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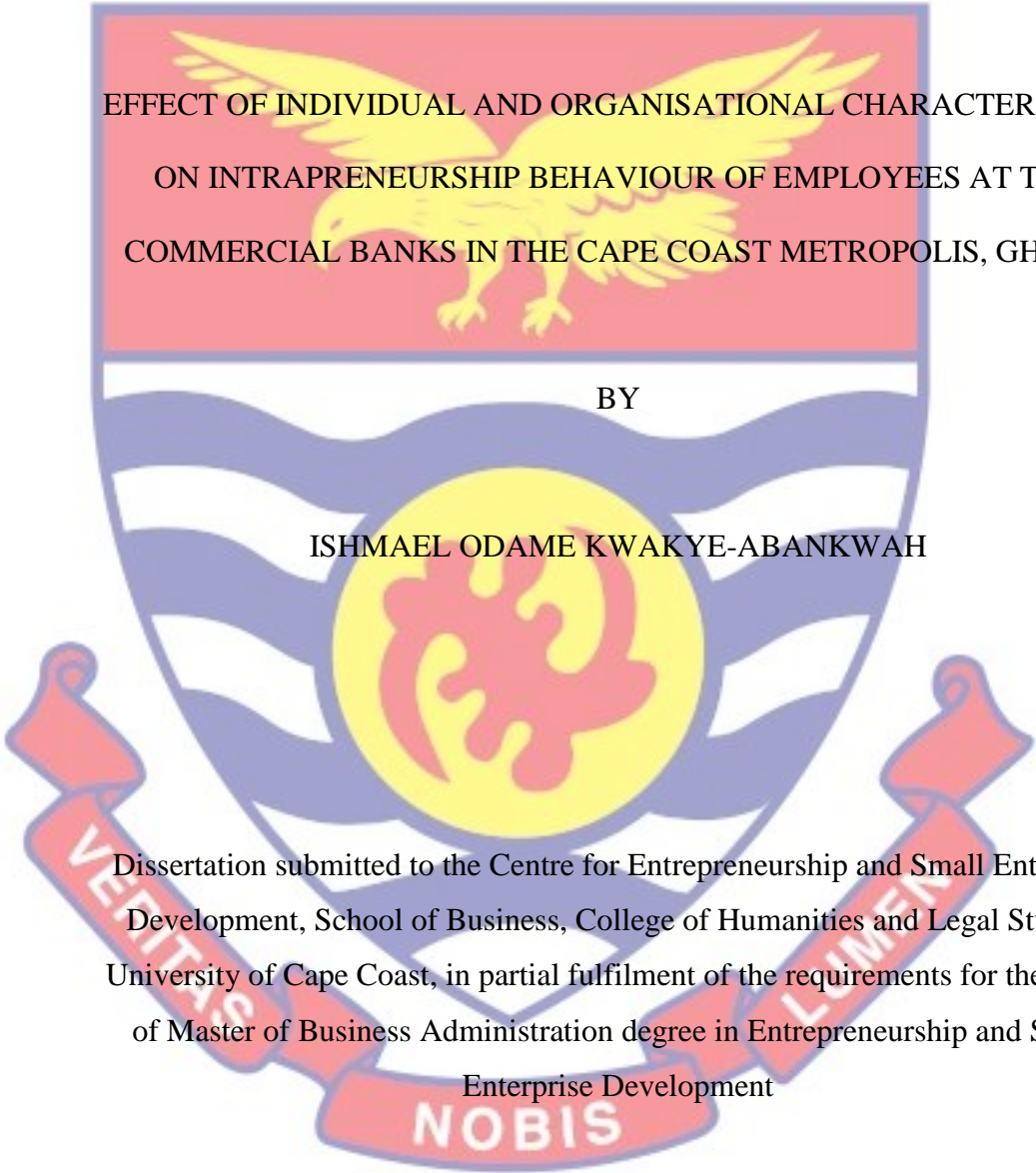


EFFECT OF INDIVIDUAL AND ORGANISATIONAL CHARACTERISTICS  
ON INTRAPRENEURSHIP BEHAVIOUR OF EMPLOYEES AT THE  
COMMERCIAL BANKS IN THE CAPE COAST METROPOLIS, GHANA

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2022

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BY

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of Master of Business Administration degree in Entrepreneurship and Small  
Enterprise Development

JUNE 2022

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

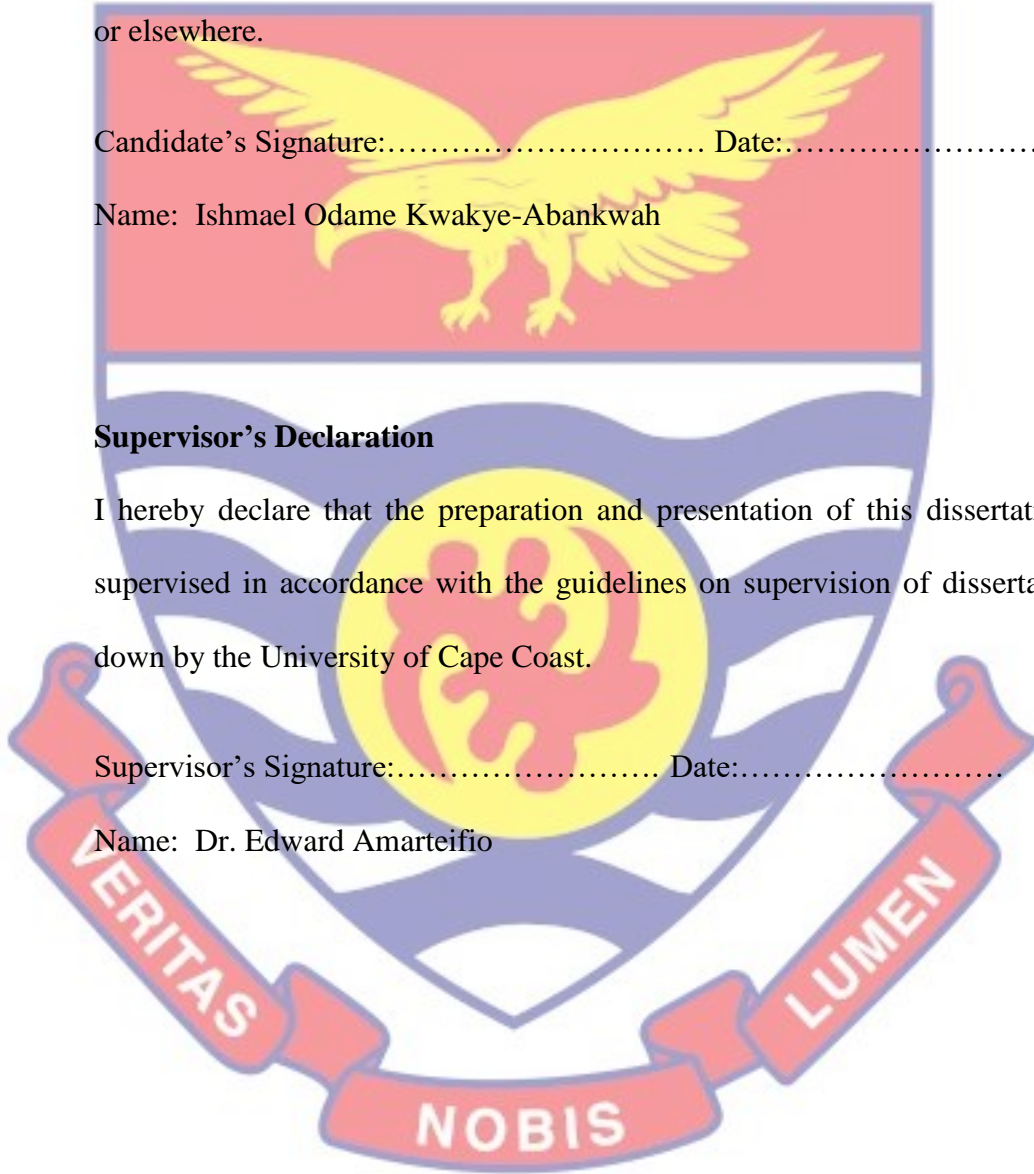
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### Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:..... Date:.....

Name: Dr. Edward Amarteifio



## ABSTRACT

Intrapreneurship is associated with many benefits to both employees and employers. Nevertheless, little attention has been given to intrapreneurship in Ghana, particularly among employees at commercial banks within the Cape Coast Metropolis. Thus, this study assessed the effect of individual and organizational characteristics on intrapreneurship behaviour of employees at the commercial banks in the Cape Coast Metropolis, Ghana. The explanatory research design was employed. Using the proportional random sampling technique, 175 bank employees were sampled for the study. Descriptive statistical tools, such as frequency, percentage, mean and standard deviation; and inferential statistics, such as the Pearson product-moment correlation and multilinear regression analysis were used to analyse the quantitative data. Results revealed that self-efficacy has a statistically significant positive effect on intrapreneurship behaviour of bank employees; thus, rejection of null hypothesis tested. Also, it was found that motivation has a statistically significant positive effect on intrapreneurial behaviour of bank employees; hence, null hypothesis rejected. Finally, firm resources were also found to have a statistically significant positive effect on intrapreneurship behaviour of bank employees, and the null hypothesis was rejected. It was then concluded that banks employees would be intrapreneurial in the presence of self-confidence, external and inner drives, and resource availability. In line with these, it was recommended that boards of banks implement strategies that would help and encourage employees to behave intrapreneurial. Finally, suggestions were made for further studies.

## KEY WORDS

Intrapreneurship behaviour

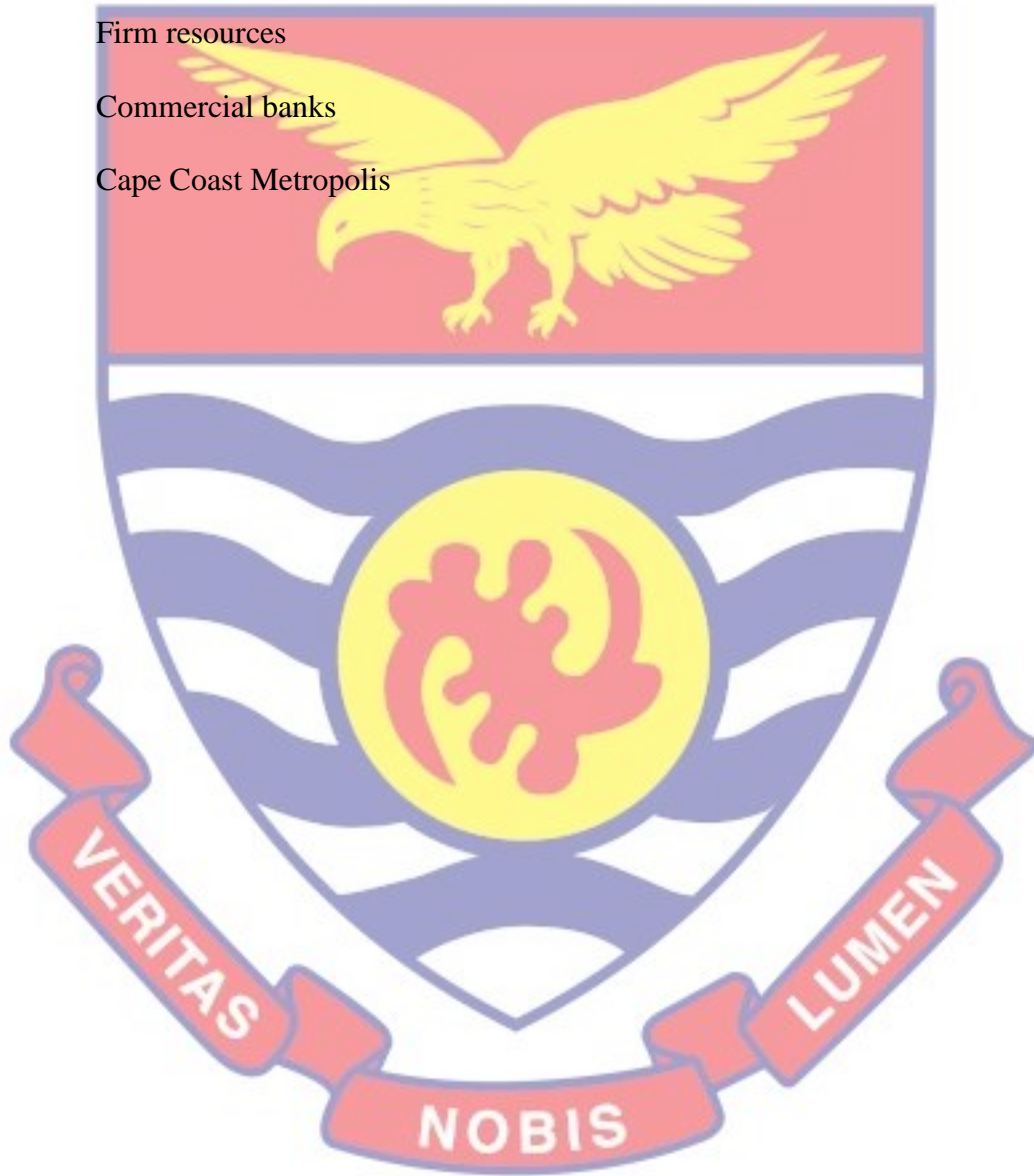
Self-efficacy

Motivation

Firm resources

Commercial banks

Cape Coast Metropolis



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I am grateful to my sister, Chirakizim Comfort Pagadagah for her encouragement, and my friend, Divine Kofi A. Coxwains, whose help I appreciate very much.



## DEDICATION

To my mother, Paulina Yaa Amponsah, and my wife, Abigail Adwubi Kwakye-

Abankwah



## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	6
Purpose of the Study	8
Objectives of the Study	8
Research Hypotheses	8
Significance of the Study	9
Delimitations of the Study	9
Limitations of the Study	10
Organisation of the Study	10
Chapter Summary	11
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12



Theory of Planned Behaviour	12
Self-Efficacy Theory	13
Self-Determination Theory	13
Resource Based View Theory	14
Concept of Entrepreneurship	15
Concept of Intrapreneurship	16
Measuring Intrapreneurship	19
Entrepreneurship and Intrapreneurship	21
Intrapreneurship in Financial Institutions	23
Concept of Self-Efficacy	24
Concept of Motivation	27
Concept of Firm Resource	29
Empirical Review	31
Conceptual Framework	38
Chapter Summary	39
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	41
Research Philosophy	41
Research Approach	42
Research Design	42
Study Area	43
Population	44
Sample Size and Sampling Procedure	45

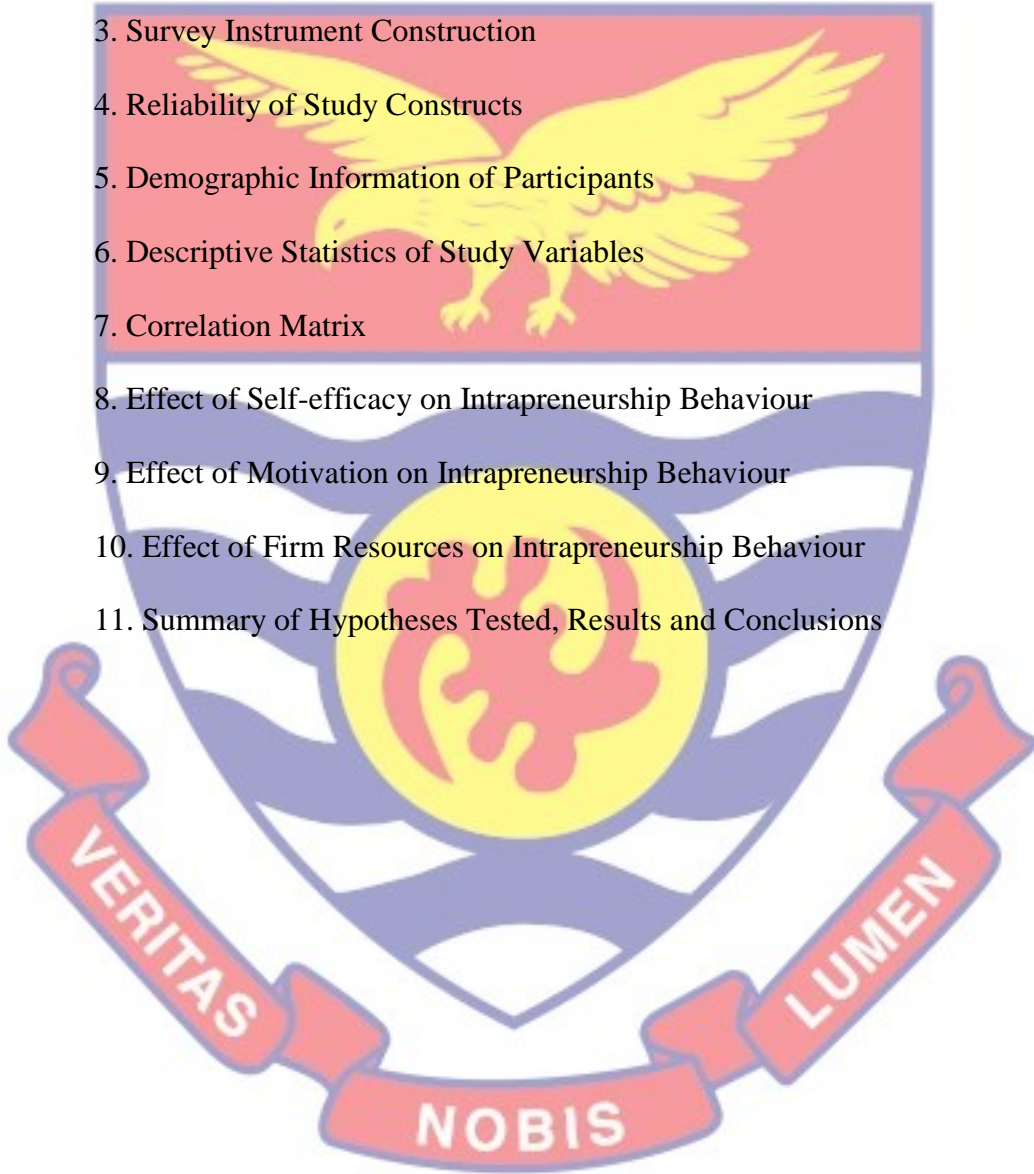
Data Collection Instrument	47
Instrument Validity	50
Instrument Reliability	51
Data Collection Procedure	52
Data Processing and Analysis	53
Ethical Considerations	55
Chapter Summary	55
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Introduction	57
Demographic Information of Participants	57
Descriptive Statistics of Study Variables	59
Association between Employee Intrapreneurial Behaviour and the Antecedents	63
Effect of Self-efficacy on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis	65
Effect of Motivation on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis	72
Effect of Firm Resources on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis	78
Summary of Hypotheses Tested, Results, Decision, and Conclusion	83
Chapter Summary	84
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	
Introduction	86

Summary of Methodology	86
Key Findings	87
Conclusions	88
Recommendations	89
Suggestions for Further Studies	90
REFERENCES	92
APPENDICES	101



## LIST OF TABLES

Tables	Page
1. Population Distribution	45
2. Proportional Distribution of Sample Size	47
3. Survey Instrument Construction	49
4. Reliability of Study Constructs	52
5. Demographic Information of Participants	58
6. Descriptive Statistics of Study Variables	60
7. Correlation Matrix	63
8. Effect of Self-efficacy on Intrapreneurship Behaviour	65
9. Effect of Motivation on Intrapreneurship Behaviour	73
10. Effect of Firm Resources on Intrapreneurship Behaviour	79
11. Summary of Hypotheses Tested, Results and Conclusions	84



## LIST OF FIGURES

Figure	Page
1. Conceptual framework	39



## CHAPTER ONE

### INTRODUCTION

Considering the benefits associated with intrapreneurship, industry players have been advocating for intrapreneurial activities among employees. However, factors such as self-efficacy, motivation and firm resources have been cited to have influence on intrapreneurship behaviour of employees. Thus, this study sought to assess the effect of these individual and organizational characteristics on the intrapreneurship behaviour of employees at commercial banks within the Cape Coast Metropolis. This chapter specifically presented the background to the study, statement of the problem, purpose of the study, objectives, research hypotheses, significance of the study, delimitations, limitations, organisation of the study as well as the chapter summary.

#### **Background of the Study**

Intrapreneurship has been referred to as the act of taking hands-on responsibility for producing any kind of innovation within an existing business (Yoon, & Solomon, 2017; Pratono, & Mahmood, 2015; Pietersen, 2015). It is usually an intent put into action by employees of a given organisation (Pratono, & Mahmood, 2015). From their definition, it is clear that intrapreneurs cannot be confused with entrepreneurs who, most often than not, establish their own businesses unlike intrapreneurs who demonstrate their skills within the businesses they have already found themselves in (Nyinaku, 2016).

