

EXAMINING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON
EMPLOYEES' INTRAPRENEURSHIP INTENTIONS

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ABSTRACT

EXAMINING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' INTRAPRENEURSHIP INTENTIONS

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In an increasingly competitive business environment, employee intrapreneurial intent is now a strategic priority for organizations seeking innovation and sustainability into the future. The study aims to understand the role of transformational leadership in influencing employees' intrapreneurial intentions in terms of its four essential components of individualized consideration and intellectual stimulation, idealized influence, and inspirational motivation. The research also looks into the significance differences of gender, marital status and age on the relationship between transformational leadership and intrapreneurial intentions. Data from employees from various industries were analyzed quantitatively so as to explore how these dimensions of leadership plus demographics influence the tendency of employees to vent their entrepreneurial activities within the organizational setting. In the competitive world of corporate business, motivating employees toward intrapreneurial intent becomes more a priority among organizations looking for innovation and longevity.

The results indicate that transformational leadership has a significant positive impact on intrapreneurial intentions of employees ($R^2 = 0.494$, $p = 0.000$), which means that leaders with transformational approach are able to improve the willingness of the employees to innovate and take actions for initiation. Of the four components of transformational leadership, most potent are individualized consideration ($R^2 = 0.386$, $p = 0.000$) followed

by intellectual stimulation ($R^2 = 0.418$, $p = 0.000$), ie, a leader who stimulates people to think differently and actively engage them in problem-solving, along with personalized support from a leader would have a conducive environment for intrapreneurship. Idealized influence ($R^2 = 0.357$, $p = 0.000$) is also very influential and indicates role that leaders should play as ethical role models and inspire people by their vision and the integrity of those around them. Relatively less in power is inspirational motivation $R^2 = 0.191$, $p = 0.000$, but it brings attention to an important factor that motivates people, hence making great strides to enhance the confidence and enthusiasm of employees toward entrepreneurial activities.

The gender and age effects have also been established in the present study and found to be significantly different in determining intrapreneurial tendencies. While analyzing the results concerning gender, findings revealed that male employees show higher intrapreneurial inclination as compared to female employees, which may be due to difference in risk-taking propensity and perceived organizational support. Age also tends to have a significance difference, younger employees having more intrapreneurial intentions than older employees, which may imply that people at the earlier stages of their career are more responsive to innovation and risk, while older employees are more inclined towards job stability and well-laid work design. Thus, the above findings imply the necessity of devising differentiated approaches to leadership among demographically distinct groups to yield efficient and sufficient transformational leadership adoption across the different employee profiles.

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CHAPTER I

INTRODUCTION

1.1 RELEVANT BACKGROUND

The importance of human capital to the success of an organization cannot be underlined enough in an economy driven by knowledge and innovation (Chan et al., 2017). According to Guerrero and Peña-Legazkue (2013), intrapreneurship refers to “a relationship believing that employees do have the needed human capital necessary for being entrepreneurial within their own organizations”. Like its relative term ‘entrepreneurship’, which has a long and illustrious history in the literature and dates back to the 18th century, the term ‘intrapreneurship’ has been around for several years. Cantillon is credited as the first to coining it. The concept was first introduced by Pinchot in 1985, and he defined it as “a radical method that accelerates creativity within organizations by unleashing employees’ entrepreneurial faculties.” (Stam et al., 2012).

Intrapreneurship is often defined as corporate entrepreneurship exercised in a bottom-up manner (Alam et al., 2020). It facilitates empowering employees to be proactive, creative, and induce strategic change from within (Alam et al., 2023). Intrapreneurship is thus influential for the organizational development and organizational transformation by virtue of employee creativity, problem-solving competence, and proactive behavior. For an enterprise to thrive in today’s fast-changing corporate environment, deepening global competition, and persistent advances in technology, it has to support the cause of internal innovation (Rivera, 2017). An intrapreneurial environment allows employees to identify novel business opportunities and to experiment with ideas to assist in making their organisation long-term profitable. Such companies gain agility, responsiveness, and overall sustainability through the use of intrapreneurs, thereby ensuring their market competitiveness (Antoncic and Hisrich, 2001).

Organisations in all sectors are becoming more competitive than they have ever been before as an immediate consequence of the emergence and power of globalization. Organisations that have successfully realized the need of having capable leadership

instills happiness, motivation, and productivity in their employees. When it comes to leaders who are dedicated to enhancing communication in the workplace and preparing employees to strive for organisational success, “people management” is one of the most crucial skills that they must possess.

Previous leadership literature has provided the various concepts that have undergone transformations throughout the course of time, as well as all of its theories and explanations, along with their essential importance. A company’s leadership philosophy is determined by a number of factors, including what kind of organisation it is, the level of sensitivity it has, the level of technical expertise it holds, and the culture it represents. Every organization’s level of production is directly proportional to the effectiveness of its leadership. The Great Man Theory, behavioral theories, contingency theories, transformational leadership, transactional leadership, and other ideas are only a few examples of the many different types of leadership theories.

Within the context of conventional definitions, leadership can be viewed as the art of convincing a group of individuals to collaborate in order to achieve common objectives. Leadership can be regarded in the context of business as the act of guiding workers and colleagues to operate in accordance with the strategy in order to fulfil the goals of the organisation (Ward, 2022). The transactional and transformational styles of leadership are the two primary types of leadership strategies. According to Burns (1978), there are two types of leaders: those who lead by exchanging performance for rewards (also known as transactional leaders) and those who lead by motivating followers to strive for and accomplish objectives (also known as transformational leaders).

As a result of their idealized influence, intellectual stimulation, and individual concern, transformational leaders are renowned for their ability to motivate and transform the people who follow them. Companies that have leaders that are capable of transformation are more inclined to challenge the status quo in order to discover innovative approaches to guaranteeing the organization’s continued growth and development. In the current setting, transformational leadership plays an important part in the progression of organisational learning and provides organisations with the chance to learn through

experimenting, discussing, and communicating (McGill and Slocum 1993). Leadership that is transformational is characterized by the ability to bring about positive change, the pursuit of establishing an emotional connection with followers (subordinates), and the instillation of higher values among those followers.

Alqatawenh (2018) in a study on change management within insurance companies stated that transformational leadership with all its facets had a strong and positive influence on change management. Quality leadership supported in navigating the dynamic changes in the business environment. It also raised the motivation levels of the employees and created trust and authenticity within the organizations. When subordinates get influenced by the positive traits of their leaders, they tend to adopt work values that prove to be constructive for their companies. Motivation amongst members and their peers brings in hope and raises the achievement needs.

Leadership also plays a huge role in stimulating innovation desires and behaviors amongst the employees. This is precisely the reason for which leadership and transformational leadership in particular have been one of the most researched in organizational research (Peus et al., 2012).

According to Chun et al. (2009), leadership is a multifaceted phenomenon. Its presence is felt across all levels in an organization. Leaders tend to influence their followers and teams alike. Nevertheless, the understanding and analysis of leadership constitute a very complicated issue (Yammarino et al., 2005). Such variations in theoretical constructs animate all underlying relationships, depending on factors like intra-team and inter-team differences or differences between followers quite independent of their teams (Chun et al., 2009; Klein et al., 2001; Klein et al., 1994). As a result, the impact of leadership on various organizational outcomes can be measured at multiple levels.

Research studies have so far illuminated on the various effects that transformational leadership can have on individuals as they determine outcomes at individual, team, and organizational levels. Studies by Judge and Piccolo (2004) and Judge et al. (2004) have found that a person's job satisfaction is positively correlated with their assessment of their supervisors' transformational leadership. Judge and Piccolo, 2004; Podsakoff et al.,

1990. In addition, transformation leaders take into account every person's individual needs, goals, and abilities. A leader is expected to be able to identify and address those (Walumbwa et al. 2005). They adapt their idealized influence behavior and inspirational motivation to the unique objectives and preferences of each follower, and they make sure that every follower can express their worries or concerns through action that stimulates the intellect (Liu et al. 2010).

Thus, these and other direct, one-on-one interactions with their supervisor will have a role in the followers' job happiness and satisfaction. Supervisor or the leader is also considered to be a medium with which the individual followers tend to have regular or daily interactions. Transformational leaders are essentially viewed as a support system that can help alleviate the concerns of their employees and team members in particular. Every job within the workplace comes with its own challenges. There can be some constraints or demands in every job that can lead to anxiety or even frustration for the employees. Transformational leaders help to channelize the energies and competencies of the employees to meet their individual aspirations.

Transformational leaders also found acceptance amongst teams. Bass et al. (2003) in their study found that U.S. Army light infantry unit performance in combat simulations was positively correlated with team views of supervisors' transformational and contingent reward leadership. Financial service teams also showed how crucial team views of supervisors' transformative leadership are to team performance (Schaubroeck et al., 2007). Research and development teams' innovativeness was also found to be positively impacted by supervisors' transformational leadership in a study by Eisenbeiss et al. (2008). Transformational leadership's team-focused elements were found to have a favorable correlation with team performance by Wang and Howell (2010). These studies have shown that transformational leaders could extend their clout and influence teams and their perceptions and performance as well.

Research studies in the domain of transformational leadership have extended beyond the evaluation of individuals, teams and their performance. Literature has revealed that the influence of transformational leadership on organizational culture was also explored

(Wibowo et al., 2023; Virgiawan et al., 2021). Other studies showed the impact of transformational leadership on innovative work behaviors (Afsar and Umrani, 2020), work motivation (Greimel et al., 2023; Purba and Sudibjo, 2020), change (Bagga et al., 2023; Cao and Le 2024), employee well-being (McCombs and Williams, 2021; Hannah et al., 2020; Tautz et al., 2024) and the like.

