

# Application of Intention-Based Models in the Context of Intrapreneurship: A Literature Review

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## Abstract

The purpose of this paper is to examine the intention-based model in the context of Intrapreneurship. Inrapreneurship is an emerging research area under the umbrella of Entrepreneurship. Even though entrepreneurial intentions and behaviors are widely discussed

in entrepreneurship literature, it lacks in Intrapreneurship. Under the area of intrapreneurship, it requires emerging behavioral intentions and behaviors exists in an organization for any entrepreneurial initiative. However, the scope of this study limits promoting innovations through intentions and behaviors. Innovations are important to face the competition and ensure survival regardless of the size of the business. Despite this situation, innovations are hardly introduced because of lack of intentions and behaviors. Thus, this study attempts to encourage innovations by intentions and behaviors of individuals. In this context, still, there is a gap in the existing literature to investigate such intentions and behaviors in Intrapreneurship. This study aims to fill this gap by exploring intention-based theories thus contributing to the existing literature. Accordingly, the study provides some useful insights to Theory of Reasoned Actions (TRA), Theory of Planned Behavior (TPB), Social Cognitive Theory (SCT), Social Cognitive Career Theory (SCCT), and Entrepreneurial Event Model (EEM). Discussion of these theories helps researchers to understand different psychological factors affecting intentions and behaviors and accordingly decisions can be taken with broader perspective. Thus, this study attempts to provide useful insights to encourage innovation. Future research can focus on these intention-based models to understand the nature of intentions and behaviors in Intrapreneurship which demands more empirical investigations.

**Keywords:** Intrapreneurship, Intention-based models, intentions and behaviors, innovations, Theory of Planned Behavior

## 1. Introduction

Entrepreneurship being a crucial condition of social and economic growth (El-Gohary, Sultan, Alam, Abbas and Muhammad 2023), has opened up many opportunities to win global markets with innovations and international collaborations (Pandit et al., 2018). At present organizations are urged to be more responsive, competitive and innovative to ensure their sustainability in the face of the rising competition (Fauzia et al., 2017 Barba-Sanchez, Mitre-Arandab, & Brío-Gonzalez, 2022). Thus, “Entrepreneurship” has been identified as a promising solution to these challenges by being proactive, innovative and taking risk (Shahab et al., 2019). Thus, promoting entrepreneurship becomes an essential component in the success of any economy (Mankgele, Ratsoma, & Ramasobana, 2023). These entrepreneurial initiatives are emerged as a result of entrepreneurial intentions and behaviors (Valliere, 2017). It emphasized the increasing attention of entrepreneurship in general as well as in specific in both developed as well as developing countries (Solhi & Rahmanian Koshkaki, 2016). It requires entrepreneurs to be action oriented rather than intentions. Therefore, organizations should come up with their innovations to compete in the market (Menke, 2018; Fernandes et al., 2018). The requirement of introducing innovations have paved away a new direction as Intrapreneurship (Cordova-Buiza, Toribio-Tamayo, Garcia-Portuguez, & Martínez-Torres, 2022). Many of the established as well as growing entities have focused on sustainability by practicing intrapreneurship in those entities. In this context, they have been discovering, encouraging and advancing the intrapreneurial traits of their employees (Razavi & Ab Aziz, 2017). At present, the importance of Innovative behaviors and innovations have been widely recognized and discussed under intrapreneurship (Kamran & Ganjina, 2017).

Entrepreneurship is all about planned behaviors (Kautonen et al., 2015; Khan, Chen and Fatema (2022) and intrapreneurship is a sub field emerging under thereof (Schachtebeck, 2021).

Entrepreneurial intentions and entrepreneurial behaviors has been widely discussed theoretically and empirically in the entrepreneurship literature (Teixeira et al., 2018). Further, the Entrepreneurial intention is recognized as a strong predictor of entrepreneurial behavior among other predictors (Al-Shammari & Waleed, 2018). The literature suggests many intention-based theories and they have been applied mostly in entrepreneurship. Inrapreneurship is another branch under entrepreneurship, which is mainly focused on initiating innovations. In order to come up with innovations it is required to stimulate the intention to introduce innovations and the intention-based theories can contribute to that aspect (Poi 2021). However, a limited attention has been devoted on application of intention based theories in the context of intrapreneurship (Hueso et al., 2020) which is a gap to be filled. This necessitates reviewing the psychological theories, intention-based models in the context of intrapreneurship as it specifies a gap in the existing body of knowledge. Further, this study contributes to address the inconsistencies in the previous studies in a broader perspective with the application of intention-based theories (Santika, Wardana, Setiawan, and Widagda 2022).