Although intrapreneurship is a new concept in Ghana, it has been considered as an indispensable factor which is necessary for business

sustainability. Besides, intrapreneurship is important for any type of business or organization due to the fact that it brings about growth through the entrepreneurial mindsets of corporate employees; innovation which is key to successful growth; leadership which is a key prognosticator of innovation success; community which ensures that leaders engage and involve individuals on personal initiatives, and engagement which ensures that costs associated with disengagement of employees are reduced (Baruah, & Ward, 2014).

Also, it has become necessary in the current competitive business world. To define the term, intrapreneurship can be defined as all activities carried out intrapreneurially, within large and procedurally recognized businesses, typically to address new market opportunities or generate new approaches of doing things outside the usual scope of operations of the business (Senzu, 2015). Intrapreneurship involves an individual thinking like an entrepreneur, and therefore, entrepreneurial characteristics such as scanning or monitoring the environment for new business opportunities, being customer-driven, using scarce resources judiciously, and being agile are applied to the intrapreneur (Baruah, & Ward, 2014).

Some globally recognised successful companies such as 3M, GE, Intel and Xerox have adopted the concept of intrapreneurship for several years, and it has helped them to maintain and sustain relevance, be innovative and stay on top of the competition (Baruah, & Ward, 2014). Though considering the time some of the world's renowned companies became aware and adopted intrapreneurship, which was quite long ago, the concept has just recently become widespread and

individuals and businesses have accepted and running with it. It is, therefore, not surprising that the concept has currently been adopted by businesses and companies across the globe (Reuters Africa, 2017).

Taking banking institutions into consideration, it could be realised that there are so many gifted young employees with wonderful and excellent ideas which could be taken up and developed into huge business opportunities. The major setback associated with fully exploring this concept of intrapreneurship is how to realise the opportunities inherent in the concept in order to work on it to make realistic the ideas of individuals. Banks are expanding, and therefore, there have also been attention on risks and uncertainty as well as the opportunities associated with expansion and transformation. To take advantage of these opportunities and curb risks and uncertainties, intrapreneurship is needed and should be taken advantage of. Also, according to Quartey and Darkwa (2015), in recent times, banks and other financial institutions are beginning to amalgamate, or to some extent, enter into partnership, and do things collaboratively for shared benefits as no one organisation can do all alone.

Intrapreneurship behaviour, which is considered as entrepreneurial activities of employees within an already established and existing organisation, is currently seen as a global issue as it has become very imperative in managerial decision making and business policy formulation (Reuters Africa, 2017). Intrapreneurship behaviour of employees has been deemed to be very important for attaining competitiveness in the market and industry (Owoo, & Lambon-Quayefio, 2014) as it facilitates smooth growth and survival of organisations



(Oppong, Owiredu, & Quarmyne, 2014). In today's competitive business and economic setting, intrapreneurship behaviour of employees can be relied on to formulate and come up with effectual and efficient organisational strategies (Baruah, & Ward, 2014).

Intrapreneurship behaviour of employees, according Preenen, Liebrechts, Dhondt, Oeij, & van der Meulen (2014), revolves around indirect attitudes, indirect subjective norms, indirect perceived behavioural control, direct attitudes, direct subjective norms, direct perceived behavioural control, and intentions. These imply that intrapreneurial activities of corporate employees can be observed in several ways, and from diverse perspectives. Organizations would then have to ensure that their employees bring the best out of themselves, in the form demonstrating intrapreneurial activities.

According to Phoofolo (2018), studies on intrapreneurship were done on only large industrial and manufacturing organisations in the United States of America. Drawing from this, it is clear that intrapreneurial behaviour in financial institutions, particularly the banks, and in general, companies and businesses in the African continent have been given less or no attention at all by previous studies. This might be why the concept is still regarded as fresh in Africa. Most attention was given to firms in the western world where people believe innovation and inventiveness are at their peaks.

It should be stated that intrapreneurship behaviour is influenced by both individual and organizational characteristics (Momani, & Qayyum, 2013; Klewitz, & Hansen, 2014). While individual characteristics include employee

motivation which could be intrinsic and extrinsic in nature and employee self-efficacy which involves a person's belief in his abilities to put out high levels of performance to ensure organisational development, organizational characteristic mainly revolves around firm resources (Semrau, Ambos, & Kraus, 2016; Yoon, & Solomon, 2017; Bandura, 2016; Ayuso, & Navarrete-Báez, 2017; Vargas-Halabi, Mora-Esquivel, & Siles, 2017; Mohutsiwa, 2015).

To reiterate, the concept of intrapreneurship is well-known and embraced in developed economies than in less developed economies like many countries in Africa (Sledzik, 2013). Some of the highest successes chalked by huge companies in the developed worlds are products of intrapreneurial behaviour of employees. It is no surprising that Google, to encourage intrapreneurship, allows its employees some hours to engage and work on their own initiations and ideas (Schawbel, 2013). According to Momani and Qayyum (2013), intrapreneurship should be seen as a culture for employees to study as many countries have reaped a lot of benefits from the incorporation of intrapreneurship activities into their core business operations.

Conversely, intrapreneurship in underdeveloped countries, and particularly, Africa, is nothing to write home about (Reuters Africa, 2017). Though intrapreneurship has been identified to have helped many organisations to take advantage of opportunities, the level of acceptance in African business organisations is still on the low (Sledzik, 2013; Reuters Africa, 2017). Not to go any further, talking about Ghana, intrapreneurship in the country cannot be said to

have any positive story despite the overwhelming benefits the Ghanaian business market can enjoy from encouraging and exploring this concept (Senzu, 2015).

The current study focused on the commercial or universal banks in the Cape Coast Metropolis of Ghana. According to Ahenkan (2020), the commercial banks recognised to have been operating in the Cape Coast Metropolis include Prudential Bank, Agricultural Development Bank, Consolidated Bank Ghana, GCB Bank, National Investment Bank, Barclays Bank Ghana, Zenith Bank Ghana, Guarantee Trust Bank, Fidelity Bank, Republic Bank, Societe Generale, Data Bank, Fiaseman Rural Bank, Assinman Rural Bank, and Kakum Rural Bank. Majority of these banks are still striving hard to reach the highest point of growth, and therefore, intrapreneurial behaviour of employees will give them a lot of advantage.

#### **Statement of the Problem**

In spite of the fact that intrapreneurship is well appreciated and taken advantage of in the developed economies, it still remains a new concept in Ghana and the associated benefits remain untapped (Oppong et al., 2014; Owoo et al., 2015; Quartey, & Darkwa, 2015). The concept of intrapreneurship has been identified as a huge influence on business success in the developed world, by bringing forth the innovativeness and idealistic skills in employees.

Nevertheless, employees at the universal banks in the Cape Coast Metropolis, and in Ghana at large, have not really demonstrated intrapreneurship behaviour (Ahenkan, 2020). Only about 30 percent of corporate employees in Ghana were reported to have engaged in intrapreneurial activities (Ahenkan,

2020). Specifically, universal banks in the Cape Coast Metropolis have been recording reduced performance from their employees – majority of the banks’ employees are not demonstrating intrapreneurial skills to help their banks grow, and their behaviours may be influenced by their self-efficacies, motivation and the banks’ resources (Vargas-Halabi et al., 2017).

Studies conducted on the concept of intrapreneurship behaviour considered, in most cases, developed economies whose economic structures are different from Ghana’s (Baruah, & Ward, 2014). These developed economies have set up institutions purposely for promoting intrapreneurial behaviour and intrapreneurship due to the knowledge drawn from studies conducted in their countries (Deliotte, 2015). Ghana, on the other hand, to the best of the researcher’s knowledge, lacks empirical studies on the relationship between intrapreneurship behaviour and individual and organizational characteristics whose empirical findings can contribute to promoting intrapreneurship behaviour in the Cape Coast Metropolis and Ghana at large.

Based on the foregoing, it is obvious that there is an empirical and realistic knowledge gap on the ways by which intrapreneurship and intrapreneurial behaviour can be promoted among employees of universal banks in Ghana; specifically, in the Cape Coast Metropolis, as related existing literature focused mainly on challenges and government fiscal policies affecting commercial banks in Ghana (Kpodo, & Mensah, 2015). It is, therefore, against this backdrop that it has become imperative and needful to conduct this study to determine the effect

of individual and organizational characteristics on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis, Ghana.

### **Purpose of the Study**

The main purpose of the study was to determine the effect of individual and organizational characteristics on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis, Ghana.

### **Objectives of the Study**

Specifically, this study sought to:

1. Determine the effect of employee self-efficacy on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.
2. Assess the effect of employee motivation on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.
3. Analyse the effect of firm resources on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.

### **Research Hypotheses**

To achieve the research objectives, the following hypotheses are formulated and tested:

$H^1_0$ : There is no statistically significant effect of employee self-efficacy on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.

$H_0^2$ : There is no statistically significant effect of employee motivation on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.

$H_0^3$ : There is no statistically significant effect of firm resources on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.

### **Significance of the Study**

Knowledge gained through the findings of this study will improve individuals and organisations' understanding of intrapreneurship and its antecedents. The study will also be beneficial to other researchers in the area of antecedents of intrapreneurship and intrapreneurial behaviour in the banking sector and even beyond by serving as a basis for further studies in this area. Again, findings of the study will provide useful and referent information to policy makers for the formulation of workable policies directed at encouraging intrapreneurial activities among employees of commercial banks in the Cape Coast Metropolis and Ghana at large. This, in the long run, will make employees put to practice their innovative skills and talents to add some level of dynamism to the operations of the banks.

### **Delimitations of the Study**

The study was delimited to intrapreneurship behaviour and antecedents of intrapreneurship which per this study included firm resources, motivation and self-efficacy. Antecedents of intrapreneurship served as independent variables as the employee intrapreneurial behaviour was considered as the dependent variable.

Besides firm resource, motivation and self-efficacy, there were other factors, such as government policies, that could affect employee intrapreneurial behaviour but for the purpose of this study, these factors were held constant. Cape Coast Metropolis was chosen as the study area because it was easy to access data needed for the study from the commercial banks included in the study.

### **Limitations of the Study**

Some limitations were identified. Firstly, the sample selection did not cover bank employees who were not permanently engaged and always available at the bank due to accessibility issues and time constraints. Also, the respondents would be reluctant in responding to the questionnaires as they did not want to come into contact with foreign materials and random people entering the banking hall due to the Coronavirus outbreak in the country and the Cape Coast Metropolis marked as one of the hotspots. This made access to data difficult. It might also influence the respondents' responses to the items in the questionnaires. Nevertheless, the researcher made all efforts possible to ensure that the required data were collected.

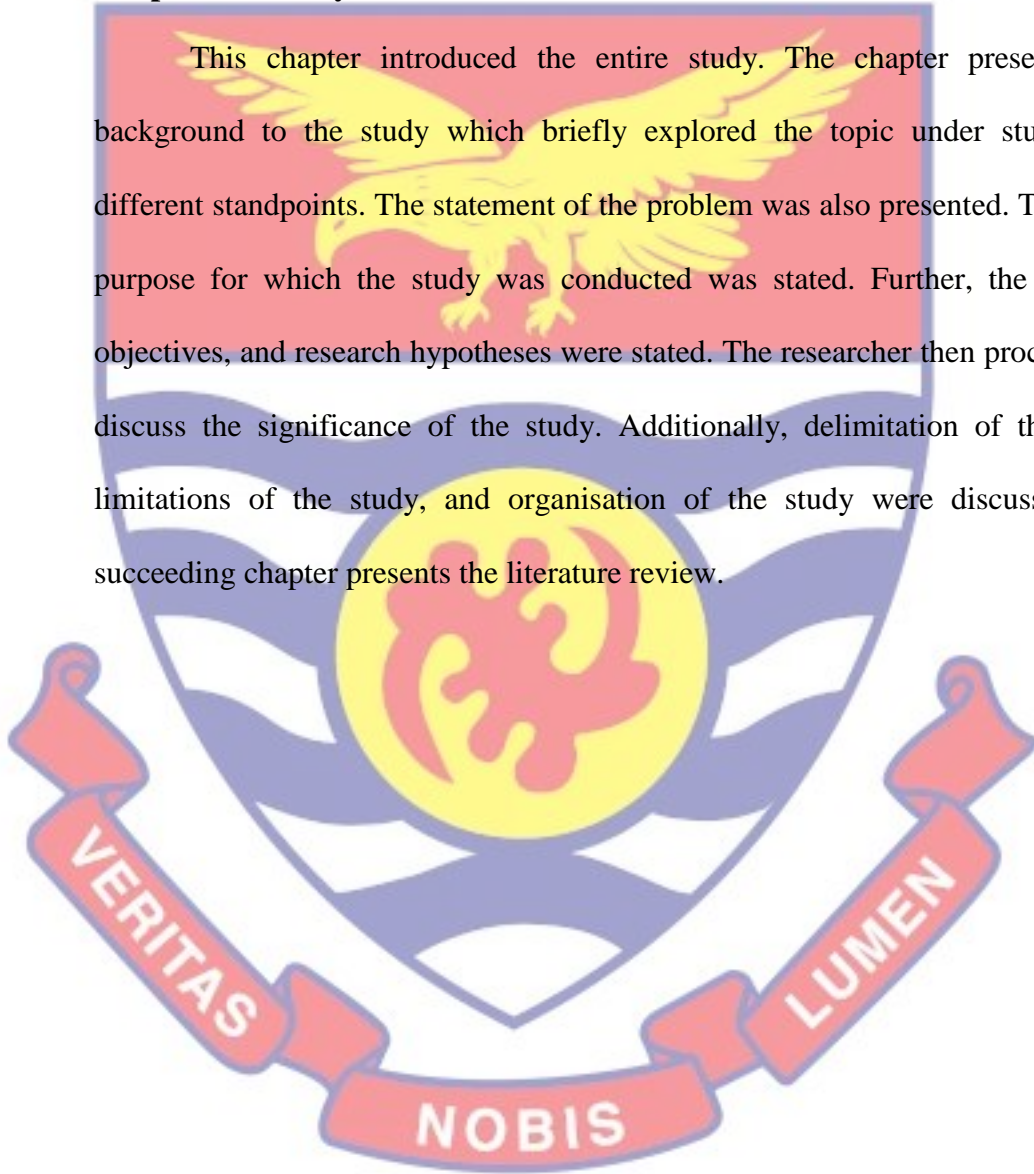
### **Organisation of the Study**

The study was composed of five chapters. Chapter One covered the background to the study, statement of the problem, purpose of the study, the study objectives, as well as the research hypotheses, significance of the study, delimitation, and limitations. The second Chapter focused on the review of existing literature in relation to antecedents of intrapreneurship and intrapreneurial behaviour of employees. Research methods used were captured in

Chapter Three. Chapter Four presented results and discussion of findings. The fifth Chapter focused on summary, key findings, conclusions, and recommendations.

### **Chapter Summary**

This chapter introduced the entire study. The chapter presented the background to the study which briefly explored the topic under study from different standpoints. The statement of the problem was also presented. The broad purpose for which the study was conducted was stated. Further, the research objectives, and research hypotheses were stated. The researcher then proceeded to discuss the significance of the study. Additionally, delimitation of the study, limitations of the study, and organisation of the study were discussed. The succeeding chapter presents the literature review.





## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The focus of this chapter was to review related literature making the theoretical underpinning of this study. Theories reviewed include the theory of self-efficacy, the theory of self-determination, the resource-based theory, and the theory of planned behaviour. Entrepreneurship and intrapreneurship concepts were also considered there. This chapter also reviewed related empirical studies. The reviews were done taking cognisance of the study objectives and the hypotheses formulated. Further, the chapter included conceptual framework which defined the entire study, and concluded with a chapter summary.

#### Theory of Planned Behaviour

The theory of planned behaviour, previously referred to as the theory of reasoned action, was developed by Icek Ajzen (1985) through an article titled “From intentions to actions: A theory of planned behaviour”. The theory, basically, links one’s intention with behaviour. According to the theory, intentions are influenced by attitude, subjective norm, and perceived behavioural control (Goemaere, Vansteenkiste, & Van Petegem, 2016). This can be explained that individuals behave in a particular way only when something else is triggered. Actual behaviours are normally preceded by certain factors (Landry, Kindlein, Trépanier, Forest, & Zigarmi, 2016). Considering this, for employees to behave intrapreneurial, some factors need to be in place first. Thus, self-efficacy,

motivation, and firm resources are likely to influence the intentions of employees, leading to intrapreneurial behaviours at the commercial banks in Cape Coast.

### **Self-Efficacy Theory**

Bandura's (1977) self-efficacy theory posited that all change of psychological processes function over the modification of entities' expectations and personal mastery. The anticipations regarding self-mastery could be classified as consequent expectation which involves the confidence that a specific behaviour may or may not culminate in a particular result, and efficacy expectation which is the certainty that an individual is or is not incapable to perform a required activity (Shehu, & Mahmood, 2014). Efficacy expectations were considered to have given rise to subsequent behaviours (Bandura, 1977). Per this study, self-efficacy, as a precursor of intrapreneurial behaviour, makes people take action, and this may mean that self-efficacy propels employees of commercial banks to take intrapreneurial actions. On the other hand, individuals who have low self-efficacy are less likely to undertake intrapreneurial behaviours or activities.

### **Self-Determination Theory**

Self-determination theory by Deci and Ryan (2002) placed emphasis on motivation, and focused on the type of motivation or reward believed to be necessary by employees instead of just any form of rewards. The theory assumed that, logically, people have the propensities to improve themselves to a particular highpoint, but could be effectual in the light of societal contexts (Goemaere et al., 2016). It, therefore, suggests that just as individuals are active creatures with progressed leanings toward increasing environmental encounters, societal

discourse could uphold or hinder such natural leanings (Landry et al., 2016). It could then be inferred that employees' propensities to achieve higher feats might include achieving intrapreneurial behaviours. This means that there is inner motivation that serves as an antecedent for intrapreneurial behaviours. Per this theory, and aligning it with this study, the more employees of commercial banks are intrinsically motivated, the more they generate interest towards intrapreneurial behaviours.

### **Resource Based View Theory**

The Resource-Based View theory (Wernerfelt, 1984) emphasised the in-house resources of a firm as a development strategy, and its unit of analysis is the firm instead of the market. This theory sees businesses as dissimilar in terms of the mobility of the resources and competences they have at their disposal (Landry et al., 2016). According to Wernerfelt, the differences in businesses' performance and their respective competitive advantage are attributed to their dissimilarity rather than the structure of the industry they find themselves in. Inferring from this, firms with the necessary resources and capabilities (intrapreneurial resources) at their disposal are likely to improve their employees' intrapreneurial activities compared to firms without the requisite resources and capabilities (Ayuso, & Navarrete-Báez, 2017). Therefore, for commercial banks to encourage and improve intrapreneurial behaviours, there is the need to enrich their unique resource base.

## Concept of Entrepreneurship

Entrepreneurship, as a word, was ascertained from the German term “internehmung” which basically translates to the English word, “undertaking” and also a French verb, “enterprendre” which translates to “between takings” or “to undertake” (Phoofolo, 2018). Further, entrepreneurship has been polished from economic perspective to personal viewpoint where Cantillon (2010) (as cited in Deci et al., 2017) brought forth the term “entrepreneurship” and termed it as a procedure where an individual participates in exchanges in the market for the reason of making profit whilst allowing for some level of considerable risk. According to Ayuso and Navarrete-Báez (2017), risk can be taken care of by obtaining insurance policies which would help minimising losses to the entrepreneur.

It has been asserted that the main activity of the entrepreneur includes coordination of production elements such as labour, land and capital in order to produce goods and services (Ryan, & Deci, 2017). Ryan and Deci termed the entrepreneur as an individual who directs resources from areas where they produce less benefit to areas of high benefit and productivity. On the other hand, Nie, Chua, Yeung, Ryan and Chan (2015) termed entrepreneurship as invention and innovation, and termed innovation as introducing new products, markets, improved techniques of producing goods and services, taking advantage of source of raw materials and carrying out a firsthand organisation of an industry.

The main focus of the prior explanations of entrepreneurship was the qualities and behavioural characteristics of the entrepreneur as a person who sets

up and manages a business for the main objective of making profit and growing business. To buttress this view, Phoofolo (2018) contends that an entrepreneur is an individual, as opposed to a group of people or organisation. Phoofolo holds that the entrepreneur has some relative advantage in decision-making either because the entrepreneur is privy to better information or different perception of opportunities. Entrepreneurs are able to take quick decisions compared to organisations.

Other researchers also see entrepreneurship to have multidimensional definitions with a particular focus on the process and results. For example, according to Su, Zhongfeng, Xie, En, Wang and Dong (2015), entrepreneurship is defined as the formation of value through establishment of organisation that is, the process of commencing and, or growing new income generating businesses. Shirokova, Bogatyreva and Beliaeva (2015) distinguished three types of entrepreneurship to include static entrepreneurship, defined by self-employed and has come as a result of ‘shopkeeper effect or refugee effect’; the dynamic entrepreneurship, defined by new venture creation (nascent entrepreneurs) which has a ‘Schumpeterian effect’, and Corporate entrepreneurship, defined as entrepreneurial behaviour in large organisations.

