EMPIRICAL ANALYSIS OF THE INTRAPRENEURSHIP THEORY:
A SEMINAL STORY OF EMPLOYEE MOTIVATION

Organisations succeed based not so much on the strength of their financials or the size of their workforce but more on the skills, abilities and especially the passion of their human capital, which should be able to demonstrate real commitment, flexible adaptation, dynamic innovation, and proactive approaches to changing business environments. This study proposes that large organisations gradually lose their entrepreneurial skills and the passion to compete as they become bigger and more able to withstand competition.

It also posits that corporate entrepreneurship theorised as intrapreneurship which is the ability of employees to see or stir innovative opportunities and seize them for their employers is a testimony of the physical and emotional commitment of individuals to the purpose and objectives of their organisations. This is described as employee engagement; a construct necessary to reawaken the entrepreneurial spirit of organisations (Grayson & McLaren, 2011).

The objective of this research is to examine how corporate managers and human resource policy makers in successful organisations perceive the construct of intrapreneurship juxtaposed with their perception of entrepreneurship and the relevance of both constructs to organisational and economic development. According to Antoncic & Hisrich (2001), previous views of intrapreneurship can be classified into four dimensions; new business venturing, innovativeness, self-renewal and proactiveness. This present study is approached more from the last two dimensions of the concept than from any of the other two. Therefore, the study also seeks to discover how large organisations could create policies that would make their internal system more efficient through corporate venturing (Vesper, 1990) and help them to become more upbeat with their biggest and costliest asset: people.

The study adopts a combination of focus group discussions and survey administration to some HR practitioners and other strategic people managers drawn from one hundred medium and large scale Nigerian organisations. The participants who represent different industries including banking, oil & gas, advertising, information technology, manufacturing and real estate offered their experiences and personal judgement as practitioners and policy makers in validating the study propositions.

**Keywords:** Entrepreneurship, Intrapreneurship, Employee Engagement, Innovation