

Studies on Entrepreneurship, Structural Change
and Industrial Dynamics

João Leitão

António Nunes

Dina Pereira

Veland Ramadani *Editors*

Intrapreneurship and Sustainable Human Capital

Digital Transformation Through
Dynamic Competences



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Studies on Entrepreneurship, Structural Change and Industrial Dynamics

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Veland Ramadani
Editors

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Toward the Creation of Intrapreneur-Friendly Organization



Abdullah Ramdhani, Prisia Fauzizah, Dini Turipanam Alamanda, and Grisna Anggadwita

Abstract A number of companies are now starting to build accelerators and incubators to enable them to communicate continuously with many of the industry's leading start-ups. The missions of these organizations will be achieved by improving their performance through knowledge sharing. One of the main sources of entrepreneurial competitive advantage is organizational capabilities, implemented with a resource-based strategy. Corporate conceptualization is one of the organizational capabilities that enables companies to overcome systematic internal constraints. New business initiatives will allow companies to rediscover themselves. This paper examines the impact of knowledge sharing and organizational capabilities on intrapreneurship. A quantitative method with a causal type was used in this study. The questionnaires were distributed to 209 workers in 27 Toyota authorized dealers in Indonesia, and then the obtained data was processed using structural equation modeling. The results revealed that knowledge sharing and organizational capabilities have a significant impact on intrapreneurship in official Toyota dealers. Another finding was that organizational factors have a dominant influence in increasing the value of intrapreneurship. This research implies that companies can increase intrapreneurship by making real policies and paying attention to the supporting elements.

Keywords Intrapreneurship · Knowledge sharing · Organizational capability

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1 Introduction

The increasing competition in the world today coincides with the rapid development of the international environment. It has ushered industrial society into information society and transformed the national economy into a global economy. As explained by Ahmadpur (2006), entrepreneurship plays a crucial role in the economy and development of a country, because it can increase efficiency and creates jobs and social welfare. Companies must create conditions in which all employees can have an entrepreneurial spirit, so they will have good capabilities to work either independently or in groups. According to Emami (2004), the implementation of intrapreneurship as an organizational effort can be achieved through create mental and entrepreneurial skills in the culture and activities of the organization. Entrepreneurship was formed to solve several problems such as increasingly fierce competition, distrust of traditional management methods in organizations, and lack of quality workforce and independent capabilities. As long as entrepreneurship operates in empty spaces and minds, innovative ideas will never emerge. Thus, the role of companies is needed to provoke, develop, and realize the employees' ideas. This is called knowledge sharing.

Transportation facilities play an important role in people's daily lives, including as a means of mobility. The automotive industry in Indonesia began to develop since the operation of the ATPM (the sole brand holder) in the early 1970s supported by the Minister of Industry Decree No. 295/1982 and No. 428/1987. ATPM has the right to assemble, produce, and distribute its products in the territory of Indonesia. ATPM in Indonesia has a dual function of being the sole agent of car sales and becoming a motor vehicle manufacturer.

Indonesia is the largest car market in Southeast Asia and the ASEAN region, controlling about one third of the total annual car sales in ASEAN, followed by Thailand in second place. In addition, Indonesia has the second largest automobile manufacturing industry in Southeast Asia and in the ASEAN region (after Thailand which controls around 50 percent of car production in the ASEAN region) (Indonesia Investments 2017). The automotive industry is one of the five priority sectors ready to enter the Fourth Industrial Revolution. Its contribution to GDP reached 10.16% in 2017 and is able to absorb direct employment of around 350 thousand people and indirect labor as many as 1.2 million people (Marketeers 2018). Car sales also increase every year; based on Gaikindo data (2016), car sales in Indonesia reached 1,061,735 units, compared to the previous year which was 1,013,291. More than half the total number of cars sold domestically in Indonesia is Toyota cars (Indonesia Investments 2017).

In Indonesia, there are various automotive companies, including Astra Daihatsu Motor, Suzuki Indomobil Motor, Toyota Motor Manufacturing Indonesia, Krama Yudha Tiga Berlian Motors, Honda Prospect Motor, and others (Gaikindo 2011). PT. Toyota Astra Motor is the leader of the automotive market that is known to be active in improving product quality and service. For more than 30 years, PT. Toyota Astra Motor has played an important role in the development of the automotive

industry in Indonesia, including in its supporting industries. Toyota as one of the leading brands in the Indonesian automobile industry and the efforts of PT Toyota-Astra Motor (TAM), as the agent of Toyota in Indonesia, to maintain the brand reputation succeed to gain wide appreciation from the consumers.

