


INTRAPRENEURSHIP AT THE INDIVIDUAL- LEVEL: DOES PSYCHOLOGICAL EMPOWERMENT MATTER?

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 08 May 2023</p>	<p>Purpose: This study aims to examine the relationship between psychological empowerment and intrapreneurship at the Individual- Level.</p>
<p>Keywords:</p> <p>Intrapreneurship; Psychological Empowerment; Intrapreneurial Behavior; Innovation.</p>	<p>Theoretical framework: This study proposes a model that integrates psychological empowerment and its dimensions (meaning, competence, self -determination, and impact) with intrapreneurship at the Individual- Level.</p>
	<p>Design/methodology/approach: A quantitative research approach was adopted to test the research hypotheses. The data were collected by administrating a questionnaire to a sample of (450) employees in the private sector in Saudi Arabia.</p>
	<p>Findings: The regression analysis results confirm that psychological empowerment and its attributes (meaning, competence, self -determination, and impact) are correlated positively with intrapreneurship at the Individual- Level.</p>
	<p>Research, Practical & Social implications: Examining psychological empowerment and its dimensions as determinants of intrapreneurship can provide a better insight to understand the underlying mechanism of stimulating intrapreneurship at the individual- level. This would contribute significantly in creating a supportive work environment that stimulates intrapreneurship, and reinforces creativity and innovative thinking among employees.</p>
	<p>Originality/value: This study can be considered the first to be conducted in the context of Saudi Arabia to test the relationship between psychological empowerment and intrapreneurship at the Individual- Level. Additionally, this study aim to enrich the knowledge on intrapreneurial behavior by investigating intrapreneurship at the individual level using the psychological perspective</p>
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INTRAEMPREENDEDORISMO A NÍVEL INDIVIDUAL: O EMPODERAMENTO PSICOLÓGICO IMPORTA?

RESUMO

Objetivo: Este estudo tem como objetivo examinar a relação entre o empoderamento psicológico e o intraempreendedorismo no Nível Individual.

Referencial teórico: Este estudo propõe um modelo que integra o empoderamento psicológico e suas dimensões (significado, competência, autodeterminação e impacto) com o intraempreendedorismo no Nível Individual.

Desenho/metodologia/abordagem: Foi adotada uma abordagem de pesquisa quantitativa para testar as hipóteses de pesquisa. Os dados foram coletados por meio da aplicação de um questionário a uma amostra de (450) funcionários do setor privado na Arábia Saudita.

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Resultados: Os resultados da análise de regressão confirmam que o empoderamento psicológico e seus atributos (significado, competência, autodeterminação e impacto) estão correlacionados positivamente com o intraempreendedorismo no Nível Individual.

Implicações de pesquisa, práticas e sociais: Examinar o empoderamento psicológico e suas dimensões como determinantes do intraempreendedorismo pode fornecer uma visão melhor para entender o mecanismo subjacente de estimular o intraempreendedorismo no nível individual. Isso contribuiria significativamente para a criação de um ambiente de trabalho favorável que estimulasse o intraempreendedorismo e reforçasse a criatividade e o pensamento inovador entre os funcionários.

Originalidade/valor: Este estudo pode ser considerado o primeiro a ser conduzido no contexto da Arábia Saudita para testar a relação entre empoderamento psicológico e intraempreendedorismo no Nível Individual. Além disso, este estudo visa enriquecer o conhecimento sobre o comportamento intraempreendedor, investigando o intraempreendedorismo no nível individual usando a perspectiva psicológica.

Palavras-chave: Intraempreendedorismo, Empoderamento Psicológico, Comportamento Intraempreendedor, Inovação.

INTRAEMPRESA A NIVEL INDIVIDUAL: ¿IMPORTA EL EMPODERAMIENTO PSICOLÓGICO?

RESUMEN

Objetivo: Este estudio tiene como objetivo examinar la relación entre el empoderamiento psicológico y el intraemprendimiento a nivel individual.