## 2. Literature Review

### 2.1 *The Context of Entrepreneurship and Entrepreneur*

Entrepreneurship considers business, management and individuals which identifies and initiates social and economic mechanisms to transform resources into results in risky and uncertain conditions. In broader perspective, entrepreneurship involves generating innovations, creativity, discovering new forms of existing versions. According to Timmons (1999), entrepreneurship offers a lot of benefits to individuals, organizations and society at large. Entrepreneurship is a broad concept that convert innovative knowledge into practice in a way of products and services with an economic value (Ferris & Voia, 2012). Entrepreneurship can also be considered as a process which introduces new economic initiatives or any operational/administrative method by an individual or group of people. These initiatives are very important and lead to a change in the market ensuring a potential profit thereof. Thus, it requires creativity and innovation to come up with new or improved products and services which add value (Solhi & Rahmadian Koshkaki, 2016). Entrepreneurs are a set of individuals who are different from others having a vision, goal and innovative skills to develop new ventures. Entrepreneurs are generally known to be creative and innovative and by being creative and innovative individuals perceive opportunities available to them and make significant differences (Olakitan, 2011). According to Global Entrepreneurship Monitor report (2018), entrepreneurs process some importance attributes of perceived opportunities, perceived capabilities, entrepreneurial dimension of entrepreneurial process and the employees are expected to seize opportunities within the organizations (Montiel-Campos, 2018). Thus, entrepreneurship is a broad concept which provides lot of benefits to the individuals, organizations and society and the economy. Entrepreneurs are the

driving force of generating and distributing these benefits (kolapo, Aboluwodi, Nomlala and latiff 2023). However, in order to generate results entrepreneurial environment to foster entrepreneurial intention (Ebewo 2022).

### *2.2 The Context of Intrapreneurship and Intrapreneur*

Intrapreneurship mainly focuses on innovation venturing and strategic renewal, these two dimensions together constitute organizational renewal (Zahra, 1993). Intrapreneurship has emerged under entrepreneurship (Schachtebeck, 2021) and encourages individuals to practice entrepreneurship within an established and large scale organizations. Intrapreneurship can be accomplished with the emerging behavioral intentions and behaviors exist in an organization regardless of its size. Thus, micro, small, medium and large entities can apply intrapreneurship depending on their scope and the requirements. Further to this understanding, intrapreneurship not only involves creating new businesses but also other innovative activities and initiations, such as developing new products and services, technologies, administrative techniques, strategic and competitive postures. It has some dimensional characteristics such as; new business venturing, product/service innovation, process innovation, self-renewal, risk taking, pro-activeness, and competitive aggressiveness. Further, intrapreneurship can be practiced in different contexts in an organization namely, diversification, capabilities, organization learning and innovation. Thus, intrapreneurship is a multi-dimensional and integrated concept blended with core of entrepreneurship and Individual Entrepreneurial Orientation (Antoncic & Hisrich, 2003). Studies have showed that intrapreneurship initiates innovations and innovative activities to ensure sustainability which is sustained by a supportive environment and contributes business growth (Afriyie, 2020). And this can be practiced at both organizational level and individual level. (Martiarena, 2013). An intrapreneur is a key player to undertake entrepreneurial tasks in such organizations in terms of creating products, invention new processes which are profitable (Alireza Feyzbakhsh et al., 2008). Intrapreneurs are also considered as innovators are of high innovative talents and profiles and they contribute for profitability, market expansion and growth (Briganti & Samson, 2019). Thus, innovations and the innovative behaviors are the key outcomes of intrapreneurship, and these innovative behaviors are stimulated by intentions. Accordingly, the psychological status of intrapreneurship is another important aspect to foster innovations and innovative behaviors (Afriyie, 2020). This implies that intrapreneurship depends on the individual level entrepreneurial behavior.