### **Concept of Intrapreneurship**

The word ‘intrapreneurship’ is a new word formed from combining ‘intra-corporate’ and ‘entrepreneur’. The word was introduced by Gifford and Elizabeth Pinchot in 1978. Gifford and Elizabeth Pinchot explained intrapreneurship acts as an inventive and innovatory personality that tries to break the current ways of

doing things in an organisation. Far along, prior researchers defined intrapreneurship to have referred to the evolvement of behavioural intents that are connected to departures from the conventional means of running business in an existing organisation (Pratono, & Mahmood, 2015; Pietersen, 2015).

According to Núñez-Pomar, Prado-Gascó, Sanz, Hervás and Moreno (2016), intrapreneurship is defined as the bringing forth and execution of a major innovation for the firm by one or many employees working in an already well-established organisation. Lonial and Carter (2015) described intrapreneurship as the procedure during which an intrapreneur explores entrepreneurial opportunities to develop new ways of satisfying societal needs in an existing organisation. The implication is that intrapreneurship requires an act of recognising opportunities, developing innovative behaviours and a drastic move from the ancient ways of doing things in the firm through employees' ingenuities.

Furthermore, Yoon and Solomon (2017) stated that intrapreneurship is explained as intrapreneurial undertakings that receive the firm's resources for the reason of innovation whilst Etikan, Musa and Alkassim (2016) upheld that, intrapreneurship is the process by which individuals in existing business firms follow opportunities independent of the resources they presently have under their control. This signifies that resources are vital elements for intrapreneurship endeavours. Consequently, efficiently allocated, intrapreneurship will promote innovation and assist the employees with good ideas to effectually channel the resources of an organisation to develop more successful products and services (Su et al., 2015).

Intrapreneurship concept has been likened to concepts in management, such as diversification, capabilities and organisational innovation. According to Christley (2015), intrapreneurship and management share some resemblances as well as dissimilarities. For instance, taking management into consideration, most diversifications are motivated by the search for holism; an inquest into what complements the organisation's existence, services, market and related resources. Alternatively, intrapreneurship is about creation and novelty. Intrapreneurship and management cannot be said of being totally different as intrapreneurial activities in organisations symbolise withdrawals from the conventional way of doing things which ends up not marring the existing management structures but rather increase the product or market base of the organisation just as what happens in management diversification in the long-term.

Further, organisational resources and competences are other concepts of management which have been linked to intrapreneurship. Organisational learning is one of the management practices likened to intrapreneurship. The recurrent nature of activities undertaken in the organisation generates learning in organisations. Likewise, intrapreneurship generates a learning process; what Schumpeter termed 'creative destruction'. Departing from the traditional means of doing things leads to destruction of some procedures and policies. In the course of restructuring these procedures and policies, new learning and comprehension are developed. Though the techniques of learning differ, organisational learning is a crucial concept in both management and intrapreneurship.

In like manner, organisational innovativeness is important for both intrapreneurship and management. According to Cetin (2011), organisational inventiveness is a concept from literature in management that can be considered next to the concept of intrapreneurship. Cetin upheld that innovation cannot be discounted as an essential factor of intrapreneurial activities. The focus of organisational inventiveness could be seen mostly in the line of governance whilst that of intrapreneurship could be seen in the area of novel creation and processes. Both management and intrapreneurship could be said to have organisational inventiveness as agenda. In linking intrapreneurship and management, it is obvious intrapreneurial activities do not require holding onto the conventional mode of doing things, instead, breaks through traditional layers.

### **Measuring Intrapreneurship**

Intrapreneurship has been subjected to many measurements such as proactiveness, innovativeness, risk-taking, and new business venturing. It has been considered that most of the studies conducted in the 80's had proposed intrapreneurship as consisting of innovativeness, proactiveness and risk taking (Brouthers, Nakos, & Dimitratos, 2015; Ayandibu, & Houghton, 2017). Later, a blend of dimensions was used by different researchers and scholars, with some using the three and others using six as stated by Arshad, Rasli, Arshad and Zain (2014), and indicated below.

- Innovation, risk taking, proactiveness;
- Risk taking, innovativeness, proactiveness;
- Internal innovation or venturing, strategic renewal;



- Autonomy, innovativeness, risk taking, proactiveness, competitive aggressiveness;
- Innovativeness and proactiveness;
- New business venture, innovativeness, self-renewal, proactiveness.

From the above, it could be seen that many indicators have been used to measure intrapreneurship. A comprehensive description of all these measurement indicators shows that innovativeness and proactiveness dominate. For instance, in expanding on internal innovation – the bringing forth of a fresh business or products within an already established organisation (Ayandibu, & Houghton, 2017), fresh business venture strategic renewal – redefinition of the business concepts, reorganistaion and the introduction of system-wide changes for innovation (Cetin, 2011), and self-renewal which means transformation of organisation through the renewal of the core ideas on which the organisation is established (Zijlma, 2016), lead into debating innovation and the various activities; such as new creation in terms of procedures, products, technologies, identifying new market niche and opportunities (Zijlma, 2016).

Innovativeness was conceptualised as an intrapreneurial activity measure and was termed as promoting new products, bringing in new market recognition, constantly modifying product design and packaging, production of fresh products, and employees thinking and acting ingeniously instead of copying others' innovation. Competitive aggressiveness and risk-taking in in-depth direction are tilted in the direction of proactivity whilst autonomy could be applied under either

innovative action and or a proactive action. This is to say that for an intrapreneur to take up opportunities and be productive, proactiveness is a key.

Proactiveness is about pioneering initiatives to pursue new opportunities (Wales, Wiklund, & McKelvie, 2015) and describes an act in expectation of action to be taken. Proactiveness has been revealed to be positively related to intrapreneurial intentions (Phoofolo, 2018) and behaviour. An organisation is said to be intrapreneurial when its employees are able to think ahead of time, take initiatives, and solve societal problems with their skills (Zijlma, 2016). According to Phoofolo, entrepreneurs who exhibit a proactive behaviour are disposed to adopt more business opportunities and take advantage of them.

According to a research conducted by Vargas-Halabi et al. (2017) among university professionals in private organisations in Europe, it was found that proactivity was a higher level construct of intrapreneurship. Ayuso and Navarrete-Báez (2017) found a similar view that proactiveness such as taking initiative was a measure of intrapreneurship. The current study considers proactiveness as a measure of employee intrapreneurial behaviour and defines it as thinking in terms of future, taking initiatives, and being active in the business space or environment. Proactiveness is more about looking into the future than focusing on the present.

### **Entrepreneurship and Intrapreneurship**

The term entrepreneurship is multifaceted. Consequently, many definitions have been given on entrepreneurship. It is concerned with identifying opportunities, allocation of resources, being conservative with risk taking to produce a product or service, either for a profit or for societal good (Lee, Herold,

& Yu, 2016). The entrepreneur bears his or her own costs of undertaking entrepreneurial activities. Intrapreneurship has been cited as a form of entrepreneurship and has in common several characteristics such as taking initiatives, pursuit of opportunities for the benefit of the firm (Jansson, Nilsson, Modig, & Hed, 2017). Intrapreneurship is particularly about employees' entrepreneurial activities within an existing organisation.

Intrapreneurs generate explicit knowledge by working in firms which already have their own policies, and culture (Engelen, Gupta, Strenger, & Brettel, 2015; Filser, & Eggers, 2014; Kerr, William, Nanda, Ramana, Kropf, & Matthew, 2014). According to Engelen, Gupta, Strenger and Brettel, though entrepreneurship and intrapreneurship have many significant discrepancies, they have some similarities because intrapreneurship is constantly regarded as entrepreneurship within organisations. This is to say, entrepreneurial activities or behaviours demonstrated by employees within already established organisations, using the organisation's resources and time can be referred to as intrapreneurship.

According to Filser and Eggers (2014), both entrepreneurship and intrapreneurship are about ingenuity and inventiveness. Creativity and inventiveness are important and needed, but inadequate elements as far as intrapreneurship is concerned. For creativity and innovation to be sufficient as far as intrapreneurship is concerned, there is the need for an impact to be felt on the organisation's performance and growth in general. Whilst entrepreneurs innovate and create for themselves, intrapreneurs originate and create on behalf of the organisations in which they find themselves (Lechner, & Gudmundsson, 2014).

Despite the above assertions, it could be safely concluded that entrepreneurship and intrapreneurship are similar in definition and characteristics; they can be, to large extent, used interchangeably. The only discrepancy between them is the location as each place or location has its own characteristics and limitations. What principally differentiates entrepreneurship and intrapreneurship in many cases is the context in which the entrepreneurial activities take place (Lonial, & Carter, 2015). The current study has also realised that entrepreneurship is before the creation of the business whilst intrapreneurship is after the creation of the business to help create more new businesses aimed at increasing competitive advantage.

### **Intrapreneurship in Financial Institutions**

Intrapreneurship in financial institutions such as the banks has not been sufficiently researched. This is obvious in the rarity of literature existing on intrapreneurship and financial institutions. According to Yoon and Solomon (2017), intrapreneurship and financial institutions are two certainties whose movement is crucial. Yoon and Solomon suggested six items in backing of the need to reconcile intrapreneurship and businesses such as the financial institutions. These are, intrapreneurial behaviours are not private property of employees; intrapreneurs can be superb associates for owner/managers of growing businesses; the fact that intrapreneurs are unavailable in businesses now does not mean that they cannot be in business; small businesses are budding avenues for intrapreneurs; businesses such as the financial institutions make available favourable environments for invention (Su et al., 2015).

Also, it is obvious that motivation of employees is very crucial in encouraging intrapreneurial behaviour within established financial institutions. The type of growth sought by the business, the business' strategic objectives and the type of salary and rewards for intrapreneurial action are all crucial factors that have an influence on the development of intrapreneurship in financial businesses (Su et al., 2015). Within the commercial banks, there are a lot of employees with innovative ideas but how to realise them for the benefit of the banks has been the issue as most employees do not feel the conviction to make their ideas known to the banks to help work on them (Christley, 2015). This thus implies that self-efficacy is necessary for employees' engagement in intrapreneurial activities.

### **Concept of Self-Efficacy**

According to Christley (2015), self-efficacy is referred to as beliefs about one's abilities to produce targeted levels of outputs that have influence on happenings that affect lives. It is a specified area dependent on people's observations of their dexterities and capabilities. The concept shows an individual's deepest feelings on whether he or she has the abilities considered vital to duty execution, as well as the certainty that he or she will be able to successfully translate those skills into a chosen result (Cetin, 2011). People with self-efficacy portray signs of self-reliance, insistence, and aptitude to focus on targets and may be tagged as proactive people. Self-efficacy affects people's selection of activities and behavioural settings and may affect enduring efforts.

Prior studies constantly stressed the relevance of self-efficacy as the main factor in determining human agency (Brouthers, Nakos, & Dimitratos, 2015).

Some individuals strong self-efficacy whilst some have weak self-efficacy as it is seen as task specific (Jansson et al., 2017). On the other hand, some people can have high self-efficacy in one domain or field, but low self-efficacy in another field. Those with strong self-efficacy for a particular task are highly likely to persist in that task (Bryan, & Bell, 2015). They challenge themselves with high targets and maintain strong commitment to them. They improve their efforts in the face of difficulties and disappointments. They swiftly get back on feet and regain efficacy after disappointments and drawbacks. They usually ascribe disappointments to inadequate efforts or poor knowledge and skills which can be attained through training.

Persons with a low feel of self-efficacy are likely to hold negative views and think of task demands as frightening but not as a challenge, and therefore, makes the individuals set unacceptable objectives for themselves (Ayandibu, & Houghton, 2017). They commit weakly to the objectives they have set for themselves to accomplish. When confronted with tough tasks, they focus on their personal deficits and inabilities rather than concentrate on how to perform tasks successfully. They relax their efforts and give up quickly in the face of challenging situations. They are slow to regain their sense of efficacy following a failure they had experienced in the past. They easily fall victims to stress and depression (Arshad, Rasli, Arshad, & Zain, 2014).

Four main sources have been stated as where perceived self-efficacy could be ascertained (Christley, 2015). According to Christley, these sources include mastery knowledge, which is a straightforward experience through undertaking a

particular task; indirect or social experience, which is accomplished through perceiving people around as models; verbal persuasion, which is ascertained through encouragement from individuals who matter in your lives, and emotional state, which is the state an individual is in at a given point in time and can increase or lower self-efficacy.

Considering the explanation of self-efficacy, the current study adopts the self-efficacy concept in same manner as Bandura used it to describe the intrapreneurial characteristics of employees. The present study sought to examine whether employees depicting high abilities and capabilities of performing a required activity could culminate in more intrapreneurial practices in the commercial banks in the Cape Coast Metropolis of Ghana. Self-efficacy theory as used in this study, and just as any other theories, has been criticised. Su et al. (2015) critiqued that the theory amplified personal efficacy independent of outcome expectation. According to Su et al., both efficacy expectation and outcome expectation are essential in determining change. The present study focused on the efficacy expectation.

Also, on criticism of concept, it was contended that a duty cannot be described merely by aligning it to your experience and skills. Etikan, Musa and Alkassim (2016) also posited that the highly correlational relationship in the theory was not well elaborated. Etikan, Musa and Alkassim argued that the association between self-efficacy and how humans behave as described by the theory is more correlational, and that the research deemphasised the role of environment in determining attitudes. Though Etikan, Musa and Alkassim's

argument may hold water to some extent, they did not come out with any possible explanation of the theory. Having mentioned that the relationship is more of a correlational one than cause-effect, he did not make clear how strong the relationship was. In most cases, strongly correlated variables have the tendency of exhibiting cause-effect characteristics.

A study conducted, based on Bandura's self-efficacy theory, using 233 Southwest University students, by Filser and Eggers (2014) showed that a leader's confidence is connected to critical leadership characteristics. This shows that self-efficacy concept through the insight of Bandura's self-efficacy theory can contribute to the explanation of human behaviours, predominantly, that of employees. Per this study, self-efficacy is termed as an employee's confidence or belief in his or her abilities, experiences, knowledge and skills to recognise intrapreneurial opportunities in an organisation and its environment.

### **Concept of Motivation**

Motivation is referred to as a person's wish to do the best possible job or exert the maximum effort to perform assigned tasks (Kerr, William, Nanda, Ramana, Kropf, & Matthew, 2014). Motivation is an essential component in employee performance and productivity. Even with the right skills and capabilities, clearly defined objectives, and accommodating working environment, without additional motivation, it may be somehow difficult for the tasks to get accomplished (Lechner, & Gudmundsson, 2014). Motivation can be extrinsic or intrinsic. Behaviours motivated extrinsically are those where the controlling mechanisms are easily seen (Lonial, & Carter, 2015).



On the intrinsic side of motivation, Deci et al. (2017) stated that behaviours that are inherent and can lead to creativity, flexibility, and spontaneity are referred to as intrinsic motivation. On the contrary, extrinsically motivated activities are ordinarily done as a result of pressure, and end up in low self-esteem and anxiety. Intrinsic motivation is not seen with the eyes or touched with the hands; it is a feeling of conviction within an individual which propels him or her to focus on a task and complete it successfully. Employees motivated intrinsically do not really need physical rewards to perform tasks assigned them.

According to Deci et al. (2017), the existence of competence, relatedness, and autonomy are the main factors that stimulate people to pursue an activity. The competence factor has to do with seeking to control outcomes of actions and mastery of experience. The readiness factor refers to the universal want to get interactive with, linked to, and experience caring for others. Finally, the self-sufficiency factor is concerned with the desire to be independent and do things as one wishes to do. However, if an individual who is already intrinsically motivated is given extrinsic rewards, it could weaken one of the three facets, which is autonomy, for behaviour would now be managed by the external rewards and people begin to experience less control of their own behaviours, thus intrinsic motivation is diminished.

Considering the self-determination theory, emphasis was placed on intrinsic motivation; however, the influence of extrinsic motivation was also acknowledged. This is supported by Doshi and McGregor (2015) who positioned that intrinsic and extrinsic motivators go hand in hand. This means that, for one

act intrapreneurial, both intrinsic and extrinsic motivation can play a role. The current study, though mentioned motivation in general, focused on the intrinsic aspect of motivation, and to examine whether it influences employees at the commercial banks to act intrapreneurial.

There have been some criticisms that intrinsic motivation alone cannot influence employees to act in a particular way. The current study, to some extent, agrees to the critics on the basis that intrinsic motivation cannot be a one-fit-for-all in all situations. Some people are said to be logically motivated intrinsically in the direction of an action whilst some could be motivated by extrinsic means towards that same action. Consequently, the present research examines intrinsic and extrinsic motivation at a time to ascertain which one between the two triggers an intrapreneurial action. Per this study, the concept of motivation is termed as the drive factor which impacts an individual towards a particular behaviour. Therefore, motivation is said to be the reasons underlying an employee's behaviour.

### **Concept of Firm Resource**

According to Lonial and Carter (2015), the basic assumption of resource based view is that organisations are made of a bunch of resources and have diverse resources. Resources are described as assets, procedures, abilities and information which are invaluable, rare, incomparable and non-substitutable (Lonial, & Carter, 2015). Due to the differing nature of resources from one organisation to the other, some scholars asserted and believed that it is the exclusive resources of organisations that give them competitive advantage over

others (Pietersen, 2015; Jansson et al., 2017). Furthermore, it was asserted that resources include all the properties, information and knowledge owned and controlled by a firm that enable the firm to conceive ideas and devise schemes to improve effectiveness and growth (Pratono, & Mahmood, 2015).

It is also indicated that firm's capabilities for enhancing performance is reliant on the firm's resources (Doshi, & McGregor, 2015). Firms need different resources for their intrapreneurial ventures. Firms' performance has been linked with the kind of resources they have and how they put those resources into use (Arend, 2014). The principal reason for a firm's growth is usually said to be within the firm itself (Ayuso et al., 2016), for firms to achieve competitive advantage, resources owned and controlled by the firm should be transformed into capabilities (Laguir, Laguir, & Elbaz, 2016).

In linking resources to commercial bank intrapreneurial behaviour, the implication is that commercial banks can become competitive, by ensuring that both their resources for production and their capabilities are fine-tuned to bring forth intrapreneurial behaviours. Thus, the usage of the resource based view in the current study confirms that appropriate control and management of both the resources and the capabilities of a firm enable the firm to stand strong and maintain competitive advantage. Resource based view of firms was critiqued by some scholars. One of the arguments is that it has no managerial effects. That is, it only seems to inform managers to improve valuable, rare, and non-substitutable resources, and develop the required organisation but it is mute on how these can be done (Semrau et al., 2016).

## Empirical Review

A number of studies have been conducted around the antecedents of intrapreneurial behaviour of employees in organisations. This section of the chapter focuses on the empirical studies carried out in this area. Studies on self-efficacy and intrapreneurship behaviour are reviewed; studies on motivation and intrapreneurial behaviour are also reviewed. Finally, studies on firm resources and intrapreneurial behaviour are considered. The reviews are done considering the study objectives formulated for the current study. The major gaps in the empirical studies are also identified through critiquing.

### Self-efficacy and intrapreneurial behaviours

There are many studies on the link between self-efficacy and entrepreneurial behaviour. Goemaere et al. (2016), Ravindra and Wajid (2012), Cetin (2011), and Wakkee, Elfring and Monaghan (2010) posit that self-efficacy offers insight into the broader intellectual and logical processes involved in the materialisation of entrepreneurial actions. Landry et al. (2016) contend that self-efficacy is a central factor in improving the success chances of business start-up activity. Kuvaas, Buch, Gagné, Dysvik and Forest (2016) conducted a study on the direct impacts of self-efficacy on formation of entrepreneurial actions. Results show that individuals with higher entrepreneurial self-efficacy have higher entrepreneurial intentions and are, thus, more likely to believe they also have a workable idea.

A model advanced by Attig et al. (2016) to analyse the relationship between entrepreneurial self-efficacy and behaviour, using the correlational

design, showed a direct relationship between entrepreneurial self-efficacy and development of entrepreneurial behaviour. The study concluded that personal self-efficacy has an association with individuals' entrepreneurial intentions. It was, therefore, recommended that individuals work and improve on their personal self-efficacies. Shehu and Mahmood (2014) hinted that self-efficacy is critical to human functioning but, because actions are founded on what people have faith in that they can do than on what is impartially true; it was, therefore, concluded that self-efficacy could be a reliable predictor of entrepreneurial behaviours.

A study, employing the correlational design, conducted by Peng, Kong and Turkey (2015) to examine the influence of self-efficacy on perceived entrepreneurial actions using the quantitative approach and employing the structural equation model on a group of Chinese farmers revealed that self-efficacy has a significant and positive influence on farmer entrepreneurial intentions. Peng, Kong and Turkey concluded that individuals' self-efficacy is necessary for the development of entrepreneurial behaviour. It was recommended that individuals should work on their self-efficacy to enable development of entrepreneurial ideas. However, the study did not consider self-efficacy as a possible precursor to employee intrapreneurial behaviour.