Research in the domain of transformational leadership still holds huge interest amongst the researchers because it brings in a host of implications at the workplace. With changing employment patterns and growing workplace diversity, the influencing role of leaders on the individual and organizational outcomes will always remain.

In today's competitive environment, businesses expand globally and face numerous obstacles in order to achieve their goals. To survive and compete successfully in a dynamic environment, organizations require employees who are proactive and committed to maintaining high standards of performance (Jyoti and Bhau, 2016). In modern business environments, innovation is a strategic priority for organizations across the industry. By developing their intrapreneurial skills, employees could then be utilized as key elements in companies' plans for achieving innovation and success. Intrapreneurship has risen to prominence as it connects employee activities to a company's revitalization process. Over the past few decades, intrapreneurship has garnered scholarly interest due to its critical role in employee career planning, corporate success, and innovation. Additionally, intrapreneurial inquiry based on different notions has also attracted the interest of several researchers.

While intrapreneurship as a concept was drawn from the conceptual understanding of entrepreneurship, it was realized that there is a possibility for intrapreneurship to flourish within a company or organization (Corbett et al., 2013). Most of the earlier studies indicated that intrapreneurship acts as a bridge for an organization to innovate and improve internal performance, adapt to external changes, and renew itself when faced with strategic challenges (Augusto Felício et al., 2012). Studies, however, suggest that encouraging employee intrapreneurial contributions may also lead to organizational development in the long run (Falola et al., 2018). This is so because employees tend to

take the ownership of whatever task they undertake. In particular, employee involvement and empowerment occur whenever job autonomy is provided to the employees. Also, the application of good reward schemes encourages even workers to churn out ideas and take advantage of innovative opportunities, thereby contributing to the long-run strategic performance of companies (Adeyeye et al., 2015). Within the last decade, it is observed that intrapreneurship continues drawing much attention from academics against various important core issues, expounding on how deeper implications would apply in workplaces (Chan et al., 2017; Alam et al., 2020).

While businesses and economies are embracing the concepts of sustainability by providing eco-friendly and viable solutions, it is believed that there are widespread underlying disparities. While questions on research, development and innovation expenditures are repeatedly raised, they hold true as the emphasis varies geographically as well as sector to sector. In a world of transience, capturing the true essence of innovativeness and intrapreneurship is challenging (Gawke et al., 2019). Corporate entrepreneurship or intrapreneurship is pursued bottom up. Intrapreneurship is multidimensional in nature and is associated with both innovation entrepreneurship and innovation management (Schumpeter 1934; Drucker 1979). Intrapreneurship finds its significance presence in organizations when firms start new ventures, commercialize new products or services for the market, engage in renewal activities or when proactively try to address any imminent market changes.

Intrapreneurship research has been ongoing and has explored several of its linkages and implications. Innovation has been one predominant area where the Intrapreneurship literature has focused upon. It takes into account the enthusiasm exhibited by the employees of an organization.

They invest in the bottom-up view by inciting intrapreneurs as proactive teams strides to initiatives where they give themselves firm goals towards improvement and sustainable growth. These are the people who believe in an entrepreneurial spirit and initiate change upwardly (Sinha and Srivastava, 2013). Studies have focused on the importance of personal initiative in developing intrapreneurial behavior (Gawke et al., 2019) as well as

turning employee behavior into intrapreneuring initiatives (Rigtering and Weitzel, 2013). As described by Wakke et al. (2010), entrepreneurial behavior in the organization is directly linked to the perceived entrepreneurial self-efficacy of employees. Experienced behaviors of an employee can exhibit the perception regarding their own capabilities in conducting entrepreneurial behavior.

Studies that have hitherto explored include relationship of intrapreneurship towards individual as well as institutional performance (Abeysekara, 2023; Sagbas et al., 2023), organizational culture (Kiziloglu, 2021; Chandler and Krajcsak, 2021), innovation (Morais et al., 2021; Moss et al., 2022), and many others. This newly proposed research piece will attempt to investigate transformational leadership regarding influencing employees' entrepreneurial process intentions with the available backdrop. The field is still very fragmented despite widening interest in the area. In particular, there is not yet an integrated framework for intrapreneurship research to identify the important facilitating factors and enablers for a better working context in terms of intrapreneurship (Huang et al., 2021).

1.2 PROBLEM STATEMENT

Leadership is very crucial for the organizational success. Previous researches successfully elucidated the importance and impact of leadership on organizational performance. Leaders as well as managers play important roles in Promoting and improving individual as well as organizational performance. Arif and Akram (2018) investigated the role of organisational innovation in mitigating the influence of transformative leadership on organisational performance. Taking evidence from manufacturing industry employees in Pakistan, the study elucidated strong relationship between transformational leadership and organizational performance in Pakistani context. In addition, this study advocated that the managers should be, provided sufficient instruction in how to detect and nurture both diversity and individuality in a group. The global economy is continuously subject to change.

It is not enough anymore to stand around on the competitors' turf with the intent to compete. These days, firms are expected to create forward-looking products to draw in consumers. Innovation has a major social and economic impact. According to Razavi and Aziz (2017), the study has examined the relationship between entrepreneurial orientation (EO) and intrapreneurial intention focusing on knowledge workers in the Iranian research and development sector, considering transformational leadership (TL) as a moderating variable. This study found a relationship positively statically significant between humility and intention for intrapreneurship, between proactivity and intention for intrapreneurship, as well as between risk-taking and intention for intrapreneurship. Moreover, it was determined that TL acts as a moderator in the relationships above.

Given the rapid rise of competition in the business world, it is perhaps not surprising that companies are turning to technological advancements to stay ahead of the competition. It is no longer sufficient to be ahead of the competition based solely on a desire to compete; businesses must produce innovative products for the market to ensure its continued relevance. Under these conditions, intrapreneurs and entrepreneurs play a crucial role in assisting businesses to enter new markets and businesses. Razavi and Aziz (2017) created a conceptual model to examine the relationship between entrepreneurial orientation and intrapreneurial intention at the individual level of organisations, with transformational leadership serving as a moderator.

The role of the employees has undergone tremendous changes in the last decade. From mere receivers of their jobs, they have become intrapreneurs and are therefore more innovative. These transformational leaders, on the other hand, see themselves as influential, inspirational, motivational, and humanistic. They also take into consideration the needs of the future and long-term concerns and issues. Further, transformational leaders are stimulating and fostering innovative actions and thoughts. According to Atteya and Messallam (2021), transformational leadership interacts with the psychological safety climate of the organisation in explaining the variance of intrapreneurship behaviour with employees.

At all levels of the organization, firms must tap into the entrepreneurial potential, and every employee must have access to knowledge, resources, and support to engage in corporate entrepreneurship. Transformational leadership has also been identified as a core organizational performance driver. Huynh (2021) assessed both direct and indirect relationships of transformational leadership on international intrapreneurship with nonfamily employees and revealed a positive and significant impact. The mediation of transformational leadership on international intrapreneurship was mostly supported by the psychological empowerment construct.

Leaders create a conducive atmosphere whereby they motivate and facilitate employees' efforts toward exploring new opportunities, developing new products, and fine-tuning work methods for organization's benefit. These entrepreneurial behaviours are the foundation of innovation, expansion, and organisational sustenance. Transformational leadership has been suggested as being particularly effective in encouraging entrepreneurial behavior as opposed to transactional leadership. According to Afsar et al. (2017), transformational leadership has a positive association with entrepreneurial behaviour, but only when employees experience high psychological empowerment. In contrast, transactional leadership shows a negative association with entrepreneurial behaviour.

Preliminary literature review indicated the dearth of quality research undertaken in the area of transformational leadership and its association with employees' intrapreneurial intentions. At the same time, it was also observed that most of the research studies undertaken in the above mentioned area have been undertaken by researchers relate to developed economy. The findings of these research studies may lack generalizations and universal acceptance. the proposed research is intended to examine the transformational leadership on employees' intrapreneurial intentions.

The proposed research study would illuminate various dimensions of transformational leadership in the present context. Exploration of various dimensions of transformational leadership will be highly useful for potential leaders in order to instil certain leadership characteristics among themselves. The empirically tested model explaining the

relationship between transformational leadership and employees' intrapreneurial intentions would become a point of reference for future researchers who would be interested in gaining in-depth insights of transformational leadership and its impact on employees' intrapreneurial intentions.

For ages, leaders and their leadership abilities are considered to be very crucial to the development of any organization. Leadership is essential because it inspires, motivates, and exemplifies how positive changes can be made in the world. Leaders establish a vision, provide an action plan, and cultivate strong relationships with their followers. As a result, they direct individuals to accomplish extraordinary feats together.

The objective of the research study is to make a substantial contribution to the current body of knowledge by providing some facts and figures that have been empirically evaluated in the field of transformational leadership. An existing body of literature would be utilised to provide inputs for the development of a conceptual model that would shed light on the influence that transformational leadership has on the intrapreneurial ambitions of workers. After that, the conceptual model will be validated by utilising primary data that was gathered from the respondents that were chosen.

