

INTRAPRENEURSHIP ACTIVITIES AND SMES ACHIEVEMENT OF SELECTED AGRIC BUSINESS IN ABEOKUTA, OGUN STATE, NIGERIA.

¹TIJANI, Omofolasaye Omobolanle; ²OMODANISI, Elijah Ope; and
³OKUNBANJO, Olajide Idowu
(Corresponding Author)

^{1,2}Department of Business Administration and Marketing, Babcock University, Ilesan, Ogun State, Nigeria

³Department of Business Administration, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria

Keywords

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Abstract

The trend of globalisation has turned the ways the characters SMEs operators displayed in achieving their goals and objectives. This has made employees in organisations to possess and showed their entrepreneurial characters within the organisation. The objective of the study is to examine entrepreneurial activities and SME's achievement in Ogun State. Locus of control, competency, psychological contract and risk taking were used as indicators for entrepreneurial activities. Survey research was adopted and data were collected through administered questionnaires to the SMEs on Agri-business in Ogun State. 80 questionnaires were used to run the analysis through regression analysis. It was found that entrepreneurial activities have a significant effect on agribusiness SMEs in Ogun State. The study recommended that SMEs operators should create a platform in form of policies, support systems, structures and resources that will encourage employees to behave entrepreneurially within the organisations; and also, employees that behave entrepreneurially should be rewarded on regularly bases

1. INTRODUCTION

Intrapreneurship is vitally important for organizational economic development where corporate entrepreneurial activities occur within existing organizational structures (Antoncic & Hisrich, 2001). Nations, organisations and teams arguably need intrapreneurship at the individual level in order to generate collective intrapreneurship. Organisations as an entity do not have ideas, the people who work within them do. Ideas that are successfully developed and implemented provide the root of competitive differentiation, problem-solving, opportunity-finding and ultimately create the intellectual capital that sets organisations apart from each other.

Intrapreneurship is linked with improved growth and profitability (Covin & Slevin, 1991; Antoncic, 2007) and as a feature of successful organisations (Pinchot, 1985), including the growth of small to medium-sized enterprises (SMEs) (Camelo-Ordaz et al, 2011). It has

been identified as being essential for driving positive firm performance in competitive or challenging environments and creates competitive differentiation through new products or services (Joanna, 2015).

Covin and Slevin (1991) viewed intrapreneurship as firm-level behaviour patterns that exist on all organizational levels and reflects the top management philosophy and practices. Antoncic and Hisrich (2003) pointed out that economists are now increasingly transferring their attention to the role and contribution of entrepreneurs within the larger organisation. They referred to these as "intrapreneurs", emphasising that it is characteristic of the intrapreneur to behave as an entrepreneur and recognising entrepreneurs according to their economic behaviour. According to Hashimoto and Nassif (2014), entrepreneurial characteristics such as ability to take risk, desire for autonomy and achievement, goal orientation and intrinsic motivation and control are often viewed as individual characteristics favourable for the development of intrapreneurial behaviour.

1.1 Statement of the Problem

Business activities in the modern days have passed the traditional means of employee working in organisations with no innovative ideas to aid in achieving the organisational goals. For organisations to achieve its stated goals and missions, intrapreneurship activities are important. Intrapreneurial skills have been valued so low and disconnected from SME's achievement and this disconnection seems to be one of the major factors responsible for business failure in Nigeria. In the opinion of Nightingale and Coad (2014), the success rate of start-ups business is low, and with a low rate of survival. Most of the SMEs hardly survive their first three years in operation. Mokaya (2012) opined intrapreneurship stimulates organisational growth. It could be said that SMEs with no intrapreneurship activities will find it difficult to achieve growth.