Considering self-efficacy and intrapreneurial behaviours, only few empirical researches have been conducted to analyse the relationship between them. Therefore, there is scarcity of practical studies on self-efficacy and intrapreneurial behaviour. In a study carried out in India, using the quantitative-comparative techniques, among one hundred and thirty-four (134) owner/manager

participants and one hundred and sixteen (116) intrapreneur participants who were engaged with various service provider enterprises, by Ravindra and Saiyed (2012), to examine entrepreneurial and intrapreneurial orientation, revealed that self-efficacy was significantly higher among employees who were working with private enterprises than those in the public services.

In like manner, other researchers and scholars such as Kuvaas et al. (2016) carried out a study, on two hundred and eleven (211) people working in the Turkish information sector, which considered self-efficacy and intrapreneurship. The quantitative approach and the cause-effect design are employed. The results showed that self-efficacy has influence on employee intrapreneurial behaviour. It is recommended that firms should motivate their employees to enable them bring the best out of them. Shehu and Mahmood (2014) carried out a study among employees in the traditional service sectors in Holland. The quantitative method was employed, and the correlational design used. It was found that employee self-efficacy was a strong predictor of intrapreneurial behaviour.

Despite the clear scarcity of practical researches on employee self-efficacy and intrapreneurial behaviours, the few available ones did not consider the banking sector in the Cape Coast Metropolis of Ghana. The findings of the few prior studies cannot be entirely applied to the Ghanaian context where the internal and external business environments are different from the prior research locales. Therefore, it is imperative that a study is considered to address employee self-efficacy and intrapreneurial behaviours. In this light, this current research

examined the effect of employee self-efficacy on intrapreneurial behaviour at the commercial banks in the Cape Coast Metropolis.

### **Motivation and intrapreneurial behaviour**

Intrinsic motivation has been cited as one of the factors that influence intrapreneurial behaviour of employees (Shehu, & Mahmood, 2014). In furtherance to Shehu and Mahmood's assertion, Momani and Qayyum (2013) asserted that motivation for employees (intrapreneurs) was typically not focused on rewards; rather, it is the passion, on part of the employee intrapreneurs, for the organisational growth that propels them to generate innovative ideas. According to Kuvaas et al. (2016), employees motivated intrinsically by innovative challenges are more likely to be industrious compared to those motivated extrinsically. For instance, a study conducted by Reichartz and Weinert (2016) at International Business Machine (IBM) revealed that employee intrapreneurs were intrinsically compelled to invent and innovate, and that business leaders comprehend that motivation comes from the individual not external influence.

A study conducted by Olafsen et al. (2015), examined business owners' aim in sustaining entrepreneurship using two hundred and thirty-four (234) entrepreneurs. Questionnaires were used in obtaining qualitative data from the respondents. The findings showed that intrinsic motivation was a crucial element in comprehending and sustaining intrapreneurial behaviour. In a similar manner, Parker (2014), using the qualitative approach, and the questionnaire to collect data from business managers, asserted that intrinsic motivation was relevant for developing intrapreneurial intents culminating in an intrapreneurial behaviour.

Using qualitative method, and employing the questionnaire, Shirokova et al. (2015) conducted a study on motivational elements that influence intrapreneurial behaviour. Two hundred (200) managers were used as participants. They found that people who were motivated by extrinsic motivational elements such as salary, benefits and job security were also innovative. This goes on to conclude that, though intrinsic motivational factors strongly influence intrapreneurial behaviour, extrinsic factors, to some extent, make employees behave intrapreneurially. They recommended that managers should employ both extrinsic and intrinsic motivators to develop employees' intrapreneurial behaviour.

An exploratory study conducted among two hundred (200) employees in private businesses in Quebec City using interviews by Sheldon (2014) found that employees in private businesses preferred promotion and capital stock which characterise extrinsic motivation. When further asked, the employees maintained that those motivational factors challenge them to behave intrapreneurial. However, Preenen, Oeij, Dhondt, Kraan and Jansen (2016) maintained that extrinsic motivators seem to be relevant when motivating intrapreneurs but argued that the best solution was to get the intrapreneurs motivated intrinsically to ensure that businesses develop deep-seated and feasible solutions.

Nevertheless, many of the studies considering motivation and intrapreneurial behaviour were conducted outside the context of the current study locale and there is no provision of an agreed stance on which motivational type influences intrapreneurial behaviour since there exists differences in Ghanaian



business environment context and business environment context outside Ghana. Therefore, a study is needed to explore the Ghanaian context of motivation and intrapreneurial behaviour. Studies carried out in Ghana on employee motivation were linked to efficiency and performance not employee intrapreneurial behaviour (Ibrahim, & Brobbey, 2015; Bonsu, & Kusi, 2014). Studies which considered employee motivation and intrapreneurial behaviour in Ghana are close to nonexistence, not to talk about studies which have considered commercial banks, and the Cape Coast Metropolis.

### **Firm resources and intrapreneurial behaviour**

Report shows that employees need resources in order to bring forth inventions (Deloitte, 2015). For instance, the “20 % Rule” standard applied by Google in which employees are given the chance to spend one day out of the corporation’s working days per week on a project that is not related to the employee’s core work is a way by which firms can provide employees resources, in time, for employees to explore their innate capabilities. Further, business owners should grant quick access to resources to enable intrapreneurs to authenticate their ideas quickly (Deloitte, 2015).

Some studies asserted that insufficiency of resources in businesses would limit their employees’ abilities to behave intrapreneurial (Rigtering, & Weitzel (2013); predominantly, in the area of innovation whilst others believed that lack of resources could not. For instance, a study undertaken by De Massis, Audretsch, Uhlaner and Kammerlander (2017) among German Mittelstand firms, using a model to identify and integrate six salient traits of firms that allowed them to

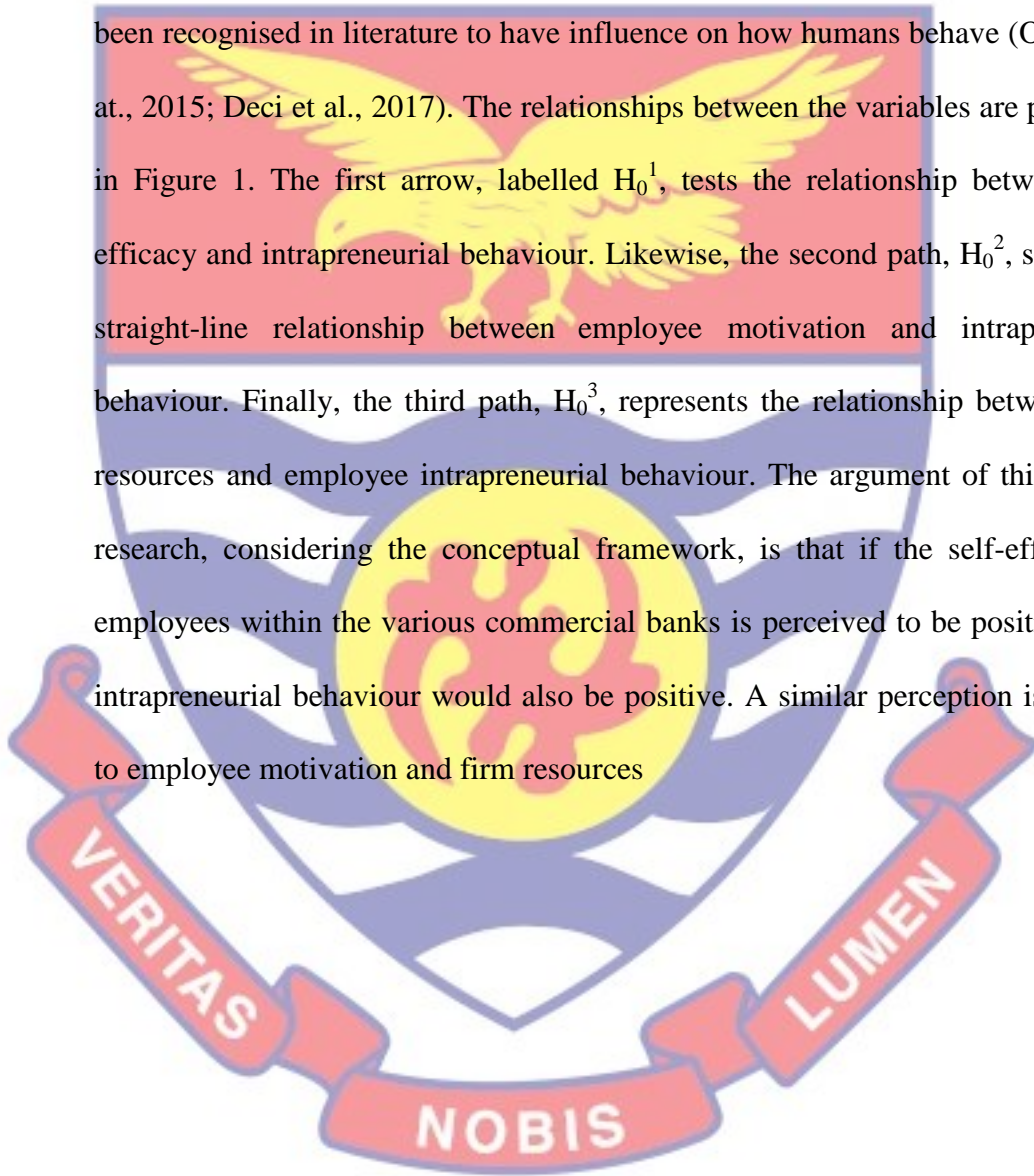
capably orchestrate their resources to innovate and outperform their rivals in the global market, and to enable those firms to overcome their resource-related weaknesses and transform them into strengths, revealed that resource unavailability could not hamper the firms from behaving inventively.

Further, a research conducted by Hewitt-Dundas (2006) on resource and capability constraints to innovation in businesses, using quantitative methods and employing the descriptive design, revealed that the unavailability of resources may limit intrapreneurial behaviour characterised by innovation, on the part of medium and small-sized businesses. Studying the influence of resources and capabilities on the probability of becoming an intrapreneur, Urbano, Alvarez and Turro (2013), using the correlational design, found that firms' resources and capabilities are a vital factor in the development of intrapreneurial behaviour.

Most of the prior studies did not analyse the effect of availability of firm resources on employee intrapreneurial behaviours in financial institutions. Therefore, there is paucity of studies which have considered or studied the relationship between firm resources and employee intrapreneurial behaviour. Also, literature has not yet reported whether the presence of firm resources could make employees think beyond their immediate situation and go the length to engage in intrapreneurial behaviour. Hence, this present study, as one of its objectives, seeks to assess the effect of firm resources on employee intrapreneurial behaviour.

## Conceptual Framework

The conceptual framework for the current study used three independent variables – self-efficacy, motivation and firm resources – and a dependent variable, employee intrapreneurial behaviour. These independent variables have been recognised in literature to have influence on how humans behave (Olafsen et al., 2015; Deci et al., 2017). The relationships between the variables are presented in Figure 1. The first arrow, labelled  $H_0^1$ , tests the relationship between self-efficacy and intrapreneurial behaviour. Likewise, the second path,  $H_0^2$ , shows the straight-line relationship between employee motivation and intrapreneurial behaviour. Finally, the third path,  $H_0^3$ , represents the relationship between firm resources and employee intrapreneurial behaviour. The argument of this current research, considering the conceptual framework, is that if the self-efficacy of employees within the various commercial banks is perceived to be positive, their intrapreneurial behaviour would also be positive. A similar perception is applied to employee motivation and firm resources



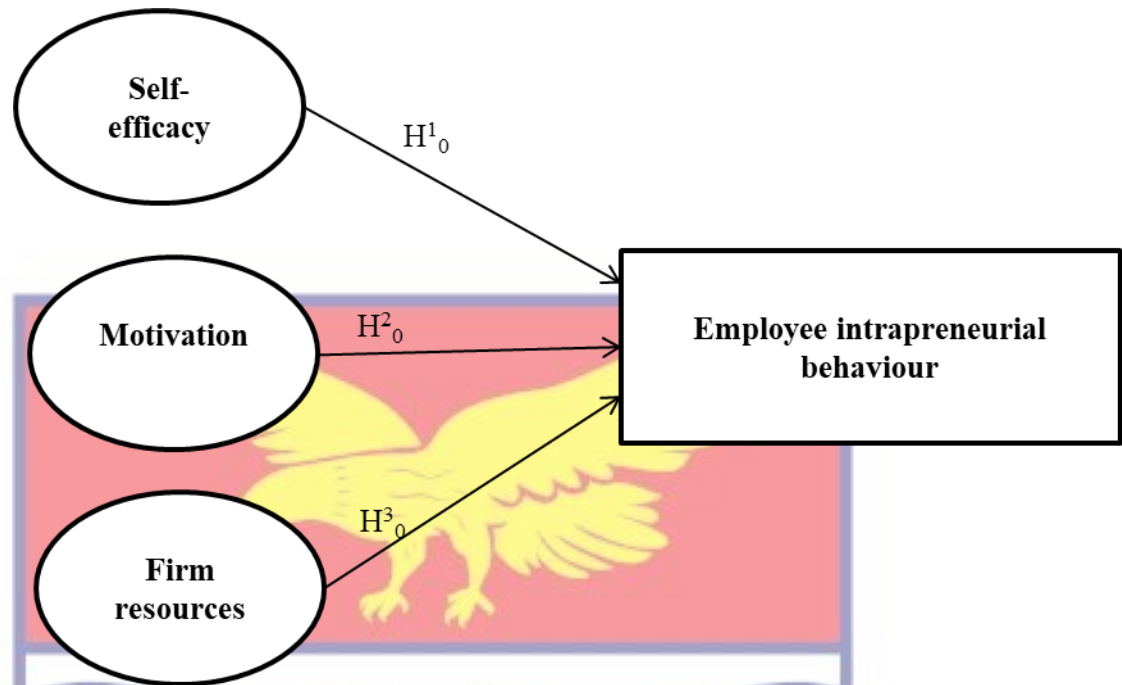


Figure 1: Conceptual framework

Source: Author's construct .

### Chapter Summary

Theories and practical studies related to the current study were reviewed in this chapter. The theoretical review brought forth some revelations. One of the revelations is that just as individuals need to have some special traits be entrepreneurial, similar traits are required to be intrapreneurial. Also, it was brought to bare that, though intrapreneurial behaviour are expected of individuals engaged and taken care of by existing organisations, other external motivational factors are capable of bringing out intrapreneurial behaviour of employees. It also became clear that only intrinsic motivation is not entirely enough for intrapreneurial behaviour; in practice, some level of extrinsic rewards are relevant to the process of developing employees' intrapreneurial behaviour.

Further, the review revealed that the mere fact that an employee has the ability, capability and experience to perform a stated task does not necessarily mean the expected results will be attained. Nevertheless, availability of firm resources that are useful for the completion of the task assigned also play a relevant role in realising the desired results. Firm resources were identified as very important elements of an organisation, and combining them with employee abilities and capabilities could lead to overwhelming results being produced. In short, only individual ability and capability without firm resources cannot bring the best out of employees intrapreneurially.

Considering the empirical review, it was found out that there are gaps in literature. It was revealed that there was no empirical study carried out on self-efficacy and intrapreneurial behaviour within the Ghanaian context as a whole, let alone talk about commercial banks in the Cape Coast Metropolis. Also, there is no empirical work on motivation and employee intrapreneurial behaviour within commercial banks, and in the study locale or in Ghana as a whole. There has also not been a stance on which of the two motivation types actually promotes intrapreneurial behaviour. Finally, the empirical review showed no empirical study on firm resources and intrapreneurial behaviour within commercial banks in the African context. These gaps are the motivations for the current study, leading to the formulation of the hypotheses which are tested in the subsequent chapters.

## CHAPTER THREE RESEARCH METHODS

### Introduction

This chapter presented the following: research design, study area, population of the study, sample size and sampling procedure, data collection instruments, data collection procedure, reliability, validity, data processing and analysis, ethical issues, and chapter summary. The research design focused on the research philosophy used, the research approach and the design employed. The study area focused on the research setting and the institutions involved in the study, as the population and sample size considered both the unit of observation and unit of analysis.

### Research Philosophy

The study employed the positivist research philosophy. This view was employed because the study sought to analyse cause-effect relationships among study variables. According to the positivists, trustworthiness of facts is only achieved through observation and measurements (Taylor, & Lindlof, 2011). It also makes sure that objectivity is upheld by limiting the researcher to only data collection and interpretation (Wilson, 2017). The researcher's interference is minimised, and the results obtained based on this philosophy are observable and quantifiable. These characteristics make the choice of the positivist philosophy more appropriate for this study considering the study hypotheses. Nevertheless,

the research results in positivism researches are limited to descriptions and lack deep insight into issues (Easterby-Smith, Thorpe, & Jackson, 2016).

### **Research Approach**

In line with the foregoing philosophy, the quantitative research approach was used as the study sought to use quantitative data to describe phenomena. Quantitative approach lays emphasis on measurements, and data are analysed numerically to provide descriptions (Taylor, & Lindlof, 2011). The quantitative approach was employed for the reason that the data collected from the respondents using questionnaires could be analysed easily by utilising standard statistical tools like means, standard deviation, percentages and frequencies, and inferential statistics among others (Taylor, & Lindlof, 2011). Similarly, quantitative approach has techniques, measures and designs that come up with numerical and quantifiable data. The design also depends on the principles of verifiability of proof, substantiation and confirmation utilising the correct measurement of variables being studied (Creswell, 2018).

### **Research Design**

Also, the explanatory design was adopted for this study. The design helps to explain the cause and occurrence of a given phenomenon (Saunders, Lewis, & Thornhill, 2019). According to Saunders et al., the explanatory design also helps to account for relationships between or among variables. This design was adopted because the researcher sought to examine the effect of the antecedents of intrapreneurship – self-efficacy, motivation, firm resources – on the behaviour of employees at the commercial banks in the Cape Cost Metropolis. This design also

has imbedded in it the descriptive techniques which seek to describe data sets before inferential statistics are performed (Saunders et al.).

Considering time limitations, the study used the survey techniques employing the cross-sectional study design for data collection. The cross-sectional survey design has a number of advantages including being able to accommodate large sample sizes, and increasing of the generalisability of study findings among others (Hair, Black, Babin, & Anderson, 2018; Taylor, & Geldenhuys, 2019). Though the cross-sectional design has some limits such as lack of ability to thoroughly examine and explain the phenomena under study over a long period of time, the design is still appropriate for determining cause-effect relationships among variables, and saves time and cost (Taylor, & Geldenhuys).

### **Study Area**

The Cape Coast Metropolis is bounded on the south by the Gulf of Guinea; West by Komenda Edina Equfo/Abriem Municipal; East by the Abura Asebu Kwamankese District, and North by the Twifo Hemang Lower Denkyira District. It covers land surface area of 122 square kilometres. It has several Ministries and Agencies, and the Education Ministry is one of them. The District has an estimated population of 169,894 (GSS, 2020) and the main occupations of the people are fishing, farming and petty trading. The Metropolis cannot be mentioned without linking it to education since it is renowned for quality education. The Metropolis is noted for its various tourist sites such as the Cape Coast Castle, Canopy Walk ways, and many other historic sites.



The study focused on the Cape Coast Metropolis because, to the best of the researcher's knowledge, no study has yet considered this metropolis as far as commercial banks are concerned, though there are issues concerning intrapreneurship behaviour of employees at these commercial banks. It should be stated that the banks within the Metropolis were commercial in nature as they accepted deposits from customers and gave advances to customers, among other services. There were both public commercial banks and private commercial banks; however, majority of the commercial banks within the Metropolis were operated by private individuals. These banks had a number of employees who worked in various positions which demanded that they act intrapreneurial in order to improve overall performance of the banks. However, the bank employees have not been demonstrating intrapreneurial behaviours at their respective banks within the Metropolis. Thus, involving these banks and their employees in this was in the right direction.

### **Population**

The accessible population for this study was made up of 323 bank employees. This was made up of representations from the fifteen (15) universal banks, including rural banks, in the Cape Coast Metropolis. These banks were independent and separate banks, not branches of one bank. The accessible population was made up of employees, such as the bank branch managers, branch operations managers, credit administrators, account opening officers, customer relations officers, electronic banking officers, investment officers, product maintenance officers, risk and compliance officers, and internal auditors.

Employees in the above stated positions play multiple roles in the banks, and are full-time employees; hence, always available. Employees working outside the banking halls were not considered as they were not readily accessible. Table 1 presents the population distribution. However, for the purposes of anonymity and confidentiality, the banks' names have been pseudonymised; thus, each pseudonym represents a different universal bank.