Marco teórico: Este estudio propone un modelo que integra el empoderamiento psicológico y sus dimensiones (sentido, competencia, autodeterminación e impacto) con el intraemprendimiento a Nivel Individual.

Diseño/metodología/enfoque: Se adoptó un enfoque de investigación cuantitativa para probar las hipótesis de la investigación. Los datos se recopilaron aplicando un cuestionario a una muestra de (450) empleados del sector privado en Arabia Saudita.

Resultados: Los resultados del análisis de regresión confirman que el empoderamiento psicológico y sus atributos (significado, competencia, autodeterminación e impacto) se correlacionan positivamente con el intraemprendimiento a Nivel Individual.

Implicaciones de investigación, prácticas y sociales: Examinar el empoderamiento psicológico y sus dimensiones como determinantes del intraemprendimiento puede proporcionar una mejor comprensión para comprender el mecanismo subyacente de estimular el intraemprendimiento a nivel individual. Esto contribuiría significativamente a crear un ambiente de trabajo de apoyo que fomente el espíritu emprendedor y refuerce la creatividad y el pensamiento innovador entre los empleados.

Originalidad/Valor: Este estudio puede considerarse el primero realizado en el contexto de Arabia Saudita para probar la relación entre el empoderamiento psicológico y el intraemprendimiento a nivel individual. Además, este estudio tiene como objetivo enriquecer el conocimiento sobre el comportamiento intraempreendedor investigando el intraemprendimiento a nivel individual utilizando la perspectiva psicológica.

Palabras clave: Intraemprendimiento, Empoderamiento Psicológico, Comportamiento Intraempreendedor, Innovación.

INTRODUCTION

Over recent decades the topic of intrapreneurship has received a growing interest as an area of research and practice (Gawke et al., 2017). Intrapreneurship can be defined as the practicing of entrepreneurial activities by employees within the firm context (Güven, 2018). This organizational behavior has been linked to a variety of positive organizational outcomes (Ahmad, Nasurdin, and Zainal, 2012). Firms that embrace intrapreneurship can exploit new business opportunities, increase their profitability and maintain their competitive advantage (Chiang & Hsieh, 2012; Baghel et al., 2023). An employee with a strong propensity for intrapreneurship is characterized by innovativeness, creativity, and motivation (Gawke et

al.,2017; Baghel et al., 2023). Thus, intrapreneurship is a valuable asset for attaining organizational success (Gawke et al.,2017).

Due to the fact that intrapreneurship is a behavioral pattern that characterizes an individual employee, it is important that the organization provides employees with adequate support that can stimulate proactivity among them. One of the most prominent and notable tools of achieving that goal is through psychological empowerment (Bratnicki, Marzec, Zabierowski, & Kulikowska-Mrozek, 2007; Taher, 2015). Fostering psychological empowerment of employees, would help them to attain their full potential (Kong, Sun & Yan, 2016).

Though there is an increased interest to understand the intrapreneurial behavior of employees by scholars and practitioners (Mustafa, Gavin, & Hughes, 2018), little empirical research has been conducted on this topic (Bičo et al., 2022). Additionally, very few studies have examined intrapreneurial behavior from the psychological perspective (e.g. Bratnicki, Marzec, Zabierowski, & Kulikowska-Mrozek, 2007; Giang & Dung, 2021). Therefore, this study aims to address this gap in literature by examining psychological empowerment and its attributes including (meaning, competency, impact and self -determination) as major determinants of intrapreneurial behavior.

Prior research have investigated intrapreneurship at the firm level, but research on intrapreneurship at the individual level is very limited (Gawke et al.,2017). Thus, this study enriches the knowledge on intrapreneurial behavior by examining intrapreneurship at the individual level. Examining psychological empowerment and its dimensions as determinants of intrapreneurship can provide a better insight to understand the underlying mechanism of stimulating intrapreneurship at the individual- level. Additionally, this study can be considered the first to be conducted in the context of Saudi Arabia to test the relationship between psychological empowerment and intrapreneurship at the Individual- Level.