To gauge its success in maintaining the brand reputation in Indonesia, Toyota has awarded the Gold Champion for the automobile category in the WOW Brand Festive Day in 2018. Moreover, Toyota also won the Silver Champion in 2018 for its success in formulating and implementing a digital marketing strategy. Additionally, Toyota also successfully recognized as one of the Top 50 Indonesian WOW Brand in 2018. The WOW Brand Award bestowed to those brands that are highly recognized and recommended by consumers.

The automotive sector is now no longer able to rely on conventional marketing communication patterns to build the strength of its brand; moreover, nowadays, cars are part of a lifestyle, not just a product. Marketing activities are demanded to be more holistic. Marketing activities are demanded to be more holistic, so now the company is also required to touch humanism, to be environmentally friendly, and to actively engage consumers. Intrapreneurship is one of the efforts to encourage the improvement of company performance, where resources not only are encouraged to increase sales but are also able to provide added value and create creativity and innovation in their work. This study analyzed a phenomenon called “corporate entrepreneurship” or “intrapreneurship.” The purpose of this study was to find out whether knowledge sharing and organizational capabilities have an influence on intrapreneurship.

2 Literature Review

2.1 Intrapreneurship

The literature of entrepreneurship and management revealed that corporate entrepreneurship or intrapreneurship is a phenomenon of organizational entrepreneurship that has a growing trend in the past decade. Antonic (2001) illustrated that entrepreneurship in organizations can be studied at various levels of investigation. The most important thing in this case is whether to be an individual or become an individual in an organization. At the organizational level, research was conducted on the creation of new businesses in companies (which emphasize the differentiation of new and appropriate types of businesses) and in entrepreneurial organizations (especially emphasizing the characteristics of the organization). The similarities and differences between entrepreneurship and intrapreneurship are shown in Table 1.

As explained in the previous section, intrapreneurship or corporate entrepreneurship (CE) is not the only designation of entrepreneurship within organizational boundaries. Furthermore, Amo (2006) explained that the top-down process is the characteristic of the corporate entrepreneurship in which management strategies can encourage initiatives and efforts to develop workforce in the organization. Instead,

Table 1 Similarities and differences of entrepreneurship and intrapreneurship

Similarity	Difference
Innovation <ul style="list-style-type: none"> – Entrepreneurs and intrapreneurs are innovative people – Innovation can represent new products or services, new technological processes, or improved management methods 	Activity type: <ul style="list-style-type: none"> – Intrapreneurs have a character of fixing something – Entrepreneurs have creative characters
Value creation <ul style="list-style-type: none"> – Add further value to products and services – Change must be completely new and must come with a different proposal 	Obstacles encountered <ul style="list-style-type: none"> – For intrapreneurs, corporate culture can be a major obstacle – Entrepreneurs only have one obstacle, which is very strong, namely, the market
Business risk <ul style="list-style-type: none"> – Intrapreneurial and entrepreneurial activities have a higher level of risk than usual – Focusing on new products, intrapreneurs make corporate money a risk – The risk of entrepreneurship is personal money and time 	Sources of funding <ul style="list-style-type: none"> – Intrapreneurs use very large company resources – Entrepreneurs seek personal funding sources, with the risk of losing personal assets/wealth

Source: Sasu (2003)

bottom-up is the system applied in intrapreneurship related to the proactive initiative of individual employees to improve work procedures or products and to explore and utilize business opportunities.

Hisrich (2002) described the concept of entrepreneurship as a process of creating something new with value by investing time and effort needed, as well as understanding the risks in financial, psychological, and social accompaniment, and profits in monetary, personal satisfaction, and freedom.

From the company level, Antonic (2001) outlines new exploration in business, innovation, self-renewal, and proactivity as dimensions of intrapreneurship. In addition, entrepreneurship and innovation are two complementary sides, but they are also separate from each other. Imitation behavior (non-innovative) such as opening another outlet in the company environment can show an entrepreneurial attitude. Stam (2008) viewed that entrepreneurship depends entirely on innovation. Obviously, certain different behaviors are needed in carrying out various practical activities in obtaining business opportunities. In order to start a new business, Reynolds (2007) suggested that individuals should develop products, service models, or prototypes, collect funds, and arrange operations to take advantage of these opportunities. Linguistically, the word entrepreneur strongly supports the truth that entrepreneurship is very behavior-oriented. This is based on medieval French words, *entrepreneur* and *emprendre*, each of which means “doing something” or “getting something” and “counting, taking initiative” (Wennekers 2006).

