

Innovations

Intrapreneurial Behaviour as a Drives for Achievement and Product Development in Small and Medium Enterprises in Southeast, Nigeria

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Abstract: *The study examined intrapreneurial behaviour as a drives for achievement and product development in small and medium enterprises in southeast, Nigeria it main objective of the study. The study adopted the descriptive survey design and the study purposively sample all 528 employees from the 10 selected small and medium enterprises (SMEs) in the South-East Nigeria. Data was collected through a structured and self administered questionnaire. A five-point Likert scale of strongly disagree to strongly agree was used to solicit responses. The finding showed that drives for achievement had significant effect on product development of small and medium enterprises (SMEs) in the South-East Nigeria. The study concluded that product development is unaffected by drive for achievement. The study recommend that among others that small and medium enterprises in South-East, Nigeria should intensify efforts to meet the tastes of their customers with a standard practice to work on aspects that improves their products' acceptability.*

Keywords: *Intrapreneurial Behaviour, Drives for Achievement, Product Development, Small and Medium Enterprises*

1. Introduction

Intrapreneurial behavior is defined by the actions taken by the entrepreneur to reach desired goals of his employers. The intreprenuer is assumed to act on the environment in accordance with his or her goals. The extent to which intrapreneurial behaviour has affected small and medium enterprises in general has remained an issue of intellectual discuss. Intrapreneurial behaviour has evolved over time within the context of corporate entrepreneurship. Intrapreneurship was introduced as a

separate and stand-alone concept available to small and medium enterprises and used to resolve internal conflicts between their integration and innovation needs (McDowells, 2017).

Intrapreneurship thrives in environments where the right culture is provided for example where individuals are giving the latitude to openly express them, bringing varied or different perspectives to issues; staff are challenged on work performance, clarity on job line, and then adequate incentives, both monetary and non-monetary are provided. Intrapreneurship is entrepreneurial behaviour in small and medium enterprises, or as how Pinchot (1987) puts it, as a method of using the entrepreneurial spirit where many of the best people are located: in small or large organisations (Aparicio, 2017). Intrapreneurship is a revolutionary system of speeding up innovations within small or large companies by making better use of their entrepreneurial talent (Onyebu, & Oluwafemi, 2018). With changes being part of our everyday lives, the failure to anticipate change in the organisation can lead to stagnation or a loss of competitive advantage which can result in a total organisation failure.

One of the most popular characteristic associated with intrapreneurial is need for achievement (Tony, 2021). Tony (2021), state that intrapreneurs are individuals that have a high need for achievement and that characteristic makes them especially suitable to create ventures. Augusto, Lisboa, and Yasin (2018) supported their argument with McClelland's theory which identified that the situations preferred by individuals include high need for achievement, and which situations arouse the achievement motivation. Creation of new products or services is a primary method by which companies grow. Indeed, new product development is the linchpin of most organizations' growth strategies. Asogwa and Anah (2019) noted that all research and development into new products does not thumb-up major new product launches, in the long run new products often prove to be some of a company's most important assets.

2. Literature Review

Intrapreneurial Drives for achievement and Product Development

It is not unusual for organisation driven by passion for achievement to think toward product development. Rauch and Hulsink (2018) organisation may have to seek the need toward attracting more patronage and attaining new height of growth through product development, either creation of new product or reengineering the existing product. An intrapreneur will always seek product development when realised its advantage in the market as well as capability to lead the competitors. Studies by Turner (2014), and Florin, Karri, and Rossiter (2017) attributed drives to attain new

height of achievement to birth of latest product across firms. Seginer (2019) noted that there is certainty in the fact that an individual that have a high need for achievement to have characteristic that makes them especially suitable to develop their product. Rauch and Hulsink (2018) identified that the situations preferred by individuals that seeking high need for achievement in their firm usually prompt motivation for achievement through product development. Seginer (2018) maintained that there is a strong correlation between success and achievement drive which influence participation of some firms in new markets or new product line. It was concluded that either achievement drive or success influence the other. Seginer (2019) one of the managerial traits that can make an intrapreneur to seek achievement could be personal desire, or willingness to be among top firm in the competing markets. However, to achieve such feat may require business to expand into new markets, where others are yet to explore, or where product of particular firm are not making breakthrough. In short, most literatures such as Turner (2014) and Florin et al. (2017) concluded that personal desire could influences individual intrapreneur to set achievement as their main goals as well as define the kind or standard of goal set which in overall project the product to be extended into new markets or reengineered to make rooms for firm progression.