LITERATURE REVIEW

Psychological Empowerment

Conger and Kanungo (1988) were the first to introduce an empowerment using the psychological perspective. They argued that the managerial empowering practices are incompatible and not effective if the employees have a lack of self-efficiency. Conger and Kanungo (1988) explained empowerment as a mechanism in which the conditions that are associated with powerlessness are recognized and eliminated which can lead to the improvement of the employee's feeling of self- efficacy. Spreitzer (1995) proposed that

psychological empowerment can be demonstrated through four dimensions of cognitions: meaning, self-determination, competence and impact. Similarly, psychological empowerment has been identified by Wang & Liu (2015) as a form of intrinsic motivation in an employee and that emerges in the form of having a number of cognitions, which are impact, self-determination, competence, and meaning. As this four-dimensions based conceptualization of Psychological empowerment have been confirmed by a large number of scholars (e.g. Ertürk, 2012; Liden, Wayne, & Sparrowe, 2000; Rahman, Panatik, & Alias, 2014; Safari, Rastegar, & Jahromi, 2010; Taher, 2015; Supriyanto et al., 2023), this study used meaning, self-determination, competence and impact as main dimensions of Psychological empowerment.

Meaning is about achieving a fit between the job requirements of responsibilities and roles, and between the individual's own beliefs and values (Hackman & Oldham, 1980). Competence is related to the individual's beliefs that he/she can be able to use his/her own skills to accomplish the activities that are related to a certain task (Bandura, 1982). Self-determination is referred to the process of starting and regulating the individual 's own actions (Deci, Connell, & Ryan, 1989). Impact is the extent to which the individual can affect the work outcomes which are linked to the firm's strategies and operating system " (Ashforth & Mael, 1989).

Intrapreneurship

Though intrapreneurship similar to entrepreneurship in its attributes like innovation, opportunity recognition, taking risk and insight, intrapreneurship is about performing entrepreneurial activities within the context of an organization (Zenovia, 2011). Intrapreneurship has been identified as a process of seeking new opportunities in an innovative manner and exhibiting the behaviors of entrepreneurs, not as an independent individual, but as an employee of a certain organization (Kenney, Khanfar, & Kizer, 2010).

Intrapreneurship can be classified, based on the level of analysis, into two main categories which are intrapreneurship at the organizational level, and intrapreneurship at the individual level. Intrapreneurship at the organizational level is an innovation approach from the top-down inside the organization, while intrapreneurship at the individual level is a bottom-up process linked to the intrapreneurial behaviors of the employees (Blanka, 2018). As psychological empowerment is related to the individual level of behavior, this paper focus on investigating intrapreneurship from the perspective of the individual level. Vesper (1984) defines individual- level intrapreneurship as an employee's activities to develop a creative

thing within the firm context , and these activities are not determined or expected by the top level of management. Gawke, Gorgievski & Bakker (2019) explain individual- level of intrapreneurship to be related to new businesses that are performed by the employee in order to enhance the organizational performance internally and externally.

A large number of studies have conceptualized intrapreneurship as consisting of three main dimensions which are: innovativeness, proactiveness and risk-taking (e.g. Lumpkin & Dess, 1996 ,De Jong, 2016; De Jong, Parker, Wennekers, & Wu, 2015; Farrukh et al., 2016; Stull & Singh, 2005). Innovation refers to the development, introduction and application of creative ideas, including the incorporation of non-organizational goods or processes (Kanter, 1988). Innovation at the individual level is, according to Kanter (1988), a cycle, which starts with problem-recognition and the creation of innovative or novel ideas or solutions and ends with an invention which the organization can use and make advantage of it. De Jong (2008) describes innovative work behavior (IWB) as the actions of individuals aiming at implementing and intentionally incorporating new and useful strategies, methods, products or procedures. Proactiveness deals with the employees' focus on pioneering in their innovative activities as well as their positive attitudes towards it. (Zahra & Garvis, 2000). Crant (2000, p. 436) referred to proactive behavior as "taking initiative in improving current circumstances; it involves challenging the status quo rather than passively adapting present conditions". Risk-taking is encountering uncertainty that is experienced when making an investment decisions (Hornsby, Kuratko, Shepherd, & Bott, 2009). Intrapreneurs are risk-takers who are willing to devote their time and energy to making a better concept in their organization and translating their unique ideas into creative products or services (Manion, 2001).