**Table 1: Population Distribution**

Bank	Number of employees per bank
CC1	56
CC2	33
CC3	29
CC4	18
CC5	15
CC6	18
CC7	22
CC8	20
CC9	25
CC10	15
CC11	16
CC12	12
CC13	14
CC14	12
CC15	18
Total population	323

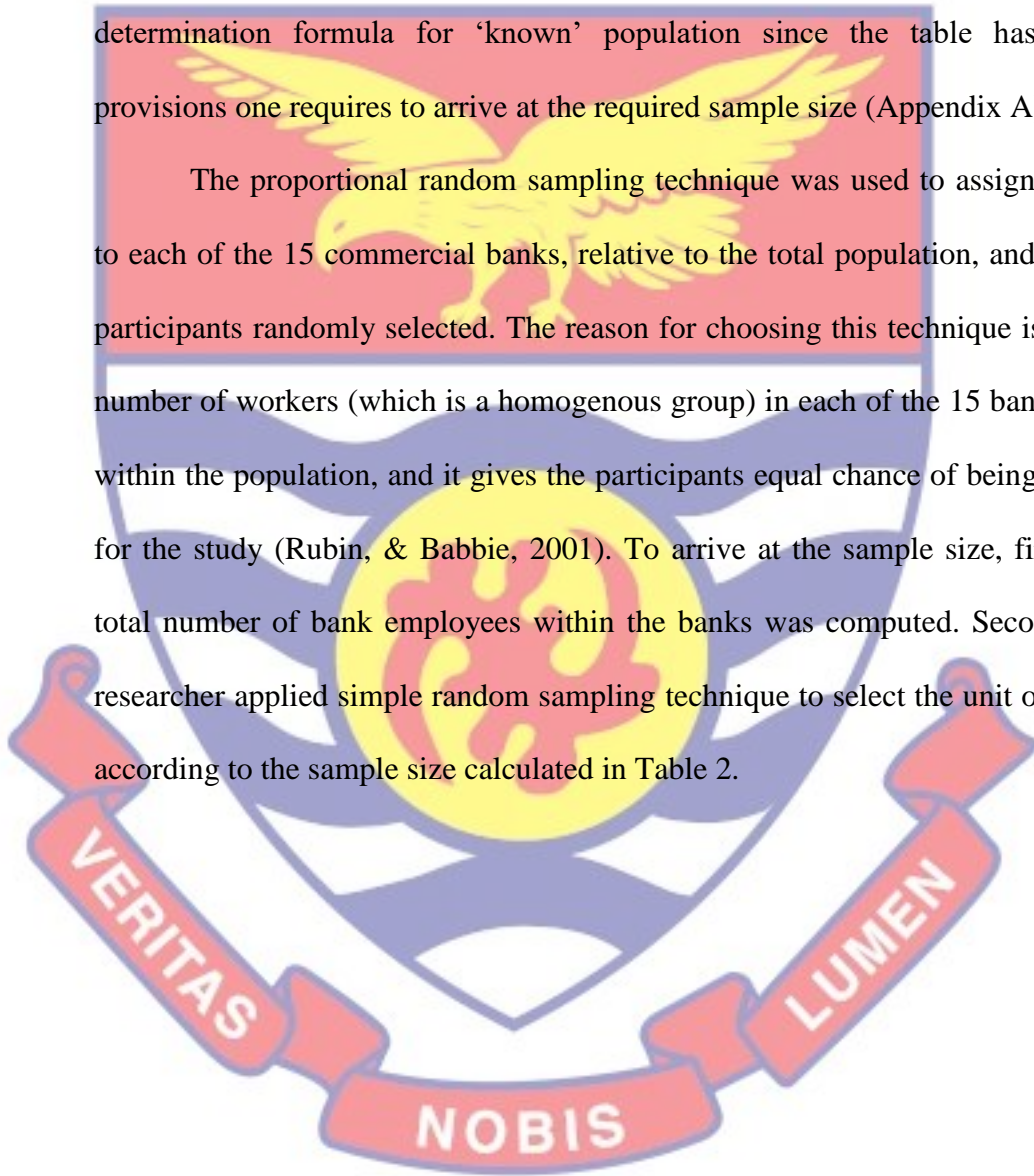
Source: Universal banks in Cape Coast Metropolis (2020)

### Sample Size and Sampling Procedure

The sample size for the study was made up of 175 employees from all the 15 commercial banks currently operating in the Cape Coast Metropolis. The study

used the sample size formula for finite population proposed by Krejcie and Morgan (1970); with a population proportion of 50 percent and a confidence level of 95 percent, a sample size of 175 was appropriate for a known target population of 323. Krejcie and Morgan argue that there is no need of using sample size determination formula for 'known' population since the table has all the provisions one requires to arrive at the required sample size (Appendix A).

The proportional random sampling technique was used to assign samples to each of the 15 commercial banks, relative to the total population, and then the participants randomly selected. The reason for choosing this technique is that the number of workers (which is a homogenous group) in each of the 15 banks varies within the population, and it gives the participants equal chance of being selected for the study (Rubin, & Babbie, 2001). To arrive at the sample size, firstly, the total number of bank employees within the banks was computed. Secondly, the researcher applied simple random sampling technique to select the unit of inquiry according to the sample size calculated in Table 2.



**Table 2: Proportional Distribution of Sample Size**

Banks	Number of employees per bank	Sample proportion computations	Sample size per bank
CC1	56	$(56/323)*175$	30
CC2	33	$(33/323)*175$	18
CC3	29	$(29/323)*175$	16
CC4	18	$(18/323)*175$	10
CC5	15	$(15/323)*175$	8
CC6	18	$(18/323)*175$	10
CC7	22	$(22/323)*175$	12
CC8	20	$(20/323)*175$	11
CC9	25	$(25/323)*175$	14
CC10	15	$(15/323)*175$	8
CC11	16	$(15/323)*175$	9
CC12	12	$(12/323)*175$	7
CC13	14	$(14/323)*175$	8
CC14	12	$(12/323)*175$	7
CC14	18	$(18/323)*175$	10
Total	323	175	175

Source: Universal banks in Cape Coast Metropolis (2020)

**Data Collection Instrument**

The main instrument used for primary data collection for this study was the questionnaire. Closed-ended questions were used for the data collection. Questionnaires are usually used when it comes to collection of primary data for descriptive or explanatory research (Saunders et al., 2019). The questionnaire was employed because its ability to collect original information from a large group of participants, and also cost-saving to use. The questionnaire was used to collect data from the employee respondents. The questionnaire was divided into five (5)

sections – section A to section E. The sections were organised, respectively, under “Respondent Demographic Information”, “Self-Efficacy”, “Motivation”, “Firm Resources”, and “Intrapreneurship behaviour”.

Section A of the questionnaire was to obtain responses on bank employees’ demographic information. Section B was to obtain responses from the participants on employee self-efficacy. Section C was to ascertain data from the respondents on motivation. Section D would ascertain information on firm resources, and finally, Section E obtained information on intrapreneurship behaviour. For sections B, C, D and E, measurement items were adapted, respectively, from Jacobs (2013); Deci and Ryan (2008); Deliotte (2015); and, Preenen et al. (2014).

Section B contained eight (8) employee self-efficacy items measured on a five-point Likert scale ranging from 1 (totally disagree) to 5 (totally agree). Items for motivation, firm resources, and intrapreneurship behaviour in Sections C, D, and E, respectively, were eight (8) each and also measured on a five-point Likert scale from 1 (totally disagree) to 5 (totally agree). Per this study, an average score of (Mean  $\leq$  3.0) indicates overall disagreement to a scale item, and a score of (Mean  $>$  3.0) indicates overall agreement to a scale item. The maximum score a respondent could obtain on the independent variable scales was 40 (5 $\times$ 8) and a minimum of 8 (1 $\times$ 8). The maximum on the outcome or dependent variable scale was 40 (5 $\times$ 8) and a minimum of 8 (1 $\times$ 8). Table 2 presents a summary of the contents of the instrument.

**Table 3: Survey Instrument Construction**

Research hypotheses	Variables	Subscales	Items	Sources
H <sup>1</sup> <sub>0</sub> : There is no statistically significant effect of self-efficacy on intrapreneurship.	Self-efficacy(independent)	B	8 (SE1-SE8)	Jacobs (2013)
H <sup>2</sup> <sub>0</sub> : There is no statistically significant effect of motivation on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.	Motivation (independent)	C	8 (M1-M8)	Deci, & Ryan (2008)
H <sup>3</sup> <sub>0</sub> : There is no statistically significant effect of firm resources on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.	Firm resources (independent)	D	8 (FR1-FR8)	Deliotte (2015)
	Intrapreneurship behaviour (dependent)	E	8 (IB1-IB8)	Preenen et al. (2014)

Source: Author’s construct (2020)

## Instrument Validity

Validity is about the fact that the instrument and its measurements accurately measure what they are intended to measure (Hair et al., 2018). To ensure instrument validity and the validity of the study in its entirety, the researcher made sure data collected were quality and devoid of dishonesty. Also, the measures used for the current study were founded on items tested and used in prior studies to measure the current constructs of interest. Further, content validity, construct validity, face validity, discriminant validity, and convergent validity were given attention. Furthermore, to ensure generalisability of the findings, internal validity and external validity were ensured.

Further, to ensure construct validity, indicators and measurements were constructed giving cognisance of important established knowledge. The instrument contained only relevant items that measured the constructs under study. Furthermore, face validity was conducted to ensure that the items on the surface of the instrument qualify to be there, and also conform to simple logic. Though this validity test is subjective and informal (Saunders, et al., 2019), it contributes to the total validity of the instrument, and the researcher's supervisor played a major role in this regard.

Discriminant validity and convergent validity were also considered. To ensure discriminant validity, the orthogonal technique of rotation in the exploratory factor analysis was conducted. This was to ensure distinction and uniqueness of each construct from other constructs. Also, a total variance explained of more than 50 percent, composite Cronbach alpha-coefficient of more

than 0.5 and factor loadings greater than 0.32 were considered adequate to ensure convergent validity (Hair et al., 2018) which ensured that indicators of constructs under study share in common a high proportion of variance.

To ensure result generalisability, external and internal validity were considered. External validity ensures that the findings are generalisable to the study population (Saunders, et al., 2019). The external validity comes in two ways: population and ecological validity. The population validity was enhanced in this study due to the large sample size used; thus, making generalisation to the defined population, as far as bank employees is concerned, possible. Ecologically, the findings of the study can be generalised from the current study locale, Cape Coast Metropolis, to other environments of banking activities, considering the homogenous nature and characteristics of bank employees and banking conditions in Ghana at large.

#### **Instrument Reliability**

The instruments, after they were completed by the respondents, were collected and analysed. The Cronbach Alpha technique was used to measure the internal consistency and reliability of the items in the instrument. The Cronbach alpha-coefficient ranges from 0 to 1. A scale is termed reliable and internally consistent if its Cronbach alpha-coefficient score is not less than 0.70 (Hair et al., 2018). The results for the Cronbach alpha coefficient for all the variables are summarised in Table 4.



**Table 4: Reliability of Study Constructs**

Constructs	Number of items	Cronbach's Alpha coefficients
<b>Overall Self-Efficacy</b>	<b>6</b>	<b>0.974</b>
<b>Overall Motivation</b>	<b>8</b>	<b>0.841</b>
<b>Overall Firm Resources</b>	<b>6</b>	<b>0.979</b>
Indirect Measure of Attitudes	6	0.908
Indirect Measure of Subjective Norm	2	0.929
Indirect Measure of Perceived Behavioural	3	0.975
Control		
Direct Measure of Attitudes	5	0.968
Direct Measure of Subjective Norms	4	0.788
Direct Measure of Perceived Behavioural	2	0.891
Control		
Intentions	2	0.956
<b>Overall Intrapreneurship Behaviour</b>	<b>18</b>	<b>0.856</b>

Source: Field survey (2020)

**Data Collection Procedure**

The data collection instrument was distributed to 175 bank employees who constituted the total sample size for the study. The questionnaires were accompanied with an introduction letter to explain the purpose of collecting the data. The questionnaires were given, with assistance from colleagues who served as research assistants, to all the employee respondents making up the sample, and collection was done at a later date in order to afford the employees the time to

candidly fill out the questionnaires. This was done so as not to put so much pressure on the teachers since they also had to take care of other duties at the bank. They were made to respond to the questionnaires at their own convenient time, within, at most, one week. The entire data collection exercise was done in two weeks, from 4<sup>th</sup> November, 2020 to 18<sup>th</sup> November, 2020.

### **Data Processing and Analysis**

Before analysing the data, there was cleaning of data to make sure the data were devoid of errors and needless omissions. Most importantly, as posited by Hair et al. (2018), attention was specifically focused on areas such as data coding, missing data management, and identification of outliers. This was done to ensure that the underlying statistical assumptions were not violated, and that data were consistent with relevant underpinning analytical and modeling assumptions. Data coding was done using numeric codes, following the procedures laid down by Saunders et al. (2019).

The study employed both descriptive and inferential statistics in the quantitative data analysis where means, standard deviations, percentages, frequencies, Pearson product-moment correlation and linear multiple regression were used. The descriptive statistics such as the means, standard deviations, percentages, and frequencies were used to describe the distribution of responses to items on the Likert scale. Though the use of descriptive statistics did not directly lead to achieving the research objectives, it is prudent to describe and understand the distribution of the information being used for the analysis (Saunders et al., 2019).

Further, to achieve the three objectives of the study, Pearson product-moment correlation, and linear multiple regression were computed. The test statistics was significant at ( $t \geq 2.0$ ;  $P \leq 0.05$ ). Also, to examine the bivariate associations between variables and as a precursor to linear multiple regression, the Pearson product-moment correlation coefficient was conducted. A correlation coefficient of +1 represents a perfect positive correlation whilst a value of -1 represents a perfect negative correlation. The SPSS 22 was used for data processing. The multilinear regression model specified below was used for the estimation.

### Model specification

This section presents the regression equation. The equation shows the linear relationship between intrapreneurship behaviour and employee self-efficacy, motivation and firm resources, as could be inferred from extant literature and theories (Ajzen, 1985; Bandura, 1977; Attig et al., 2016).

$$IB = \alpha + \beta_1 SE + \beta_2 M + \beta_3 FR + \varepsilon \quad [1]$$

Where:

IB= Intrapreneurship behaviour

SE= Employee self-efficacy

M = Motivation

FR = Firm resources

$\alpha$  = Constant (the intercept, or point where the line cuts the Y axis when  $X=0$ )

$\beta$  = Regression coefficient (the slope, or the corresponding change in Dependent variable for any one unit change in Independent variable)

$\varepsilon$  = Error term

**‘A priori’ expectation**

$$\beta_1 > 0$$

$$\beta_2 > 0$$

$$\beta_3 > 0$$

### **Ethical Considerations**

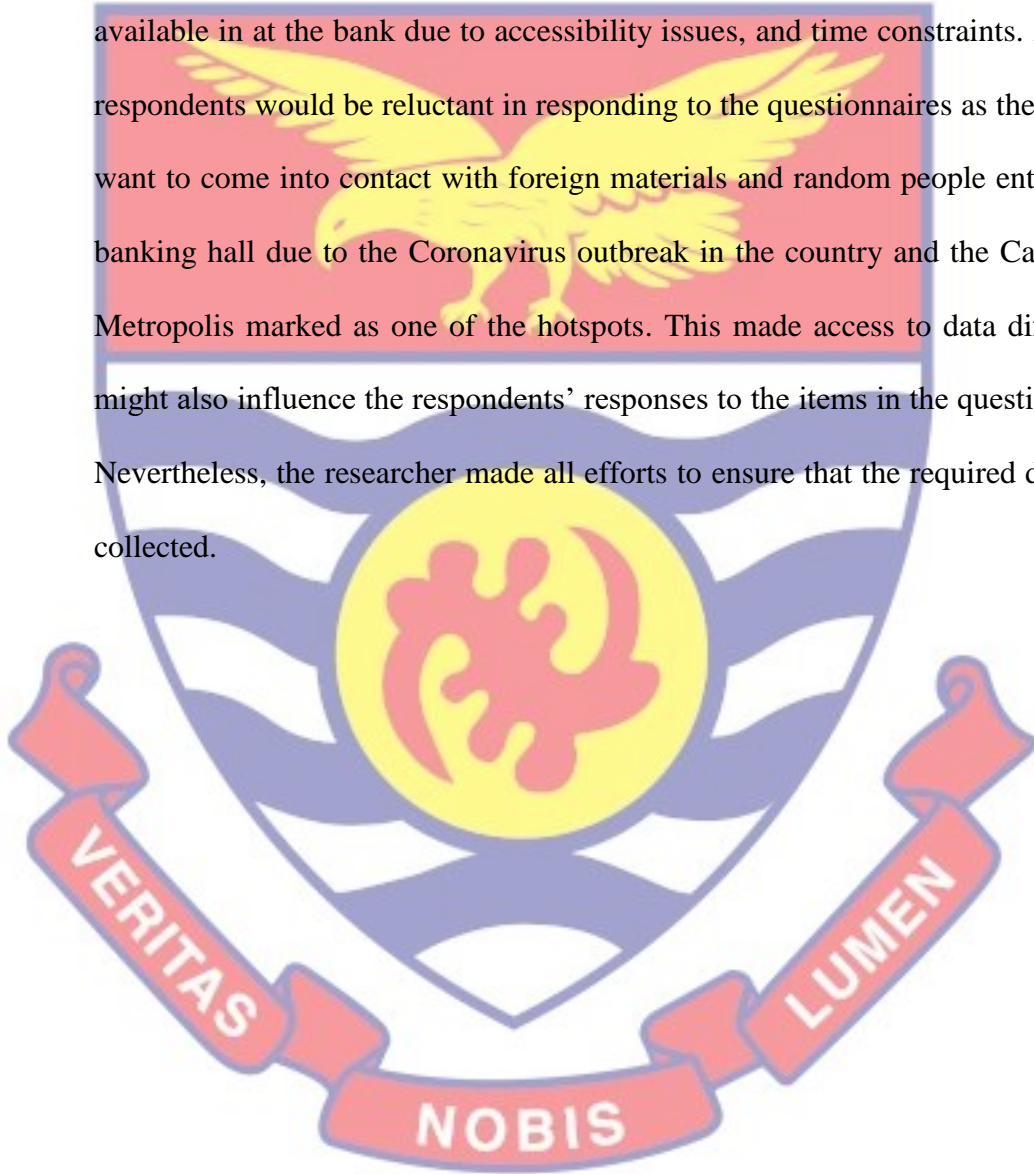
In order to ensure strict compliance with ethical standards of research, a clause was introduced in the introductory paragraph of the questionnaire which assured the respondents of anonymity and confidentiality. Specifically, respondents were informed that in the event that anything was published from this research, no information supplied would be identifiable to them since only aggregated data would be reported in this study. In addition, the time required for filling the questionnaire was mutually agreed between the respondents and the researcher, and respondents had the liberty to opt out of the survey at will.

### **Chapter Summary**

This chapter presented the design, population of the study, sample size and sampling procedure, data collection instrument, validity and reliability of instrument, data processing and analysis, and ethical considerations. The study adopted the quantitative research approach as well as the explanatory study design. The study area was the Cape Coast Metropolis. The proportional random sampling technique was used to select 175 bank employees to form the sample size for the study. The questionnaire was used for data collection. Both the

descriptive statistics and the inferential statistics were employed for data analysis, and SPSS 22 used for data processing.

However, some limitations were identified. Firstly, the sample selection did not cover bank employees who were not permanently engaged and always available in at the bank due to accessibility issues, and time constraints. Also, the respondents would be reluctant in responding to the questionnaires as they did not want to come into contact with foreign materials and random people entering the banking hall due to the Coronavirus outbreak in the country and the Cape Coast Metropolis marked as one of the hotspots. This made access to data difficult. It might also influence the respondents' responses to the items in the questionnaires. Nevertheless, the researcher made all efforts to ensure that the required data were collected.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The main purpose of the study was to determine the effect of antecedents of intrapreneurship on behaviour of employees at the commercial banks in the Cape Coast Metropolis, Ghana. The study results and discussion of the results were presented in this chapter. The chapter presented analysis of the demographic information of the bank employees involved in the study. Before the presentation and discussion of main results of the study, the researcher presented the descriptive statistics of the data. The researcher then presented the main analyses which focused on the study objectives. The summary of the results, decisions and conclusions on the hypotheses tested were also presented. Finally, the chapter summary was presented.

#### Demographic Information of Participants

This section of the data collection instrument, the structured questionnaire, covered the participants' gender, age, highest level of education completed by the participants, and how long the participants have worked in their respective banks. Though not central to the core focus of this study, the demographic information helps to contextualise the findings of the study and, also contributes to formulation of appropriate recommendations. Table 5 presents the results on the demographic information of the study participants.