According to Mokaya (2012), intrapreneurship could be stimulated by organizational internal factors. Chiang, Jiang, Liao & Klein (2012) established that the type of contract induces employee commitment which will aid in ascertaining employees innovation ideas. Chiang et al., (2012) further stated that psychological contract add value to intrapreneurship in an organisation. Orji (2014); Kuteyi (2013), opined that considering the increasing harsh business environment, and increased risk in which SMEs find themselves in Nigeria, the only impetus to survival lies in the SMEs operators and the employee competency, ability to take calculated risk. It is necessary to find out if all these are not considered by SMEs operators to achieving their business purpose

In addition, it was observed that most of the past studies on intrapreneurship were focus on corporate organisations such as banks, insurance firms, manufacturing firms among others, there was little research efforts on intrapreneurship and SMEs in Ogun State. It is against the backdrop that this study wants to examine intrapreneurship activities and SMEs achievement in Agric Business in Ogun State

1.2 Objectives of the Study

The main objective of the study is to examine intrapreneurial activities and SME's achievement in Ogun State. Other specific objectives of the study are to:

1. Examine the effect of locus of control on SME's achievement in Ogun State.
2. Investigate the effect of competency on SME's achievement in Ogun State.
3. Evaluate the effect of psychological contract on SME's achievement in Ogun State.
4. Examine the effect of risk on SME's achievement in Ogun State

2. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Intrapreneurial activities

The underlying medieval French words 'entreprendre' and 'emprenre' refer to respectively 'doing something' or 'getting things done' and to 'commencing, taking initiative' (Wennekers, 2006). Antoncic and Hisrich (2003) concluded that intrapreneurial activities in existing organizations can be studied at various levels of inquiry, the two important aspects raised, are the organizational and

the individual level of entrepreneurship. Amo (2006) proposed that corporate entrepreneurship is a top-down process, i.e. a strategy that management can utilize to foster more initiatives and/or improvement efforts from their workforce and organization. In contrast, intrapreneurial activities is bottom-up, related to proactive initiatives of individual employees to improve work procedures or products and/or to explore and exploit business opportunities. Proactiveness and innovativeness stress slightly different aspects of intrapreneurial behaviour. Proactiveness studies do not capture the first, divergent stage of the entrepreneurial process opportunities can only be exploited after they have been recognized, and after some sort of creative idea has taken shape (Shane, 2003).

Nielsen (2000) talked about intrapreneurial activities as a transition process leading to privatization, specifically addressing former state held companies in former socialist republics. Nielsen begins by looking at four key benefits of intrapreneurial activities within this context. Firstly it can help bridge the contradiction between "commercial and guardian ethics syndrome. Secondly, it facilitates organizational learning about market based systems. Thirdly, it can be seen as a politically acceptable transformation, and finally it enables lower cost strategic experimentation. He noted that intrapreneurial activities as a strategy has potential problems that include it being incremental and thus lacking the feeling of a big change. Furthermore political and legal constraints may need to be modified and new employee rewards and protections will be needed. The process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence (Hisrich & Peters, 2002). Intrapreneurs act within organizational boundaries and thus are less autonomous than independent entrepreneurs, reap fewer financial benefits of their entrepreneurial engagement and take fewer personal risks.

Antoncic and Hisrich (2001) opined that previous views of firm-level intrapreneurial activities can be classified into four dimensions: new business venturing, innovativeness, self-renewal and proactiveness. The informal work context plays an important role in stimulating intrapreneurial behaviour amongst employees. Mokoya (2012) defined eight dimensions of intrapreneurship. The key dimensions are i) new ventures (autonomous or semi- autonomous); ii) New Businesses (existing market or product); iii) product/service innovation; iv) process innovation; v) self-renewal; vi) Risk taking (losses, opportunity costs); vii) Proactiveness and viii) Competitive aggressiveness (aggressive posturing towards competitors).

