
INTRAPRENEURSHIP AND ORGANIZATIONAL RESPONSIVENESS OF BOTTLE WATER MANUFACTURING FIRMS IN RIVERS STATE

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Abstract

The challenges of poor adjustments and modifications to the exertions of the environment, amidst growing competition and market rivalry, are such that requires a re-assessment of the options available to the organization. One of such is the focus on the internal resources and creativity availed by the members of the organization. This paper investigated the role of intrapreneurship in the actualization of organizational responsiveness in 9 bottle water manufacturing firms in Rivers State, duly registered with the Manufacturers Association of Nigeria (MAN), Rivers and Bayelsa State chapter. The paper was designed as a cross-sectional survey and detailed the use of the structured questionnaire in the generation of data from 36 managers within the manufacturing firms. Hypotheses were tested using the Spearman's rank order correlation. Results from the test indicate that the dimensions of intrapreneurship, namely: innovativeness, risk-taking and pro-activeness, all have significant and positive relationships with organizational responsiveness. The study based on this evidence affirmed that that the availing of platforms and supportive policies or frameworks that allow for innovative behaviour, risk-taking and pro-activeness within the organization has a strong tendency to enhance outcomes of organizational responsiveness for manufacturing firms in Rivers State, Nigeria.

Keywords: Organizational responsiveness, intrapreneurship, innovativeness, pro-activeness, risk-taking.

INTRODUCTION

Responsiveness is a prerequisite for organizational effectiveness and survival today. The factors which drive organizational responsiveness are linked to the organization's overall learning and change behaviour, as well as the extent to which the organization is able to innovate. Day (2005) noted that there is a major difference between reacting and responding. Reactions are often based on a push from change and in most cases are expressed based on ill equipped frameworks and designs; however, responsiveness on the other hand is based on the adoption of tools and knowledge forms which equip the organization for possible changes and development within the environment. As such, the key difference between the concepts is premised on preparation and the openness towards change.

Organizational responsiveness describes the organization's capacity for modifying and effectively aligning its systems and functions in a manner that adequately addresses the changes and development within its context (Cegarra-Navarro & Martinez-Conesa, 2007; Day, 2005). Ngo and O'Cass (2012) observed that organizations that are responsive tend to be more effective in their functional capacities and in driving for product and service features that are well suited to the needs of its environment and market expectations. Day (2005) stated that organizational responsiveness is anchored on organizational learning and knowledge transfer which serve to inform and upgrade the dynamics of the organization in such a way that enhances its ability to perform adequately. Organizational responsiveness builds on its relationships and its ability to follow the trends and features that shape its environment.

However, as noted by Eisenhardt and Martin (2000), there appears to be a dominant position on responsiveness as a function of the external activities and relationship between the organization and its external environment. There is however, little reference to the internal resources and relationships of the organization, particularly the level of proactiveness and innovativeness of employees which reflect their intrapreneurial abilities and tendencies. Lambert (2016) described intrapreneurship as the individual level of entrepreneurship existent within the organization; that is to say, the level of innovativeness, proactiveness and risk-taking expressed by the workers or employees within the organization. This paper as a departure from previous studies, addressed the relationship between the variables from the perspective of the tier-1 banks in Rivers State, Nigeria.

Purpose and objectives of the study

The goal of this study is the investigation of the relationship between intrapreneurship and organizational responsiveness of bottle water manufacturing companies in Rivers State. The objectives of the study are to:

- i. Examine the role of innovativeness in organizational responsiveness of bottle water manufacturing companies in Rivers State.
- ii. Investigate the role of risk-taking in organizational responsiveness of bottle water manufacturing companies in Rivers State.
- iii. Determine the role of pro-activeness in organizational responsiveness of bottle water manufacturing companies in Rivers State.

Research Questions

The following research questions are premised on guiding the research activities of the paper. These are put forward as follows:

- i. Does innovativeness have a relationship with organizational responsiveness of bottle water manufacturing companies in Rivers State?
- ii. Does risk-taking have a relationship with organizational responsiveness of bottle water manufacturing companies in Rivers State?
- iii. Does pro-activeness have a relationship with organizational responsiveness of bottle water manufacturing companies in Rivers State?

