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**INTRAPRENEURSHIP IN CONTEMPORARY ORGANIZATIONS: A SYSTEMATIC
 LITERATURE REVIEW AND FUTURE RESEARCH DIRECTIONS**

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Abstract

This systematic literature review (SLR) explores the concept of intrapreneurship in organizations, through the analysis of 29 core papers. The review deploys the PRISMA 2020 methodology. Through the approach adopted for the review various contexts, research backgrounds, and frameworks that shape the intrapreneurship landscape are thoroughly examined. The review also identifies gaps in the current literature, suggesting the need for new theoretical frameworks to better understand and enhance intrapreneurial activities across different settings. This research advances the understanding of intrapreneurship thereby providing a basis for future studies and practical applications in corporate environments.

This investigation examines the various research methodologies and designs used in the analysis of the selected papers. It aims to identify the predominant methodologies, those requiring further development, and areas of deficiency. The coherence of findings across these studies is also assessed. Additionally, gaps in the existing literature are identified and the current progress in the exploration of new intrapreneurship domains is evaluated.

Keywords: PRISMA, Intrapreneurship, SLR, Systematic Literature Review, Corporate Entrepreneurship, Context, Framework

2. Introduction

During the preparatory phase of the current review study, it became evident through a multitude of published studies that extensive and comprehensive research are already carried out by diverse scholars, making it challenging to identify any exceptional or groundbreaking findings. Nonetheless, three scholarly articles stood out thereby paving way to delve upon and initiate the review study. The initial article [32] explored the 'Dimensions and Phases' of intrapreneurship, the intrapreneurship process, and the associated obstacles and challenges. The second study [22] examined the 'Motivators' for intrapreneurs within organisations and their effects. The third paper (Sataalkina & Steiner, 2020), utilising a Systematic Literature Review, scrutinised 'Initial Nodes' and 'Categories', 'Dimension', and 'Determinants' of intrapreneurship. The current review draws inspiration from the third paper and uses it as a foundational template. Therefore, the current review study aligns with and expands upon and elaborates nuances within intrapreneurship. The review thereby critically examined current conceptions of intrapreneurship to deepen our understanding of the interrelated nature of these concepts.

The following research questions were formulated to critically examine the prevailing conceptions and to better understand the interconnected nature of these concepts:

1. What are the basic categories that delineate intrapreneurship and its function in diverse contexts, particularly segregating it into distinct forms or types of intrapreneurship?
2. What are the predominant theories or frameworks in the intrapreneurial domain, and is there a necessity or gap for formulating a fresh framework in this realm?

The structure of the paper is as follows- introduction is followed by the section on Research Design that describes the methodological aspects of the review paper. The PRISMA methodology is detailed next and how the approach is employed to guide the analytical aspects of the study. The search criteria is delineated that specifies the parameters and filters used to identify and select relevant studies to be included. The section on findings presents key insights and patterns. Finally, the conclusion summarises the paper's contributions, addresses potential limitations, and suggests avenues for future research, ensuring that the paper not only provides valuable insights but also sets the stage for continued exploration in the field of intrapreneurship.

3. Research Design

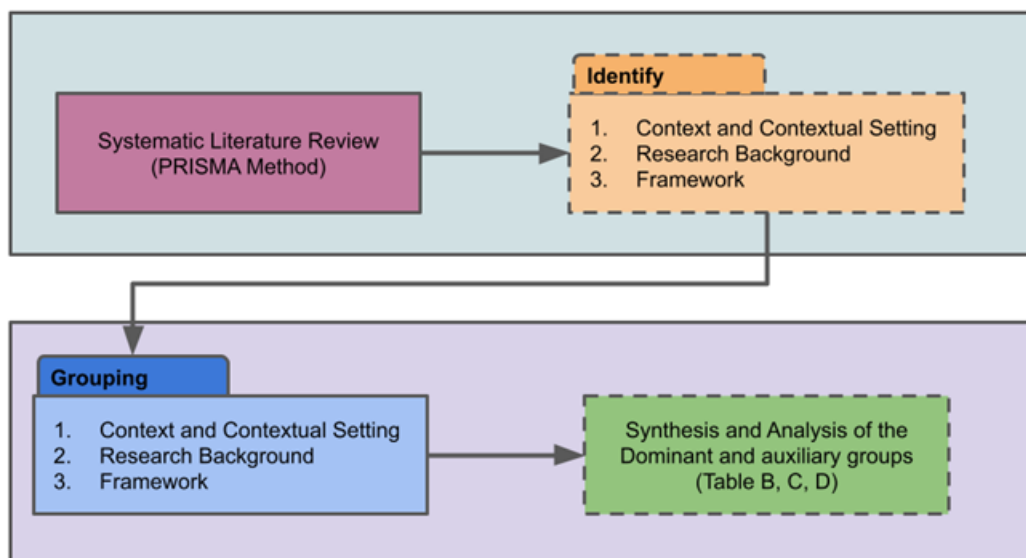
A systematic review of literature is an essential tool to effectively summarise existing information, categorising empirical evidence that meets predetermined eligibility criteria, and addressing specific research questions posited.