### *2.3 Intention and Behavior*

The terms behavioral intention, entrepreneurial intention, entrepreneurial intent, intrapreneurial intention, Social entrepreneurial intention, entrepreneurial inclination has been found to be applied interchangeably in the recent entrepreneurship literature. It is a mental orientation of an individual involving desire, wish and hope which influences individual's choice of entrepreneurship (Peng et al., 2012). Entrepreneurial intent can be defined as the state of mind guiding the actions of an entrepreneur towards the development and execution of new business concepts. Entrepreneurial intentions direct individuals to set goals, communicate, commit, and encourage other related tasks opening the entrepreneurial ideas

for new products, services. Even though these ideas begin with motivation, it will not generate any result in the absence of sustained attention and intention. Entrepreneurial behavior is defined as every effort taken to stimulate entrepreneurial initiatives including generating and recognizing innovative ideas and opportunities and these are the different means of practicing intrapreneurship (Kuratko et al., 2005). Even though behaviors result from unconscious and unintended precursors, intention-based theories believe that behaviors are conscious and intended in nature. Thus, intentionality is a state of mind which directs individual's attention towards a specific goal to achieve something in the future (Bird, 1988). According to (Bandura, 2000), An intention is a representation of a course of action to be performed at a future point of time. It is not simply an expectation or prediction of future actions but a proactive commitment to bringing them about. Intentions and actions are two different aspects of a functional relationship and occur at different time intervals. That means behaviors are reflected by the cognition of the individuals. Further, the knowledge on individual level innovative behaviors are essential and exists in lack which hinders innovative initiations in the new ventures Khan, Chen and Fatema (2022). However, the problem is whether intentions are translated into actions. The recent literature have extensively used different Intention based theories and models to predict entrepreneurial intentions and revealed that the intentions are the single but best predictor of any planned behavior and entrepreneurial activities also have been identified as planned activities (Farrukh et al., 2018). The Entrepreneurial behavior is reflected by discovering and exploiting entrepreneurial ideas and opportunities (Kotlar & Sieger, 2019).

## *2.4 Intention-Based Models*

### *2.4.1 Theory of Reasoned Actions (TRA)*

The Theory of Reasoned Action (TRA) originated in the field of psychology and explains how and why attitudes are affecting specific behaviors. It is a general Theory of behavior that was first introduced in 1967 by Martin Fishbein, and was extended by Fishbein and Icek Ajzen known as Fishbein & Ajzen 1975 or Ajzen & Fishbein 1980 (Fishbein, 2004.). Basically the individual behavior predicted in terms of attitudes and subjective norm (Ajzen & Madden, 1986). According to this Theory, performance or non-performance of a given behavior is primarily determined by the strength of a person's intention to perform (or to not perform) that behavior, where intention is defined as the subjective likelihood that one will perform (or try to perform) the behavior in question (Fishbein, 2004). Thus, it proposes attitudes, subjective norms, affect intention leading to a specific behavior. According to TRA, "attitude" refers to person's positive or negative evaluation of performing (or not performing) a specific behavior" and "subjective norm" refers to "person's perception that important others desire the performance or non-performance of a specific behavior (Thomas Sarver, 1983). This relationship is prescribed by the following Figure 1.

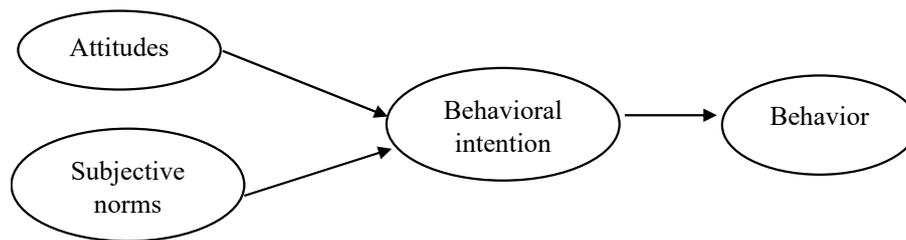


Figure 1. Theory of Reasoned Actions

Source: (Ajzen & Madden, 1986), (Fishbein & Ajzen 1975).

According to TRA, attitudes and subjective norms are immediate determinants of intention. This model has been further developed and presented by Vallerand in 1992 by adding correlations between the attitudinal and normative structures and causal paths from normative beliefs to attitudes which provides a more robust model giving better understanding and prediction of human behavior. This model is demonstrated as follows (Vallerand et al., 1992).

