INTRAPRENEURIAL ENGAGEMENT INITIATIVES AND EMPLOYEE COMMITMENT

PEACE UDEKA IBIYEOMIE
AND
BOSEDE OLUGBENGA DAVID-ALONGE

DEPARTMENT OF MANAGEMENT, IGNATIUS AJURU UNIVERSITY, PORT HARCOURT, RIVERS STATE, NIGERIA.

ABSTRACT

This study examines the relationship between intrapreneurial engagement initiatives and employee commitment of manufacturing firms in Rivers State, Nigeria. A survey study of 5 randomly selected manufacturing firms in Rivers State was carried out. A total population of 250 employees of these manufacturing firms was covered in this work. Questionnaire was used for data collection and this data was analysed with Pearson product-moment correlation coefficient statistical tool. A total of 225 questionnaires which represented 90% of questionnaire were successfully retrieved and used for the study. The findings revealed that intrapreneurial engagement initiatives are positively related to employee commitment. It was thus concluded that, employee proactiveness, creativity and relationship teamwork are essential in enhancing the commitment of the employees. Thus, intrapreneurial engagement initiatives assist the organisation to retain their young talented workers who yearn to be innovative, creative and proactive in their business undertakings.

Keywords: *Intrapreneurial Engagement Initiatives, Employee Commitment, Proactiveness, Creativity, Relationship/ Teamwork.*

INTRODUCTION

The dynamism and constant changes in environmental variables, rapid technological advancement and globalisation call for creativity, proactiveness, dedication, and efficiency in commitment and task performance. For an organisation to grow and survive in a volatile and competitive business environment, the employees must have intrapreneurial initiatives to carry out the assigned task for sustainable competitive advantage in the industry.

The employee, an indispensable tangible asset of the organisation, drives all the resources of the organisation to achieve the organisational goals and objectives. This enormous task requires creativity, innovativeness, proactiveness and absolute commitment at work. If the employees are not committed in the organisation, it will be difficult to implement innovative ideas and creativity at work. Employee can best achieve this task when they exhibit their intrapreneurial initiatives at work. The attention given to employee intrapreneurial initiatives in an organisation influences the employee's commitment in the organisation.

Promoting the employee proactiveness, creativity and teamwork relationship is a strategy that can be adopted for employees' willingness to take initiatives towards improved work and exploring business opportunities. Schawbel (2019) posits that intrapreneurship is innovative and is accountable for many world product innovations. He gave examples of some intrapreneurs, among them are Martin of Lockheed, who developed several of famous aircraft designs, some came up with Google News, AdSense and Gmail, as their organizations embraced intrapreneurial engagement initiatives. The research work will determine the extent to which proactiveness, creativity and relationship/ teamwork relate to employee commitment.

STATEMENT OF PROBLEM

The researcher observed that Nigeria has many intelligent brains. However, the innovative ability cannot be equated to the advanced countries. We depend on the western worlds for most of the finished goods when the raw materials are from this country. Superior officers do not encourage intrapreneur initiatives for fear of losing recognition to their junior workers.

In many organisations, there is no solid management backing toward creating new concepts and inventions; many firms are careful of increasing their innovative capability as it is seen as a difficult problem for the management and executives, who must begin and direct the variations that vigorous innovation requires. Innovating entails transforming new ideas into tangible results. Employee development is not a continuous thing in many organisations. Monitoring and implementation of new business ideas; strategic time allocation for brain storming and serious discerning on how these innovative ideas will be developed were not nurtured in many organisations.

Work liberty, flexible and decentralised system, organisational democracy that gives employee a voice, and ability to take part in the decision making of the organisation were not considered, and this are basic requirement of encouraging commitment at work, the human

capital has needs and wants that must be satisfied with appropriate competitive reward systems and other benefits that will enhance the intrapreneurship spirit of the employees. How to proffer solution to these prevailing problems is a concern to the researcher. Hence, the researcher determines how encouraging creativity, proactiveness and relationship teamwork can enhance employee commitment in the organisation.

PURPOSE OF STUDY

The purpose of this study is to determine the influence of Intrapreneurial Engagement Initiatives on Employee Commitment.

The objectives are:

1. To examine how employee proactiveness relates to employee commitment.
2. To assess how employee creativity influence employee commitment.
3. To examine the effect of Employee Relationship/ Teamwork on employee commitment.