LITERATURE REVIEW

Theoretical Framework

The Resource-Based View (RBV) theory as proposed by Wernerfelt (cited in Moliterno & Wiersema, 2007) was anchored on the earlier work of Penrose (cited in Moliterno & Wiersema, 2007). The resource-based theory positions the resources of the organization as its key advantage with regards to competitiveness and strategic positioning within its market. The theory in this way specifies the need for organizations to look inward and to build their competitive capacities through their focus on internal factors which can be developed to advance the competitiveness and performance of the organization (Moliterno & Wiersema, 2007). The resource-based in this vein demonstrates that the only way organizations can stand out and be considered as unique in their behaviour or actions and where they are able to exploit their own unique competencies and advance features that are substantially unique from those of other organizations and which stand to reflect their own perspective of service (Moliterno & Wiersema, 2007; Newbert, 2007).

The resource-based view according to studies (Barney, 2001; Moliterno & Wiersema, 2007), anchors on the potentials of the organization's resources in driving its success and wellbeing. That is to say, the theory positions the organization's resources as its primary advantage and source of competitiveness (Teece, 2007; Ray et al., 2004; Moliterno & Wiersema, 2007). This presents the organization with the need and imperative for developing and aligning their resources; especially their human resource in such a way that stimulates creativity and innovativeness within the organization and also enhances the content of their services (Grant, 2002; Adner & Zemsky, 2006; McEvily & Chakravarthy, 2002).

Intrapreneurship

The concept of intrapreneurship refers to the inward or internal based support and emergence of entrepreneurial actions and ideas that help drive the organization's success within its market (McDowell, 2017). This draws or is hinged on the fact that intrapreneurship involves the process by which individuals within or members of the organization are creative and by that able to identify and exploit new business options within their organization and also advance ideas with regards to new ventures and business solutions (McDowell, 2017; Zgheib, 2017). Such innovative inclinations within the organization alone cannot drive and cannot on its own be described as intrapreneurship; rather, the concept embodies both expressions and creativity and innovation within the organization as well as the support and encouragement of such by the management of the organization (Lambert, 2016). The interrelationship between the management and its employees at the individual and organizational level, inherently shapes the behaviour and actions of the organization.

Daryani and Karimi (2017) opined that intrapreneurship is often customer oriented and builds on the identification of the gaps in customer satisfaction as well as the advancing of solutions premised on the pool of creativity available to the organization. Aparicio (2017) stated that the members or staff of the organization is its major asset and source of knowledge or competence. That is to say, the more the organization supports and invests in its workers or human resource, the higher its tendency for improved intrapreneurship outcomes success within its context or market (Olokundun et al., 2017). Three dimension of intrapreneurship based on Lambert (2016) model are discussed and addressed herein, namely: (a) innovativeness, (b) risk-taking, and (c) pro-activeness.

Innovativeness: This dimension of intrapreneurship describes the expressions of creativity and inventiveness by members of the organization. It is primarily concerned with the extent to which members of the organization are supportive of originality and consistently strive to distinguish their own products or outputs from those of competitors; thus bringing uniqueness to their functions and contributing to the organization's own strategic position within its market (Braunerhjelm, 2009). According to Rivera (2017), it is imperative that the organization embraces and is supportive of change; and on that basis should strive to ensure it is accepted even at the lower levels of the organization (Innovation Booster, 2017).

Risk-taking: This dimension of intrapreneurship describes the tendency of organizational members to adopt, accept and express support for organizational change which drives the success of the organization through improved innovative features (Lambert, 2016). It also denotes members' openness to new ideas and their willingness to try out new things and processes within the organization. Thus these kinds of workers can reinvent and transform ways and forms in which the organization functions through their level of creativity and innovativeness. Their tendency for risk is based on their confidence in how their inventions or suggestions would work and the possibility of success or failure outcomes of such endeavours.

Pro-activeness: This describes the level of initiative expressed or reflected in the behaviour of the members of the organization (Lambert, 2016). This influences the way the organization also perceives itself within its market, either as a leader or a follower, a trend-setter or one always reacting to the actions and behaviour of others. Pro-activeness also reflects the capacity for trend setting and laying out new approaches and ways through which organizational products and services can be improved upon. It details the capacity for leadership within the organization's industry as well as within its market (Essegbey et al., 2017).

Organizational Responsiveness

Organizational responsiveness refers to the organization's propensity to act based on market information generated. It is the capacity for change expressed through its learning and the incorporation of related knowledge in the behaviour and actions of the organization (Hult et al., 2005). From their own perspective, Kohli and Jaworski (cited in Hult et al., 2005) described organizational responsiveness as information utilization within the organization, which was composed of two sets of activities, namely (a) response design and (b) response implementation. Hult et al. (2005) also described organizational responsiveness based on the organization's capacity to identify the specific needs and challenges of its market and also the capacity to adapt its features and services to suit and address the identified needs. Hence, responsiveness reflects both identification and specification of the gap or need and the adapting of features to such gaps.