Unlike other approaches to literature review, a systematic review employs transparent, methodical techniques that enhance the reliability of the findings and minimize bias.

This process encompassed several key stages (Liberati et al., 2009e): (1) formulating a well-defined set of objectives; (2) conducting a methodical search aimed at identifying all relevant studies; (3) evaluating the credibility of the findings in the selected studies; and (4) systematically presenting and amalgamating the attributes and results of the chosen studies. The research framework for the current study comprised two main phases: (1) conducting a systematic literature review utilising the PRISMA methodology to extract the core elements a. Context, b. Research background, c. Frameworks of intrapreneurship, and categorising them accordingly; and (2) analysing and discussing these emerging categories pertaining to intrapreneurship (Refer Figure 1).

Figure 1

Workflow and Research Design (Original Study). Dashed lines indicate the outcomes attained at each stage of the process.



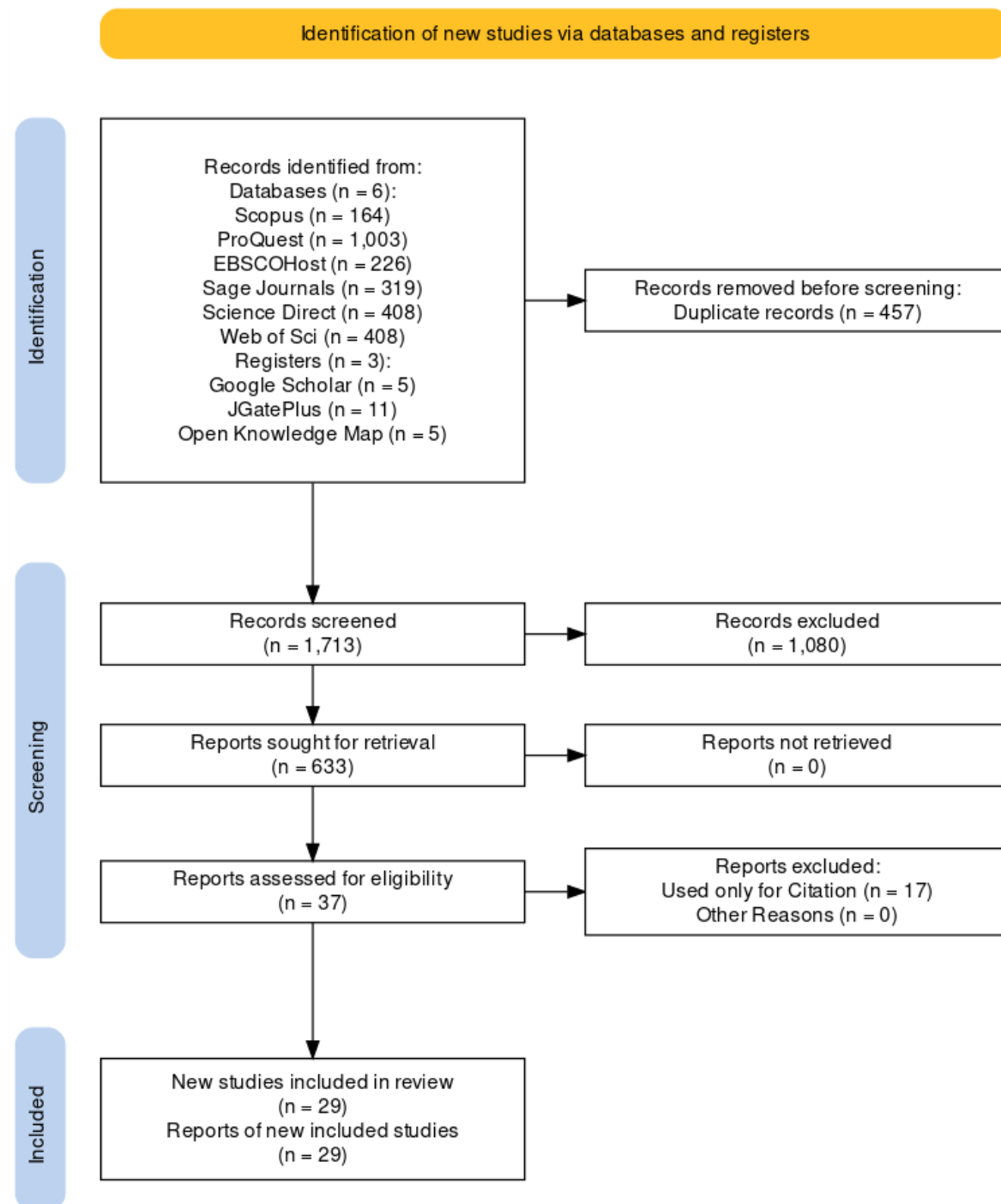
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4. Approach to the Review: PRISMA Method