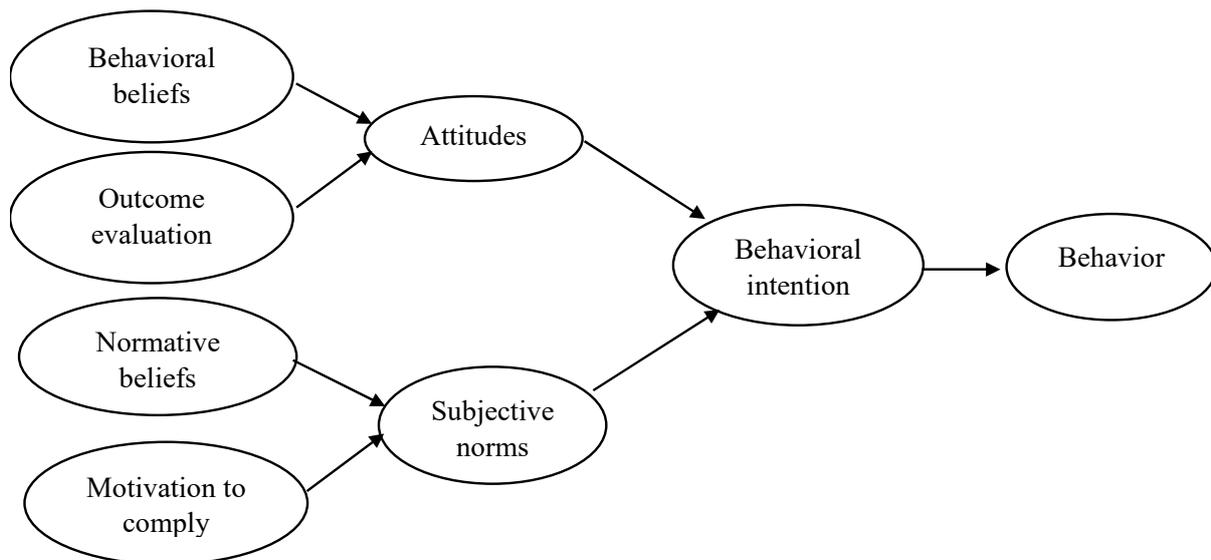


Figure 2. Modified Theory of Reasoned Action

Source: (Vallerand et al., 1992).

Even though the objective of TRA is to predict a specific behavior, it is argued that the applicability of TRA is still limited in predicting and understanding human behavior due to its inherent limitations. First, Ajzen and Fishbein acknowledge that it does not apply to all types of human behavior as they lie beyond the scope of the Theory. Second, subjective norms do not adequately measure the social pressure to perform or not to perform a specific behavior. Third, decisions taken on one's behavior based on the available information about attitudes and subjective norms, cannot be considered as an evidence against the theory (Thomas Sarver,

1983). Further, Trafimow argued that the TRA is no longer a good theory due to its falsification (Trafimow, 2009). Despite the above criticisms and arguments regarding TRA, it is evident that TRA is still valid in predicting intention and behavior (Nguyen et al., 2018).

#### 2.4.2 Theory of Planned Behavior (TPB)

TPB was proposed by Ajzen provides a clear foundation to understand how behavioral or entrepreneurial intention stimulates the actual behavior and this theory has been extensively applied in entrepreneurship. This can be identified as an extension to TRA proposed by Fishbein and Ajzen in 1975 (Ajzen, 1987). In addition to attitudes and subjective norms introduced in TRA, Ajzen incorporated a novel antecedent Perceived Behavioral Control (PBC) as an important factor influencing behavioral intention. According to TPB, the perceived behavioral control may affect the behavior not only directly but also indirectly through intentions (Ajzen, 1987). In other words, it explains about a mediating effect of intention between PBC and behavior. Thus, attitudes, subjective norms and perceived behavioral control collectively lead to formulate the intention and subsequently to the behavior (Ajzen, 2002). These three antecedents together represent a psychological aspect of a particular behavior. The proposed TPB is depicted as follows.

