploit internal and external knowledge is a differentiator characteristic to intrapreneurs, and it can contribute to enhancing competitiveness.
Hernandez-Perlines et al., 2022	Qualitative	This research reinforces the importance of intrapreneurship to innovation and business development, showing the alignment with proactive adaptation to change and sustainability.
Klofsten et al., 2021	Qualitative	This research reinforces how dynamic capabilities can influence intrapreneurial behavior and resume the importance of managers' support for employees.

Author(s)	Method	Main Findings & Discussions
Stathakopoulos et al., 2019	Qualitative	Findings show that several attributes within the top management and middle management levels have a positive influence on the firm's competitive posture. These attributes include transformational leadership, adopting an open-minded approach, fostering creativity and having a strong vision.
Gawke et al., 2019	Quantitative	Considering the importance of intrapreneurship on business development and innovation, this paper presents the development of a new scale, namely the Employee Intrapreneurship Scale. The scale comprises two elements, namely value creation and employee strategy renewal behavior.
Calisto & Sarkar, 2017	Quantitative	Findings show that a combination of top-down and bottom-up approaches is needed from managers to ensure positive consequences on innovation and organizational performance.
Woo, 2017	Quantitative	Findings contribute to the existing body of knowledge regarding intrapreneurs' attributes. Results show that career adaptability, expressed through openness and conscientiousness, can mediate the relationship between intrapreneurship and personality traits.
Bernardus et al., 2023	Quantitative	This research contributes to the current information regarding intrapreneurial behavior by analyzing both dimensions, both the individual and the environment in which they activate. Findings show that positive attitude, productive action and constructive thinking are all attributes that positively influence the organizational culture.
Begeg & Arun, 2020	Qualitative	This paper emphasizes the role of skills and motivations in intrapreneurship and its connection with innovation.
Ma & Cheok, 2022	Quantitative	The findings of this research show that the performance of small and medium enterprises is influenced by the implementation of total quality management, which is, in turn, predicted by organizational culture.
Smith et al., 2016	Qualitative	This paper shows the similarities between entrepreneurs and intrapreneurs and mentions intrinsic and extrinsic motivators as differentiators.
Badoiu et al., 2019	Qualitative	Findings reveal that leaders' support is crucial for the development of intrapreneurship. Moreover, results reveal that building strong relationships between leaders and employees can increase overall engagement in intrapreneurial activities.
Griva et al., 2023	Quantitative	Results show that an agile culture and fostering the potential of human capital can increase the performance of growing SMEs.

Table 1: Overview of Selected Records

Source: Author's Own Research

4. Results and Discussions

Results show that intrapreneurs can represent a potential source of innovation within companies. However, this fact depends on several factors. The encouragement of intrapreneurial activities within the firm has been shown to result in "higher profits, better performance, improvement in employee satisfaction and higher sales growth." The organizational context is also important when attempting to encourage engagement in intrapreneurial activities (Hador & Klein, 2019). This finding is supported by Van der Sijde & Veenker (2013), who agree there are two main facets to consider when it comes to intrapreneurship, namely the organizational conditions and the individual conditions or the intrapreneurial behavior. The organizational conditions include support from top management, the company's tolerance to risk, and the encouragement of cross-functional teams to engage in the process. The individual conditions comprise the overall presence of the intrapreneurial behavior and include the proactiveness of an individual, the desire to take the initiative, to be creative and make the best use of available opportunities (Van der Sijde & Veenker, 2013). Moreover, an important factor to consider is the personal social capital that relates to the characteristics of the individual and the corresponding behavior within the organization exhibited towards colleagues and other employees. The relationships formed between the intrapreneur with members from other organizational units in the sense of developing mutual trust, common goals

and reciprocity in sharing information and knowledge is another factor that positively influences social capital. In addition, positive connections formed with senior management or other individuals with a high level of seniority in the organization contribute to the overall "reputation and success" of the firm. Some authors argue that age also plays a role in the development of intrapreneurial behavior. Age diversity is an essential component that contributes to the overall performance of the team by fostering creativity and the potential for innovative solutions (Hador & Klein, 2019).

Some authors reflect on the importance of management and R&D in small and medium enterprises and how these factors influence intrapreneurship. By developing an organizational culture where training and communication are fostered, senior leaders can positively shape intrapreneurial behavior. Considering that the R&D department is where innovations occur within an organization, some scholars identify four dimensions to examine when engaging intrapreneurship in the firm: "new business venturing, innovativeness, self-renewal and proactiveness" (Van der Sijde & Veenker, 2013).