In the present study, the systematic review of literature was carried out in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method. The methodology consists of a 27-item checklist and a four-phase flow chart.

5. Search Terms and Selection Criteria

A search across databases namely SCOPUS, and Web of Science was duly initiated. These databases are esteemed repositories of scholarly articles within the realm of social sciences. This selection facilitated comprehensive coverage of a vast array of published works on a pertinent subject matter. Except for Web of Science, all databases were accessible through the KNIMBUS library service. In accordance with the PRISMA framework, the process of selection entailing four distinct stages was adopted: (1) preliminary identification of pertinent studies via database exploration; (2) screening of abstracts; (3) evaluation of full texts; and (4) determination of eligibility criteria (Refer Figure 2).

Figure 2*PRISMA Flow Diagram*

Source: made using online tool provided by (Haddaway et al., 2022)

At <https://estech.shinyapps.io/>

6. Identification

The search process across each database was carried out using the keyword "intrapreneur." The search algorithm was specified according to document type and temporal scope, concentrating solely on scholarly articles, conference papers, and theses published between 1982 and 2024.

This timeframe was selected based on the default configurations offered by the databases, enabling it to encompass a wide array of existing scholarly work in this domain. The aim was to capture a broad spectrum to extract a substantial compilation of documents. The repository encompassed documents from diverse languages and disciplines. An initial cursory exploration of the databases uncovered 2,170 records, with 457 duplicates removed, resulting in 1,713 records for evaluation. As-of with a

cut off date on 13th May 2024.

The records were managed and organized using Zotero, a free and user-friendly tool for collecting, organizing, citing, and sharing research sources. Through the use of subcollections (see Figure 3) and tags, the research papers were systematically narrowed down for review. The subsequent step involved screening these records based on abstracts.

7. Exclusion Criteria

During the full-text screening process, some articles were excluded for the reasons as mentioned below. The sequence of exclusion played a significant role as exclusions are simpler and straightforward at the beginning and become more challenging, taxing and ambiguous in subsequent rounds.

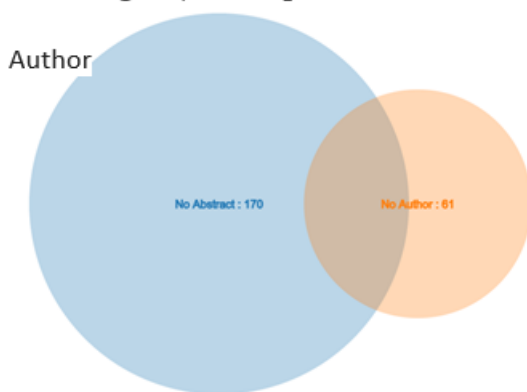
1. **No Abstract:** There were 170 papers that did not have abstracts maintained in the database. The probable reasons could be: 1. The abstract was provided by the author but was missed or not maintained by the databases. 2. The abstract was not provided by the author in the first place. There is a possibility of false positives among these 170 records. If the research study were to follow up and retrieve as many missing abstracts as possible by reaching out to source repositories, authors, and relevant citation sources, this Type I error could be reduced. However, this endeavour is not taken within the scope of this research.

2. **No Author:** There were 61 papers that did not have listed authors; the author field was empty. It is important to note that papers with authors listed as "Anonymous" are not included in the "No Author" category. This distinction is made because some authors may choose to remain anonymous for various reasons, and publishers respect their request for confidentiality. Attempting to identify the missing authors was not taken within the scope of this research.