Conceptual Framework and Hypotheses

Though limited number of studies have addressed the relationship between psychological empowerment and intrapreneurship, several studies have attempted to examine the construct of psychological empowerment in relation to aspects of intrapreneurship. Bratnicki et al. (2007) examined the relationship between empowerment and entrepreneurial behaviors. They provide convincing evidence regarding positive relationships between the employee empowerment and intensity of entrepreneurial behaviors. Ghani, bin Raja, and Jusoff (2009) found that psychological empowerment and its four cognitive dimensions i.e. meaning, competence, autonomy, and impact were significantly associated with innovative behavior. Strauss, Griffin, and Rafferty (2009) hypothesized that a higher level of self-efficacy can

increase proactivity of employees. They examined that hypothesis by a survey of 320 employees in the agency public sector in Australia. The results show the importance of self-efficacy in firms to improve proactive and proficient performance. Knol and Van Linge (2009) confirm that structural, as well as psychological empowerment, leads to innovative behavior. Safari et al. (2010) examined the relationship between entrepreneurship and five dimensions of psychological empowerment which are impact, competency, self-determination, meaning, and trust. Findings of their study reveal that psychological empowerment can predict entrepreneurship and there is a significant relationship between them. Luoh, Tsaur, and Tang (2014) proposed that psychological empowerment positively can affect innovative behavior positively. Simiraly, Dedahanov, Bozorov, and Sung (2019) found a positive relationship between psychological empowerment and innovative behavior.

Based on the above findings of prior research, the study hypothesizes are proposed as follows (Figure1):

H1: psychological empowerment is positively associated with intrapreneurship at the individual level.

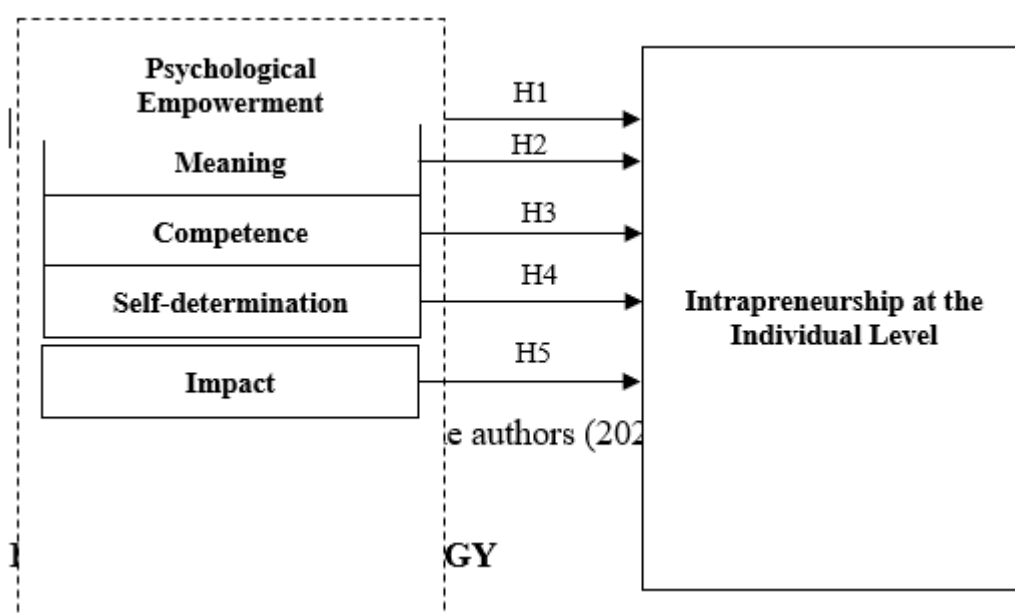
H2: meaning is positively associated with intrapreneurship at the individual level.

H3: competence is positively associated with intrapreneurship at the individual level.