1.3 SIGNIFICANCE OF THE STUDY

India, as one of the fastest-growing economies all over the world, is undergoing rapid industrial and technological advancements. Indian organizations are expected to innovate and adapt continuously to sustain the growth given the globalized, digitally transformed world in which they have to compete. Some of the potential areas of benefit from this study on transformational leadership concerning employee intrapreneurial intents are as follows:

The various sectors in Indian companies including information technology, healthcare, manufacturing, and new startups have all worked aggressively in maintaining that competitive edge in their own country as well as around the world. Transformational leadership thus not only promotes innovation but also creates avenues for new business opportunities while assuring the long-term sustainability of the organization by

developing an intrapreneurial culture in them. The empowerment of employees by transformational leaders increases the chances of those employees to take ownership of their work, test new ideas, and contribute to the development of processes and the innovation of products.

The employee turnover is very high across India at one particular point in time, especially in the sectors of information technology, banking, and online commerce. Some organizations are popular among employees as those that give opportunities to the current ones in thinking out of the box, allowing autonomous working, and developing themselves. Transformational leadership can uplift job satisfaction to greater levels through such an involvement of creating an environment of valuing, stimulating, and encouraging ideas. This leadership style can reduce employee turnover through enhanced talent retention in these organizations.

Beyond making the organization flexible in a dynamic business environment, the enactments of laws, disturbances in progress of technological advancement, and turbulence in the global economy have made the environment very volatile and uncertain in which Indian firms operate. Therefore, the agility of organizations can be maintained largely due to transformational leadership, inspiring people to take initiative in solving problems and driving change from within. To adapt at all times in a market constantly changing, businesses must be at their best again.

Indian traditional organisations have lagged behind in hierarchical leadership models, which do not permit creative thinking for individuals. Meanwhile, innovative entrepreneurial taps are proving to be increasingly relevant to India. This study shows how transformational leadership closes this gap, creating an enabling environment such that employees will show intrapreneurship behaviour.

This research would serve to benefit leadership development programs in Indian organizations as a valuable reference. Individualized consideration, idealized influence, inspirational motivation, intellectual stimulation, and so forth would be those aspects of transformational leadership that may find focus into training modules that can be

developed by each respective business. Hence, that would nurture the leader skills in developing employee entrepreneurship mindset.

In this regard, the government of India initiated many programs like “Make in India”, “Startup India”, and “Digital India” to create a highly lucrative atmosphere for innovators and entrepreneurs. What the research brings in is to further enhance the aspect of transformational leadership concerning the development of the intrapreneurial culture within organizations. These insights can be actionable for politicians, corporate leaders, and human resource experts for acquiring a workforce that is capable of producing indigenous innovations and economic growth.

Although a great deal of study has been conducted about this subject in the Western economies, not many empirical studies have been conducted about transformational leadership on intrapreneurship in the Indian setting. The findings of the study will contribute to literature on management in India by presenting to the body of knowledge, an area more specific perspective on how leadership infrastructure translates into innovation, employee motivation, and organizational performance.

To sum up, the study will provide a strategic framework for Indian organizations that can help optimize the use of their human capital by looking at the relationship between transformational leadership and the intrapreneurial intent of their employees. The insights gathered can be utilized to foster an innovative culture within a highly competitive and ever-changing economic environment, to improve the workplace happiness of employees, and to drive the pursuit of sustainable success in enterprises.

1.4 RESEARCH QUESTIONS AND OBJECTIVES

Any research project must start with contemplating on some basic research questions. They give the researcher a clear path to follow and also provide a methodical direction for conducting the investigation. The researcher can further build the groundwork for the research process later on by asking straightforward, thought-provoking questions that aim to investigate specific conceptual features. They precisely take the researcher onto the right path. The current research study intends to answer following research questions:

- Do demographics influence Intrapreneurship attitudes and behaviors in the Indian context?
- What are the major determinants of Transformational Leadership?
- What are the major determinants of Intrapreneurship?
- Does Transformational Leadership have an impact on Intrapreneurship in the Indian organizational context?

Every research study begins with the goal of using its findings to successfully contribute to the body of current literature. The goals of a study or investigation are determined by the desired outcomes and aspirations of the researcher. Multiple research objectives enable the researcher to properly examine and develop linkages between the variables that are chosen in any given study or investigation. Strong research goals can assist researchers in producing findings that are extremely valuable to all the stakeholders that are involved. The current research study seeks to achieve the following research objectives:

- To comprehend the Intrapreneurship construct and the demographic influences on it (if any)
- To explore the determinants of Transformational Leadership within Indian organizations
- To elucidate on the probable determinants of Intrapreneurship
- To examine the effects of Transformational Leadership on Intrapreneurship

1.5 LIMITATIONS AND DELIMITATIONS

Limitations

1. Restrictions on Sample Size

The sample population was 374 respondents among which most likely, these figures would not represent adequately the diversity seen among the many people employed across Indian organisations. Indian organisations have millions of employees, thus, a bigger sample size would make results more reliable. However, views from different

sections of the company, especially smaller enterprises and startups from rural areas might be lost.

2. Generalization Possibility

There is a possibility that the conclusions drawn from the present research are applicable only to a few types of Indian organisations. Sample employees have included particular industry types such as information technology, manufacturing, healthcare, and banking. They may not represent other sectors, such as employees of government and non-profit organisations and those of agricultural businesses. This will also be affected by the cultural and organisational differences between giant multinationals, traditional family-run businesses, and agile start-ups.

3. Self-reported data

The data for this study was gathered through filling out questionnaires and surveys by employees. The main weakness with self-reported data is the response bias where people tend to give answers that they think are the right or that other people would consider being right rather than their own actual experiences. Employees may also not be willing to give honest feedback about the organisation because of fear of repercussions. Alternatively, they may have a tendency to exaggerate their own intrapreneurial tendencies.

4. Cross-sectional Nature

The research design adopted for this study is what is called cross-sectional study: one that takes data at a given point in time as opposed to looking at changes over the passage of time. This compromises the ability to determine relationships of cause and effect between transformational leadership on the one hand and intrapreneurial behaviour on the other. Longitudinal research, involving tracking employees over several months or even years, could provide better insights into how these leadership styles have been changed in the dimensions of their effects on the intent to act intrapreneurially.

5. Sectoral Variations

The conditions, policy environments, and leadership requisites are in a diversity of ways specific to the operations of different industries. For instance, the IT sector encourages

creativity and flexibility in work places, thus enabling transformational leadership to find better acceptance. Traditional manufacturing firms, on the other hand, may have inflexible hierarchies-poorly conducive to stimulations for innovation. Banks and financing institutions are the kind of sectors that are highly regulated industries and subjected to very stringent rules which could limit opportunities for intrapreneurial ventures. As the study on these topics does not treat changes unique to a sector, its conclusions would, therefore, not be applicable in the same way for all sectors.

6. Limited focus on external factors

Even though the research is almost solely on leadership inside organisations, intrapreneurship is affected by several outside factors. These include government policies like government subsidies given to new startups, situations around the economy like recessionary times or inflation, change of models of operation brought forth by improvement in technology that calls for adaptation. This makes it clear that these outside effects aren't primary to this study; their impact on the behaviour of entrepreneurs is not thoroughly examined.

7. Difficulties in data collection

In a country like India, widely varied and geographically so long, research has many practical issues regarding: the possibility that employees from different locations would have different cultures in the workplace, which makes it difficult to collect a cohesive dataset. An example of a non-response bias would be the fact that not all employees are willing to take part in the study. The accuracy of responses could be affected by differences in reading levels, language issues, and familiarity with research procedures. The important insights might not be open to this study because of a section of non-responsiveness from the general population. This is, however, due to the fact that the collection of data depends on voluntary participation.

Delimitations

1. Focus on Indian Organizations

The study addresses organizations that operate within India; such organizations exclude the Indian counterpart of transnational organizations with their head offices outside India or any organization with their core operations outside India. This enables a much more concentrated understanding of leadership and intrapreneurship in the Indian business setting, yet it inherently restricts any comparisons with the world. Hence, it is possible that whatever result of the present study definitely does not apply to multinational corporations or to organizations operating along those lines with different levels of leadership and culture.

2. Limited to a quantitative investigation

The study investigates the relationships between transformational leadership and intrapreneurial intent by adopting a quantitative methodology comprising the administration of surveys and statistical analysis. In as much as it can produce measurable results, this approach allows little exploration of the in-depth personal experiences, emotions, or contextual factors that might come to light through a qualitative approach (e.g., interviews or case studies). The use of a mixed-method approach that combines qualitative with quantitative research may have yielded some more insightful findings; however, this is beyond the study's scope.

3. Exclusion of Particular Leadership Styles

The study is concerned solely with transformational leadership; it does not concern itself with other types of leadership, such as transactional, laissez-faire, and servant leadership. Each style of leadership would uniquely contribute to various levels of innovation and motivation among the employees. For instance, the transactional leadership theory focuses on reward and punishment; possibly it would affect intrapreneurial behavior, but this area of inquiry is not addressed by this research. For the same reason, because the research was limited to transformational leadership, the results were not able to shed any light on possible ways in which other leadership styles are related to intrapreneurial intent.

4. Employee Level Evaluation

The study, unlike most, tends to be towards employee perceptions towards leadership and intrapreneurial intent rather than those among top management, firm owners, or politicians. It is known that insights obtained from employees are helpful in understanding behavior in the workplace, these are mostly in making decisions regarding leadership. Thus if managerial viewpoints are not delved into, the strategic leadership techniques and even organizational policies that help shape the culture in intrapreneurial businesses will remain poorly analyzed.