2.2 Knowledge Sharing

Knowledge sharing is defined by Park (2003) as the process of transferring knowledge from one individual to another within an organization. This is a process for gathering knowledge together among members. It is also defined as social interaction between individuals (Bock 2002). Unlike information, knowledge is locked in the human mind and part of human identity. Knowledge sharing according to Frappaolo (2006) is about the way people share and use what they know. According to Tasmin (2007), knowledge sharing is a technology-supported collaboration and integration of a social system. Other researchers agreed that knowledge sharing is related to the right mix of technologies to optimize the exchange of knowledge. Meanwhile, Kimiz (2005) adds that creating and exchanging real knowledge about activities is something that can be monitored. This can happen if the people involved are willing to collaborate together voluntarily. Exchange of knowledge can lead to the creation of new knowledge, which can be an important source of competitive advantage. Referring to Bock (2002), knowledge sharing often occurs unnaturally because many people think their knowledge is valuable and important so they do not want to share it. Thus, the practice of sharing knowledge is motivated and carried out by the individual level. Even without a strong explanation in the organization, knowledge sharing can be accepted by employees if it suits the benefits and costs of individuals (Hanan 2007). The practice of knowledge sharing will ultimately help organizations become more profitable and invincible.

The discussion of knowledge sharing is found in many literature based on various perspectives and at various levels of the organization. It can be concluded from various literatures that knowledge sharing behavior can be learned from the perspectives of organizations (Argote 2000), departments or groups (Hansen 2001), and also individuals (Ipe 2003). Knowledge sharing studies from an organizational perspective generally focus on knowledge transfer or technology transfer. Technology transfer is basically the transfer of technology and knowledge from one entity to another or through long-term relationships and information exchange (Giroud 2000). The study of technology transfer has a main focus on how much knowledge is transferred from one organization to another and what factors contribute to this process. Similarly, studies from a group perspective aim to look for factors that facilitate the transfer of knowledge from one group to another. And finally, studies from an individual perspective, which is the main interest of this research, only relate to individual behavior. In particular, this study examines factors and identifies what motivates individuals to do knowledge sharing.

2.3 Linking Knowledge Sharing and Intrapreneurship

Bryant (Peter 2015) provided a new definition of entrepreneurship and argued that entrepreneurship identifies and utilizes new opportunities to create chain value.

These values can be commercial, social or cultural, and organizational possibilities. Through this research, researchers studied the definition and concept of intrapreneurship and explained the process of developing entrepreneurship since its emergence in the eighteenth century, during the Industrial Revolution until now. He also explained that entrepreneurship can be used in a broader sense in organizations as a process of utilizing new ways to exploit opportunities and create value, even when the resources needed are not around. According to Sohrabi (2016) in a study entitled “Information Security Model in Knowledge Sharing,” knowledge sharing plays a major role for people in organizations. According to Ramadani et al. (2017), the company performance is influenced by knowledge spillovers and innovation activities as well as foreign ownership and skilled worker. So this is related to how human resources in the company utilize their knowledge to create innovation in their work. Dhewanto et al. (2014) stated that information and knowledge can be obtained from anywhere, both directly and indirectly and both internally and externally, and will help businesses to advance their business. Interaction between business actors and various parties can provide added value to creativity and innovation as part of the intrapreneurship process. Knowledge sharing must have a small risk in developing company information with its competitors. In an article entitled “Experiments on Knowledge Sharing in the World Bank” (Morris 2015), they stated in a competitive world and this technological era, knowledge sharing can be applied effectively.

Based on the purpose of this study, the authors make the hypothesis as follows:

H₁: There is an effect of knowledge sharing on intrapreneurship.

2.4 Organizational Capabilities

The basic assumption of “ability view” is that companies have a way of doing things, solving organizational problems, and demonstrating sustainable company capabilities (Dosi 2000). However, heterogeneous companies carry out different organizational routines, even when they run the same industry and produce the same outputs. A corporate specific way is based on the capabilities of the organization gradually accumulated and formed within the company. It can be concluded that organizational capabilities allow companies to deal with organizational problems effectively in a specific way depending on their respective companies (Dosi 2000). This can be done by providing more knowledge to the company. Dosi (2000) identified organizational capabilities as the way a company carries out certain activities. Core capability is the ability of companies to realize that the knowledge they have is something unique and an advantage over other competitors. It is widely agreed that corporate competitiveness will depend on how some core capabilities are developed. Companies begin to gain competitive advantages from a small number of group capabilities that are able to maintain their competitiveness. The basic implication of

this approach is that “special abilities” will continually shape the company’s performance.