Theoretical Foundation

Needs for Achievement Theory

Need for achievement theory was propounded McClelland (1961). According to McClelland, entrepreneurs are individuals that have a high need for achievement, and that characteristic makes them especially suitable to create ventures. McClelland's theory identifies the situations preferred by individuals high in need for achievement, and which situations arouse the achievement motivation. Individuals who are high achievers will choose a situation characterized by (a) individual responsibility, (b) moderate risk taking as a function of skill, (c) knowledge of results of decisions, (d) novel instrumental activity, and (e) anticipation of future possibilities. It is the prospect of achievement satisfaction, not money that drives the entrepreneur. Money is important primarily as a measure on how well one is doing. McClelland's theory has received some empirical supports (Bellu, 1988; Begley & Boyd, 2017; Perry, MacArthur, Meredith, & Cunnington, 2016), even if the relation is weak. The need for achievement by intrapreneurs could push individual or the intrapreneurial to come up with product development different to competing products.

Empirical Review

Henry (2021) investigated whether a need for achievement has an effect on persistence behavior among entrepreneurs in metropolitan area of mid-western

state of USA. The study found that the need for achievement was found to be positively related to entrepreneurial persistence. Also, business goals are found to moderate in relationship between need for achievement and persistence. The study concluded that it is importance for the entrepreneur to match the need for achievement with their business goals. The study recommended that to achieve organisational goal the entrepreneur should be putting forward the strong need for achievement. Akhtar, Tian, Iqbal and Nyarko (2020) examined the impact of need for achievement on entrepreneurial intentions with self-efficacy as mediating role. The findings reveal that the need for achievement and self-efficacy significantly affects the intentions of entrepreneurs which directly influence product development. Moreover, the study also explained that the need for achievement has a positive and significant impact on entrepreneurial intentions when mediated by self-efficacy behavior. The study concluded that need for achievement could make the intrapreneur to make positive behaviour when interact with self-efficacy behaviour to define the product development. The study recommended for the managers for SMEs should set goal for their business with aim to keep them drive for more production and development. Hima, Djatmika and Indrawati (2018) carried out an empirical study to investigate the effect of need for achievement and risk taking propensity on entrepreneurial intention through entrepreneurial behaviour. The study found that need for achievement significantly influence the risk taking propensity on entrepreneur. Also, needs for the achievement influence entrepreneurial intention, likewise, needs for achievement influenced risk taking propensity on entrepreneurial intention. The study concluded that need for achievement could make the intrapreneur to make positive behaviour, though, the strongest positive effect was found in effect of need for achievement on entrepreneurial attitude. The study recommended for the business managers to have target goal for their business.

3. Methodology

Research Design/Respondents

The study adopted the descriptive survey design. This is because it observes preferences, practices, characteristics, relationships and differences between intrapreneurial drives for achievement and Product Development. The population of the study are small and medium enterprises operating in the southeast Nigeria, Given the total number of two-hundred of Small and Medium Enterprises. The study adopted multistage sampling techniques. At the first stage, the total 10 Small and Medium Enterprises (SMEs) was sampled as a representation of 5%. At the second stage, the study purposively sample all 528 employees from the 10 selected small and medium enterprises (SMEs) in the South-East Nigeria.

Research Instruments

Data was collected through a structured and self administered questionnaire. A five-point Likert scale of strongly disagree to strongly agree was used to solicit responses. The instrument validity was measured using content and face validity. Cronbach Alpha was used to test the reliability of the research instrument with a reliability coefficient of 0.765. Data was analysed using descriptive statistics while inferential statistics was used to test the hypotheses at 5 % level of significance.

4. Data Analyses and Discussion of Findings

Data Presentation

The results of the study were presented. Five Hundred and Twenty Eight (528) questionnaires were administered to randomly selected respondents of SMEs in the southeast, Nigeria. The same were retrieved. The summary of the analysis was computed and the results were presented in frequency distribution tables below. The statistical tests of significance applied were stated and tested using simple Linear Regression at 5% level of significant. A p-value of less than or equal to 0.05 was considered statistically significant. The following itemizes the variables that are available in the questionnaire:

Analyses of the Responses

RQ1a: Table 1a: Distribution Table of Respondents' Responses on Drive for Achievement