5. Defined Sample Size

Sample size of 374 employees is quite sufficient for performing any statistical analysis but it cannot represent all Indian organizations. The sample size is representative in terms of statistical analysis. Research did not comprise of thousands of workers included from all different types of industries; such a situation would have provided a wider dataset, enhancing the analysis and producing more detailed insights. Nevertheless, for making the study feasible and manageable, the sample size has been made limited up to the above number due to time constraints and resource constraints.

6. Time-Bound Research

Research is originally conducted within a specified time frame, and the administering longitudinal studies on transformational leadership and intrapreneurial behavior makes the research lose its value in its course. Changing would lessen the validity of results as things continue to change in the economy, the policies of organizations, and strategies adopted by leaders. A more dynamic understanding of how transformational leadership continues to effect intrapreneurship will be gained if such a study can be conducted over a long term.

When research is defined in this manner through these constraints and delimitations, it creates a dimension promising an excellent scope for the research effort and creates realistic expectations about the research outcomes. These factors would contribute to the formation of the findings of the research while also providing possible areas for further investigation in future studies.

1.6 DEFINITION OF KEY TERMS

Transformational Leadership

Burns introduced the concept, describing transformational leaders “as those who engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (Burns, 1978). Bernard M. Bass further developed this theory, “identifying key components such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration” (Bass, 1985).

Shamir et al. (1993) defined transformational leaders as “increase the intrinsic value of effort and goal accomplishment” by aligning the organization’s vision with followers’ self-concepts, thereby enhancing commitment and performance”.

Northouse (2002) describes transformational leadership “as a process that changes and transforms individuals by assessing associates’ motives, satisfying their needs, and valuing them”.

Pieterse et al. (2004) stated “the role of transformational leadership in fostering innovative behavior, noting that such leaders “stimulate followers’ creativity and innovation” by providing psychological empowerment and support”.

Antonakis and House (2014) expanded this theory by “integrating instrumental leadership, emphasizing that transformational leaders not only inspire but also provide strategic direction and environmental monitoring to achieve organizational goals”.

Employees’ Intrapreneurial Intentions

According to Ndedi (2004) “Intrapreneurship refers to employee initiatives in organizations to undertake something new without being asked to do so, focusing on innovation and creativity to transform an idea into a profitable venture within the organizational environment”.

According to Monsen et al. (2010) “Intrapreneurial intention refers to an employee’s willingness to participate in intrapreneurship, which depends on factors such as risk exposure, expected work effort, and anticipated share of profits or bonuses for successful projects”.

“Intrapreneurial intentions refer to the inclination of individuals to engage in entrepreneurial activities, such as innovation and venture creation, within the boundaries of their existing organizations” (Fini et al., 2012).

Moriano et al. (2012) defined “Intrapreneurial intention is characterized as the state of mind that directs attention toward independently starting one’s own business, while intrapreneurial intention focuses on entrepreneurial activities within an existing organization”.

“Intrapreneurial intentions are the desires of employees to engage in entrepreneurial behaviors within their current organizations, differing from entrepreneurial intentions, which involve starting new independent ventures” (Douglas and Fitzsimmons, 2013).

“Intrapreneurial intentions are defined as the cognitive state preceding intrapreneurial behavior, reflecting an individual’s motivation to pursue innovative activities within their current employment context” (Fayolle and Gailly, 2015).

“Intrapreneurial intentions encompass employees’ self-acknowledged convictions to initiate and implement new business ideas or processes within their employing organizations” (Urban and Wood, 2017).

1.7 SUMMARY

This research investigates the influence that transformational leadership plays in encouraging employees in Indian organisations to have the purpose of engaging in intrapreneurial activities. Because the business environment in India is always shifting, businesses need to innovate in order to maintain their competitive edge. Researchers have demonstrated in the past that transformational leadership, which is characterised by motivation, inspiration, and intellectual stimulation, has a substantial influence on the willingness of employees to participate in activities that are considered to be intrapreneurial. In order to address a gap in the existing body of research in India, the purpose of this study is to investigate the connection between transformational leadership and intrapreneurial intent by employing a conceptual model that has been validated via the gathering of primary data. The findings of this study demonstrate the value of

transformational leadership in terms of promoting staff innovation, lowering employee turnover, and improving organisational agility. In addition, it admits a number of limitations, including restrictions on the sample size, variances based on the sector, and dependence on data that was self-reported. Among the delimitations are the emphasis placed on Indian organisations, the exclusion of alternative leadership styles, and the utilisation of a quantitative research methodology. In the end, the purpose of the study is to equip Indian firms, legislators, and HR leaders with insights that can be put into action in order to foster an innovative workforce and maintain long-term success.

CHAPTER II

LITERATURE REVIEW

2.1 INTRODUCTION

Due to the tremendous impact that it has on employee engagement, innovation, and performance, the concept of transformational leadership has gained a large amount of interest in the field of organisational research. In recent years, academicians have investigated its impact in generating intrapreneurial intentions, which may be defined as the willingness and proactive effort of employees to innovate, take risks, and drive entrepreneurial activities within an organisation. It has become an important field of research to investigate how transformational leadership influences employees' propensity towards intrapreneurial behaviour. This is because organisations are becoming more aware of the need of intrapreneurship in maintaining a competitive advantage. The purpose of this literature review is to investigate the research that has already been conducted on transformational leadership, its fundamental aspects, and the connection between it and intrapreneurial intents. In addition to this, it highlights both theoretical approaches and empirical findings that contribute to the development of this discipline.

2.2 TRANSFORMATIONAL LEADERSHIP

Leadership is extremely important and fundamental to running organizations as well as nations. Leaders are those who have the potential to motivate, lead and create climates where talent and contributions are nurtured. Leadership is considered to be the most multifarious concept that is indeed complicated and perplexing till date. As early as 1300s, the term “Leader” came into the general understanding. However, the concept did not see any scientific assessment or extension of the thought into the organizational domain until the late eighteenth century. Infact, the significance of scientifically comprehending leadership and its implications were realized only in the twentieth century (Stogdill, 1974; Bass, 1981).

With the growth in industrialization and formalization of work, it was slowly acknowledged that people were cardinal to establishing a sustained competitive advantage for any firm. With social scientists delving into social and organizational psychology, behavioral science, team cohesiveness, workplace behaviors and attitudes, it was understood that leadership plays a crucial role in bringing about positive individual and organizational outcomes. During the initial years of scientific comprehension of leadership phenomenon, researchers have stated that leadership was difficult and challenging to be conceptually and operationally defined. Each environment and context was different and unique when leadership effectiveness was explored. While initially the phenomenon was associated with power, later on it was seen as fundamental ability to navigate any crisis or uncertainty especially with the constant changing of market forces and customer aspirations (Meindl et al., 1985; Yukl, 1989).

Every country’s economy and their markets the world over have opened up and created oneness in the market spaces. Navigating the global market challenges while taking the right decisions, predicting the current and future demands of the customers and other stakeholders has become a key competency of leaders that drives businesses. While organizations are competing to stay relevant, the role of their leaders in the modern and uncertain environments becomes extremely significant. Leaders are the ones that have the capabilities to lead, inspire, pursue excellence and efficiency and nurture talent while creating sustainability for businesses (Kock and Slabbert, 2003). History is repeat with

examples of how those at the helm have turned around their organizations when faced with a crisis. The vice versa of such cases have also occurred and hence an onus is now placed on the organizations to engage experienced individuals who are truly leaders with a vision and an appetite for world class efficiency (Patterson et al., 2007).

There was a time when firms were required to deal with limited market scope and customers and hence local strategies worked out very well. There was an awareness of the customers' needs, incomes; spending intentions alongside the personal and emotional connect that kept businesses going. However, with development rise in disposable incomes and quality of life has seen a surge. Adding to this, demographic changes are causing drastic shifts in customers' tastes and preferences. The access to World Wide Web, social media and other forms of infotainment has also contributed to these changes in tastes and preferences amongst the customers and consumers. Earlier the localized strategies helped the firms while the same need to be realigned in modern times to globally integrate all the factors that help the businesses to expand and establish and survive and sustain. Studies in the area of firm's competitiveness have also highlighted the significant role of leaders and their decisions (Onamusi, 2020; Zahra and Neubaum 1998; Shee et al., 2010; Vargas, 2015). The leadership literature has also offered its share of criticism over how organizations, irrespective of their form, have been over administered and under led by enthusiastic leaders. Leadership stands effective and successful only when leaders have the ability to monitor and foresee changes in both governmental and business realms (Mills 2005).

Leadership as a phenomenon has also come into vociferous discussions with the changes in societal values and organizational value systems. Parents and society traditionally have recommended their off springs to respect and accept the societal norms, respect elders, be a law abiding citizen and refrain from challenging the status quo. This was almost the same for every developed and developing society. However, the current familial relations do not endorse hierarchy, especially in developed societies like the US, take up challenges in all spheres of life, and embrace newness with responsibility and ownership. The dynamic nature of these societal norms and values now has an unprecedented

reflection in the organizational values as well. The crossover effects of the societal values onto the organizational values have become a commonplace and can be widely observed across all nations. How the behaviors of individuals get shaped and socially conditioned early on tend to get reflected in the workplace behaviors as well. With social hierarchy moving towards flexibility, organizational hierarchy has also slowly abandoned the horizontal and vertical barriers to accommodate the autonomy preferences alongside a host of other potential benefits. This also saw a greater team bonding and cohesiveness amongst the coworkers which otherwise relied on the superior-subordinate relationship. Autonomy and challenges at work fundamentally facilitated job satisfaction for the modern generation of workforce which otherwise believed in conformity to the rules and norms of their organization. The changing individual aspirations, perceptions regarding work, organizations, colleagues and the need to establish an identity for oneself were all brought about and hastened by the changes in societies.