H4: Self-determination is positively associated with intrapreneurship at the individual level.

H5: Impact is positively associated with intrapreneurship at the individual level.

Figure 1: The research model



Source: Prepared by the authors (2023)

DATA AND METHODOLOGY

The current study was designed as a deductive approach . This approach is about generating research hypotheses based on existing theory and then an appropriate research strategy will be applied to test the hypothesis. Therefore, the researcher uses the quantitative approach design to collect numerical data that contribute to test the research hypotheses.

Sample and Data Collection

The population of this study includes all employees in the private sector companies in Kingdom of Saudi Arabia, which are counted as a total of 8,191, 793 (General Authority for Statistics, 2019). As the entire population size is known, the researcher select the representative sample size by using the mathematically base equation proposed designed by Krejcie and Morgan (1970), which is considered appropriate, and common for scientific research fields, when data are categorical data, the required formula is written as follows:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Whereas:

S = required sample size

X^2 = the table value of Chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population of the study

P = the population proportion (assumed to be 0.5 since this would provide the maximum sample size).

d. = the degree of accuracy expressed as a proportion (0.05).

Based on the previous formula, for population of size (600) of the current study, the required sample size is calculated as follows:

$$S = \frac{3.841 * 8191793 * 0.5(0.5)}{0.05 * 0.05(8191792) + 3.841 * 0.5(0.5)} = \frac{7866169}{20480.44} = 384.082 = 384 \text{ a}$$

This means that the required sample size is equal to (384). The researcher had received around (450) valid responses, meaning there is a high interest among the participants to participate in this study. Therefore, all valid responses were included in the analysis.

To collect the primary data, the researcher uses a questionnaire which consists of two main sections, the first section aims to measure the respondents attitudes towards psychological empowerment, which includes four sub-dimension including (meaning, competence, self -

determination, and impact). The second section aims to measure participants attitudes regarding the Intrapreneurship at individual level. In addition to that, the survey instrument includes profile of the demographic characteristics of the sample of the study; include (gender, age, educational level, and years of experience).

Measurement Development

This study used a Likert scale with 5-point, and participants' responses were determined as follows: (5) to “strongly agree” (4) to “agree” and (3) to “neither agree not disagree” responses, while (2) to “disagree” responses, and (1) to “strongly disagree” responses. A measurement scale with 12-items was used to measure the construct of Psychological empowerment, which was adapted from (Spreitzer, 1995). Examples items include: “The work I do is very important to me”; “I am confident about my ability to do my job”; “I have significant autonomy in determining how I do my job”.

Intrapreneurship at the individual level was measured with 13- item scale which was developed by Lumpkin & Dess (1996) and validated by Stull & Singh (2005) at the individual level. Examples items are “I engage in activities that have a chance of not working out”; “I keep ahead of changes instead of responding to them”; “I generate useful new ideas”.

To assess the validity of the research scales, Pearson correlation coefficients were estimated for each measurement item (Table1). The statistics reveal that all coefficients were significant which confirm the validity of the survey instrument.

Table 1. Validity of the research scales

Psychological empowerment				Intrapreneurship at the Individual Level			
Item No.	Correlation coefficient	Item No.	Correlation coefficient	Item No.	Correlation coefficient	Item No.	Correlation coefficient
1	0.579**	9	0.690**	1	0.435**	9	0.735**
2	0.558**	10	0.701**	2	0.462**	10	0.739**
3	0.626**	11	0.732**	3	0.498**	11	0.757**
4	0.571**	12	0.709**	4	0.610**	12	0.728**
5	0.573**			5	0.630**	13	0.685**
6	0.526**			6	0.571**		
7	0.676**			7	0.707**		
8	0.605**			8	0.703**		

Source: Prepared by the authors (2023)

To assess the reliability of the research scales, the coefficient of Cronbach's Alpha was obtained, to determine the internal consistency of all items, and for each construct in the

research model (Table 2). The value of Cronbach's Alpha of each construct exceeded the threshold of (0.70). This indicates that the overall reliability of the research scales is acceptable.