**Table 5: Demographic Information of Participants**

Variables	Responses	Frequency	Percent
Gender	Male	113	64.6
	Female	62	35.4
Age	25-31years	35	20.0
	32-38years	84	48.0
	39years and above	56	32.0
Level of education	High school	21	12
	Diploma	6	3.4
	Bachelor	66	37.7
	Postgraduate	82	46.9
How long you have been with bank	1-5years	47	26.9
	6-10years	53	30.3
	11years and above	75	42.9

Source: Field survey (2020) N = 175

Table 5 shows the demographic information of the bank employees involved in the study. From the Table, 113 (47.83%) of the employees were males whilst 62 (35.4%) were females. This implies that both male and the female sex were fairly represented; though males were one more than their female counterparts, this difference was not significant and had no influence on the outcomes of this study as the focus was not gender-based. Also, most of the bank employees in the Cape Coast Metropolis were between the ages of 32years and

38years, representing (48%) of the total participants; 35 of them, representing (20%), were between the ages of 25years and 31years while 56 of the employees, representing (32%), were 39 years or above.

With regards to educational qualification, the minimum qualification the employees possessed was high school certificate. From the Table 5, twenty-one (21), representing (12%) of the 175 bank employees, had high school certificates; six (6) employees, representing (3.4%), had diplomas; sixty-six (66) (37.7%) held bachelor degrees, as the remaining 82 employees, representing (46.9%), held postgraduate degrees. Also, majority (75, 42.9%) of these managers had worked with their respective banks for 11years or above; forty-seven (47) of the employees had been working with their respective banks for one to five years. Finally, 53 (30.3%) had worked with their respective banks for six to ten years.

### **Descriptive Statistics of Study Variables**

Before addressing the main study objectives, the researcher conducted an analysis to obtain the level of the bank employees' perception about self-efficacy, motivation, firm resources, and intrapreneurial behaviour. This was to enable the researcher explore the nature of the study variables, as well as explore the distribution of the data collected. To achieve these, the mean, standard deviation, minimum, and maximum were computed. The results were as displayed in Table 6.



**Table 6: Descriptive Statistics of Study Variables**

Variables	Mean	Std. Deviation	Minimum	Maximum
<b>Motivation</b>	<b>3.8521</b>	<b>0.68650</b>	<b>1.13</b>	<b>5.00</b>
<b>Self-efficacy</b>	<b>4.0267</b>	<b>0.89677</b>	<b>1.00</b>	<b>4.83</b>
<b>Firm resources</b>	<b>3.7629</b>	<b>1.38805</b>	<b>1.00</b>	<b>5.00</b>
Indirect measure of subjective norm	2.7314	1.25459	1.00	5.00
Indirect measure of attitudes	3.7257	.87337	1.67	5.00
Indirect measure of perceived behavioural control	3.5752	.86393	1.00	5.00
Direct measure of attitudes	3.6274	1.00192	1.00	5.00
Direct measure of subjective norms	3.5000	.89659	2.00	5.00
Direct measure of perceived behavioural control	3.9400	.67432	1.00	5.00
Intentions	3.9257	.82537	1.50	5.00
<b>Intrapreneurial behaviour</b>	<b>3.5751</b>	<b>.67952</b>	<b>1.83</b>	<b>4.98</b>

Source: Field survey (2020)

N = 175

As shown in Table 9, the average value ( $Mean = 4.0267$ ;  $SD = 0.89677$ ) for self-efficacy of the bank employees involved in the study was closer to the maximum self-efficacy of ( $Max. = 4.83$ ) than the minimum self-efficacy value of ( $Min. = 1.00$ ). This, in general, indicates that the level of bank employees' self-efficacy is high. This shows that bank employees in the Cape Coast Metropolis have the ability and the capacity to recognise opportunities, satisfy bank

customers' needs by providing exactly what the customers want, get colleague bank employees to move along a common vision, increase competitiveness, improve process of doing business and provide customers with the right bank products and services at all times.

The results also indicated a good mean value of motivation ( $Mean = 3.8521$ ;  $SD = 0.68650$ ). This outcome suggests that bank employees in the Cape Coast Metropolis are motivated by their willingness to try hands on challenging responsibilities, championing of new project, their interest in setting targets and achieving them, and the satisfaction they derive from bringing forth new products and services. It also suggests that they are motivated by management support and encouragement to behave intrapreneurial, as well as higher recognition, promotion and additional rewards they receive for any intrapreneurial action undertaken by them. These findings support the self-determination theory (Deci, & Ryan, 2002) which assumes that intrinsic and extrinsic motivations are both necessary to trigger entrepreneurial behaviour.

Further, for firm resources, average value of ( $Mean = 3.7629$ ;  $SD = 1.38805$ ) was produced. The minimum and the maximum were ( $Min. = 1.000$ ) and ( $Max. = 5.000$ ), respectively. This result indicates that, on the overall, bank employees in the Cape Coast Metropolis are well resourced, and thus, can be said to be fully ready to take up intrapreneurial activities in their respective banks or demonstrate intrapreneurial behaviour in their respective banks. This is to say that location of the banks, the nature of the physical structures, the banks' reputations, policies in place at the banks, machineries, technological knowledge and financial

investment, among others, are adequate to ensure intrapreneurial behaviour of employees at the banks in the Cape Coast Metropolis.

The results also revealed employees to have perceived, to a great extent, themselves to have a high intrapreneurial behaviour (*Mean = 3.5751, Std. Dev. = 0.67952*). This suggests that employees within the banking sector in the Cape Coast Metropolis are characterised by innovative and proactive behaviour. This is evident when employees assist their banks to market new products and services, identify ways of modifying products and services; when employees think and behave in original ways rather than imitating, take initiatives; always thinking ahead, and being actively engaged in the environment rather than passively observing the financial industry.

From Table 6, it could be seen that, on the aggregate, most of the responses were concentrated around 5.00 on the Likert scale. The standard deviation also seems to be relatively constant across all the study variables. This implies that majority of the bank employees who took part in this study responded similarly to all the Likert scale items in the questionnaire. This only indicates how homogenous, in terms of perception and knowledge, bank employees in the Cape Coast Metropolis are. These findings and those obtained under the correlation analysis in Table 10 set the grounds for the regression analysis aimed at achieving the three main research objectives of this study.

## Association between Employee Intrapreneurial Behaviour and the Antecedents

The researcher sought to assess the relationship between bank employees' intrapreneurial behaviour and their potential antecedents. Though this analysis was not in direct response to the study objectives, it served as a step towards the multilinear regression analysis required to achieve the study objectives and test the hypotheses formulated. The correlation coefficients from the computations are presented in Table 7.

**Table 7: Correlation Matrix**

Variables		Motivation	Firm resources	Self-efficacy	Intrapreneurial behaviour
	r	1	0.522**	0.818**	0.885**
Motivation	p		0.000	0.000	0.000
Firm resources	r	0.522**	1	0.433**	0.533**
	p	0.000		0.000	0.000
Self-efficacy	r	0.818**	0.433**	1	0.663**
	p	0.000	0.000		0.000
Intrapreneurial behaviour	r	0.885**	0.533**	0.663**	1
	p	.000	.000	.000	

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

N = 175

Source: Field survey (2020)

The results displayed in Table 7 showed a positive and strong statistically significant relationship between self-efficacy and intrapreneurial behaviour ( $r = 0.663$ ,  $p < 0.001$ ). This result indicates that bank employees in the Cape Coast Metropolis are likely to engage in intrapreneurial activities when they feel

competent and confident in their ability to deliver. This is in line with findings of Gagné, Dysvik and Forest (2016) who found that the higher an individual's self-efficacy, the higher the entrepreneurial intentions, and thus, considered as strong indicator for entrepreneurial behaviour within existing organisations.

Also, the results showed a positive and strong relationship between bank employees' motivation and their intrapreneurial behaviour ( $r = 0.885, p < 0.001$ ). This is to say that employees' intrinsic and extrinsic motivation attitudes are associated with employees' intrapreneurial behaviour. This implies that when the motivation level of bank employees in the Cape Coast Metropolis is improved by the individual employee and the organisation in which he or she works, there is the likelihood of improvement in intrapreneurial behaviour of the individual employee.

Further, the results have revealed that firm resources have a positive and significant relationship with intrapreneurship behaviour of bank employees ( $r = 0.533, p < 0.001$ ), though of moderate magnitude. This suggests that the presence of firm resources such as intrapreneurially inclined management, physical structure and technological resources, among others, in the banks may influence the attitude of the bank employees towards intrapreneurship behaviour. Furthermore, self-efficacy has been found to be positively associated with motivation ( $r = 0.818, p < 0.001$ ), and firm resources ( $r = 0.433, p < 0.001$ ); and significant positive relationship between motivation and firm resources ( $r = 0.522, p < 0.001$ ). However, it should be pointed out that the relationship between self-

efficacy and motivation was strong and moderate between firm resources, and finally, moderate relationship between motivation and firm resources was found.

**Effect of Self-efficacy on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis**

The first research objective sought to assess the effect of employee self-efficacy on intrapreneurship behaviour. This objective was basically purported to determine whether self-efficacy has significant effect on intrapreneurship behaviour. To achieve this objective, the researcher conducted the linear regression analysis. The results, as shown in Table 8, presented the regression coefficient, standard error, the F-statistic, t-statistics, significance level of the coefficient, the model summary (R, R-square, adjusted R-square, and the collinearity statistics which produced the variance inflation factor (VIF) and tolerance.

**Table 8: Effect of Self-efficacy on Intrapreneurship Behaviour**

	Unstd. Coeff.	Std. Coeff.	Collinearity Statistics				
<i>Variables</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t-value</i>	<i>Sig</i>	<i>Tol.</i>	<i>VIF</i>
(Constant)	1.553	0.178		8.727	0.000		
Self-efficacy	0.502	0.043	0.663	11.642	0.000	1.000	1.000
R	0.663						
R <sup>2</sup>	0.439						
Adj. R <sup>2</sup>	0.436						
F-stat	135.533						
P-value	0.000						

Source: Field survey (2020)

From Table 8, the results showed R value of 0.663 indicating a strong positive relationship between self-efficacy of employees at banks in the Cape Coast Metropolis and their intrapreneurship behaviour. It should, however, be noticed that this relationship is not different from the one established in Table 10 between self-efficacy of bank employees and intrapreneurship behaviour. It is, therefore, obvious that a causal relationship can be inferred between self-efficacy and intrapreneurship behaviour of bank employees, considering the strong correlation between them.

Also, using the adjusted R-square which showed a score of 0.436, it could be explained that (43.6%) of variation in intrapreneurship behaviour of employees at banks in the Cape Coast Metropolis was accounted for by the bank employees' self-efficacy. The remaining (56.4%) could be said to have been accounted for by factors other than self-efficacy. This implies that intrapreneurship behaviour of employees at banks in the Cape Coast Metropolis is, to a large extent, dependent on the employees' self-efficacy. In other words, it is to say that employees' resilience, ability to surmount difficult tasks, and focus on goal accomplishment account more for the reason for which an employee would undertake entrepreneurship activities within an existing organisation.

Further, the results revealed F-statistics of ( $F = 135.533, P < 0.001$ ). This result indicated that the entire model was significant at 0.05. This is to say that, the model can be relied on as far as production of valid and reliable results is concerned. This result together with the value produced by the adjusted coefficient of determination (adjusted R-square), shows that the model is fit. It

should also be pointed out that the variables in the model are devoid of issues of multicollinearity or collinearity as shown by the Tolerance ( $Tol. = 1.000$ ) and the Variance Inflation Factor ( $VIF = 1.000$ ) statistics.

Furthermore, the results showed that self-efficacy of employees at banks in the Cape Coast Metropolis had a positive and statistically significant effect on intrapreneurship behaviour of employees within the banks ( $\beta = 0.502$ ,  $t = 11.642$ ,  $P < 0.0001$ ). This suggests that, holding all other factors constant, a unit change in self-efficacy attitudes of bank employees will lead to 0.502 unit change in intrapreneurship behaviour of employees within the banks. Considering the direction of the relationship or the effect, it suffices to say that a unit increase or improvement in the self-efficacy attitudes of bank employees will lead to 0.502 unit increase or improvement in the intrapreneurship behaviour of employees within the banks in the Cape Coast Metropolis.

This finding was not surprising, as for individuals to be entrepreneurial within an organisation, there would be the need to demonstrate some level of effectiveness in how to deal with difficult situations, overcome challenging tasks, and exude some level of confidence; as these qualities of the individuals improve, the likelihood that they will undertake intrapreneurship behaviour in their organisations increases. It can, therefore, be said that when employees at the commercial banks in the Cape Coast Metropolis improve their self-efficacy attitudes, intrapreneurship activities within these commercial banks in the Metropolis will improve, leading to better and innovative service delivery.



This finding is consistent with the findings of many prior studies which considered the association between self-efficacy and behaviour or the effect of self-efficacy on behaviour, and found positive and statistically significant relationship between them (Goemaere et al., 2016; Landry et al., 2016; Kuvaas et al., 2016). For instance, Goemaere, Vansteenkiste and Van Petegem (2016) found that there was a positive and statistically significant association between employee self-efficacy and intrapreneurial behaviour, and that self-efficacy offers insight into the broader intellectual and logical processes involved in the materialisation of entrepreneurial actions.

This suggests that an employee's confidence in his/her ability to carry out a given task may promote intrapreneurship characterised by high levels of inventive, novel and proactive behaviour. In similar manner, this finding shows consistence with Landry et al. (2016) who contend that self-efficacy is a central factor in improving the success chances of business start-up activities. This is to say that elements of self-efficacy, such as employees' ability, skills, knowledge, confidence and capabilities to perform a given task, may produce a high improvement on intrapreneurial behaviour. Thus, when a bank employee believes he or she is capable of an intrapreneurial behaviour, this perception will be shown in the actual levels of intrapreneurial behaviour.

Also, this finding shows correlation with the findings of Kuvaas et al. (2016) who conducted a study on the direct impact of self-efficacy on formation of entrepreneurial behaviour; their results indicated that individuals with higher entrepreneurial self-efficacy have higher entrepreneurial intentions and are, thus,

more likely to believe they also have workable ideas. This implies that as self-efficacy of employees at the banks in the Cape Coast Metropolis improves, it will become highly possible for these employees to cultivate the intentions or habits of intrapreneurship behaviour within their respective banks.

Further, this finding correlates with the findings of Attig et al. (2016) who advanced a model to analyse the relationship between entrepreneurial self-efficacy and entrepreneurial behaviour and development of entrepreneurial behaviour. Just as found by this study, they also posited that entrepreneurial self-efficacy has a direct relationship between entrepreneurial self-efficacy and development of entrepreneurial behaviour. Extrapolating this finding, it could be said that since entrepreneurial self-efficacy has a direct influence on the development of entrepreneurial behaviour, it is just possible and sound to say that bank employees' self-efficacy would directly influence their entrepreneurship intentions within the banks, or there is the likelihood that their intrapreneurship behaviour will improve.

In similar manner, this finding conforms to the findings of Shehu and Mahmood (2014) who hinted that self-efficacy is critical to human functioning but, because actions are founded on what people have faith in that they can do than on what is impartially true; they, therefore, concluded that self-efficacy could be a reliable predictor of entrepreneurial behaviours. Inferring from Shehu and Mahmood's findings, it could be said that it should not be surprising that self-efficacy of employees at the commercial banks in the Cape Coast Metropolis was a significant predictor of their intrapreneurial behaviour. This is just to say that,

all that the individual employees or their employers need to do is to ensure that self-efficacy of the employees is improved, since this is expected to result in undertaking of intrapreneurship tasks by the employees.

This finding is also in line with the findings of Peng et al. (2014) who found self-efficacy to have a significant and positive influence on farmer entrepreneurial intentions. Peng et al.'s study focused on Chinese farmers. However, the results could be generalised to other individuals, as even Peng et al. concluded that individuals' self-efficacy is necessary for the development of entrepreneurial behaviour, irrespective of whom the individual is or what he or she does. Considering this, it is safe to say that when employees at the commercial banks in the Cape Coast Metropolis work on their self-efficacy, it can easily lead to the development of workable intrapreneurship ideas whose implementation will help develop their respective banks.

Further, Ravindra and Saiyed (2012) found self-efficacy to be significantly higher among employees in private businesses, and thus the ability of private businesses to benefit from the intrapreneurship activities of their employees. Though Ravindra and Saiyed's finding has introduced a new dimension by the consideration of private businesses, the current finding still concurs as most of the employees who participated in this study were employees of private banks; and this may also explain why, in most cases, private businesses seem to do well compared to public businesses. Thus, it can be said that, practically, self-efficacy is a significant precursor for intrapreneurship behaviour in businesses, just as averred by Kuvaas et al. (2016).

This finding also correlates with Cetin (2011) and Wakkee et al. (2010) who found employee self-efficacy as a significant predictor of intrapreneurial behaviour. Since the findings are obtained from employees, who have been with their respective banks for as many as 11 years (Table 5), within the banking industry which is dominated by private banks and financial institutions, it may be in the right direction to state that this finding is consistent with the results obtained by Ravindra and Wajid (2012) who report that self-efficacy is significantly more important among employees within private businesses. Thus, employees at the commercial banks in the Cape Coast Metropolis are expected to exude high levels of intrapreneurship behaviour with corresponding high levels of self-efficacy.

To this researcher, this finding does not seem out of the blue as intrapreneurship is an act which requires individuals with capability of diverse domains such as boldness, confidence, tenacity, and believe in their abilities (based on knowledge, experience or exposure) to be successful on whatever they do. Thus, strong self-efficacy is needed by employees since failure to demonstrate intrapreneurial abilities could even lead to job losses. In all, it seems everything is dependent on the employees' willingness to take up challenges and commit to his or her organisation.

Ultimately, this finding supports the self-efficacy theory by Bandura (1977) who postulate that people make causal contributions to their own psychosocial functioning through mechanisms of personal agency, and among the mechanisms of agency, none is more central or pervasive than beliefs of personal

efficacy. This is to say that if people do not believe they can produce desired effects by their actions, they have little incentive to act. Efficacy, therefore, is a major basis for action. People guide their lives by their beliefs of personal efficacy.

All in all, the foregoing discussion points to the fact that employee self-efficacy, has a significant impact on intrapreneurial behaviour, as a precursor. The more an employee judges positively his or her capabilities towards a given task, the more intrapreneurship characterised by innovation and proactive behaviour will prevail in firms. Employee self-efficacy may be increased in an environment with cordial interpersonal relationship, effective communication with managers and among colleagues; where employees are willing to learn and embrace new things as well as having a sense of belongingness and feeling secured on the job, as suggested by (Phoofolo, 2018).

### **Effect of Motivation on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis**

The second study objective sought to determine the effect of motivation on intrapreneurship behaviour. This objective was to assess whether employee motivation is a significant predictor of intrapreneurship behaviour. To achieve this objective, the researcher conducted the linear regression analysis. The results, as shown in Table 9, presented the regression coefficient, standard error, the F-statistic, t-statistics, significance level of the coefficient, the model summary (R, R-square, adjusted R-square, and the collinearity statistics which produced the variance inflation factor (VIF) and tolerance.

**Table 9: Effect of Motivation on Intrapreneurship Behaviour**

<i>Variables</i>	Unstd. Coeff.		Std. Coeff.	Collinearity Statistics			
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t-value</i>	<i>Sig</i>	<i>Tol.</i>	<i>VIF</i>
(Constant)	0.199	0.137		1.453	0.148		
Motivation	0.876	0.035	0.885	25.059	0.000	1.000	1.000
R	0.885						
R <sup>2</sup>	0.784						
Adj. R <sup>2</sup>	0.783						
F-stat	627.947						
P-value	0.000						

Source: Field survey (2020)

From Table 9, the results showed R value of 0.885 suggesting a strong positive relationship between motivation of employees at banks in the Cape Coast Metropolis and their intrapreneurship behaviour. It should, however, be noted that this relationship is not different from the one established in Table 7 between employee motivation and intrapreneurship behaviour. It is, therefore, obvious that a causal relationship can be inferred between motivation and intrapreneurship behaviour of bank employees, considering the strong nature of the association between them.

Also, considering the adjusted R-square which showed a score of 0.783, it could be explained that (78.3%) of variance in intrapreneurship behaviour of employees at banks in the Cape Coast Metropolis was accounted for by the employees' motivation. The remaining (21.7%) could be said to have been accounted for by factors other than employee motivation. A look at the R-square

too showed motivation accounting for as high as (78.4%) of the variation in intrapreneurship behaviour of employees at the banks. This implies that intrapreneurship behaviour of employees at banks in the Cape Coast Metropolis is, to a large extent, based on the employee motivation. In other words, this is to say that employees' readiness to learn new things, and willingness to take up challenging tasks account more for the reason for which an employee would undertake entrepreneurship tasks within an existing organisation.

Further, the results showed F-statistics of ( $F = 627.947$ ,  $P < 0.001$ ). This result suggested that the entire model was significant at 0.05. This is to say that, the model is reliable as far as production of valid and reliable results is concerned. This result together with the value produced by the adjusted coefficient of determination (adjusted R-square), showed that the model was fit. It should also be pointed out that the variables in the model were devoid of issues of multicollinearity or collinearity as shown by the Tolerance ( $Tol. = 1.000$ ) and the Variance Inflation Factor ( $VIF = 1.000$ ) statistics.