Leaders were mere administrators a few decades ago. They had to deal with the traditional worker who was more than happy and satisfied with the basic benefits and job security. The traditional worker viewed employment as “One Job for One Life” wherein loyalty superseded individual demands and aspirations (if any). Leadership in the times of a traditional worker was a cinch. The modern day leadership is all about balancing the multitude of employee aspirations. While the worker aspirations are dynamic and change according to the gender, career lifecycle, worker’s background etc. meeting them does offer a host of positive organizational outcomes. When the same very changing aspirations are not met, the worker also contributes to deviant workplace behaviors through skepticism and cynicism, attrition rate, dissatisfaction and decline in employer branding.

In the age of layoffs, employees are no longer willing to put in their unwavering loyalty and commitment towards their organizations unlike the yester years. The employees in the earlier times willingly accepted their organization’s goals and also embodied the firm’s beliefs and values as their own. To regain the faith and trust of employees in the modern world of temporariness, the role of leaders becomes essentially important through

which virtuous values and organizational citizenship behavior can be attained (Podsakoff et al., 1990).

Leadership is extensively researched upon to understand their implications on the development of not just employees and organizations, but on the society as well. Leadership especially in the work contexts has gained immense prominence as it can directly impact the employees' performance (Bass 1997; Sakiru et al., 2013). Previous studies conducted in the leadership effectiveness domain have indicated that leaders play a crucial role in motivating employees. They also engage in honing the skills of their current employees so as to prepare them for future roles. The onus of creating a conducive and supportive work climate falls straight upon the leaders as it enables transparent and prompt communication. Leadership style has an undeniable role in ensuring job satisfaction of the employees. A satisfied employee is always a productive employee, engaging in extra role behaviors and one who does not contribute to the turnover rate. This is due to the fact that employees tend to usually base their turnover intentions on the leaders who are manning their organizations despite the influence of other factors. Researches in the domain of organizational effectiveness and organizational success have all pointed towards the impact which leadership styles can create within organizations, thus contributing towards workplace conduciveness or adverseness (Buchanan, 2017; Khalid et al., 2016; Alatawi, 2017).

Literature has widely documented the impact which leadership styles can create within organizations and societies. Of all the leadership styles, it was acknowledged by researchers that transformational leadership has the power to envisage, facilitate and empower employees. One of the earliest known works in the area of transformational leadership was conducted by Burns (1978) with his study of renowned political leaders and how their styles caused an impact. However, it was Downton in 1973 who first introduced the concept of transformational leadership. Subsequent researchers delved into this style to understand and bring forth the style's implications on the subordinates and other team members. Transformational leaders have the capabilities to understand and connect with their followers holistically, motivate them to outperform themselves, fulfill

their material and psychological needs and in the process develop a mutual relationship of trust and faith. When the leader himself or herself offers a robust and reliable support system, the followers will be more than willing to take up higher responsibilities and be groomed into leaders for future roles. While transformational leaders understand each of their followers by analyzing their individual needs, they also positively influence them to uphold workplace ethics and value systems (Burns, 1978; Bass, 1985; Bass, 1997). When an environment of mutual understanding and rapport is established between the leader and the subordinates, the cumulative motivational levels within the team also rise. Higher motivation is essential to having enthusiastic employees who are inspired by their leader to achieve more and contribute more. Transactional leaders, on the other hand, ensure that the task is done with no moral, emotional or empathetic support to one another within the group. Such leaders who manage teams conduct things in a purely transactional nature. The scope for understanding, support and development lacks scope or is extremely limited to even sustain satisfaction and growth.

In the early years when studies explored human behavior within organizations, it was found that leaders, who were purely transactional, offered a give and take relationship to their subordinates and could not inspire them. This style was suitable to certain generational cohorts who sought job security over a growth oriented environment. However, to match the changing aspirations of the worker cohorts, transformational leaders came into being and are being sought after by most organizations because of their vision, ability to intellectually inspire and support and develop future leaders. In a conducive and supportive environment, the team members choose to prioritize the team's goals rather than that of their own. This is because transformational leaders are those who possess influential personae like charm and appeal, personalized connect and offer scholarly stimulus to their subordinates and other team members (Howell and Avolio, 1993; Bass, 1985). Since the introduction of transformational leadership as a concept, there have been multiple researches and theories surrounding it as to what goes into it and what works best when it is adopted as a style within organizations. Nevertheless, further studies have confirmed the fact that leadership style is not about operating with just one

set of values or philosophy, but leaders generally adopt varied leadership styles especially while dealing with individual employees' depending on the situation and as per the need of the hour (Bass and Avolio, 1993).

The limited studies conducted in the area of organizational learning have pointed to the fact that risk taking is crucial in transformative leadership styles and this can largely impact learning organizations. Leadership combined with a certain vision and style does create a positive impact on organizational learning (and Zhou, 2003; Kurland et al., 2006).

Transactional leaders generally ensure that the task transactions are perfectly executed under set rules, guidelines and instructions. Each successful transaction between the leader and the followers is rewarded whilst the failed transactions are penalized. Such leaders ensure the task compliance which is devoid of ideas and enthusiasm. This is where the transformational leaders contribute to organizational intangibles through commitment, fervor, trust and greater learning through the challenging of the status quo. Further studies in the domain of transformational leadership have shown that innovation and organizational knowledge creation practices are outcomes of transformational leadership. Studies specifically conducted in schools (Kurland and Hertz-Lazarowitz, 2006), on Spanish firms (Aragon et al., 2005) and on Korean firms (Song et al., 2012) have all established a linkage between transformational leadership and innovation and knowledge (Vargas, 2015). Another interesting relationship was established by Song et al., (2012) that transformational leadership had an impact on employees' work engagement levels which in turn influenced the knowledge creation within organizations. Research has indicated that employee engagement at work is believed to create highly engaged employees when the human resource policies were effective, job resources were adequate to meet the job demands and organizational culture and leadership facilitated the positive relationship amongst various constructs. Further on, organizational learning and innovation were also linked to various antecedents, of which risk taking and participative decision making are fundamental to such outcomes. Both these factors have been empirically proven to be linked to transformational leadership (Chiva et al., 2007;

Mat and Razak, 2011). The individual creativity was also found to be influenced by transformational leadership as this style allows the integration of personal value systems to the organizational values. Empirical findings indicate that leaders were responsible in creating climates that allowed creativeness and novelty to flourish at the individual, unit and team levels. In the absence of a supportive leadership style, such positive outcomes remained unfostered. Studies conducted in large R&D based organizations also pointed towards the fact that innovativeness amongst the project team members reflected more due to the positive influence of transformative leadership styles. Such productive relationships were critical for maintaining the short term as well as long term sustainability of organizations (Sosik et al., 1998; Howell and Avolio, 1993; Keller, 1992; Mumford et al., 2002; Amabile, 1998).

Previous studies have also explored the role and linkage between leadership styles and conducive work environment and organizational culture. Findings in this direction were fascinating and claimed that the role of leaders was absolutely critical to individual and team motivation. While organizational change has been an accepted norm in the ever dynamic business world, the role of leaders to assist individuals and organizations to navigate such changes cannot be denied. This has been witnessed more off late with the business volatility, uncertainty, complexity and ambiguity on the rise. In such sensitive situations, sustaining knowledge and people's commitment has become essential. Role of leaders is to formulate effective short term and long term strategies for their organizations and also realign them in times of change, crisis and uncertainty with an ability to foresee the implications. Culture building has also been long considered as one characteristic of effective leaders. While transactional leaders focus on performance-reward exchange, transformational leaders focus on constructing new organizational cultures that build on new assumptions that exude trust and extra role behaviors.

Culture and leadership have a constant interchange wherein leaders develop apparatus for cultural building and fortification of positive norms and supportive behaviors. Norms and assumptions within the scope of organizational cultures should prompt members to respond to crisis and focus their energies on building efficiency and sustainability for the

organizations. Organizational cultural attributes are imparted by leaders to their followers. Transformational leaders allow the change to be embraced and allowing cultural vision to realign itself to the new strategies with a firm belief that assumptions and values are an evolutionary process (Bass and Avolio, 1993). Despite the arguments on the strong relationship between leadership and organizational culture, literature presents conflicting schools of thought. The functionalist school claims that leaders plan, design and build cultures and also successfully navigate the changes that arise on a time to time basis. However, the contrary view of the anthropologists state that leaders are very much part of cultures and hence their knack to craft cultures is absolutely questionable. Despite these contrarian views, research has presented ample evidence supporting the role of leaders especially transformational leaders in impacting organizational cultures through the functionalist school of thought (Schein, 1992; Meek, 1988; Sendjaya et al., 2008).