A stable and consistent organizational capability will give companies a different competitive advantage, because they have been applied and developed further in the long term. Accumulation of organizational capabilities and the options available for the organization to further develop them are limited. In fact, the company’s specific abilities will make them very valuable, because they are pastoral and difficult to transfer and imitate. Dosi (2000) distinguishes ability as a broader concept, on the one hand, and as a narrow concept of competency, on the other.

2.5 Connecting Organizational Capabilities with Intrapreneurship

Corporate entrepreneurship or intrapreneurship refers to Ireland et al. (2009) definition which is entrepreneurial activities in organizations designed to revitalize the company’s business by changing the competitive profile or emphasizing innovation. Corporate entrepreneurship is very important for the success and survival of a company from time to time. It takes a deep understanding of organizational attributes to be able to change accidental recognition from innovative opportunities into systematic organizational characteristics to replicate entrepreneurial behavior almost automatically over time (Ireland et al. 2009). This prevailing approach unveils that the occurrence of entrepreneurial action in the company’s strategic process and subsequent validation does not necessarily indicate the presence of CE strategies and organizational processes that can be relied upon to replicate innovation over time (Ireland et al. 2009). Exploitation of entrepreneurial opportunities is interpreted as a systematic feature of even innovative organizations but as a result of accidental efforts is chosen and becomes a strategy that is deliberately included by the company (Ardichvili 2003).

Based on the purpose of this study, the authors make the hypothesis as follows:

H₂: There is an organizational capability influence on intrapreneurship.

3 Method

The research method used is quantitative. The survey approach is conducted to test the causal relationship between empirically observed variables. The survey was conducted on 209 Toyota car salespeople, of which 209 workers were chosen proportionally randomly from 409 salespeople in 27 Toyota authorized dealers in West Java. Next, they were asked to respond to each statement contained in the questionnaire during the November 2018 period. All of data is shown in Table 2. Data analysis was performed using multivariate statistics structural equation

Table 2 Research data

No.	Dealer's name	Sales	Proportion	Sample	Number of samples
1	Astrido Toyota Bekasi	21	0.05	11	8
2	Astrido Toyota Pondok Gede	21	0.05	11	8
3	Auto2000 Toyota Cirebon	8	0.02	4	5
4	Auto2000 Asia Afrika	24	0.06	12	15
5	Auto2000 Bekasi Timur	13	0.03	7	6
6	Auto2000 Cibinong	22	0.05	11	8
7	Auto2000 Cibiru	22	0.05	11	8
8	Auto2000 Pasteur	24	0.06	12	10
9	Auto 2000 Siliwangi Bekasi Barat	9	0.02	5	6
10	Auto2000 Soekarno Hatta	21	0.05	11	13
11	Auto2000 Bogor Siliwangi	10	0.02	5	8
12	Auto2000 Bogor Yasmin	10	0.02	5	6
13	CV. Sinar Mas Toyota Tasikmalaya	9	0.02	5	5
14	Rejeki Toyota Cirebon	8	0.02	4	4
15	Rejeki Toyota Sumedang	9	0.02	5	4
16	Setiajaya Mobilindo Cibubur	19	0.05	10	9
17	Setiajaya Mobilindo Cimanggis	19	0.05	10	8
18	Setiajaya Mobilindo Depok Margonda	22	0.05	11	10
19	Setiajaya Mobilindo Pajajaran	22	0.05	11	10
20	Toyota Auto 2000 Indramayu	7	0.02	4	4
21	Toyota Auto 2000 Karawang	8	0.02	4	4
22	Toyota Budi Jaya Mobilindo Garut	6	0.01	3	6
23	Toyota Cianjur	8	0.02	4	5
24	Toyota Cikarang	10	0.02	5	7
25	Toyota Sukabumi	7	0.02	4	5
26	Tunas Toyota Jatiwaringin	18	0.04	9	12
27	Wijaya Toyota Dago	28	0.07	14	15
		405	1	208	209

modeling. Structural equation modeling was used to test hypothesis and tries to test between variables (measurement testing) and test the feasibility of the forming factors of each variables (confirmatory factor analysis). For our study, data processing uses AMOS 20. The following criteria are generally used to measure model fit: the chi-square (χ^2) likelihood ratio statistic, the goodness-of-fit index (GFI), the normed fit index (NFI), the comparative fit index (CFI), and the root-mean-square error of estimation (RMSEA).