Furthermore, the results showed that motivation of employees at banks in the Cape Coast Metropolis had a positive and statistically significant effect on intrapreneurship behaviour of employees within these banks ( $\beta = 0.876$ ,  $t = 25.059$ ,  $P < 0.0001$ ). This suggests that, holding all other factors constant, a unit change in motivation of bank employees will lead to 0.876 change in intrapreneurship behaviour of employees within the banks. Considering the direction of the relationship or the effect, it serves to say that a unit increase or improvement in motivation of bank employees will lead to 0.876 unit increase or

improvement in the intrapreneurship behaviour of employees within the banks in the Cape Coast Metropolis.

This finding was not out of the ordinary, as motivation serves as an element that incentivises people to bring the best out of them. Thus, individuals who are motivated are likely to demonstrate entrepreneurial behaviour compared to their counterparts who are not motivated. This implies that bank employees who derive pleasure from learning new things, gain satisfaction from taking up challenging tasks and surmounting difficult situations are likely to be intrapreneurial than those who do not have any interest in taking up challenges. Thus, the more an employee feels motivated by an undertaking, the more intrapreneurial he or she behaves within his or her organisation.

Further, motivation has been time-honoured as a strong psychological factor which influences people's actions even if several reservations exist on which type of motivation could influence individual actions regarding the two broad types (extrinsic and intrinsic) in literature (Scheepers-Villiers, 2011). This study posits that motivation is not one-size-fits-all approach. It evolves, as what motivates, intrinsically, someone to act in a given manner, will take another person extrinsic motivation before acting in the same manner. In all, motivation, both extrinsic and intrinsic, has been found in this study to be an antecedent to intrapreneurial behaviour.

This finding is consistent with arguments advanced by Momani and Qayyum (2013), and Shehu and Mahmood (2014) that motivation for the intrapreneurs is usually not focused on bonuses or rewards; instead, it is the



employees' passion and loyalty for the growth the organisation that moves them to perform intrapreneurial behaviour characterised by innovation. In similar manner, Reichartz and Weinert (2016) reveal that employees who are intrapreneurs are largely intrinsically driven to innovate and that both the intrapreneur and his or her employer understand that motivation comes from the individual himself or herself as opposed to external factors.

Additionally, the finding obtained herein supports the self-determination theory (Deci, & Ryan, 2000) which posits that individuals have the natural propensity to grow and develop, which is seen as a more intrinsic form of motivation, and this natural propensity influences the individual to carry out and implement innovative ideas. This finding, however, shows inconsistency with Carrier (1996) who found that extrinsic motivation is a significant driver for employees (intrapreneurs) within businesses in Quebec city-Canada. This implies that motivation, irrespective of which form it takes, may influence employees' intrapreneurial behaviour. However, considering this study which did not focus separately on extrinsic and intrinsic motivation, Carrier could be said to have only focused on extrinsic motivation, thereby, leading to his findings. This is to say that, it is possible the findings might have been different if he had considered motivation holistically.

Furthermore, Kuvaas et al. (2016) found intrinsic motivation to be more predictive of intrapreneurship behaviour than extrinsic motivation; this is to say that, according to Kuvaas et al., extrinsic and intrinsic motivation together might not have as strong influence on employees' intrapreneurship behaviour as only

intrinsic behaviour. This study, however, considered motivation which is both intrinsic and extrinsic put together as a predictor of employee intrapreneurial behaviour, and this finding strongly supports the self-determination theory by Deci and Ryan (2000) which averred that as much as individuals have the innate tendencies to grow by the inner satisfaction to work, the growth of this intrinsic drives depends on the presence of extrinsic factors. Thus, as much as the intrinsic motivation is relevant for intrapreneurial behaviour, extrinsic motivation may enhance the intrinsic motivation to work better.

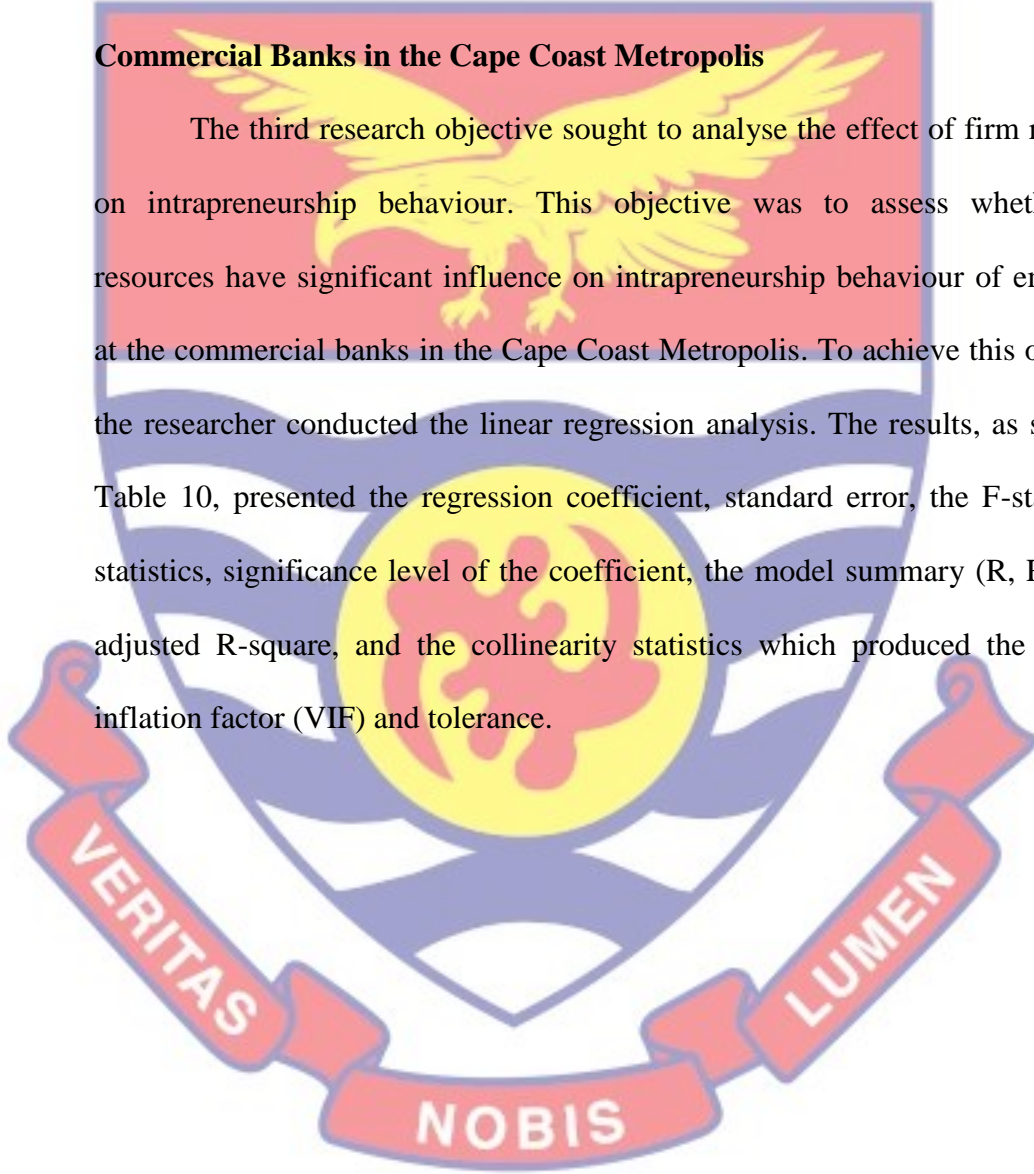
Also, this finding is in line with the findings of Olafsen, Halvari, Forest and Deci (2015) and Parker (2014) who found motivation to be a crucial element in comprehending and sustaining intrapreneurial behaviour. This is also consistent with the findings of Shirokova et al. (2015), Sheldon (2014), and Preenen et al. (2016) who found motivation to have significant effect on intrapreneurial behaviour of employees. Extending this to the employees of banks in the Cape Coast Metropolis, it can be said that if these employees are motivated by salary, benefits and bonuses, job security, promotion and capital stock which characterise extrinsic motivation, in the light of innate propensities or motivation, these employees will surely behave intrapreneurial.

In summary, it could be inferred from the results that most employees would execute a particular behaviour if they realised doing it would provide them both internal satisfaction and external benefits. Also, it should be noted that most employees would consider their interest in looking for new ideas and new ways of doing things as a way of training themselves to be able to run their own

businesses in the future; thus, reflecting in a high intrinsic motivation. All said and done, the results indicate that motivation may substantially impact on bank employees' intrapreneurial behaviour.

### **Effect of Firm Resources on Intrapreneurship Behaviour of Employees at Commercial Banks in the Cape Coast Metropolis**

The third research objective sought to analyse the effect of firm resources on intrapreneurship behaviour. This objective was to assess whether firm resources have significant influence on intrapreneurship behaviour of employees at the commercial banks in the Cape Coast Metropolis. To achieve this objective, the researcher conducted the linear regression analysis. The results, as shown in Table 10, presented the regression coefficient, standard error, the F-statistic, t-statistics, significance level of the coefficient, the model summary (R, R-square, adjusted R-square, and the collinearity statistics which produced the variance inflation factor (VIF) and tolerance.



**Table 10: Effect of Firm Resources on Intrapreneurship Behaviour**

	Unstd. Coeff.		Std. Coeff.	Collinearity Statistics			
<i>Variables</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t-value</i>	<i>Sig</i>	<i>Tol.</i>	<i>VIF</i>
(Constant)	2.723	0.112		24.402	0.000		
Firm resources	0.261	0.031	0.533	8.289	0.000	1.000	1.000
R	0.533						
R <sup>2</sup>	0.284						
Adj. R <sup>2</sup>	0.280						
F-stat	68.707						
P-value	0.000						

Source: Field survey (2020)

From Table 10, the results showed R value of 0.533 indicating a strong positive relationship between firm resources of banks in the Cape Coast Metropolis and intrapreneurship behaviour. It should, however, be noticed that this relationship is not different from the relationship already established in Table 10 between firm resources and intrapreneurship behaviour. It is, therefore, obvious that a causal relationship can be inferred between firm resources and intrapreneurship behaviour within banks in the Cape Coast Metropolis, considering the strong correlation between them.

Also, using the adjusted R-square which showed a score of 0.284, it could be explained that (28.4%) of variation in intrapreneurship behaviour of employees at banks in the Cape Coast Metropolis was accounted for by firm resources. The remaining (71.6%) could be said to have been accounted for by factors other than firm resources. This implies that intrapreneurship behaviour of employees at

banks in the Cape Coast Metropolis is, to a large extent, dependent on the resources of the banks. In other words, it is to say that location of banks, physical structures, bank reputation, organisational policies, machineries in place, uniqueness of technological know-how, financial investment and improved product and service account more for the reason for which an employee would undertake entrepreneurship activities within an existing bank.

Further, the results revealed F-statistics of ( $F = 68.707$ ,  $P < 0.001$ ). This result indicated that the entire model was significant at 0.05. This is to say that, the model can be relied on as far as production of valid and reliable results is concerned. This result together with the value produced by the adjusted coefficient of determination (adjusted R-square), shows that the model is fit. It should also be mentioned that the variables in the model are devoid of issues of multicollinearity or collinearity as shown by the Tolerance ( $Tol. = 1.000$ ) and the Variance Inflation Factor ( $VIF = 1.000$ ) statistics.

Furthermore, the results showed that resources at banks in the Cape Coast Metropolis had a positive and statistically significant effect on intrapreneurship behaviour of employees within the banks ( $\beta = 0.261$ ,  $t = 8.289$ ,  $P < 0.0001$ ). This suggests that, holding all other factors constant, a unit change in resources of banks will lead to 0.261 unit change in intrapreneurship behaviour of employees within the banks. Considering the direction of the relationship or the effect, it suffices to say that a unit increase or improvement in the resources of banks will lead to 0.261 unit increase or improvement in the intrapreneurship behaviour of employees within the banks in the Cape Coast Metropolis.

This finding was expected by the researcher as employees within firms are likely to perform at their best and bring forth workable ideas in the light of firms with resources which may revolve around firm structures and machineries in place, the technologies available and organisational policies, among others. It can, thus, be said that when commercial banks in the Cape Coast Metropolis improve their resources and add more advanced technologies, intrapreneurship activities within these commercial banks in the Metropolis will improve, leading to better and innovative service delivery. Also, this finding may be interpreted as the presence of resources facilitating the execution of a task is vital for an employee to believe in his or her ability to perform any task.

This finding is consistent with Rigtering and Weitzel (2013) who reported that firm resources influence personal creativity within firms. They also reported firm resource to be positively associated to intrapreneurial behaviour characterised by innovativeness and proactiveness. Rigtering and Weitzel concluded that resources affect the level of innovative behaviour leading to higher levels of intrapreneurship. It can, therefore, be suggested that the presence of substantial firm resources in the form of raw materials for carrying out experiments and the presence of persons who are intrapreneurially inclined to pull and encourage other employees into the intrapreneurial train is crucial for encouraging employee intrapreneurship behaviour.

Following from the foregoing, it is, thus, not surprising that Deloitte's (2015) report shows that employees need resources in order to bring forth inventions. For instance, the "20 % Rule" standard applied by Google in which

employees are given the chance to spend one day out of the corporation's working days per week on a project that is not related to the employee's core work is a way by which firms can provide resources, in the form of time, to employees for employees to explore their innate capabilities. Further, Deloitte suggests that business owners grant quick access to resources to enable intrapreneurs to authenticate their ideas quickly, as these resources have direct impact on intrapreneurship behaviour of employees. Thus, banks in the Cape Coast Metropolis should make resources available to their employees if they really expect their employees to be intrapreneurial.

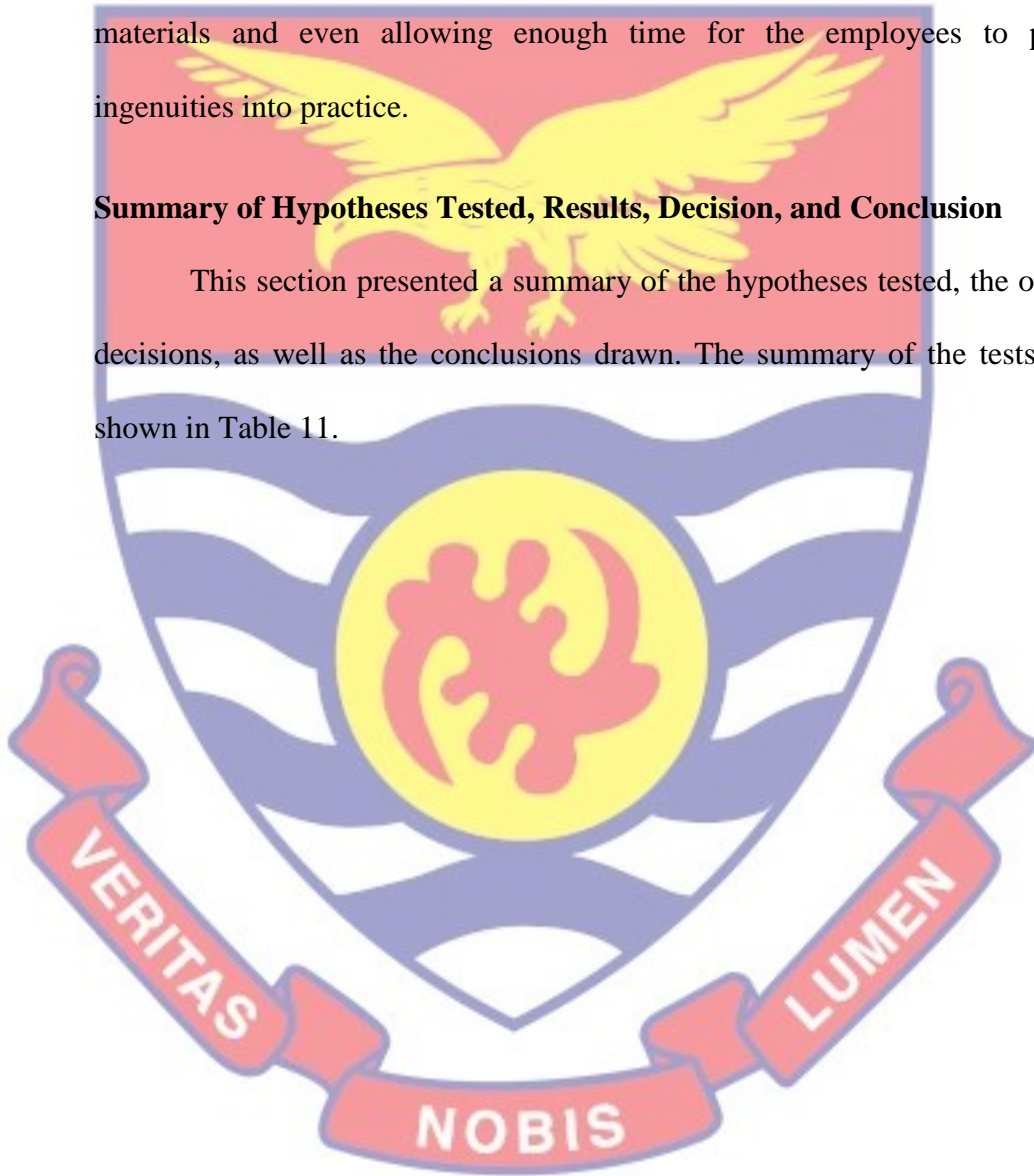
Nonetheless, this finding does not correlate with De Massis et al. (2017) who reported that unavailability of resources could not hinder German Mittelstand firms from behaving innovatively. However, Germany is different from Ghana, and a look at resources may have different meanings in these two countries, and thus, applying outcomes from Germany to Ghana should be carefully done. This finding also corroborates the findings of Hewitt-Dundas (2006) who reports that unavailability of resources may constrain innovation on the part of small firms. Urbano et al. (2013) also maintained that firms' resources and capabilities such as previous entrepreneurial experience, entrepreneurial competences and the ability to detect business opportunities are a key factor in the development of intrapreneurship and entrepreneurial behaviour.

In summary, these results, in practical terms, make sense, as when individuals believe that they can start and carry a particular responsibility to the end, nothing will be done or successfully achieved in the absence of resources to

put into action what they believe they can do. Thus, for banks in the Cape Coast Metropolis, it will be in their best interest to provide the needed resources and environment for their employees if they really want these employees to behaviour intrapreneurially. This may involve the banks making available new technologies, materials and even allowing enough time for the employees to put their ingenuities into practice.

### **Summary of Hypotheses Tested, Results, Decision, and Conclusion**

This section presented a summary of the hypotheses tested, the outcomes, decisions, as well as the conclusions drawn. The summary of the tests were as shown in Table 11.





**Table 11: Summary of Hypotheses Tested, Results and Conclusions**

Hypotheses statement	Results <i>Regression coefficient</i>	Decision	Conclusions
<i>H<sup>1</sup><sub>0</sub>: There is no statistically significant effect of self-efficacy on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.</i>	<i>B = 0.502 P &lt; 0.05</i>	H <sup>1</sup> <sub>0</sub> rejected	Statistically significant positive effect of self-efficacy on intrapreneurship behaviour of employees.
<i>H<sup>2</sup><sub>0</sub>: There is no statistically significant effect of motivation on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.</i>	<i>B = 0.876 P &lt; 0.05</i>	H <sup>2</sup> <sub>0</sub> rejected	Statistically significant positive effect of motivation on intrapreneurship behaviour of employees.
<i>H<sup>3</sup><sub>0</sub>: There is no statistically significant effect of firm resources on intrapreneurship behaviour of employees at commercial banks in the Cape Coast Metropolis.</i>	<i>B = 0.261 P &lt; 0.05</i>	H <sup>3</sup> <sub>0</sub> rejected	Statistically significant positive effect of firm resources on intrapreneurship behaviour of employees.