RESEARCH QUESTIONS FOR THE STUDY

To what extent does:

1. Employee proactiveness relates to employee commitment?
2. Employee creativity relates to employee commitment?
3. Employee relationship/ teamwork relates with employee commitment?

RESEARCH HYPOTHESES FOR THE STUDY

Ho_1:   Employee proactiveness does not relate with employee commitment.

Ho_2:   Employee creativity does not relate with employee commitment.

Ho_3:   Employee relationship/ teamwork does not relate with employee commitment.
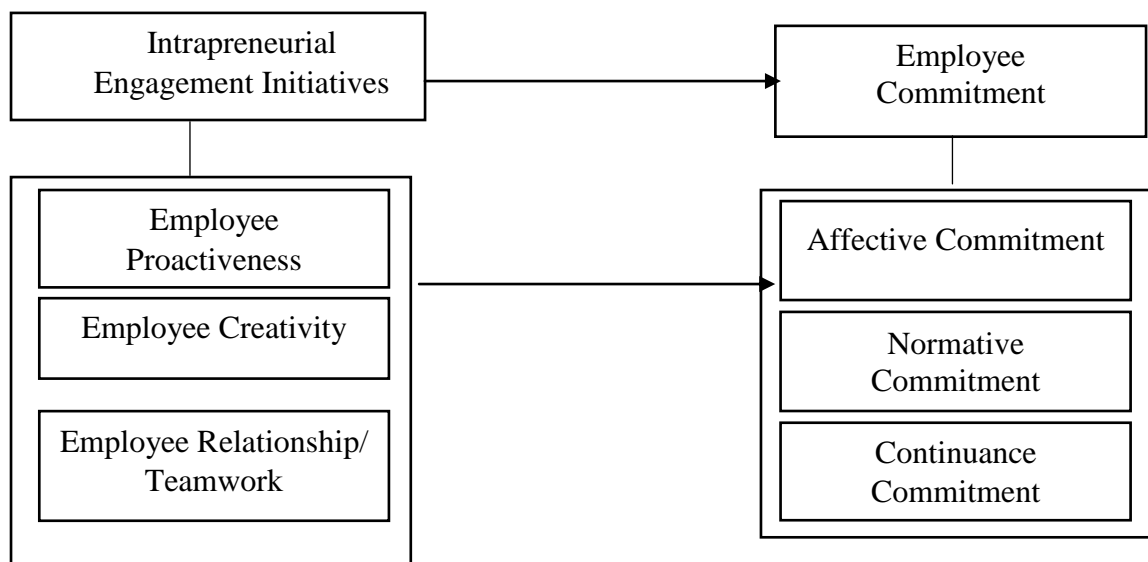
CONCEPTUAL FRAMEWORK

Fig. 1: Conceptual framework of Intrapreneurial Engagement Initiatives and Employee Commitment.

Source: Researchers (2019).

The variables in the study are Intrapreneurial Engagement Initiatives (the independent variable) and Employee Commitment (the dependent variable). These variables and their dimensions are laid out in Figure 1, the conceptual framework of the study. The dimensions of Intrapreneurial Engagement Initiatives chosen for the study are Employee Proactiveness, Employee Creativity, Employee Relationship/Teamwork. For the measures of Employee Commitment, the figures show three measures: Affective Commitment, Normative Commitment and Continuance Commitment, the measures were adopted from Mayer & Allen (1960).

CONCEPTUAL REVIEW

INTRAPRENEURSHIP

Intrapreneur is a creative inclined person, who is proactive, hardworking, and self-motivated, an achiever, who wants to be self-fulfilled. The researcher defines intrapreneurship as an aspirant entrepreneur, who is resolute, goal oriented, knowledgeable, hardworking and talented person, who can provide solutions to problems and answers to a myriad of questions on how the organisation can achieve its goals.

Organisations that encourage intrapreneurial initiatives, has the opportunity of retaining their young talented workers who yearn to be innovative, creative and proactive in their business undertakings. This enables them to make an impact in improving the organisation and committed to achieving the goals of the organisation.

EMPLOYEE PROACTIVENESS

Proactive is defined as taking action by triggering change and not responding to change when it happens (Cambridge Dictionary 2019). A proactive employee is someone who prevents problems from occurring, by triggering change and not responding to change or resolving problems. The needs for employees to be proactive in a turbulent dynamic competitive environment make intrapreneurial initiative very important in an organisation.