3. **No Abstract and No Author:** There were 25 papers, No Abstract and No Author is a union of two different categories, explained through venn-diagram. (See Figure 4)

Figure 4

Venn Diagram, showing Union No Abstract and No



Source: Created by Author

4. **Title not Relevant:** There were 561 papers, under this subcollection or category, they are deemed potentially trivial and were excluded after reading their titles. These papers were not relevant for intrapreneurship literature study. a. Papers related to Innovation - A significant portion 20percent of paper were related to innovation, making it the most prominent topic in relation to intrapreneurship. b. Context - Various papers were from different specific contexts including 1. Profession - Fields such as nursing, 2. Community or Industry driven studies - Areas like construction or IT industry, 3. Local or geographical context like country, region etc. 4. Role based - Positions like managers, CEO, etc. c. Organisation and IT related d. Leadership attributes, e. Educational / Academic related such as student entrepreneurs, f. Intellectual Property, etc. and many more.

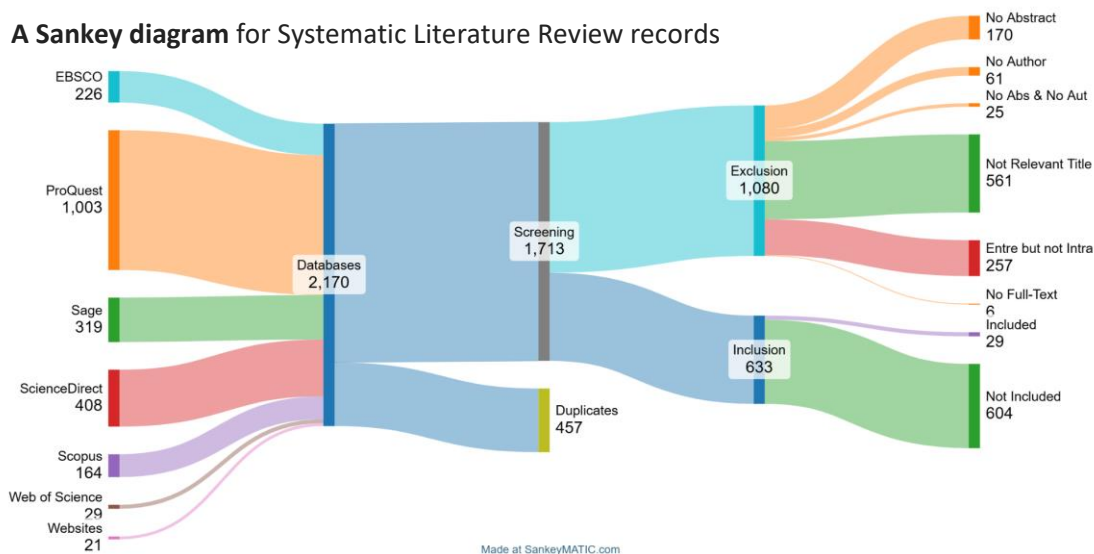
5. **Entrepreneurship but not Intrapreneurship:** There were 257 papers in this subcollection, Since Intrapreneurship is subset of Entrepreneurship (Hernández-Perlins et al., 2022), it becomes paramount to verify papers under this subcollection with more scrutiny, Not just titles but abstracts were read and analysed to find out if the papers from this subcollection are the right candidate to be move to Final Included Stage of Systematic Literature Review Flow Diagram.

6. **Full-Text Not Available:** There were 6 papers, for which Full-Text was not available on

databases.

Figure 5

A Sankey diagram for Systematic Literature Review records



Source: Created by Author, using tool SankeyMATIC.com

(See Figure 5) A Sankey diagram is a type of flow diagram that uses arrows and rectangles or text to visualise the flow of values from one set to another.

8. Inclusion Subcollection

From the initial pool of 1713 research papers, excluding the specified subcollections resulted in an inclusion subcollection named "Intrapreneurship," comprising 633 research papers. The abstracts of these research papers were thoroughly read and reviewed to confirm their suitability for the next stage of the Systematic Literature Study.

Included Stage

The aim of this research was to earmark 25 research papers, but 29 papers were promoted for full-text study, out of which a total of 6 were on literature review and systematic literature review. Research paper "Intrapreneurship research: A comprehensive literature review" [22] by Hernández-Perlines, which has a richness of 145 papers referenced within it, and a research paper "Defining the Motivations and Capabilities of Young Intrapreneurs: Literature Review and Research Opportunities." [32] by Miller-Bauer has the top most bearing on the further study, discussion, result and overall shaping of this paper.