Organizational responsiveness according to Homburg et al. (2007) details the organization's capacity for addressing the changing demands of its clients and market. According to Homburg et al. (2007), if such demands were stable, then there would be no need for responsiveness as prior traditional practices would be viable. However, according to Day (2005), the need for organizational responsiveness is hinged on the inevitability of change and the volatility of the environment of the organization (Hult et al., 2005). Scholars tend to agree that the organization's capacity for responsiveness is one of the factors that drive the organization's relevance and functionality (Ngo & O'Cass, 2012), especially since responsiveness is considered a major factor in service quality (Eisenhardt & Martin, 2000; Day, 2005).

Intrapreneurship and Organizational Responsiveness

Gebert et al. (2002) observed that intrapreneurship enables a more consistent behaviour and service form which is more entwined with the nature of the organization's market or industry. Responsiveness according to Bhatt (2001) connects the organization's creativity to the gaps in its context. As earlier noted, intrapreneurship thrives on supportive management and by that a flexible organizational structure which allows for participation and workers involvement through their creative suggestions and inputs in service offerings and content development. Bhatt (2001) opine that organizations are able to effectively act in line, and by that respond to market changes where decisions are more centralized and workers (including front-line staff) are allowed to contribute based on their experiences and observations, to the decisions and actions of the organization (Cegarra-Navarro & Martinez Conesa, 2007; Ng et al., 2012). Based on the following review the following hypotheses are put forward:

HO₁: Innovativeness does not significantly associate with organizational responsiveness of bottle water manufacturing companies in Rivers State.

HO₂: Risk-taking does not significantly associate with organizational responsiveness of bottle water manufacturing companies in Rivers State.

HO₃: Pro-activeness does not significantly associate with organizational responsiveness of bottle water manufacturing companies in Rivers State

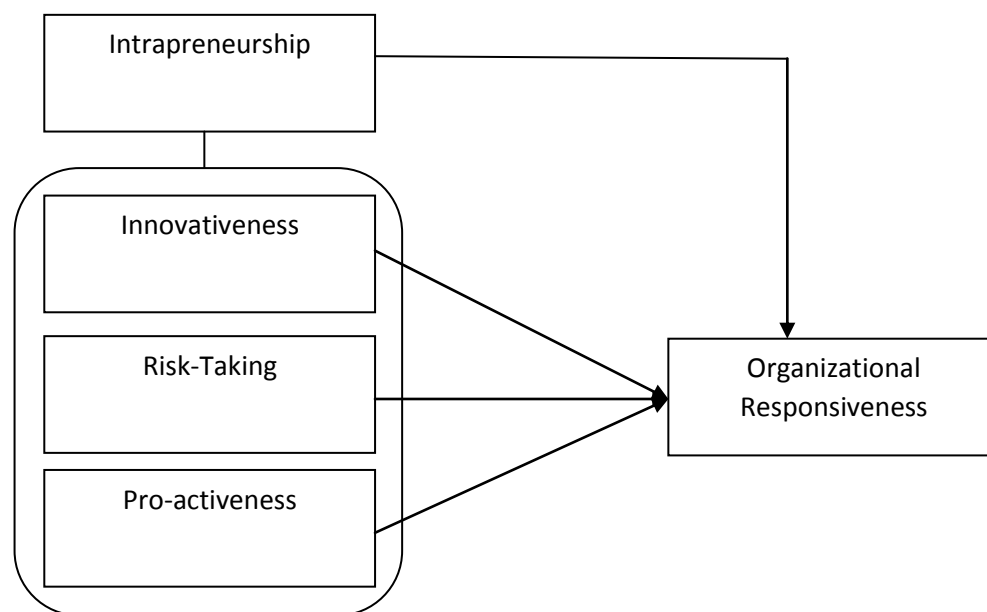


Figure 1: Operational Framework for the study

METHODOLOGY

The design adopted for this study is the cross-sectional survey. The population for the study is delimited to all bottle water companies in Rivers State, Nigeria registered with the Manufacturers Association of Nigeria, Rivers and Bayelsa State chapter. This gives a total of 9 units in the population; however, data for the study is sourced from 36 managers within these organizations which served as units of measurement in the study. The choice of this population is based on the observed level of creativity and inventiveness often expressed in the packaging and advertising of the products, as well as the noted competition within the industry; thus an emphasis for responsiveness. The study focused on primary data which was sourced using the structured questionnaire instrument. The operationalization of the variables was based on their measurements as adapted from previous studies where intrapreneurship was operationalized based on Lambert (2016) and with a total of 12 items (4 per dimension). The measurement for organizational responsiveness was sourced from Day (2005) and items for the instrument adapted in line with the context of interest. Reliability results for the study are presented on table 1 below.