A proactive employee thinks ahead to make innovative creative changes. A proactive employee is someone who plans for the future, engaged through taking initiatives on their own, has foresight, a doer that takes immediate action and prevents problems from occurring (Cheprasov, 2019).

Scivisque (2019) provide 5 steps system to be proactive, they are:

Predict: A proactive person is someone who develops foresights to predict. Someone who is rarely caught by surprise. A person who anticipates problems and understands how things work; looks for patterns; recognizes the regular routines, daily practices and natural cycles that exist in the business.

Prevent: Someone who is proactive foresee and avert potential obstacles.

Plan: A proactive person plan for the future by linking every decision. To make the best decision, know where you came from, where you are, and where you want to end up.

Participate: Proactive people are active participants, with initiatives.

Perform: A proactive person takes timely, effective action.

EMPLOYEE CREATIVITY

This is the opportunity to stimulate critical thinking skills that can apply to other projects and tasks and produce unexpectedly positive results. Creativity is the act of turning new and imaginative ideas into reality (Naiman, 2019).

Humans are naturally creative, as we grow in knowledge, our creative ability continues to expand. Creativity is important to face challenging situation at all times. Creativity is the 'lifeblood' of all organisation. Creativity is like a force living in a person, that must be uncovered (Lobel, 2018).

EMPLOYEE RELATIONSHIP/ TEAMWORK

Employee relation is the contractual, emotional, physical and practical relationship between employer and employee (Robins, 2019). An employee interpersonal relationship encourages a positive relationship, engagement, motivation, morale and high productivity at work.

No employee will want to work in a stressful environment, where there is no good relationship. For any organisation to survive in achieving its goals and objectives, cordial relationship and a good teamwork is essential. An employer who knows the effect of workplace associations to employee commitments, encourages flexibility and collaboration that can change a chaotic workplace into a productive environment. A healthy relation among the employees motivates the employees, increases their confidence and morale (Management Study Guide, 2019), improves teamwork and collaboration, promotes higher employee retention rates and increases productivity.

EMPLOYEE COMMITMENT

Wainwright (2018) posits that employee commitments are the bond employees experience with their organisation. She believes that employee commitment takes different forms and that its definition is of different contexts. She examines five contexts of commitment definition by different researchers. First as goal achievement: Believing in a goal, dedicated to achieving it, reflects a certain commitment. Second, Organisational bond: Depicting, psychological bond of a person to the company (Allen & Meyer 1990), which promotes loyalty. Third, is job achievement and retention. Not considering the fulfilment of the job (Rusbult & Farrell, 1983). Fourth, as job attitude (Blau, 1985). All the definitions have the same meaning, as they perceive commitment as a binding force that directs behaviour.

A committed employee is hardworking, determined, connected to the organisation, have a perfect understanding of the organisational goals and how to achieve it, a person that is dedicated and loyal.

AFFECTIVE COMMITMENT

Affective commitment is defined as "the employee's positive emotional attachment to the organisation" (Allen & Meyer's, 1990). An affectively committed employee has an emotional identification with the organisation. Employees who are affectively committed have satisfaction in their work, act as ambassador in their organisation, and they are great valuable assets of the organisations.

NORMATIVE COMMITMENT

A normatively committed employee considers the disastrous consequence of leaving the organisation and perceives an obligation to remain in the organisation. They do not want to leave their organisations. The reason for not leaving depends on the individual within the organisation and its effect on their organization and colleague at work.

CONTINUANCE COMMITMENT

Employees consider what they stand to lose if they leave the organisation. Although individual employees have different reasons to stay with organisations but no work alternatives are common to them, this makes them stay. This unwilling commitment, resulting from sacrifices of no alternatives has fewer positive outcomes. Sometimes, it results in greater stress, poorer performance, and increased interpersonal conflicts.

THEORETICAL REVIEW

This study is anchored on Becker's (1960) side-bet theory of commitment. Becker (1960) suggested that commitments occur when an individual, joins incidental interests, with a reliable line of activity. Expressing commitment, as a way of engaging in "consistent lines of activity" due to accumulated "side bets" that would be lost if there was a termination in activity (Meyer & Allen, 1984). Side bets boost the cost of neglecting to endure with a course of action of remaining with the organisation (Powell & Meyer, 2004).

METHODOLOGY

A survey study of five randomly selected manufacturing firms in Rivers state was carried out. The survey instrument was a questionnaire rated on a 4-1 point Likert scale (1. Strong Disagree; 2. Disagree; 3. Agree; 4. Strongly Agree). Pearson Product- Moment Correlation Coefficient statistical tool was used to analyze the hypotheses with the aid of SPSS.