Ranking Research Papers

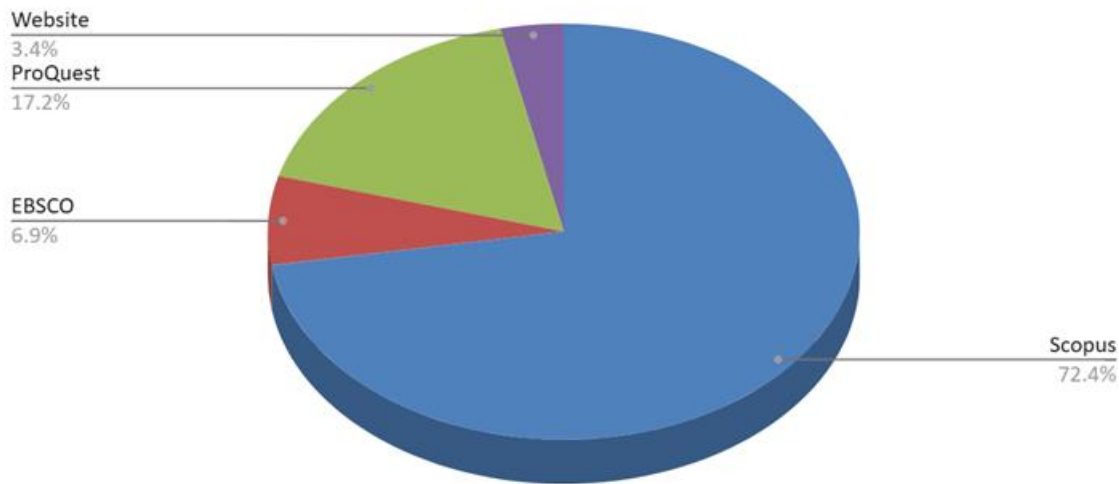
Papers under the 'Included - Literature Review' subcollection tended to score 90 or higher, while those in the 'Non-Literature Review' subcollection mostly scored between 80 and 95.

Verification for false negatives from the screening stage of two subcollections, 'Not Relevant Title' and 'Entrepreneurship but not Intrapreneurship,' revealed that a high relevance ranking of 80 was set as the threshold for false positive alarms. No false negatives were detected, thereby strengthening the PRISMA process.

9. An Overview of the Study's Basic Characteristics

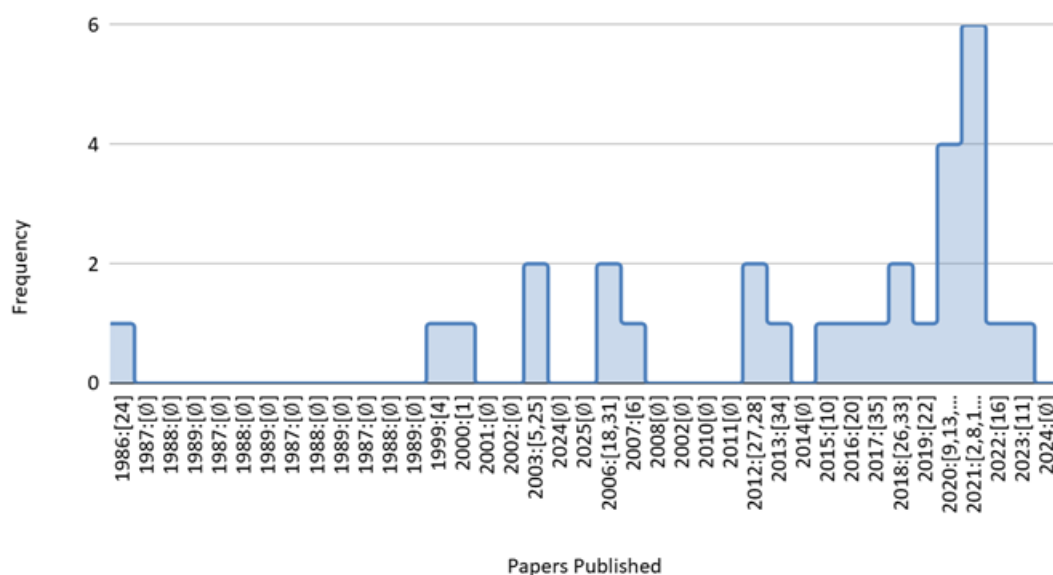
Preliminary Investigation

A preliminary investigation of the 29 papers revealed that majority, 72.4 percent, are sourced from SCOPUS (See Figure 6). Following this, 17.2 percent are from ProQuest, and 6.9 percent from EBSCO. SCOPUS continues to be a reliable database for research scholars in business, management, and social science.

Figure 6*Pie Chart of Databases and Registers(websites)***Databases & Registers***Source: Created by Author*

In this systematic literature review (SLR) study, among the 29 papers, only paper [20] is classified as a conference paper, while the remaining papers are journal articles. Additionally, two papers, [22] and [23], are written in Spanish, whereas the rest are in English.