Drives for Achievement Domain	Responses	Frequency	Percentage
We always make efforts to meet the consumers taste always	Strongly Disagree	29	5.5
	Undecided	60	11.4
	Agree	188	35.6
	Strongly Agree	251	47.5
It is among the norms in my firm that we works on aspect believe could make our product more acceptable	Strongly Disagree	26	4.9
	Disagree	32	6.1
	Undecided	82	15.5
	Agree	113	21.4
	Strongly Agree	275	52.1
Management team in my firm always interesting in positive comment from stakeholders	Undecided	98	18.6
	Agree	176	33.3
	Strongly Agree	254	48.1
The top management in my firm dislike associating with failure	Strongly Disagree	32	6.1

	Disagree	29	5.5
	Undecided	43	8.1
	Agree	144	27.3
	Strongly Agree	280	53.0
Communication and feedback from consumers are always in consideration in my company	Undecided	66	12.5
	Agree	175	33.1
	Strongly Agree	287	54.4

Source: Field work 2024

Table 1a revealed that a higher percentage 251 (47.5%) strongly agreed that they always make efforts to meet the consumers taste, 275 (52.1%) strongly agreed that it is norms in their firms that they work on aspect they believe could make their products more acceptable, 254 (48.1%) strongly agreed that management team in their firms always interesting in positive comment from stakeholders, 280 (53.0%) strongly agreed that the top management in their firms dislike associating with failure while 287 (54.4%) strongly agreed that communication and feedback from their consumers are always in consideration in their companies.

RQ1b: Table 1b: Distribution Table of Respondents' Responses on Product Development

Product Development Domain	Responses	Frequency	Percentage
Our product(s) at every cycle of production is improving	Disagree	50	9.5
	Undecided	150	28.4
	Agree	207	39.2
	Strongly Agree	121	22.9
Our products are more acceptable in the market	Disagree	76	14.4
	Undecided	175	33.1
	Agree	196	37.1
	Strongly Agree	81	15.3
Positive comment from stakeholders makes our product more improving on each production cycle	Disagree	181	34.3
	Undecided	142	26.9
	Agree	123	23.3
	Strongly Agree	82	15.5
All units involve in production in my firm give their best for product development	Strongly Disagree	20	3.8
	Disagree	50	9.5
	Undecided	74	14.0
	Agree	113	21.4
	Strongly Agree	271	51.3

Communication and feedback from consumers are always in consideration when planning for next production	Disagree	80	15.2
	Undecided	212	40.2
	Agree	172	32.6
	Strongly Agree	64	12.1

Source: Field Work 2024

In table 1b, a higher percentage 207 (39.2%) of the respondents agreed that their products were improving at every cycle of production while 196 (37.1%) agreed that their products were more acceptable in the market. Apart, 181 (34.3) disagreed that positive comment from stakeholders makes their products more improving on each production cycle, 271 (51.3%) strongly agreed that all units involve in production give their best for product development while 212 (40.2%) could not decide on whether to agree or disagree that communication and feedback from consumers were always in consideration when planning for next production in their firms.

Hypotheses Tested

H₀: Drives for achievement has no significant effect on product development

H₁: Drives for achievement has significant effect on product development

Table 2: Regression Analysis on the effect of Drive for Achievement on Product Development

B	T	p-value	R	r²
-0.76	-1.868	0.061	-0.081	0.007

D.V =Product Development

IDV = Drive for Achievement

Information in table.2 presents the result of simple regression analysis on drives for achievement had significant effect on product development. The result showed a standardized coefficient (Beta) of -0.76, t-value of -1.868, P-value of 0.001. Since obtained p-value (0.061) < 0.005, level of significant; therefore, we accept the null hypothesis. This indicates that drive for achievement does not have significant effect on product development.

Discussion of Findings

Drive for achievement does not have significant effect on product development. This implied that drive for achievement does not necessarily create product development, has product development can significantly come through customers feedback. This was oppose what was reported by Hima, Djatmika and Indrawati (2018), Hashimoto and Nassif (2018), James, Ryan, Tipu, and Rachid (2019), Akhtar, Tian, Iqbal and Nyarko (2020) and Henry 2021 that reported that drive for achievement have significant effect on production development.

Conclusion

The study concluded that product development is unaffected by drive for achievement. It is advised that production crews in small and medium-sized businesses be given the freedom to apply their initiative as appropriate.

Recommendations

The study recommends among others that small and medium enterprises in South-East, Nigeria should intensify efforts to meet the tastes of their customers and it is a standard practice to work on aspects that they believe could improve their products' acceptability. Also, the management team the enterprises always interested in positive feedback from stakeholders and thereby dislikes associating with failure. Communication and feedback from their customers are always taken into consideration in order for them to improve in their production. The results also showed that drive for achievement had significant relationship with product development.

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