RESULTS AND DISCUSSIONS

Two hundred and fifty (250) questionnaires were distributed to the employees of the selected sample, but only 90% was retrieved and analyzed. A total of 225 returned questionnaires were analyzed.

Presentation and Analysis of Data on Intrapreneurial Engagement Initiatives and Employee Commitment

Ho$_1$: **Employee Proactiveness does not relate with employee commitment**.

Table 1: **Employee Proactiveness and Employee Commitment**

Correlations of Employee Proactiveness and Employee Commitment

		Employee Proactiveness	Employee Commitment
Employee Proactiveness	Pearson Correlation	1	.588**
	Sig. (2-tailed)		.000
	N	225	225
Employee Commitment	Pearson Correlation	.588**	1
	Sig. (2-tailed)	.000	
	N	225	225

** Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2019.

Table 1 above shows a calculated p-value of 0.000, which is lesser than the significant level 0.05 (0.000 < 0.05). We therefore reject the null hypothesis and uphold that: Employee proactiveness has significant relationship with employee commitment.

Ho$_2$: **Employee Creativity does not relate with Employee Commitment**.

Table 2: **Employee Creativity and Employee commitment**

Correlations of Employee Creativity and Employee Commitment

		Employee Creativity	Employee commitment
Employee Creativity	Pearson Correlation	1	.697**
	Sig. (2-tailed)		.000
	N	225	225
Employee commitment	Pearson Correlation	.697**	1
	Sig. (2-tailed)	.000	
	N	225	225

** Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2019.

Table 2 shows the correlation between employee creativity and employee commitment. The calculated p-value is lesser than the significant level 0.05 ($0.000 < 0.05$). We therefore reject the null hypothesis and uphold that:

Employee creativity has a significant relationship with employee commitment.

Ho$_3$: **Employee Relationship/ Teamwork does not relate to Employee Commitment**.

Table 3: **Employee Relationship/ Teamwork and Employee Commitment**

Correlations of Employee Relationship/ Teamwork and Employee Commitment

		Employee Relationship/ Teamwork	Employee Commitment
Employee Relationship/ Teamwork	Pearson Correlation	1	.499**
	Sig. (2-tailed)		.000
	N	225	225
Employee Commitment	Pearson Correlation	.499**	1
	Sig. (2-tailed)	.000	
	N	225	225

** Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2019.

Table 3 shows that Employee relationship/ teamwork and Employee commitment have a positive correlation value of .499**. The P-value is less than 0.05 ($0.000<0.05$). We therefore reject the null hypothesis and uphold that:

Employee relationship/ teamwork has relationship with Employee commitment.

Table 4: Intrapreneurial Initiatives and Employee Commitment.

Relationship between Employee Intrapreneurial Initiatives and Employee Commitment

		Intrapreneurial Initiatives	Employee Commitment
Intrapreneurial Initiatives	Correlation Coefficient	1.000	595[**]
	Sig. (2-tailed)		.000
	N	225	225
Employee Commitment	Correlation Coefficient	.595[**]	1.000
	Sig. (2-tailed)	.000	
	N	225	225

[**] Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS Output, 2019

Table 4 above illustrates the association between the independent and the dependent variables. It depicts a strong association between Intrapreneurial Initiatives and Employee Commitment. The p-value is less than 0.05 (0.000 < 0.05). The rho = 0. 595[**], showing a high positive correlation between the variables.

CONCLUSION

The bi-variant analysis in this study showed that the Employee Intrapreneurial Initiatives and Employee Commitment are significantly related, as the variables of the study analysed have depicted that. Employee proactiveness, creativity and relationship teamwork are essential in enhancing the commitment of the employees.

Employee can be very loyal and dedicated when they exhibit their intrapreneurial initiatives at work. Encouraging intrapreneurial initiatives at work creates an opportunity for the organisation to retain their young talented workers who yearn to be innovative, creative and proactive in their business undertakings.

RECOMMENDATIONS

1. The organisation should promote employees' proactiveness for employees to exhibit their inbuilt potentials.
2. The organisation should promote worker's creativity.
3. Employee relationship/ team work should be encouraged for maximal added value from the employees.
4. Employee intrapreneurial initiatives should be encouraged as way on retaining talented workers in the organisation.

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