Another fascinating implication of transformational leadership which literature has presented is its impact on organizational effectiveness and development. Transformational leaders are viewed as those that have the necessary skills, nerve and understanding of the resource capabilities of their organizations under dynamic business environments. However, organizations are yet to dynamically adapt and change themselves. For the change to be embraced, like how the world has suddenly witnessed lockdowns due to Covid, it is for the leaders who are at the helm of affairs to integrate the existing functions and processes with the resource capabilities, innovativeness and organizational development interventions (Warrick, 2011). Researchers are also extensively exploring the role of organizational transformation which is a more modern take on organization development. Its goal is to fundamentally alter an organization's procedures, culture, structure, and orientation toward its surroundings. The use of theory and practice pertaining to behavioral science allows for significant, paradigm-shifting organizational change.

Till date the leadership literature was explored based on various styles and their organizational implications. Debates and empirical evidences showcased as to which

style is the best which can bring about greater job satisfaction, sustained employee engagement, ensure positive workplace behaviors, allow employees to creatively and innovatively explore and contribute, manage the business dynamics, slacken the employees' turnover intentions and establish great organizational cultures. The deliberations have also advocated the fact that blended leadership styles were the best suitable as no one style can offer bounteous benefits (Avolio, 2010; Bass, 1999). However, debunking the earlier submissions, global transformational leadership style is being endorsed and is gaining widespread research interest and momentum. There is no denying the fact that the global societies and interconnectedness can be done away with. With talent migration happening and the sharing of innovative and best practices pertaining to trade, health, cities, people, environment, tech etc. also rising on a large scale, it is imperative for organizations to develop leaders who can create impactful networks at the global level (Northouse, 2013; Lewis et al., 2018).

2.3 INTRAPRENEURIAL INTENTIONS

The term “corporate entrepreneurship” was first used by Sharma and Chrisman (1999) to characterize the entrepreneurial perspective that existed within organizations that were already operational. As they would see it, corporate entrepreneurship consists of the process whereby any individual or group of such individuals is in association with an already existing organisation to start a new one or initiate a fresh idea or innovation within the organisational context. As presented by Pinchot (1987) and Deprez et al. (2018), the second strand concerns the idea of “Intrapreneurship,” which is actually a contraction of the expression: “Intraorganizational entrepreneurship.” Intrapreneurship is the bottom-up initiative of individuals to set change into motion for a better and sustained organization.

The research in the domain of Intrapreneurship intended to identify individuals with a certain set of entrepreneurial ambitions and who displayed exceptional capabilities and skills to manage change and day-to-day processes. Diverse streams of thought exist within this domain of research wherein some point towards the fulfillment of

entrepreneurial ambitions with the help of organizational support whilst others talk of the inherent capabilities of individuals that drive them towards Intrapreneurship irrespective of the organizational support (Filion and Chirita, 2016). Whatever the driving force behind these intrapreneurial intentions may be, the literature stands united on the fact that such intentions and behaviors strongly establish themselves as a competitive advantage for the firm (Blanka, 2019). Despite the disagreements on robust operational definitions for Intrapreneurship, few of the researchers have attempted to describe them as entrepreneurial dynamic within organizations (Leger-Jarniou and Arzeni, 2013), as an self-directed tactical behavior (Calisto and Sarkar, 2017), anticipative action for the organization (Gawke et al. 2017) and a means to showcase ingenuity, intelligence, passion and courage to tackle risks upfront (De Jong et al., 2015; Yariv and Galit, 2017; Valsania et al., 2016; Kleysen and Street, 2001; Frese and Gielnik, 2023; Neessen et al. 2019).

Entrepreneurial intentions indicate that an individual is desirous of becoming an owner of a business and become self-employed (Gupta et al., 2009; Fitzsimmons and Douglas, 2011). The intentions to take up entrepreneurship amongst individuals are diverse and depend on a host of factors that can be cognitive, attitudinal, psychological or behavioral. Apart from the factors that are associated directly with an individual, there are other influencing aspects like the family value system, societal culture, regional or national culture, family occupation, financial background etc. that play a critical role in an individual's life. In some societies, individuals are allowed to live independent lives and adherence to social norms is not forced upon. The individuals are also free to choose their professions without the fear of being ostracized. However, on the contrary, certain societies stress on the need to adhere to social norms. The societal values and the family values direct and dictate individuals to take up certain professions as they offer name and fame. A profession that offers a sense of security and satisfaction of material and social needs is considered desirable. Such societies place immense pressure on individuals to take up full time employment even if it goes against their individual needs, desires and

aspirations as it offers a source of regular income and a societal status without the hassles of managing a business.

While entrepreneurial intentions of individual members within societies are widely known and researched, there is another stem in the entrepreneurial and firm performance literature, i.e. Intrapreneurship. Within organizations, individuals desirous of managing operations as exclusive entities tend to engage in entrepreneurial behaviors. This form of corporate entrepreneurship is known as Intrapreneurship (Pinchot, 1987; Lumpkin and Dess, 1996; Kuratko and Morris, 2018; Davidsson, 2006).

According to Burgelman (1983) and Parker (2011), it is of extreme priority to acquire a thorough knowledge of the behavior of both corporate and individual entrepreneurs in terms of promoting growth in the economy and competitiveness in the world. This is echoed by Honig (2001). The comprehensive review undertaken by Burgelman (1983) on internal corporate venturing by intrapreneurs was more closely aligned to Honig's (2001) study on the different learning modes adopted by entrepreneurs and intrapreneurs. Parker's analysis focused on factors that encourage rather than inhibit entrepreneurship as opposed to intrapreneurship. Very little investigation has been conducted, theoretically or empirically, into the cognitive antecedents of an individual's intent to be an intrapreneur as against those pertaining to entrepreneurial aspirations, other than the scale of research conducted by Monsen et al. (2010).

If businesses want to be competitive in the face of globalization and increasing market volatility, they need to be more equipped than ever to respond and modify their operations. Some businesses create and take advantage of novel chances and also adopt innovative thinking (Lemus Aguilar et al., 2019). Business operations and performance can both be revitalized when staff members possess an entrepreneurial spirit (Filion and Chirita, 2016; Gawke et al., 2017). When individuals within a company engage in entrepreneurial activities that can benefit the company and stimulate its ability to adapt and grow, this is known as intrapreneurial behavior (Sieger et al., 2013). Workers are an organization's most important resource. They are better positioned to identify high-impact solutions because they have a more practical knowledge of issues as they emerge

than managers and directors do (Sathe, 2007). This is especially true for small and medium-sized businesses (SMEs), as their performance is more strongly reliant on their human capital's skills and abilities (Torres et al., 2015).

Small and medium sized enterprises put in a lot of effort to help their staff develop intrapreneurial vision by encouraging them to think creatively, anticipate market needs, and enhance current processes. However, few are able to incorporate this vision into daily operations because of the lack of resources to provide formal training and other factors of impact. The intrapreneurial intentions of employees are typically hampered by this (Fini et al., 2012). While assessing the firm's efforts regarding developing intrapreneurial vision and aspirations amongst its employees, the factors which cannot be ignored is the locational advantage or disadvantage which a firm has. The quality and spending capacities of customers determine their aspirations. More the customers' aspirations, more is the need to meet their demands. Adding to this is the quality of human resource which is available to any firm. Developed locations offer more skills to the firms which can be readily utilized. A younger cohort of workers again offers more advantages to a firm because of their creativity and the need to experiment with the existing processes and operations. A market matured operational area forces firms and its employees to revisit and rethink on the existing dynamics. Such scenarios where employees need to manage and recreate the market dynamics or when they are given absolute work autonomy is when intrapreneurs within firms tend to develop. The need to envision newer products and services for their firms and the need to establish or re-establish their firms is what makes employees develop intrapreneurial attitudes and vision.

Literature in the domain of Intrapreneurship has documented a strong linkage between intrapreneurial behavior and firm performance (Edu Valsania et al., 2016). Research also established that when intrapreneurial behaviors are exhibited by the employees', it contributes towards their individual performance and overall well-being. This could be due to the fact that since individuals have their own needs, engaging in intrapreneurial behaviors will help them satisfy their psychological needs especially the need for achievement (Gawke et al., 2018). However, more research is needed in this domain to

identify the psychosocial determinants of the specific cohort of employees who are potential intrapreneurs.

When employees join a workplace, their intentions and subsequent behaviors can be different. With progression in time and the workplace experiences can result either in positive behaviors or deviant behaviors for every employee. It is unequivocally essential to work in this direction for researchers to explore and identify the antecedents and motivational settings that prompt the growth of intrapreneurial intentions and behaviors. Apart from the background and social conditioning which an individual might have experienced in his or her life, the intrapreneurial behaviors and intentions can be fostered within organizations with strong leadership, organizational support and other strong enablers. Here the role of an individual's self-efficacy cannot be denied.

The perceptions of employees regarding recognition by the organization for their efforts, also known as perceived organizational support, are likely to affect their intrapreneurial intent and behavior. Positive perception must be ameliorated with a level of confidence in the employee's intrapreneurial skills and capabilities as well. The intrapreneurial mindset of employees is greatly studied from varied theories such as TPB (Ajzen, 1991), SET (Blau, 1964), and SCT (Bandura, 1997). Also the self-efficacy sentiments among employees would be a necessary prerequisite to explain how and when organizational support can encourage the mouthpiece by their emergence of intrapreneurial activity (Eisenberger et al., 1986).