Intrapreneurship behavior is usually aligned with the corporate entrepreneurship concept or entrepreneurial orientation; however, the last two concepts usually embody a 'top-down process.' Intrapreneurship behavior is considered a more 'bottom-up process,' where the dimensions are more connected to the individual. These include innovativeness, risk-taking and proactiveness. Leadership is of the utmost importance when aiming to develop an innovative organization and foster innovation. Leaders are the catalyst for employees who take more risks, are more proactive and contribute with ideas for the organization's benefit (Farrukh et al., 2021). Van der Sijde & Veenker (2013) agree that in large organizations, intrapreneurship manifests through both individual behaviors. However, the organizational conditions are of the utmost importance because these shape the behaviors and actions of intrapreneurs. In small companies, however, the organizational conditions melt into individual ones, especially because the direction of future activities and plans for the organizations are widely available to all employees.

Arun et al. (2020) define intrapreneurship as a 'profitable process for the firm' and describe it as the entrepreneurial role within an organization or as the 'individual intra-corporate entrepreneurship.' The authors believe that intrapreneurship is somehow different from a planned innovation process, particularly because the intrapreneurial behavior is spontaneous and is not considering the regulations and constraints imposed by a programmed action. Vargas-Halabi et al. (2016) believe it is important to understand the correlations between intrapreneurship and innovation, particularly because it is generally acknowledged that innovative performance is connected to overall organizational growth and competitive advantage. Beyond the individual characteristics, it is more important to understand the organizational variables that influence human capital. A paramount element is that intrapreneurial behavior and initiatives associated with it are considered part of the innovation development within a company. Several authors identify a few positive outcomes in this sense. The first one refers to organizational renewal, mentioning the positive transformation within the firm. This prepares the company for becoming more innovative and contributes to the development of an innovative internal culture. The second one refers to the establishment of new businesses or the creation of new departments within the same company. The last outcome comprises the innovative endeavors related to product and process (Vargas-Halabi et al., 2016).

While innovation is valued as a concept and mainly refers to introducing new products or processes, maintaining sustainable innovation is of the utmost importance for managers and senior executives. This ensures preserving the current market position and at the core of the process, there are the employees that are willing to elevate their ideas and support the firm. These individuals are also referred to as 'intra-corporate entrepreneurs' or intrapreneurs and are mostly employees who have the ability to drive organizational growth (Rivera, 2017). Vargas-Halabi et al. (2016) believe that competencies are a crucial differentiator within the concept of intrapreneurial behavior. The authors agree that competencies expressed through skills and abilities are what determine the action behind intrapreneurial ideas and foster teams to deliver the expected results. Models within the literature identify three major components for establishing competencies for the workforce. These include cognitive, functional and behavioral aspects that should be assessed when determining the competencies required for specific activities or projects. The interaction between these components is utterly important since it determines the appropriate requirements that serve as the foundation for specific competencies. In addition, Rivera (2017) acknowledges that individual characteristics are crucial for the development of intrapreneurial behavior. These include the personal work ethic, the risk tolerance level or the educational background of an individual. Such characteristics comprise the motivations that determine individuals to engage in intrapreneurial behavior and contribute to organizational growth. Another important characteristic of intrapreneurs is that they know how to create customer value. These individuals have strong abilities that allow working within teams and engaging others in a collaborative manner, which in turn contributes to fostering innovation and overall organizational growth.

While discussing the intrapreneur's role, companies should consider several aspects beyond the individual. For instance, social interactions within the firm greatly influence the activities and initiatives of an intrapreneur, especially because idea-sharing activities are the basis of innovation. In order to create a competitive advantage within an organization, intrapreneurial behavior should be aligned with the organizational culture. In this sense, leadership plays a crucial role, as lower-level managers should support intrapreneurs in making the best use of the organization's opportunities, mid-level managers should promote and advocate for the ideas proposed by intrapreneurs and senior managers should develop the proper conditions to drive forward innovative ideas and designs. A few authors believe that creativity and imagination are crucial skills on the path towards innovation and intrapreneurs should be provided with the environment to develop these competencies (Arun et al., 2020). Furthermore, cognitive competence is another component that refers to the work-related knowledge required to deliver results based on such knowledge. Functional competence refers to the ability to perform tasks and activities at the workplace. Behavioral competence refers to the abilities required to deliver good results in a team environment. Following this line of thought, it becomes imperative for

individual contributors and managers to understand that knowledge is at the center of the competencies. In this sense, knowing, knowhow and knowing how to be are the three most important elements while mapping the skills and abilities of intrapreneurs (Vargas-Halabi et al., 2016).