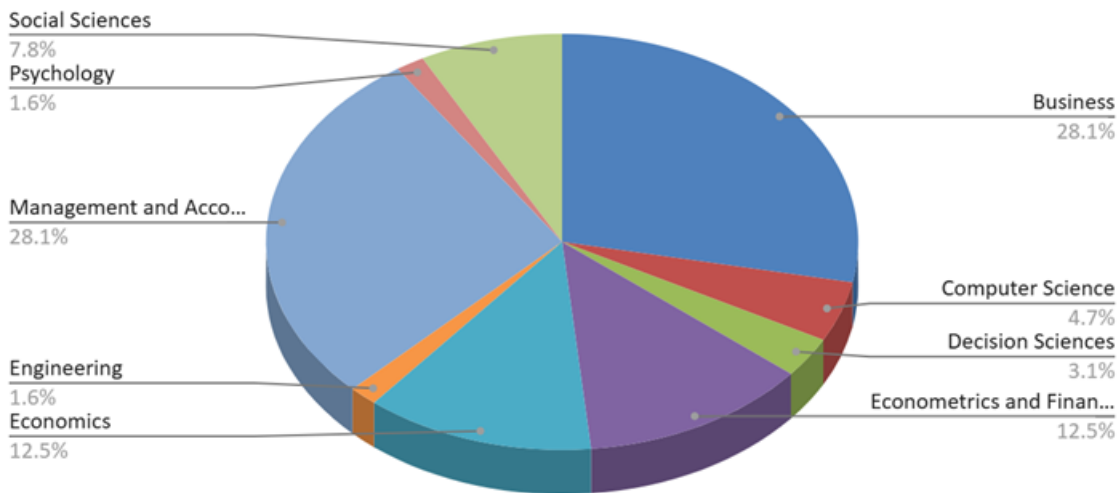
A stepped area chart is provided to illustrate the publication timeline of the 29 papers from 1986 to 2024 (See Figure 7). There was a lull in publications between 1987 and 1989. However, from 2012 to the present, there has been a notable increase in entrepreneurship research activity.

Figure 7*Stepped Area chart for papers published over the year, with frequency.***Papers Published with frequency***Source: Created by Author*

While only the Scopus database maintains 'Subject Areas' for the papers, the distribution of these areas among the 21 Scopus-indexed papers (excluding papers [2, 5, 8, 9, 10, 12, 17, 32]) is illustrated in the pie chart (See Figure 8). Business, Management, and Accounting dominate with 28.1percent each, followed by Economics, Econometrics, and Finance at 12.5percent each. Social Science accounts for 7.8percent, Computer Science for 4.7percent, and Engineering for 1.6percent. These proportions highlight the significant relevance of entrepreneurship studies within the domains of business, management, and economics, compared to other fields.

Figure 8

Pie Chart of Subject Areas from Scopus database

Subject Areas*Source: Created by Author***Citation**

The number of the 29 selected papers that have been cited in other research studies can be determined through citation data maintained by various databases and Google Scholar. Top 5 cited papers as per databases are [26,25,24,22,20] which is (105,73,41,38,24), whereas top 5 cited papers as per Google Scholar are [26,25,19,24,22] which is (252,210,129,123,114).

10. Research Methodology and Design Identification and Analysis

A clearly articulated research design and methodology enhances the transparency of the research process, facilitating replication by other researchers and verification of the results. This contributes significantly to the body of knowledge within the field.

Literature review or general literature review was found in 3 papers [22,32,35] out of which [22,35] also has qualitative analysis as research design

Systematic Literature Review (SLR) was observed in 3 papers [29,34,20] out of which [34,20] also has Bibliometric analysis using VOSviewer software. [34] happens to be also a critical literature review and [20] could be ascertained to have qualitative analysis design.

Empirical analysis or study 6 papers [12,25,18,11,26,27]

- Interview-based study for [12] and
- Descriptive and multinomial logit regression analysis being used in [25] and
- Cross-sectional, self-report survey being used in [18].
- Paper [11] employees survey technique using a standardised and categorised questionnaire.
- Cognitive approach integrating demographic characteristics and personal values [26] is using empirical research with hypothesis testing.
- Empirical investigation using a cluster analysis of intrapreneurs [27] with a claim of exploratory study in title.