According to the TPB, individual attitudes, behavioral control, and subjective standards are the three factors that precede an individual's behavior (Ajzen, 1991; Mirjana et al., 2018). The degree to which an individual views entrepreneurial conduct favorably or unfavorably is referred to as their attitude (Tkachev and Kolvereid, 1999). According to the TPB, behavioral control is another interesting aspect that defines a person's perception and affects their conduct alongside their attitudes (Ajzen, 1991; Karimi et al., 2021). The traits and characteristics which an individual develops over a period of time also tend to influence their perceptions regarding the power they hold (Douglas and Fitzsimmons, 2013). According to Urbano et al., (2013), personnel who have prior

experience in intrapreneurial ventures are more likely to exhibit intrapreneurial conduct. Apart from the individual's personality influences, the organizational aspects and influences also play a significant role in either enabling or discouraging an individual within the planned behavior. Some organizations offer more autonomy to their members while some still rely on bureaucratic rules and control. The entrepreneurial culture and climate which a firm endorses for its members does facilitate or dispirit the intrapreneurial intentions, attitudes and behaviors (Jaen and Linan, 2013; Jones and Butler, 1992).

Intrapreneurial behaviors in organizations are also largely dependent on the social exchange theory. As defined by various sociologists and psychologists, social exchange theory and its implications are some of the early experiences which individuals gain through their perceptions about society, its members and through other generalized exchange. Individuals while dealing with their own family members and friends tend to develop expectations surrounding the social exchange. The behaviors and intentions are shaped based on whether the exchange process is fruitful or not. While rewards in the form of gifts, money etc. start at the personal level even early on, they tend to shape an individual's experiences around exchange and its norms. The life domain perspectives of social exchange are then carried forward by individuals into their professional domain which tend to get nurtured around similar expectations and experiences. The dyadic expectations within organizations are established between an individual employee and the firm where the individual is formally associated with. Literature in the social exchange domain has significantly stressed upon the need for robust reward systems that fulfill the expectations of the dyadic parties. When the firms reward positive performance and efficiency, they tend to motivate individuals to repeat the performance and its outcomes. Reward systems also set the stage for higher order performances from the employees, greater satisfaction and work engagement.

When an individual positively perceives the social exchange between the firm and the self, the trust and faith is nurtured. This again sets the stage for ownership at work because a return on the work output is assured. Firms that regularly reward their

employees, offer autonomy at work and engage in competitive human resource practices and policies tend to gain a competitive advantage through organizational citizenship behaviors and extra role behaviors. Employees operating under such cultures tend to invest more of their capabilities and skills as they see a greater exchange. The positive perceptions lead to positive intentions and behaviors. This holds true even in the case of intrapreneurship which makes the employees to deliberate and strategize in a better manner. The feelings and sentiments regarding their work and role in their firms tend to get reinforced and thus get translated into affirmative intrapreneurial intentions and behaviors. This is also because of the cost benefit analysis which individuals make before investing their time, efforts and talent in any professional relationship.

Another important and interesting theory is the Social cognitive theory that could potentially influence intrapreneurship within organizations. Individuals tend to gain their knowledge through their observations and experiences. Each observation is further modeled into a particular behavior based on its consequences. The human personality tends to adopt new or replicate certain behaviors that get diffused through various societal mediums. This theory was first developed by Holt (1931) and furthered by Bandura (1969), as an extension of his Social learning theory. The modern day world has seen the rise in social media, an influx of influencers and entrepreneurs. Insta-preneurs or entrepreneurs through other online platforms like YouTube etc. are now widely recognized. In such scenarios, it is easier for the younger as well older cohorts to comprehend entrepreneurial behaviors, model them into their own lives and reinforce them if they have a positive return value. Irrespective of whether an individual would like to turn into an entrepreneur or not, similar behaviors can be exhibited in organizational settings wherever the return value is perceived to be rewarded and encouraged. In firms wherein an individual experiences high social motivation and social encouragement, intrapreneurial intentions and behaviors tend to be fostered.

When the theories of planned behavior, social exchange and social cognitive are comprehended in a holistic manner for the influence they can create within firms, it is

observed that they have an undeniable influence on the intrapreneurial intentions and behaviors of employees.

It has also been argued in literature that a person's self-efficacy plays a major role in determining their entrepreneurial goals. The degree to which a person believes they can effectively do a particular task or a set of related tasks is known as their self-efficacy (Bandura, 1977). It has to do with one's sense of self-worth and personal potential, which are influenced by past experiences, inferred knowledge, peer pressure, and health conditions (Bandura, 1982). The belief that one can successfully complete tasks related to individual entrepreneurship is known as entrepreneurial self-efficacy, and research has shown that the formation of entrepreneurial intentions is definitely associated with entrepreneurial self-efficacy (Boyd and Vozikis, 1994; McGee et al., 2009; Krueger, 1993; Krueger and Brazeal, 1994; Markman et al., 2002).

One of the earliest definitions and exploration of the concept of self-efficacy revealed that it is a dynamic construct in a dynamic ever changing world. At the personal level, an individual's family, friends and the environmental influences play a role in shaping this self-efficacy which is a fair assessment of one's capabilities. In the organizational context, the resources at hand, the goals of the role and other environmental factors including the peer support and pressure plays a role in shaping an individual's self-efficacy. Self-efficacy of individuals is likely to change with time. At times, new levels of self-efficacy and self-comprehension of one's capabilities is acquired while performing the actual task. This is one of the reasons for individuals to initiate changes to their choices in terms of education or employment after it is undertaken and duly assessed. Some individuals tend to embrace a higher adaptive performance to counter any negative influential factors that can undermine their self-efficacy levels. Whilst on the contrary, the same may not be true for all individuals (Bandura and Wood, 1989).

Similar observations can be made in the case of individuals' intrapreneurial intentions and behaviors. The personality influences, social conditioning, ability to navigate and overcome the negative influences and challenges of the immediate environment or work settings usually varies from individuals to individuals. The role of self-efficacy stands

undeniable in organizational settings and in the intrapreneurship literature as it allows individuals to exhibit their intrapreneurial intentions and behaviors despite the challenges or deter them despite the conduciveness.

2.4 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES' INTRAPRENEURSHIP INTENTIONS

Organizational success is one of the most sought after yet difficult to achieve and sustain the same. There are a host of factors that have been discussed and empirically proven by researchers as being indispensable in the journey towards organizational success. Strategy, organizational design, technology, environment and people all have been considered as significant to an organization's success. However, most successful organizations are those that are unswerving to their established goals and objectives. In the process, offering their people complete autonomy and allowing them to innovate and implement newer ideas alongside reliable support systems has been known as essential to success (Angle and Perry, 1981; Sun et al., 2022).

Of all the support systems which organizations offer, the most dependable and humane form is the leadership. Effective leaders help achieve the organization's goals whilst nourishing employees' in all possible ways to undertake responsibilities for the short term and long term benefit of the organization. When employees receive adequate support, especially from their leaders, they exhibit heightened individual performance and in the process contribute to the overall organizational performance (Sun et al., 2022). Leadership also has the potential to offer facilitating environments within their organizations that fosters the intrapreneurship behaviors with augmented work performance. Bringing intrapreneurship into practice is one of the critical responsibilities of effective leaders as they nurture a generation of leaders for the future. It is also their responsibility to enable the prospective intrapreneurs to come to the fore and take up assignments with full ownership. Previous studies have also pointed in this direction that managerial support, despite their own unique styles and approaches to people

management, is a prerequisite for entrepreneurial potential to become discernable (Parker, 2011; Alireza Feyzbakhsh et al., 2008; Kirby, 2006).

Transformational leadership has its higher forecasts in inspirational motivation, shared vision, task awareness, job satisfaction, and exciting vision and aspiration as factors in determining employee readiness for innovative thinking (Avolio et al., 1999; Eliyana and Ma'arif, 2019). Dvir et al. (2002) also confirmed that these factors would influence employee readiness. In line with this, Moriano et al. (2014) were among the first researchers boosting the emerging favour of transformative leadership on intrapreneurial behaviours. The analyses they carried out revealed transformational leadership to promote intrapreneurial behaviours, directly and indirectly, through organisational identity. Afsar et al. (2017) claimed that transformational leadership creates administrative conditions that are most favourable to entrepreneurship behaviour promotion within an organisation. In effect, transformational leaders will challenge the status quo among employees and stimulate them intellectually above what can be achieved by developing personal self-gains for larger communal gains in order to energise the common goals of the organisation.

Numerous authors have studied the nexus between leadership and employee intrapreneurship. For instance, Park et al. (2014) established that an employee would exhibit higher levels of intrapreneurial behaviour when the leader's employee-leadership level is on a rather higher bracket, especially within the frame of transformational leadership. Such a leader influences and excites the workforce to benefit from immediate small gains, but the long-term gains are employee development and leadership itself. Further relevant research revealed that transformational leadership moderates the effect of open-space offices on intrapreneurship (Gerards et al., 2021). Thus, a successful relationship between the two-variables definitely is there.

On the dynamics of intrapreneurial behaviours of employees, linking leadership style (transformational and transactional), organisational support for entrepreneurship, and competitive intensity. When both leadership styles act together with organisational support, intrapreneurial behaviours shall emerge. Transformational leadership, however,

would play a greater role in organisational support rather than traditional leadership in more competitive situations that intensify intrapreneurial activities (Klein, 2023). The research devotes emphasis on leadership and resource allocation for promoting intrapreneurship in organisations. Other studies have also emphasized that top management's commitment and supportive leadership styles are critical to encouraging intrapreneurship potential. This brings up a strong case for the debate on which leadership style promotes and fosters intrapreneurship potential within organizations both from the academic and practitioners' thought perspective (Moriano et al., 2014; Chakrabarty, 2022).