2.1.2 Locus of control

Locus of control refers to people believing that the success they achieve in life is determined by their own traits or behaviour (internal locus of control) or that their success is determined by external factors such as fate (external locus of control) (Oyeniyi & Adeniji, 2010). Hurrell, Jr., Levi, and Murphy, (2011) referred locus of control as a personality trait reflecting the generalised belief that either events in life are controlled by one's own actions (an internal locus of control) or by outside influences (an external locus of control). According to Fagbola and Popoola (2015), internal or external Locus of control plays an important role in work motivation of employees and decision-making of managers. Individuals with an external locus of control believe they have little

control over life events and circumstances, and attribute reinforcements to powerful others or to luck (Hurrell Jr., et al., 2011). Individuals with an internal locus of control believe that they can exert control over life events and circumstances, including the associated reinforcements, that is, those outcomes which are perceived to reward one's behaviours and attitudes (Fagbola & Popoola, 2015).

2.1.3 Competency

Competency has been defined to encompass clusters of skills, knowledge abilities and behavior required for people to succeed (Davis, Naughton, & Rothwell, 2004). Sarwoko, Surachman, Armanu, Hadiwidjojo (2013) defined competency as the individual characteristics including attitude and behavior, which allow entrepreneur to achieve business success. Antoncic and Hisrich (2003) provide a highly comprehensive literature review of the definitions of intrapreneurial activities. The broad-brush definition is that it is entreprenuring in existing organisations. According to Man, Lau and Chan (2002), competency is a set of higher-level characteristics involving personality traits, skills and knowledge.

Kiggundy (2002) noted that competency is the sum total of the intrapreneur's requisite attributes for successful and sustainable entrepreneurship, including attitudes, values, beliefs, knowledge, skills, abilities, personality, wisdom, expertise (social, technical, managerial), mindset and behavioural tendencies. According to Bird (1995), competencies are seen as behavioural and observable but only partly intrapsychic characteristics of an entrepreneur. Consequently, competencies are changeable and learnable, allowing intervention in terms of the selection, training and development of intrapreneurial activities. Man et al. (2002) identified six major areas of competency in relation to an SME context, including opportunity, relationship, conceptual, organizing, strategic, and commitment competencies. These competencies are supposed to play different roles in affecting an SME's performance with their direct and indirect effects.

2.1.4 Psychological contract

Psychological Contract has been defined as the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other. Psychological contract represents the mutual beliefs, perceptions, and informal obligations between an employer and employee. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. It is distinguishable from the formal written contract of employment which, for the most part, only identifies mutual duties and responsibilities in a generalized form. Psychological contracts represent how people interpret promises and commitments, both parties in the same employment relationship can have different views (Rousseau & Wade-Benzoni, 1994).

The organisational imperative of maintaining employee's psychological contracts intact is emphasized by Agarwal and Bhargava (2009) where violations of contracts result in reduced employee commitment and engagement. It is important to note that psychological contract is dynamic, depending on the context; however dominant types have been associated with county-level cultural value orientations (Thomas et al., 2010). In managing psychological contract, the relationship between emotional intelligence and personality traits of intrapreneurs and entrepreneurs cannot be clearly quantified and evaluated to know its effect on sustainability of the

business. Psychological contract breach may occur if employees perceive that their firm, or its agents, have failed to deliver on what they perceive was promised, or vice versa.

2.1.5 Risk taking

The phenomenon of risk taking can be analyzed from both individual and organizational perspectives. Risk taking ability is often assumed an individual characteristic (Hornsby et al. 1993). At the individual level, the general principle suggests that most individuals possess a natural tendency of risk aversion in the context of decision-making situations, preferring the risk-free options as opposed to the options with higher uncertainty and possibility of losses (Antoncic, 2003). Engle (2003) conceptualized risk as unanticipated and unpredictable movements in variables. Noting that the more volatile and unpredictable sources of income are, the riskier income is generally considered to be.

The ability to accept and take risk is seen as one of the most essential components for successful intrapreneurship (Burgess 2013; Chien, 2013; Alpkhan et al. 2010). Developing a culture encouraging risk taking and deviating from the standard behavior patterns is commonly listed as a feature promoting intrapreneurship, and equivalently punishing risk taking behavior is viewed as a major barrier for intrapreneurship (Eesley & Longenecker, 2006). Eesley and Longenecker, (2006) have aligned the risk needs to be a calculated one, based on reasonable assessment and the best possible judgement. Both extremes in the risk taking continuum may prove to be fatal for an organization, where the ignorance of altering market conditions may result in little or no perceived risk taking, or alternatively seeking a disruptive innovation regardless of the prevailing conditions can lead to excessive and exaggerated risk taking behaviour (Morris & Kuratko, 2002).