Some authors address the conditions required for employees to engage in intrapreneurial behavior. In this sense, the existing environment in the workplace, the available development opportunities and the flow of information at the team level are mentioned. Work autonomy and empowerment are also important as these factors result in more creativity and innovative behavior. Moreover, the organizational culture also contributes to intrapreneurial behavior, as a transparent and rewarding culture develops the environment in which employees can identify more opportunities through innovation, take risks and help the firm build new products, services or processes (Wan & Liu, 2021). Happiness at work has been identified as a potential predictor for intrapreneurship. It is generally connected to employee well-being and represents a multifaceted concept comprising the organizational culture, the work environment and the rewards and benefits provided by the company, aiming to drive flexibility, optimism and trust. There are many studies that align happiness at work with increased productivity and highlight that the focus should be placed on collective participation, internal communication and teamwork (Ravina-Ripoll et al., 2022). Empowerment is considered another element with a strong effect on intrapreneurial behavior. Some authors identify two types of empowerment, namely structural and unstructured. Overall, it is considered that empowerment helps with improving employees' feelings of self-efficacy. Employees with a strong sense of self-efficacy are more independent and active in their daily activities. With greater independence and job autonomy, there comes more fulfillment and a sense of robust, innovative thinking, which leads to more satisfaction (Wan & Liu, 2021).

Several authors highlight that intrapreneurial intention should be explored to better understand the motivations behind intrapreneurial behavior. The authors provide the example of entrepreneurial intention, where the entrepreneur has clearly established motives, such as owning a firm, venturing into a risky business market, and aiming to grow the business with its own resources. On the other hand, the intrapreneurial intention revolves around the individual's ability to be innovative and with the likelihood of "starting a new project that involved new opportunities and ideas" (Razavi & Aziz, 2017). A few scholars point out that using big data can support providing the required environment for employees to develop intrapreneurial behavior. Big data can help allocate resources, integrate useful information in the process and provide the necessary support to help individuals "better grasp the opportunity." Moreover, in the case of new business ventures, the usage of data through new information management systems can facilitate operations and act as a mediator for knowledge flow (Wan & Liu, 2021). Internal communication is another factor that is strongly associated with driving "innovation, competitiveness and organizational effectiveness." By adopting a clear and transparent way of communicating, leaders can ensure there is a robust alignment between their vision and the "company's corporate image" (Ravina-Ripoll et al., 2022). Networking is another element to consider for intrapreneurial intention. This is founded on several personality traits, such as extroversion and the ability to engage easily with other individuals. The main objective for intrapreneurs, when they engage in networking, is to obtain a competitive advantage and enlarge the availability of their resources. By collaborating and exchanging information with different teams and individuals, intrapreneurs can seize global business opportunities and increase their productivity (Razavi & Aziz, 2017).

5. Conclusion

The results show that intrapreneurship can be connected to a company's long-term strategy. By directing a company's efforts towards specific strategies, advanced planning and a thorough administration of resources, organizations can motivate their workforce to be more involved and engaged in the process. By fostering creativity and commitment within their employees, companies can also ensure innovation development. This finding is supported by Haase et al. (2015), who believe that companies that support continuous learning within the organization are more prone to attract and advance a more intrapreneurial behavior at both individual and teams level. Some authors acknowledge that knowledge flow and knowledge acquisitions are "crucial for intrapreneurship to be nurtured."

Moreover, our findings describe that the correlation between personality traits and intrapreneurial behavior is compelling. Our research showed that personality comprises the attitudes, behaviors, motives of individuals and several personal traits have been acknowledged as foundational for entrepreneurship. These include openness, extraversion, conscientiousness and agreeableness. Being associated with dominance and energy, these attributes are believed to stimulate motivation and determine individuals to engage in innovative efforts. This finding is sustained by Alam et al. (2019), who agree that by being more determined and more open to acquiring new information, individuals can easily develop an intrapreneurial behavior by fostering creativity and knowledge sharing with others. In addition, our results show that critical for developing organizational value and competitive advantage is intellectual capital. This concept includes multiple facets, such as human, structural and relational capital. Asiaei et al. (2020) agree that human capital encompasses the individual's capabilities such as experience, skills and knowhow. Intellectual capital is strongly routed in intrapreneurship and in the organization's innovative capacities. This element can be fostered to develop innovation and attract new business opportunities; therefore, it can be considered an enabler for intrapreneurial activities within the firm. Asiaei et al. (2020) acknowledge that human capital is one of the main components of intellectual capital and refers to the experience, knowhow, commitment and motivation of individuals. Individuals' knowledge and experience are the foundations of intrapreneurship and are at the core of organizational innovation. Structural capital refers to the existing knowledge within the organization, which is not affected by human capital. This includes processes, procedures, manuals and internal systems. All this contributes to the development of innovation by providing an accurate context for creative ideas to manifest. Relational capital is reflected through the networks developed within the company or through the relationships formed with customers and suppliers.

This research also has some limitations. These can result from the choices made in terms of selecting the records, as well as the structuring of the study. For instance, we have considered only a ten-year period, aiming to comprise the most up-to-date information. However, this could mean that we might have missed other valuable publications written before 2013 and records that have not been included in the selected databases. However, future research can overcome these limitations. This paper can be improved with additional findings through a systematic review, followed by a qualitative approach that would provide an in-depth examination of intrapreneurship and innovation.

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