Table 2. Reliability of the research scales

Constructs	No. of items	Cronbach's alpha
Psychological Empowerment	12	0.861
Meaning	3	0.804
Competence	3	0.842
Self-Determination	3	0.844
Impact	3	0.828
Intrapreneurship at the Individual Level	13	0.873

Source: Prepared by the authors (2023)

RESULTS AND DISCUSSION

The Research Sample's Demographics

Table 3 shows that males comprise the majority by 62.0% while females represent around 38.0% of the total sample of the study. Respondents at the second age group (26-to 35) represents the majority of participants with 40%, while the participants of the third age group (36-to 45) years represent 27.1% of the total sample of the study. With regard to the educational level, the results show that the majority of participants obtained a college degree, by 57.5%. As for those who have a high school degree, diploma or an equivalent, they constitute about 26.7%, whereas the participants who hold a graduate degree represent about 15.8%. With regard to participants' distribution based on years of experience, the 44.2% of participants have experience of 11 years and above.

Table 3. Respondents' demographic information

Demographic variables	Categories	Frequency	Percentage %
1. Gender	Male	279	62.0
	Female	171	38
	Total	450	100
2. Age by years	Less than 25	65	14.4
	26- to 35	180	40.0
	36-to 45	122	27.1
	46- to 55	66	14.7
	56-to 65	17	3.8
	Total	450	100
3. Educational level	High school degree, diploma or equivalent	120	26.7
	College degree	259	57.5
	Graduate degree	71	15.8
	Total	450	100
4. Years of experience	0-to 2	114	25.3
	3-to 5	53	11.8
	6-to 10	84	18.7
	11 & above	199	44.2
	Total	450	100

Variables	Psychological empowerment	
	Person correlation coefficient	P-value (sig.)
Intrapreneurship at individual level	0.541**	0.00

Source: Prepared by the authors (2023)

Testing the Research Hypotheses

Person's correlation coefficient was performed to test the research hypothesis 1 by examining the correlation relationship between psychological empowerment, and intrapreneurship. the correlation coefficient between the independent variable (psychological empowerment), and the dependent intrapreneurship at the individual level reaches (0.541) which is statistically significant at the (0.01) level (Table 4). This means that there is a positive and significant correlation relationship between psychological empowerment, and the individual intrapreneurship. Thus, this finding provide support for hypothesis 1.

Table 4. Pearson correlation coefficient between psychological empowerment and intrapreneurship at the individual level

Variables	Psychological empowerment	
	Person correlation coefficient	P-value (sig.)
Intrapreneurship at individual level	0.541**	0.00

**correlation is significant at the (0.01) level.

Source: Prepared by the authors (2023)

A multiple regression analysis was conducted to examine the research hypotheses 2, 3, 4 and 5 (Table 5). The results show that the F- statistics value reaches (49.749) which is statistically significant at the (0.01) level. This indicates that the multiple regression model is efficient to estimate the changes in the employees' possession of intrapreneurship at the individual level. In addition, the coefficient of determination (R²) is equal to (0.31) approximately, which shows that, the psychological empowerment variables included in the model have to estimate the variations in intrapreneurship at the individual level by 31% approximately if other things remain equals. Hence, the variables of psychological empowerment including (meaning, competence, self-determination, and impact) are regarded as effective factors to influence on intrapreneurship at the individual level. In other words, these factors are effective to improve the employees' intrapreneurial behaviors. The regression coefficient of the independent variable (meaning) is equal to (0.436), which is statistically significant as the P-value is less than (0.05) level. This indicates that there is a significant positive relationship between meaning as an independent factor and intrapreneurship at the individual level. This finding supports the acceptance of hypothesis 2. The regression coefficient of the independent variable (competence) reaches (0.952) which is statistically

significant as the P-value is less than the significant level (0.05). Thus, hypothesis 3 is confirmed. the regression coefficient of the independent variable (self-determination) is equal to (0.322), which is statistically significant at the (0.01). This means that there is a significant correlation relationship between self-determination and improvement of intrapreneurship at the individual level, which supports hypothesis 3. Finally, the regression coefficient of the independent variable (impact) reaches (0.616) which is statistically significant at the (0.01) level. Thus, hypothesis 5 is supported. It can be concluded that among the most important factors of psychological empowerment that contribute to the employees' possession of intrapreneurial skills at the individual level include competence at the first level (regression coefficient = 0.952), followed by impact at the second level (regression coefficient = 0.616), and at the third level comes meaning (regression coefficient = 0.436), and at the last level comes self-determination (regression coefficient = 0.322).