4 Result and Discussion

The results of AMOS output for data normality assessment indicate that the critical ratio multivariate value of -1.752 is at a value of < -2.58 c.r. < 2.58 (Table 3), meaning that the data is normally distributed.

Table 3 shows the results of normality testing in this study as one of the requirements in meeting the classical assumptions. Normality test are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed.

Furthermore, the suitability testing of the model uses several criteria, namely, the value of chi-square, significance probability, CMIN/DF, RMSEA, TLI, NFI, and CFI. The results of the test after modification are summarized in Table 4 (Cutoff value). It shows that the planned model is acceptable, because the value of the suitability test criteria compared to the cutoff value model equation shows good results.

Table 3 Assessment of normality

Variable	Skew	c.r.	Kurtosis	c.r.
Strategic capabilities	0.100	0.591	-0.595	-1.755
Integrative capabilities	0.066	0.388	-0.720	-2.126
Functional capabilities	0.132	0.779	-0.513	-1.514
Understanding of market demand	-0.034	-0.204	-0.676	-1.995
Ability	0.269	1.589	-0.437	-1.288
Proactiveness	-0.223	-1.316	-0.486	-1.435
Self-renewal	-0.107	-0.633	-0.627	-1.852
Innovativeness	-0.102	-0.604	-0.750	-2.215
New business venturing	-0.077	-0.452	-0.681	-2.009
Organization factor	0.141	0.830	-0.539	-1.590
Group factors	0.229	1.349	-0.600	-1.770
Individual factors	0.112	0.660	-0.751	-2.216
Multivariate			-4.444	-1.752

Table 4 Cutoff value

Criteria	Cutoff value	Model	Description
<i>Chi-square</i> (CMIN)	Near to 0	53.037	Marginal
<i>Significance probability</i>	≥ 0.05	0.396	Fit
CMIN/DF	≤ 2.00	1.040	Fit
RMSEA	≤ 0.08	0.014	Fit
TLI	≥ 0.90	0.995	Fit
NFI	≥ 0.90	0.905	Fit
CFI	≥ 0.95	0.996	Fit

Table 5 Regression weights

			Estimate standardized	S.E.	C.R.	P	Code
Intrapreneurship	<---	Knowledge sharing	0.461	0.363	3.369	***	par_6
Intrapreneurship	<---	Organization capability	0.659	0.104	4.189	***	par_11
Individual factors	<---	Knowledge sharing	0.583				
Group factors	<---	Knowledge sharing	0.572	0.140	6.843	***	par_1
Organization factors	<---	Knowledge sharing	0.536	0.133	6.506	***	par_2
New business venturing	<---	Intrapreneurship	0.570				
Innovativeness	<---	Intrapreneurship	0.452	0.132	5.791	***	par_3
Self-renewal	<---	Intrapreneurship	0.554	0.138	6.779	***	par_4
Proactiveness	<---	Intrapreneurship	0.519	0.138	6.434	***	par_5
Ability	<---	Organization capability	0.401				
Understanding market demand	<---	Organization capability	0.443	0.278	4.355	***	par_7
Functional capabilities	<---	Organization capability	0.519	0.282	4.688	***	par_8
Integrative capabilities	<---	Organization capability	0.549	0.323	4.759	***	par_9
Strategic capabilities	<---	Organization capability	0.471	0.283	4.503	***	par_10

Model causality testing can be analyzed through the results of regression weights (shown in the Table 5) between latent variables. Based on Table 5, it can be seen that the knowledge sharing variable affects intrapreneurship with a regression weight of 0.461 and a probability value of <0.05. Likewise, the organization capability variable has a significant effect on intrapreneurship with a regression weight of 0.659 and a probability value of <0.05. And the model of structural equation for this research is shown in Fig. 1.

Our research proves that knowledge sharing and organizational capabilities affect intrapreneurship. This supports Sohrabi’s statement stating that knowledge sharing plays a major role for employees within the organization. At the same time, knowledge sharing must face little risk in developing company information with its competitors. In addition, this study also supports Ireland et al. statement that intrapreneurship is important for the success and survival of companies from time to time that requires a deep understanding of organizational attributes that can change the recognition of innovative opportunities into systematic organizational characteristics, allowing replication of entrepreneurial behavior almost automatically from time to time.