Table 1: Reliability test result for the study

Variables	Dimensions	Items	alpha
Intrapreneurship	Innovativeness	4	0.914
	Risk-taking	4	0.897
	Pro-activeness	4	0.919
Organizational Responsiveness		4	0.807

Source: Survey result, 2020

The evidence from the test demonstrates that all instruments have strong evidence of reliability where alpha coefficients are reflected at a > 0.70

DATA RESULT

Field report: In line with the estimated units of measurement for the population of the study, 36 copies of the questionnaire were distributed to the target bottle water organizations. All 36 copies were successfully retrieved and thereafter assessed for error issues such as blank sections and missing values for instrument items. It was observed that all 36 of the distributed questionnaire copies retrieved were considered as adequate and suitable for inclusion in the analysis of the study.

Descriptive Data Analysis: The result on the analysis for the data distribution for the variables is presented in table 2. The table demonstrates the summary for the analysis on the mean and standard deviation for the distribution for the dimensions of intrapreneurship.

Table 2: Descriptive statistics on the dimensions of intrapreneurship

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Innovativeness	36	3.2222	1.01379	-.886	.393	-.215	.768
Risk-taking	36	3.3611	.92281	-1.465	.393	.872	.768
Pro-activeness	36	2.9375	.97170	-.551	.393	-.918	.768
Valid N (listwise)	36						

Source: Survey result, 2020

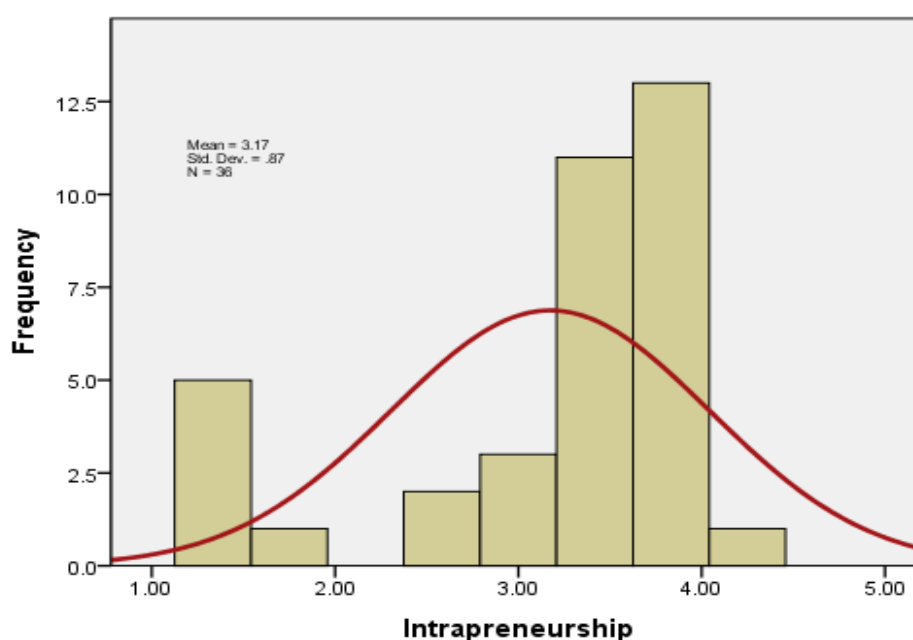


Figure 2. Histogram chart for summary distribution on intrapreneurship

Result from the analysis demonstrates the dimensions of intrapreneurship as having mean distributions which suggest affirmation to the practice and evidence of the variable within the context of interest. Distributions reveal evidence of innovativeness at $x = 3.2222$; risk-taking at $x = 3.3611$ and pro-activeness at 2.9375 . The summary distribution for intrapreneurship demonstrates its prevalence as an attribute characterizing the manufacturing organizations of the study where $x = 3.1700$.