Table 5. Multiple regression analysis results

Model	Coefficients	Beta	T-test	P-value (Sig.)	F	Sig.
Constant	20.392		9.227**	0.00	49.749**	0.00
Meaning	0.436	0.148	3.371**	0.001		
Competence	0.952	0.245	5.480**	0.00		
Self-determination	0.322	0.128	2.839**	0.005		
Impact	0.616	0.242	5.209**	0.00		
R = 0.556		R ² = 0.309,		Adj.R ² = 0.303		

**indicates that F-statistics is significant at the (0.01) level
 *indicates that T-test statistics is significant at the (0.01) level.
 Source: Prepared by the authors (2023)

DISCUSSION

This study was conducted to empirically examine the relationship between psychological empowerment and individual level of intrapreneurship in the business sector. The study findings confirm that there is a positive relationship between psychological empowerment and intrapreneurship at the individual level. Aspects of psychological empowerment including (meaning, competency, impact and self -determination) were correlated positively with intrapreneurship at the individual level. These results indicate that employees with high level of psychological empowerment in terms of meaning, competence, self -determination, and impact are more likely to exhibit higher level of intrapreneurial behavior. These results are in line with findings of prior research which found positive relationships between psychological empowerment including (meaning, competency, impact

and self-determination) and intrapreneurial behaviors (e.g. Taher ,2015; Dehghani et al., 2014; Okyireh, Siddique & Okyireh, 2021).

The results show that competence was determined to be the most significant factor in predicting intrapreneurship. As the concept of self-efficacy is similar to the meaning of competence (Zhang & Bartol, 2010)., this finding is consistent with the results of Strauss et al. (2009)'s study which confirm that self-efficacy can promote proactive behavior. Employees with high competence would be more confident to carry out activities that extend beyond their work description of (Strauss et al., 2009).

CONCLUSION

This study contributes to the current state of knowledge by identifying psychological empowerment and its dimensions as major determinants and predictors of employees' intrapreneurial behavior. These findings should be taken into consideration by practitioners in business sector. Firms are advised to design training programs which can stimulate the level of empowerment among employees. Introducing such programs would promote the intrapreneurial behavior of employees. These training programs can be directed toward managers and toward employees. For managers, training programs can learn them how to involve employees in the important decisions, consult them, listen to them, take their opinions when solving problems and grant them authority. Employee-specific training programs can be designed to strength attributes of psychological empowerment particularly sense of self-efficacy among employees, and to guide them to be more proactive and risk-taking. This would help in developing a supportive environment for intrapreneurship, which reinforces creativity and innovative thinking among employees Furthermore, firms are encouraged to evaluate the psychological level of their employees in order to design the appropriate program.

This study has a number of limitations . The first limitation is that this study used a cross-sectional data to test the research model, which might limit the causal inference conclusions. Future research could use a longitudinal design to test the research model. The second limitation is related to the research data collection method which is a self-reported questionnaire. Using this method may increase the potential of bias. Future research are encouraged to address perspectives of employees and their supervisors or managers, by designing a questionnaire that is directed to both of them. Implementing this method would help to reduce the bias. The third limitation is about the scope of this study. This study was conducted in one country. This could limit the generalizability of the findings to other countries.

Collecting data from other geographical locations is highly recommended for future research. It is also recommended for future researchers to include moderators or mediators when examining the relationship between psychological empowerment and intrapreneurship, such as: personality traits, leadership style, organization culture and, job satisfaction. It is also recommended to include both of psychological and structural empowerment in the research model.

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