2.1.6 SME achievement

SME's achievement has been defined in different ways including it through tangible elements such as revenue or a firm's growth, personal wealth creation, profitability, sustainability, turnover (Amit, MacCrimmon, Zietsma, & Oesch, 2000). In most studies in Nigeria, business success was defined as surviving the first two or three years that the company was in business (Owoseni & Akanbi, 2011). Dafna (2008) associate SME's achievement by relating the success with continued trading, and entrepreneurial failure is linked to unwarding or ceased trading. Successful' entrepreneur was an individual who started a business, building it up whereon previous business had been functioning, and continuing for a period of at least five years to the present profit-making structure. Also, Kalleberg and Leicht (1991) defined a successful organization as the one which adapts more effectively and takes advantages of the opportunities offered by the business environment.

Masuo, Fong, Yanagida and Cabal (2001) established that business success is commonly defined in terms of economic or financial measures which include return on assets, sales, profits, employees and survival rates; and non-pecuniary measures, such as customer satisfaction, personal development and personal achievement. Business success has been seen more in financial terms, linking the most common characteristics found among entrepreneurs to measures like return on investment, growth in sales and profit every year, or to the personal income of the owner/manager of the

business. Success, in general, relates to the achievement of goals and objectives in whatever sector of human life. In business life, success is a key term in the field of management, although it is not always explicitly stated.

2.2 Hypotheses of the Study

Based on the aforementioned, the hypotheses for this study therefore are as follows:

H0₁: Locus of control has no significant effect on SME's achievement in Ogun State

H0₂: Competency has no significant effect on SME's achievement in Ogun State

H0₃: Psychological contract has no significant effect on SME's achievement in Ogun State.

H0₄: Risk taking has no significant effect on SME's achievement in Ogun State.

2.3 Theoretical Framework

Goal Setting Theory

According to goal setting theory, high and specific targets are main motivators in working organizational settings and predictor to performance (Locke & Latham, 1990). The theory applies for small-scale enterprises as well (Baum, 1995; Frese, Krauss, & Friedrich, 1999). A recent focus in leadership theory is on visionary (or charismatic, transformational) leadership. Baum, Locke and Kirkpatrick (1998) found direct and indirect causal effects of vision attribute, vision content, and vision communication on small venture performance. In entrepreneurial companies, visions might be more important than in bigger organizations because of the relative close contact between entrepreneur and employees, customers, and suppliers (Baum et al., 1998). Thus, goals and visions have an effect on the performance of small companies.

3. METHODOLOGY

This study adopted a survey-based research design and utilized descriptive and inferential statistics, to investigate intrapreneurship activities and SMEs achievement of Agric businesses in Ogun State. This present study will employ a cross-sectional survey design approach which is consistent with the most frequently used research design approach in entrepreneurial studies in literature employing questionnaires as the main research instrument. SMEs that are into agricultural activities in Ogun state are the target of the study. Data were collected through administered questionnaires to the employees in the selected SMEs agricbusiness. Questions on the employed variables were adopted and adapted from past studies. The research instrument was divided into two sections. Section I contained demography questions, while Section II contained questions aimed at extracting information to measure the variables under study. The principal factors investigated were measured on two types of six-point scale with anchors ranging from *Strongly agree* (6) to *Strongly disagree* (1) for the independent variables and *Very high* (6) to *Very low* (1) for the dependent variables respectively. The reliability and validity test were tested and regression analysis was employed as data analysis method.