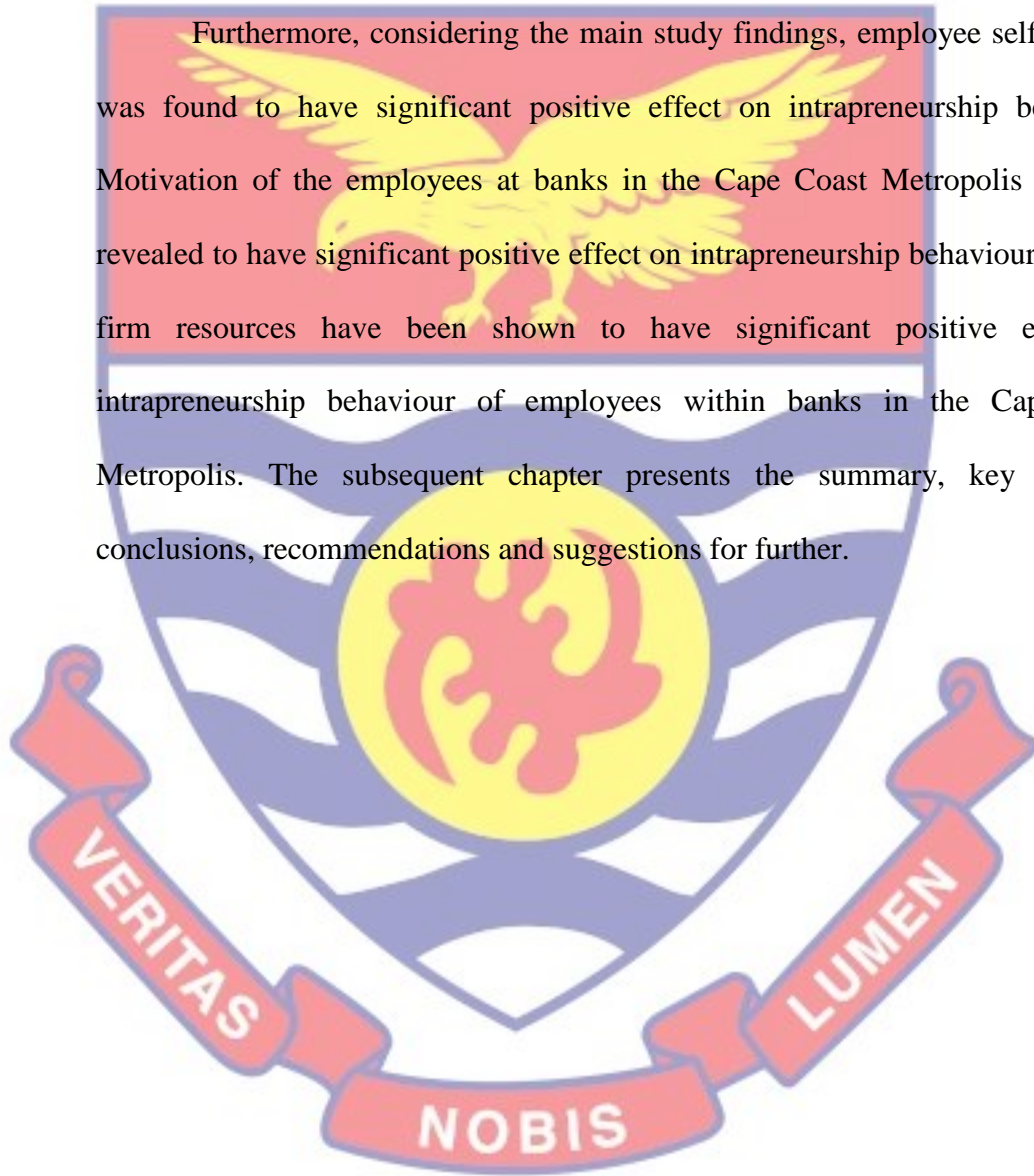
Source: Field survey (2020)

**Chapter Summary**

This chapter presented the results and discussion of the study. The chapter presented study participants’ demographics. It was shown that the number of male employees at the banks in the Cape Coast Metropolis higher than the number of female employees. The minimum age revealed was between 25years and 31years, and maximum between 39years and above. Also, the minimum academic

qualification possessed by an employee was high school certificate. Majority of the employees reported they have been with their respective banks for 11 years and above, and the minimum number of years an employee has been with his or her bank was between one year and five years.

Furthermore, considering the main study findings, employee self-efficacy was found to have significant positive effect on intrapreneurship behaviour. Motivation of the employees at banks in the Cape Coast Metropolis was also revealed to have significant positive effect on intrapreneurship behaviour. Finally, firm resources have been shown to have significant positive effect on intrapreneurship behaviour of employees within banks in the Cape Coast Metropolis. The subsequent chapter presents the summary, key findings, conclusions, recommendations and suggestions for further.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter aimed at presenting the summary, key findings, conclusions, and recommendations of this study. The summary presented a brief overview of the study problem, objectives, research methods and analytical techniques employed, as well as the study findings. Key findings section focused on the summary of the main findings of the study. On the other hand, the conclusions summarised the overall outcomes and implications regarding the findings of the study with cognisance of the research objectives. The recommendations also presented specific remedies or suggestions to be applied by specific concerned individuals and institutions. The chapter closed with suggestions for further research.

#### Summary of Methodology

To achieve the study objectives, the explanatory research design, in the light of the quantitative research approach, was employed. The proportional random sampling technique was used to select a sample of 175 employees out of a population of 323 from the 15 commercial banks in the Cape Coast Metropolis. The survey strategy was used to collect data from the 175 bank employees sampled for the study. Fortunately, all the 175 structured questionnaires were fully filled by the participants and were retrieved. The data collected were analysed using both descriptive and inferential statistical tools. Specifically,

descriptive statistics such as frequency, percentage, mean and standard deviation; inferential statistics, such as the Pearson product-moment correlation and multilinear regression analysis, were used to analyse the quantitative data and test the hypotheses formulated.

### Key Findings

1. The results showed that employees' self-efficacy had effect on intrapreneurship behaviour. This effect was found to be statistically significant. This implies that intrapreneurship behaviour in banks in the Cape Coast Metropolis is influenced by employees' self-efficacy. Therefore, self-efficacy is a major antecedent of intrapreneurship behaviour. This is to say that, the more able employees are, the more they will be willing to pursue intrapreneurial behaviour.
2. The findings showed a significant effect of motivation on intrapreneurship behaviour of employees at the banks in the Cape Coast Metropolis. The finding actually pointed out that motivation was a key antecedent of intrapreneurial behaviour. This implies that employees need both external and inner drives to get triggered to be intrapreneurial. Employees, as humans, cannot be forced into taking challenges they do not have the inner drive for.
3. The outcomes revealed that firm resources have a significant positive effect on intrapreneurship behaviour of employees at the commercial banks in the Cape Coast Metropolis. This is to say that an improvement in the availability of resources of commercial banks in the Cape Coast

Metropolis will cause employees at the banks to behave more intrapreneurial.

## Conclusions

Considering the findings of the study, the following conclusions could be drawn based on the study objectives. The first objective aimed at assessing the effect of self-efficacy on intrapreneurship behaviour. The results showed that self-efficacy has effect on intrapreneurship behaviour. This may imply that when managements of banks encourage employee confidence, employees will become more intrapreneurial. Thus, bank employees with high levels of confidence, capability to surmount challenges and ability to accomplish tasks successfully can be said to be likely to bring forth innovative ideas which will culminate in enhancing intrapreneurship behaviour within banks in the Cape Coast Metropolis and Ghana in general.

Further, the second objective sought to analyse the effect of motivation on intrapreneurship behaviour of employees. The result showed a significant positive effect of motivation on intrapreneurship behaviour of employees. It can then be averred that banks which motivate their employees extrinsically and encourage their inner drives are more likely to experience and benefit from intrapreneurship activities of their employees than banks which pay less attention to motivation of their employees. This implies that the more employees are motivated, both extrinsically and intrinsically, the more likely they will be exposed to ideas which will make them more intrapreneurial.

Finally, the third study objective sought to examine the effect of firm resources on intrapreneurship behaviour of employees at the commercial banks in the Cape Coast Metropolis. The results showed that firm resources have a significant influence on intrapreneurship and a key antecedent of intrapreneurial behaviour in organisations. This implies that when banks improve their facilities, engage state-of-the-arts technologies and equip their employees with the requisite know-how within a well-defined policy environment, the employees will likely be compelled to bring the best out, as the needed resources are already in place; thus, improving intrapreneurial activities within the banks.

### **Recommendations**

Having considered the key findings and the conclusions drawn, it was imperative to make recommendations which might possibly influence the activities of banks in the Cape Coast Metropolis, specifically, and banks in Ghana, generally, leading to curbing of issues of denial of intrapreneurship benefits these banks could enjoy from their employees.

First of all, managers of commercial banks in the Cape Coast Metropolis should, at regular intervals, organise seminars which seek to encourage employees to believe in their abilities. Considering this, the boards and all other stakeholders of banks could establish clear cut policies which would guide how to develop and improve intrapreneurial behaviour. In this manner, every employee would be encouraged to focus more on their self-efficacy which would in turn lead to more intrapreneurial activities.

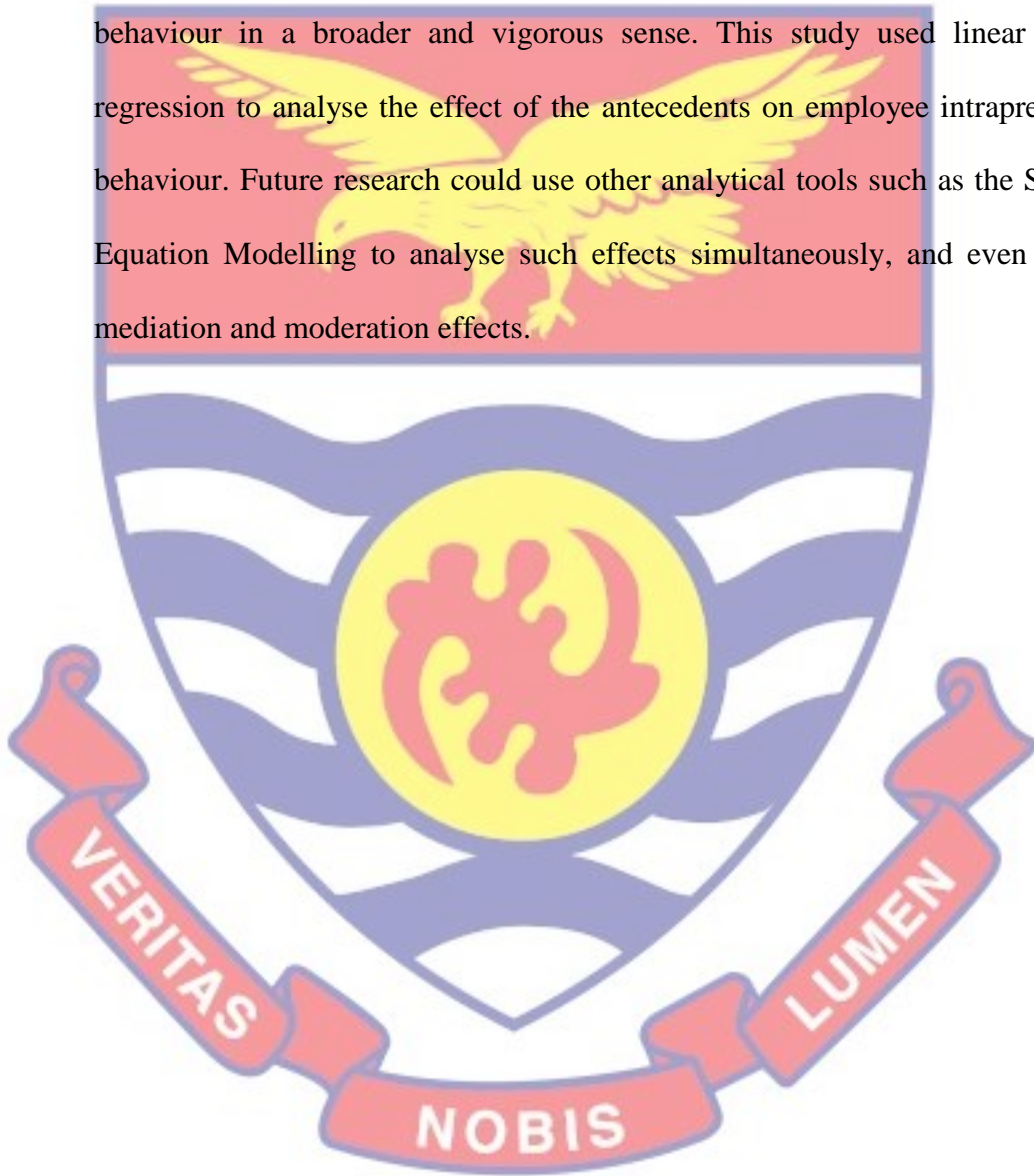
Secondly, managers should try and delegate responsibilities to employees, giving them a sense of belongingness to the bank. These have the potential to unleash the intrapreneurial behaviour, as they would serve as source of motivation for the employees. Also, effective communication among employees and owners or managers should be encouraged in order to foster a positive attitude towards intrapreneurship, characterised by innovativeness and proactiveness.

Thirdly, management of banks should conduct internal surveys to solicit information on the various forms of resources that might improve intrapreneurship behaviour from their employees in order to work towards making those resources available so as to ensure that the needed environments are created for the employees to engage in activities which are intrapreneurial. These might include making available advanced technologies and enough facility to ensure that each and every employee at the bank has enough space to operate.

### **Suggestions for Further Studies**

Considering the gaps identified in literature and the limitation of the current study, a number of topics could be suggested for further studies. For instance, from the literature reviewed, it was revealed that no study has yet been conducted on intrapreneurship behaviour in commercial banks. However, the current study has considered banks in the Cape Coast Metropolis, one of the metropolitans in Ghana; thus, a further study can be conducted to consider commercial banks in Ghana. This will help considering the importance of intrapreneurship behaviour firms and organisation.

Also, opportunity for research can be seen in the need for different research designs. The current study was based on quantitative cross-sectional survey. A longitudinal more interpretivist philosophical position may be employed to provide further insight and explanations of employee intrapreneurial behaviour in a broader and vigorous sense. This study used linear multiple regression to analyse the effect of the antecedents on employee intrapreneurship behaviour. Future research could use other analytical tools such as the Structural Equation Modelling to analyse such effects simultaneously, and even consider mediation and moderation effects.





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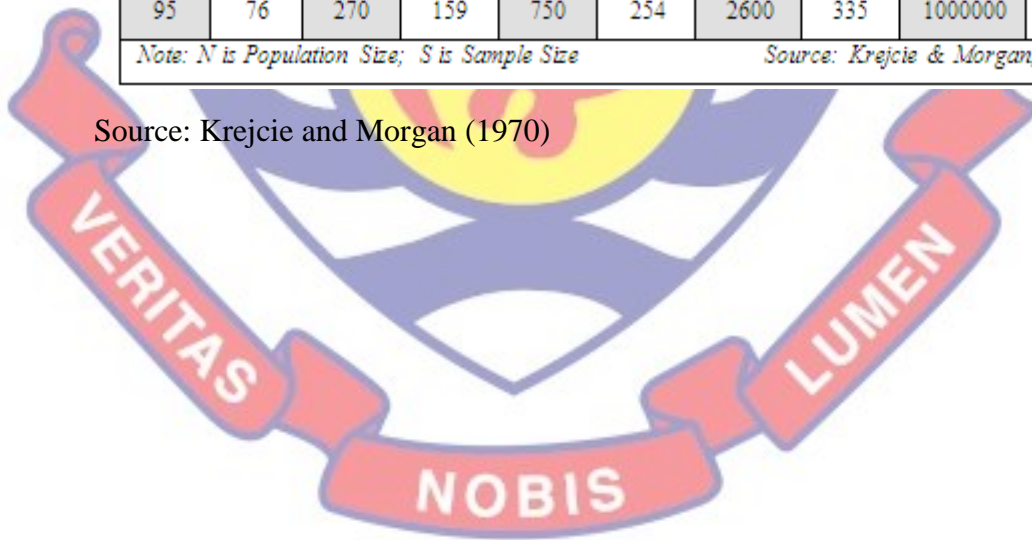


APPENDICES

APPENDIX A: SAMPLE SIZE DETERMINATION TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie &amp; Morgan, 1970</i>				

Source: Krejcie and Morgan (1970)



APPENDIX B  
QUESTIONNAIRE

This survey is meant to collect data for a study on *Effect of Antecedents of Intrapreneurship on Behaviour of Employees at the Commercial Banks in the Cape Coast Metropolis, Ghana* to assess employees' intrapreneurial behaviour at the commercial banks in the Cape Coast Metropolis. The data collected will be used for research purpose and nothing else. The data will be kept confidential and secure. This will take about 30 minutes to complete. Thank you.

**Instruction:** Please, tick as applicable to you.

**Section A: Demographic Information of Respondents**

1. Gender: Male  Female
2. Age: 18 – 24 years  25 – 31 years   
32 – 38 years  39 years and above
3. Level of education: High school  Diploma   
Bachelor's  Postgraduate
4. How many years have you been with the bank?  
Less than 1year  1 – 5years  6 – 10years   
11years and above

**Section B: Self-efficacy**

**Instruction:** Using the scale below, please indicate to what extent each of the following statements agrees with your belief in your ability to execute behaviours.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. I will be able to achieve most of the goals that I have set for myself.					
2. When facing difficult tasks, I am certain that I will accomplish them.					
3. In general, I think that I can obtain outcomes that are important to me.					
4. I believe I can succeed at almost any endeavour to which I set my mind.					
5. I will be able to successfully overcome many challenges.					
6. I am confident that I can perform effectively on many different tasks.					
7. Compared to other people, I can do most tasks very well.					

8. Even when things are tough, I can perform quite well.					
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**Key:** strongly disagree=1; disagree=2; neutral=3; agree=4; strongly agree=5

Source: Jacobs (2013)

**Section C: Motivation**

**Instruction:** Using the scale below, please indicate to what extent each of the following statements corresponds to the reasons why you would execute a particular behaviour.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. I derive much pleasure from learning new things.					
2. I experience satisfaction from taking on interesting challenges.					
3. I experience satisfaction when I am successful at doing difficult tasks.					
4. This is the type of work I chose to do to attain a certain lifestyle.					
5. This would lead me to my career goals.					
6. This would lead me to attaining certain important objectives.					
7. It would provide me income					

8. It would provide me security.					
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**Key:** strongly disagree=1; disagree=2; neutral=3; agree=4; strongly agree=5

Source: Deci and Ryan (2008)

**Section D: Firm Resources**

**Instruction:** Using the scale below, please indicate to what extent each of the following statements would influence intrapreneurial behaviour in your firm.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
...will influence intrapreneurial behaviour.					
1. Location of firm buildings					
2. The physical structure					
3. Firm's reputation					
4. Organisational policies					
5. Firm's machineries					
6. Unique technological know-how					
7. Improved product design					
8. Financial investment					

**Key:** strongly disagree=1; disagree=2; neutral=3; agree=4; strongly agree=5

Source: Adapted from Deloitte (2015)

**Section E: Intrapreneurship Behaviour**

**Instruction:** Using the scale below, please, indicate to what extent you agree to each of the following statements.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
<b>Indirect Measure of Attitudes</b>					
1. When I engage in intrapreneurial activities, I feel positive about myself.					
2. When I engage in intrapreneurial activities, I feel better about myself afterwards.					
3. Intrapreneurial activities are good for my progress at the work place.					
4. Intrapreneurial activities make me feel accomplished.					
5. Intrapreneurial activities help me take advantage of opportunities.					
6. Intrapreneurial activities are fulfilling.					
<b>Indirect Measure of Subjective Norm</b>					
7. My friends think I should engage in intrapreneurial activities.					
8. My family thinks I should involve myself in intrapreneurial activities.					
9. My peers engage in intrapreneurial activities.					
10. Current or potential employers would approve of me doing intrapreneurial activities.					
<b>Indirect Measure of Perceived Behavioural Control</b>					
11. The weather influences my decision to engage in intrapreneurial activities.					
12. The amount of free time I have influences my decision to engage in intrapreneurial activities.					
13. The amount of space at my work influences my decision to do intrapreneurial activities.					
14. The facilities at my work place influence my decision to engage in					

intrapreneurial activities.					
15. Safety at my work place influences my decision to do intrapreneurial activities.					
<b>Direct Measure of Attitudes</b>					
16. Engaging in intrapreneurial activities occasionally is healthy.					
17. Engaging in intrapreneurial activities occasionally is good.					
18. Engaging in intrapreneurial activities occasionally is pleasant.					
19. Engaging in intrapreneurial activities occasionally is fun.					
20. Engaging in intrapreneurial activities occasionally is enjoyable.					
21. Engaging in intrapreneurial activities occasionally is beneficial.					
<b>Direct Measure of Subjective Norms</b>					
22. Most people who are important to me believe I should engage in intrapreneurial activities.					
23. People often ask me to engage in intrapreneurial activities with them.					
24. It is expected of me to engage in intrapreneurial activities.					
25. I feel under social pressure to engage in intrapreneurial activities.					
26. People that are similar to me engage in intrapreneurial activities.					
<b>Direct Measure of Perceived Behavioural Control</b>					
27. I am confident I could do intrapreneurial activities if I wanted to.					
28. The decision to do intrapreneurial activities is under my control.					
29. Engaging in intrapreneurial activities is very easy.					
30. Whether I do intrapreneurial activity or not is entirely up to me.					
31. I choose when and where I engage in intrapreneurial activity.					
<b>Intentions</b>					
32. I expect to engage in intrapreneurial activities.					



33. I want to engage in intrapreneurial activities.					
34. The likelihood of me engaging in intrapreneurial activities is very likely.					
35. I plan to engage in intrapreneurial activities.					
36. I intend to engage in intrapreneurial activities.					

**Key:** strongly disagree=1; disagree=2; neutral=3; agree=4; strongly agree=5

*Source: Adapted from Preenen et al. (2014)*