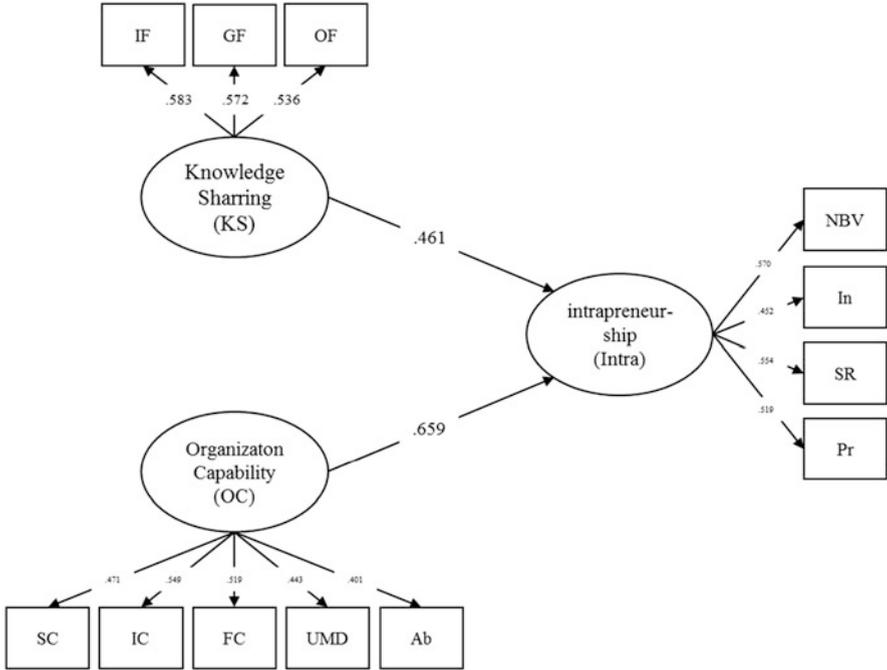


Fig. 1 Structural equation model

Confirmatory Factor Analysis (CFA) is used to reveal any possible factors that could emerge from a set of variables. Those factors are knowledge sharing, organizational capabilities, and intrapreneurship. The forming factor of knowledge sharing is individual factors, group factors, and organizational factors. Individual factors have a regression weight of 0.583 with a probability value of 0.00 smaller than the probability value of 0.05 indicating that individual factors are forming variables of knowledge sharing. The results show the same value for group factors and organization factors. Supporting opinions (Tasmin 2007) knowledge sharing is a technology-supported collaboration and integration of a social system. So it is defined as social interaction not only between organizations but also between individuals.

The forming factor of organization capabilities is strategic capabilities, integrative capabilities, functional capabilities, understanding of market and demand, and ability.

Strategic capabilities have a regression weight of 0.471 with a probability value of 0.00 smaller than the probability value of 0.05 indicating that strategic capabilities are forming variables of organization capabilities. The results show the same value for other variables. As explained by Dosi (2000)), organizational capabilities allow companies to deal with organizational problems effectively in a specific way

depending on their respective companies. This can be done by providing more knowledge to the company.

The forming factor of intrapreneurship is new business venturing, innovativeness, self-renewal, and proactiveness. New business venturing have a regression weight of 0.570 with a probability value of 0.000 smaller than the probability value of 0.05 indicating that new business venturing is forming variables of intrapreneurship. The results show the same value for other variables. This study is supported by a study conducted by Antonic (2001) that for the company level, innovativeness is a thing that needs more attention.

5 Conclusion and Recommendation

The findings of this study indicate that knowledge sharing and organizational capabilities clearly affect intrapreneurship. Organizational factors have a dominant influence in increasing the value of intrapreneurship. Viewed from the management side, linking opportunities with processes can improve their abilities beforehand. Organizational factors can offer other avenues to improve the company's prospects in identifying and pursuing entrepreneurial strategies, without disrupting the basic political development and legitimacy processes.

Based on the conclusion, the study recommends that companies need to build intrapreneurship capabilities by making policies that will have a direct impact, so that every employee can compete to increase creativity, for example, making sales brochures as good as possible to attract consumers. This will help the organization in many ways such as updating information, innovation, creations, and others. Due to its importance, organizations could gain some advantages over the information generated from the transformation process of their employees' handling skills.

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