4. FINDINGS AND DISCUSSIONS

This section of the study showed the results of the hypotheses and the interpretation

4.1 Reliability and Validity of the Study

Table 4.1: Reliability and Validity of the Data

Reliability	Validity	
	Cronbach Alpha	KMO Test
Locus of Control	894	.750
Competency	726	.737
Psychological Contract	701	.633
Risk Taking	814	.782
SMEs Achievement	834	.744

Source: Researchers' computation

Table 4.2 displayed the reliability and validity of the data. The internal consistency and measurement of validity of the responses on all variables employed were tested using Cronbach Alpha and KMO test respectively. The results showed that the values of reliability test of all the variables are above 0.70 except the value of profitability. In the same vein, the validity values of the variables are above 0.60 which means that the research questions measured what they are supposed to measure

4.2 Hypotheses Testing

Table 4.2 Table for Summary of the Results

UNSTANDARDIZED COEFFICIENTS					
	R-SQUARE	B	STD ERROR	P-VALUE	N
Locus of Control	.441	3.285	265	.001	80
Competency	.381	1.741	.458	.000	80
Psychological Contract	.253	1.393	.601	.044	80
Risk Taking	.404	3.515	.588	.039	80

SMEs Achievement

Source: Researchers' computation

4.2.1 Interpretation

Table 4.2 showed the regression results of the hypotheses of the study. The regression results on hypothesis one that locus of control has no significant effect on SME's achievement in Ogun State showed that locus of control has a positive and significant effect on SMEs achievement in Ogun State ($\beta = 3.285$, p-value = .001). It was also revealed that 44.1% ($R^2 = .441$) of the variations in SMEs achievement in Ogun State is explained by locus of control. From the result on hypothesis two that competency has no significant effect on SME's achievement in Ogun State. The findings indicated that competency has a positive and significant effect on SMEs achievement

($\beta = 1.171$, p -value = .000). It was shown that 38.1% ($R^2 = .381$) of the variations in SMEs achievement is explained by competency. The hypothesis three findings revealed that psychological contract has a positive and significant effect on SMEs achievements ($\beta = 1.393$, p -value = .044). The findings indicated that psychological contract contributed 25.3% ($R^2 = .253$) of the changes in the SMEs achievement. The findings on hypothesis four- risk taking has no significant effect on SME's achievement signified that risk taking is positively and significantly contributed to the achievement of SMEs ($\beta = 3.588$, p -value = .039). Also, it was showed that 40.4% ($R^2 = .404$) of the changes in SMEs achievement is caused by risk taking

4.2.2 Discussion of the findings

From the analysis carried out, it was identified that there is a positive and significant effect of intrapreneurial activities on SMEs agrribusiness in Ogun State. This implied that as the employees of SMEs exhibit intrapreneurial characteristics the more the SMEs achieve its stated objectives and goals in the agriculture industry. It is evidenced that intrapreneurial activities are very crucial in the performance of SMEs in developing economy like Nigeria. The need for practices of intrapreneurship in SMEs is necessary considered the rate of technology advancement and competition in the business world. SMEs compete with the large scale organisations in Nigeria environment that is too dynamic to predict. Thus, the necessity for the SMEs operators to create a room for the employees to show their entrepreneurial skill within the organisation will aid the SMEs to able to compete the big organisations. When intrapreneurial activities are being encouraged by management, it will enhanced employee commitment thereby making the organisations to achieve the mission and vision. The findings of this collaborate with the findings of past studies on intrapreneurship such as Fagbola and Popoola (2015); Mokaya (2012)

5. CONCLUSION AND RECOMMENDATION

The objective of the study is to examine intrapreneurial activities and SME's achievement in Ogun State. The variables employed in achieving this objective were locus of control, competency, psychological contract and risk taking. In the analysis of the effect of the variables on SMEs achievement, it was discovered that locus of control, competency, psychological contract and risk taking have significant effect on SMEs achievement in the area of study. Thus, this study concluded that intrapreneurial activities have a significant effect on SMEs achievement in Ogun State. Based on this, this study recommended that SMEs operators should create a platform in form of policies, support systems, structures and resources that will encourage employees to behave entrepreneurially within the organisations; and also, employees that behave entrepreneurially should be rewarded on regularly bases

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