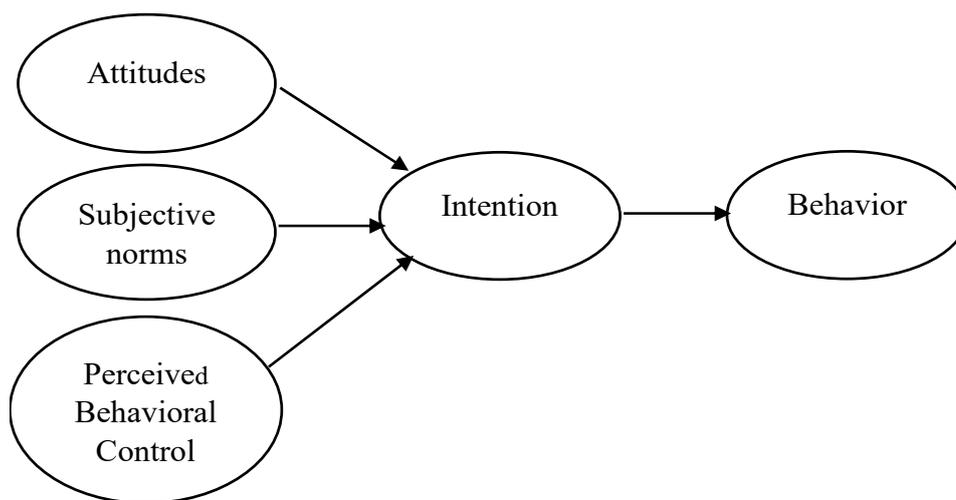


Figure 3. Theory of Planned Behavior

Source: (Ajzen, 1987).

Accordingly, the central factor of TPB is that the individual's intention is an immediate determinant of performing any behavior and TPB specifies a theoretical framework for explaining intentions to perform certain behavior (Naveed et al., 2021; Bhutto, Zeng, Khan, & Ali, 2022; Wang et al., 2023; kolapo, Aboluwodi, Nomlala & latiff, 2023).

#### 2.4.3 Social Cognitive Theory (SCT)

Social Learning Theory has been invented by Albert Bandura in 1977 and extensively contributed in psychological literature. Entrepreneurial self-efficacy (ESE) is the fundamental segment explained by the social Learning Theory (Isiwu & Onwuka, 2017). According to the

Theory ESE as the belief in one's position explained by capabilities to prepare and implement predetermined actions to achieve intended results. In other words, ESE makes individuals more committed towards intentions and behaviors. Thus, individuals with high entrepreneurial self-efficacy have high tendency of implementing an intended task than individuals with low entrepreneurial self-efficacy (Bandura, 1977). ESE distinguishes between more task-oriented individuals from others. SCT is based on the entrepreneurial self-efficacy (expectations of their capacity to undertake the activity) and outcome expectation (expectations about the outcome) depicted as follows (St-Jean & Labelle, 2018).

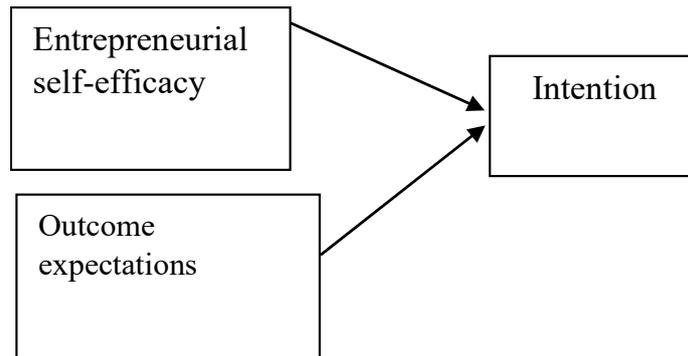


Figure 4. Social Cognitive Theory

Source: (Bandura, 1977).

Accordingly, SCT suggests two main factors affecting intention. Entrepreneurial Self Efficacy is the “strength of a person’s belief that he or she is capable of successfully performing the various roles and tasks of entrepreneurship (Hu & Ye, 2017). This implies that an individual is more confident of performing an intended task. Outcome Expectations are the beliefs about the consequences of behavior, including expected outcomes are assumed to be generated from some intended behaviors (Bandura, n.d.-a). The expectations of the outcome would be different from one to another depending on how they perceive. One can have positive or negative expectations about the outcome. However, self-efficacy is similar to PBC in Theory of Planned Behavior. It is emphasized that the SCT is a valuable theory in assessing the entrepreneurial actions, behaviors and thoughts which provides fruitful insights to understand the intention-behavior phenomena (Matthews et al., 2018). The application of SCT helps to enhance the entrepreneurial intentions (Bayrón, 2013) leading to entrepreneurial behaviors. Finally, SCT can be suggested in explaining Intrapreneurial intention and applied in recent Intrapreneurship literature (Ciptono, Anggadwita, & Indarti, 2023).