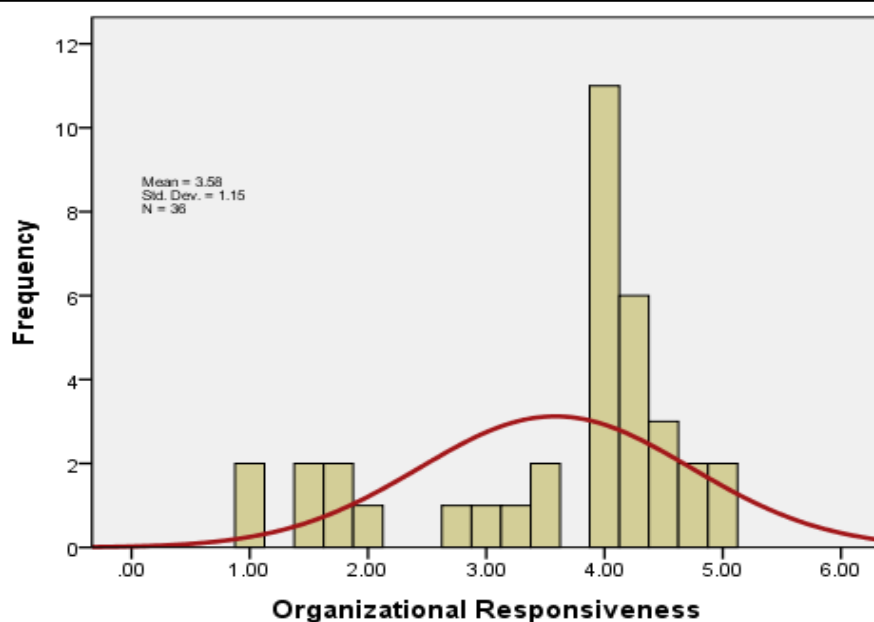


Figure 3. Histogram chart for summary distribution on organizational responsiveness

The evidence for the summary distribution for organizational responsiveness demonstrates the variable as characterizing the bottling companies captured within the framework of this study where $x = 3.5800$.

Hypotheses Testing: The result on the test for the hypotheses of the study is presented in this section. The correlation tool adopted is the Spearman's rank order correlation coefficient.

Table 3: Test for hypotheses

		Organizational Responsiveness	Innovativeness	Risk-taking	Pro-activeness	
Spearman's rho	Organizational Responsiveness	Correlation Coefficient	1.000	.811**	.468**	.448**
		Sig. (2-tailed)	.	.000	.004	.006
		N	36	36	36	36
	Innovativeness	Correlation Coefficient	.811**	1.000	.524**	.615**
		Sig. (2-tailed)	.000	.	.001	.000
		N	36	36	36	36
	Risk-taking	Correlation Coefficient	.468**	.524**	1.000	.367*
		Sig. (2-tailed)	.004	.001	.	.028
		N	36	36	36	36
	Pro-activeness	Correlation Coefficient	.448**	.615**	.367*	1.000
		Sig. (2-tailed)	.006	.000	.028	.
		N	36	36	36	36

Source: Survey result, 2020

The test for the relationship between intrapreneurship dimensions (innovativeness, risk-taking and pro-activeness) and organizational responsiveness is demonstrated on table 3. The result from the test demonstrates the significant and positive role of these dimensions in outcomes of responsiveness at the organizational level. The result shows that there is a correlation between innovativeness and organizational responsiveness where $\rho = 0.811$ and $P = 0.000$; risk-taking and organizational responsiveness where $\rho = 0.468$ and $P = 0.004$; and between pro-activeness and organizational responsiveness where $\rho = 0.448$ and $P = 0.000$. All hypotheses are on the basis of the observed evidence, rejected.

DISCUSSION AND CONCLUSION

The evidence presented on the relationship between the variables suggests that related actions which allow for increased innovativeness, risk-taking and pro-activeness within the organization can be leveraged to enhance the responsiveness of the organization to the changes in its environment. The findings align with the views of Ng et al. (2012) who also noted that the organization's development and support for intrapreneurial activities and behaviour, facilitated a focus on the internal resources, skills and creativity particular to the organization and which could be channelled to advance its innovations and unique products (Bhatt, 2007; Day, 2005). The imperative of intrapreneurship in today's business emphasizes on internal resource development and as such it emphasizes on a deliberate action towards change and must begin with the openness and support from the management of organizations.

The result suggests stronger levels and outcomes of responsiveness can be explained by the support and encouragement of intrapreneurship and in that vein, the expressions of creativity and inventiveness within the organization. The outcome of this investigation echoes the observations and assertions of previous scholars (McDowell, 2017; Grant, 2002) who identify the organization's inward assessment and drive for change and transformation based on its effective development and exploitation of its resources. Thus, in view of the observed position and established relationship between intrapreneurship and organizational responsiveness, this paper concludes that the availing of platforms and supportive policies or frameworks that allow for innovative behaviour, risk-taking and pro-activeness within the organization has a strong tendency to enhance outcomes of organizational responsiveness for manufacturing firms in Rivers State, Nigeria.

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