Under the umbrella of Exploratory [4,19,10,14]

- Exploratory Design is used by [4], with thematic analysis of press releases, blogs, monthly management magazines, and academic journals.
- Social Cognition Theory [19] Exploratory study
- Conceptual and Exploratory [10] using Conceptual Framework
- Conceptual paper [14]

Under the umbrella of quantitative research [33,11,9,16]

- Quantitative Approach [33], this study correlates variables of intrapreneurship, work spirit, and organisational performance

- Questionnaire and Statistical Analysis [11] which is also Quantitative, correlational in research design
- Multivariate Linear Regression [9] Quantitative research design
- Principal component analysis and linear regression analysis [16], with quantitative research design

Under umbrella of Qualitative research [24,17,31,13,2]

- Action Research[24] with Qualitative study
- Case Study [17] using Qualitative research design
- Qualitative approach [31], specifically narrative inquiry
- Narrative review and discussion piece [13], is a theoretical discussion
- Qualitative Interviews and Case Study [2] is exploratory paper

Design Science Research [5], using Iterative design with four iterations. Action Design Research [1]

Quasi-experimental Survey[8] with Structural Equation Modelling (SEM)

11. Overview of Groupings

Grouping of Context:

Context or contextual setting is the setting or environment in which the research takes place, such as industry, geographical location, or specific organisational context. Based on the background of the papers, context is identified and analysed. According to (Karmarkar, 2004) value is created via contextualization and collaboration.

It can be seen that Intrapreneurship in companies is the biggest dominant group with weightage of 9 papers behind it, the next group to follow is Innovation and development with weightage of 5 papers.

Grouping of Research Background

The research background provides the foundation or basis of the research, it gives a history of how the research journey is started and sets up a canvas for the research to develop. Background of research can be typically found in the first section of a research paper, most commonly introduction or literature review.

'Role of Intrapreneurship in Corporate Growth' is a prominent and predominant group that has surfaced in this examination, supported by a total of 6 research papers. Subsequently, the category labelled 'Research and Methodological Approaches' emerges as the next focal point, with 5 scholarly papers contributing to its weightage.

When simultaneously observing, it becomes evident that the concepts of 'Intrapreneurship in Companies' and the 'Role of Intrapreneurship in Corporate Growth' are in alignment and correspond with each other. This alignment signifies a crucial aspect within this particular field of study.

Grouping of Framework

A research framework is a methodical approach through which a study is structured and conceptualised. It plays a crucial role in delineating the boundaries and characteristics of the study, whether it is theoretical or conceptual in nature. The framework is often illustrated through figures or tables, and in instances where it is not explicitly provided, it can be deduced from the foundational studies or theories cited in the paper, necessitating a thorough examination of the paper. Researchers have been studying the topic and developing theoretical frameworks to outline the process and antecedents of intrapreneurship, to create ways to foster desired intrapreneurial behaviour, and to create ways to limit unproductive behaviours in the organisation (MILLER & BAUER, 2017).

It was observed that groups 'Motivation and Organisational Behaviour' and 'Innovation and Initiative' are becoming more prominent compared to other groups. The groups of 'Intrapreneurship and Leadership', 'Culture and Organisational Change', and 'Entrepreneurial Mindset and Theories' are considered as the traditional pillars in the domain of intrapreneurship, contributing to the establishment of theoretical foundations and enhancing the subject matter. There is a lack of novel additions in terms of theories or frameworks in this area.

12. Conclusion

Intrapreneurship is a subject of study situated within the realm of entrepreneurship (Antonicic & Hisrich, 2003b), (Douglas & Fitzsimmons, 2012). The key scholars who have notably discussed

intrapreneurship include Pinchot III, (1985), Drucker, (2014), and Pinchot & Pellman, (1999). Consequently, intrapreneurship remains a relatively nascent field of inquiry with two distinct phases. The first phase, lasted from 1985 to 2007, is characterized by case study analysis conducted by early scholars. The second phase, starting in 2008, saw a significant increase in academic interest thereby expanding the scope of research. This growing interest, highlighted by scholars such as Nicholson et al. (2016), reflects Price's Law (1976), which suggests exponential growth in research output. This trend peaked in 2020, with the publication of 44 papers on the subject. In light of this, particular emphasis should be placed on the pivotal year of 2008, as it marked a significant juncture for the conception of intrapreneurship. This shift could potentially be elucidated by the global crisis experienced on an international scale, which reverberated across the economy and labour market, necessitating revisions to business paradigms. Consequently, internal entrepreneurship emerged as a viable avenue for business progression and sustainability. This narrative resonates with the foresight of (Peterson & Berger, 1971), who conceptualised corporate entrepreneurship as a strategic demeanour adopted by large corporations to navigate market instabilities. Hence, this elucidates why scholars are increasingly drawn to examining the ramifications and sway of this notion (Hernández-Perlines et al., 2022).