#### 2.4.4 Social Cognitive Career Theory

Social Cognitive Career Theory (SCCT) another theory developed based on Social Cognitive Theory, which lays a vigorous theoretical foundation to study individual entrepreneurial activities. This theory is also a reflection of individual’s cognition towards any behavior with special emphasis on self-efficacy and outcome expectations (Liguori et al., 2018). According to SCCT individuals tend to behave based on their “judgments of what they can do” which is

referred as self-efficacy and “their beliefs about the possible effects of various actions referred as outcome expectancy (Bandura, 1989). Thus, SCCT suggests that self -efficacy and outcome expectancy positively impact on intentions of individuals (Liguori et al., 2018). According to Farashah, entrepreneurial self-efficacy how people judge their abilities to successfully start a new venture and outcome expectations refers the personal beliefs about consequent benefits and costs of performing a certain behavior (Dehghanpour Farashah, 2015). SCCT has been frequently used to explain career advancements in work settings. However, it seems that SCCT has been applied in entrepreneurial research (Bacq et al., 2016) in explaining entrepreneurial intention. Finally, SCCT can be used as an inclusive framework in understanding and predicting Intrapreneurial intention.

#### 2.4.5 Entrepreneurial Event Model (EEM)

Shapero and Sokol proposed the Entrepreneurial Event Model (EMM) in 1982. Initially it was more relevant with the formation of new ventures and later extended as an intention-based model. This theory posits three antecedents shaping one’s entrepreneurial intention as perceived Desirability (PD), Propensity to Act (PA) and Perceived Feasibility (PF) at the individual level and popular in the entrepreneurship literature in explaining the entrepreneurial intention (Shen et al., 2017). Shapero (as cited in Shen et al., 2017) defined PD as the attractiveness of starting a business. In other words, an individual foresees an opportunity generated positive results it become more attractive. PA refers to one’s readiness to act decisively on an opportunity which is reflected by the entrepreneurial charisma of a person. Finally, PF as the capability of starting a business. PF explains how motivated to convert opportunities into execution as a business entity. The EEM is depicted by the Figure 5 below.

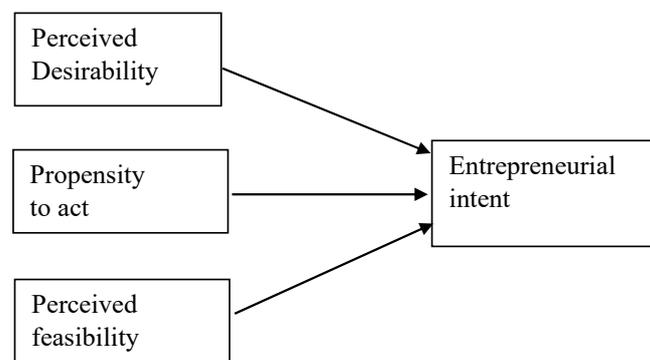


Figure 5. Entrepreneurial Event Model

Source: (Schlaegel & Koenig, 2014).

Accordingly, EMM attempts to explain entrepreneurial intent PD, PA and PF and this can be proposed to investigate intrapreneurial intentions.

### 3. Conclusion

At present Entrepreneurship has become a diversified field with different branches thereof such as corporate entrepreneurship/intrapreneurship, social entrepreneurship, strategic

entrepreneurship, green entrepreneurship etc. Scholars also have been paying attention to those areas over the last decades researching different perspectives. Further, entrepreneurial intentions and behaviors are common and widely discussed in general using different theories, concepts, and models. This paper attempted to understand the intention-based theories/models in the context of intrapreneurship. Thus, these intention-based theories can be applied when explaining the intentions and behaviors in practicing intrapreneurship at organizational setting. Moreover, when introducing innovations, despite other resources, intentions are powerful as it directly relate with the cognition. This research provides an understanding of different intention-based models which have been used to explain entrepreneurial intentions in recent literature. Accordingly, the findings revealed some prominent intention-based theories such as,

TRA, Modified TRA, TPB, SCT, SCCT and EEM. However, this paper suggests that these theories and models can also be applied in Intrapreneurship. Further, innovations are common and important for any type of organization to achieve competitiveness and survival. The finding argues that intentions play a vital role in introducing innovations which are important indeed. Thus, the reveal of intention-based theories calls for more empirical research in future to better explain intention in the context of intrapreneurship. Combining two or more theories can understand intrapreneurial intentions in broader perspective which make more sense. Thus, further studies can generate interesting findings and can contribute more to the existing body of knowledge conceptually, theoretically and empirically. Finally, decision makers and policy makers can consider the psychological aspect of initiating innovation in the policies and regulations.

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No additional data are available.

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