Intrapreneurship has been examined through diverse lenses, notably within the domain of corporate entrepreneurship (Burgers & Covin, 2015) and entrepreneurial orientation (Covin & Wales, 2012), (Covin & Miller, 2014), (Hernández-Perlines et al., 2021). The analysis of Intrapreneurship has also extended to an organisational context (Camelo-Ordaz et al., 2011), at the team level (Gapp & Fisher, 2007), and at the individual level (Gawke et al., 2019).

Numerous prior researchers have undertaken systematic literature reviews concerning intrapreneurship. Particularly noteworthy contributions have been made by (Antoncic & Hisrich, 2003a), (Tranfield et al., 2003), (Amo, 2010), (Jesson et al., 2011), (Blanka, 2018), (Gawke et al., 2019) and (Wahyudi et al., 2021). These works collectively present a thorough and cohesive examination of intrapreneurship research, thereby expanding the scholarly landscape.

Finally, corporate entrepreneurship emerges as the most prevalent term, being linked to 14 other key terms such as construct, environment, financial performance, firm performance, and strategic performance. These findings are connected to the internal and external factors influencing intrapreneurship as identified by (Antoncic & Hisrich, 2003). In this context, intrapreneurship is to be perceived as a dynamic notion that is intertwined with corporate entrepreneurship. As an internal operation within the organisation, it contributes to enhancing business performance. Hence, even though intrapreneurship is a less utilised term, it should be viewed on par with corporate entrepreneurship, representing an element that provides avenues for organisational growth and sustainability. (Hernández-Perlines et al., 2022)

13. Limitation

In the PRISMA framework, there is provision for using websites; websites like gateways like Google Scholar, JGatePlus, Open Knowledge Map, are the aggregators of scholarly articles. Distinguished scholarly articles characterised by high SJR rankings, Q1, Q2 classifications, or A and A* designations, may be deemed as viable candidates for the identification stage in PRISMA flow diagram.

It is advisable to expand the scope of search vector terms and utilise a wider range of databases. For instance, the term 'corporate entrepreneurship,' which is synonymous with 'intrapreneurship' could only be known and understood after in-depth scrutiny through an extensive literature review in order to be fully comprehended. Visual tools such as keyword frequency analysis, word cloud generation for keyword relationships, and other methodologies can effectively enhance the process of literature review.

The examination of different authors from various countries, the quantum of work produced by those authors in the subject area could be investigated, as it has the potential to enhance the understanding of co-authorship dynamics and collaborative ties across diverse affiliations.

There were 6 empirical and 4 quantitative studies, in which both data collection and statistical tests were conducted. A pending subset analysis could aim to evaluate these studies collectively. Inquiry could be made into the dependent and independent variables, as well as moderator and control

variables. Establishing a regression equation could open avenues for further investigation. The sample groups and sizes utilised can be subject to multifaceted scrutiny, potentially offering opportunities for replication and validation of findings.

Although this is an exhaustive review of the literature that provides a valid analysis with a structural and dynamic view of intrapreneurship, it could be improved by using other analytical tools such as scientometrics.(Hernández-Perlines et al., 2022). Although the SLR paper [32] conducted a bibliometric analysis using Web of Science, it is possible to repeat and analyse the same analysis across papers from Scopus using the biblioshiny software.

One unavoidable constraint that must be acknowledged is the presence of subjectivity, a factor that arises when making determinations about the material to incorporate and the material to omit within the literature review.

14. Future Research Direction

The SLR research paper overlooked the consideration of journal weightage, but a more comprehensive study could prioritise highly reputable journals based on factors such as H-Index, Impact Factor, CiteScore, and article quantity. Additionally, incorporating Altmetric score and other metrics for research impact could enhance the evaluation process. This approach would facilitate the assessment of scientific output and journal quality across different countries.

Another avenue to explore is the examination of the theoretical foundations, paradigms, and philosophical perspectives (such as positivism and interpretivism) that form the basis of study in various disciplines. Further efforts might be made to establish precedence and uncover unexplored aspects.

New research could consider a range of elements linked to intrapreneurship, aiming to offer a clearer understanding of the influence of innovation on business strategy and the motivations of the entrepreneurial employee. Future research may also consider the peculiarities of the entrepreneurial development of the organisation in different sectors -business, private, public or non-governmental organisations- thus allowing us to understand the various differences and hitherto unknown linking factors. (Hernández-Perlines et al., 2022)

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