Out of all the leadership styles that are adopted in various organizations, research studies have documented a strong and positive linkage between transformational leadership style and entrepreneurial behaviors. Transformational leaders generally act as mentors, communicate clearly the mission and vision, and coach their team members on a regular basis and in the process build trust, confidence and rapport with each one of them (Bass, 1985; Moriano et al., 2014). Transformational leaders not only offer support to their employees but urge them to challenge the status quo, critically analyze the existing norms, processes and procedures and spot for possibilities for implementation of new ideas (Eyal and Kark, 2004; Howell and Higgins, 1990; Jung et al., 2003).

According to Huynh (2021), workers under the direction of transformational leadership possess the confidence and motivation to adopt change and create value via innovation (Lei et al., 2020). On the other hand, extrinsic inducements are common in most firms to reward the performance of employees. They also act as a retention strategy. However, such external stimuli especially under a transactional leadership style are detrimental to firms. They ensure that the employees are satisfied monetarily as well as non-monetarily, which prevents them from brainstorming and investing their skills for the betterment of the existing processes and procedures. To be precise, transactional leaders do not offer work conduciveness that make their subordinates desirous of challenging the current status quo. Transactional leadership style is damaging to corporate entrepreneurial intentions and behaviors (Moriano et al., 2014). In the intrapreneurial research, passive-

avoidant leadership can be safely rejected as a desirable leadership style as it does not foster any of the essential variables/factors that are enablers to intrapreneurship (Eyal and Kark, 2004; Slamti, 2020; Lucarello, 2023).

Research has also indicated that for intrapreneurial behaviors to flourish within organizations, employees prefer leaders who are more warm, friendly and affable. Their charm and comprehension of the situations and critical moments at work ensure collaboration amongst all the team members and direct them towards a sense of purpose and goal. The team and the organization experiences more psychological safety, transparency in communication and higher facilitation of idea sharing. Transformational leaders basically aim at the overall growth of the team rather than targeted individual accomplishments which achieve more positive outcomes for the employees and the organization (Deprez and Euwema, 2017). Studies have also emphasized that intrapreneurship is an outcome of collaboration within organizations. Teams that operate on teamwork tend to produce better outcomes for the organization in terms of latest products, processes and services that establishes a competitive advantage for the firm as well.

Effective communication is a crucial element of a collaborative leadership style which usually transformative leaders tend to adopt on a routine basis. Communication is the key to conveying vision, roles, goals and expectations to the employees and team members. According to Hornsby et al. (2002), intrapreneurial individuals have the capability to bring about change and revitalization even within established organizations. When timely and right communication reaches the intrapreneurs, they behave and act in a way that is closely linked to a company's entrepreneurial strategy. Effective communication is often effected through storytelling and through the usage of strong language as a medium to build rapport, affiliation, lay the need for achievement and emphasize the freedom to innovate and ideate. Such techniques are generally adopted in strong organizational cultures and high performing organizations who establish a continuous communication with their teams and employees. Communication is vital to relationships, be it personal or professional. Within organizations, effective communication has the ability to quash

grapevines, make the employees feel secure about their present and future and also support them to chalk out their own career goals within the same organization. Employees tend to perform better and experience more psychological safety when a thriving and positive environment is offered which is filled with transparency (Rigtering et al., 2019; Rindova et al., 2005).

Enterprising economies are the new buzz in a thriving global world. It is seen as essential to a nation's as well as global success. While economies have witnessed the rise in startups, both urban and rural, there are still certain inhibiting factors that challenge the youth to undertake entrepreneurship holistically. Notwithstanding such impediments, the entrepreneurial spirit amongst individuals' is still being nurtured through corporate entrepreneurship which now stands as a hub of such activity. Over the past four decades, corporate entrepreneurship has changed with the goal of achieving high performance, maintaining a sustainable competitive edge, and extending the life of businesses. It is the culmination of an organization's innovative, strategic, and daring behaviors (Dess et al., 1999). The economic advancement of any country is primarily influenced by that innovative products and services produced locally as such. The economic progress is dependent on corporate entrepreneurship, which also hinges on a very widespread all-integration effort from top-bottom or bottom-up. Indeed, at this moment, entrepreneurs are considered the leaders of modern businesses and economic progress (Sathe, 2007).

Without aspiring individuals and their entrepreneurial spirits, it is difficult to even picturize the entrepreneurship process and progress. Individuals, however, be it entrepreneurs or intrapreneurs are always caught in a web of complex structures and processes. Whilst entrepreneurs are left to deal with their impediments and barriers to progression, intrapreneurs are often supported through their journeys by effective leaders. Studies have endorsed transformational leadership styles as the best as they integrate the value systems of all the actors involved and in specific with that of the intrapreneurs (Jung et al., 2003).

Entrepreneurship research has been more than 200 years old now and it has successfully put forth individuals' needs, aspirations, skills and capabilities, reasons for choosing

self-employment and the facilitators and non-facilitators. However, research in the domain of corporate entrepreneurship is around half-a-century old and has efficaciously put forth how the world has considerably changed and is still in its dynamic state. How from large conglomerates to small startups endorse the active role played by their employees and also offer immense opportunities to each one of them to function as intrapreneurs. Interestingly some studies have stated that corporate entrepreneurship is a sum total of the behaviors of teams and individual members through various forms of inventions, new business ventures and premeditated renewal that receive support from the organizations. Each action and activity that is executed as corporate entrepreneurship is freely endorsed and is considered a daily and routine activity. Such activities and actions do not stand limited to certain groups or employee segments (Sharma and Chrisman 1999). The entire debate on why and how transformational leadership is linked to intrapreneurship is rooted in the fact that leaders act like strong cohesive champions who do not allow aspirations or goal achievement processes and behaviors to disintegrate. They tend to motivate, offer an idealized influence and help to overcome the barriers to organizational success. Interestingly transformational leadership was also explored in the context of family owned businesses. It was observed that family owned enterprises have a certain set of values systems which they tend to carry forward in a dynamic business world. The conflict of interest for such firms lies in value continuity to newer value adoption. However, with much emotional conflict at stake, majority of the firms tend to adopt the transformative style that helps them rebuild and sustain with better human resource practices. Studies in the domain of intrapreneurship in the family business context have also looked at how the non-family employees are advantaged or disadvantaged through intrapreneurship support (Galbreath et al., 2020).

In 2024, Mohammed and Al-Abrow explored the effects of transformational and empowering leadership on innovation, with psychological empowerment considered as a mediator between the two leadership styles. Information was collected from hospitals in Iraq employing healthcare workers through a quantitative approach. The findings indicated positive relationships among the variables, with particular emphasis being

placed on the very important role of psychological empowerment in the relationship between the leadership style and creativity. The study presents both theoretical and practical implications and provides a comprehensive model for promoting innovation in the healthcare sector.

Geta and Oprea (2025) attempts to clarify the influence of dynamic effective leadership on job performance and intrapreneurship. According to self-determination theory and the employment demands-resources paradigm, this study investigates the job crafting involves moderating these linkages, as well as work engagement. Data from 401 employees on their superior's leadership styles were surveyed regarding their personal engagement; job crafting; performance, and intrapreneurial activities. Using higher work engagement and pro-active job crafting, SEM findings supported that effective leaders lead to increased job performance and intrapreneurship. In addition, results highlight interesting leadership as a key driver of top strategic organisational results and employee proactivity.

In their study, Lara-Bocanegra et al. (2025) analyze factors determining the very high and very low levels of intrapreneurial intentions among employees of fitness centers. These include gender, age, organizational size, and job satisfaction. There has been emphasized a conception that in fast-growing global fitness business, intrapreneurship brings forth an authentic premise against which job happiness, both intrinsic and extrinsic, plays a significant role in motivating innovations and risk-taking. Such findings prove that factors like organizational size, employee age, and gender diversity among the workforce have an effect on internal entrepreneurial intentions. This calls for a workforce that is varied and fulfilled under transforming leadership. In turn, this will, in the long run, direct the industry towards inevitable improvement regardless of the demographic aspects that prejudice it.

In the context of the new economy, Huynh (2021) examined the impact of transformational leadership on international intrapreneurship activities performed by non-family employees in family businesses. It highlights the role of psychological empowerment as mediator, showing that transformational leadership has a significant

positive effect on international intrapreneurship employees outside family. The PLS-SEM results imply that family firms should create organizational processes for innovation led by leadership that contributes to the existing literature on leadership, empowerment and intrapreneurship in import-export companies. It specifically focuses on how organizational architecture can promote employee commitment and innovation.

In reference to stress brought on by the pandemic, Rafique et al. (2022) studied the transformational leadership as a contributor to innovative work behaviour within the principles of a workplace. Results from the research confirm that transformational leadership allows the individuals to become more engaged in innovative acts by providing inspiration and motivation. Communication here acts as a mediator and moderator, therefore it is an important component of the building up of this relationship. It also mitigates the negative impact of job stress on innovation while strengthening the positive impact of transformative leadership on the organisation. The research has demonstrated the strong role of transformative leadership in stimulating innovation during times of challenges in particular.

While most studies have established a strong linkage between transformational leadership and intrapreneurial intentions and behaviors within a single country context, almost negligible number of studies has been conducted in the international context. While intrapreneurship is a firm specific activity and aspiration, it can largely change on how it is perceived and executed. International intrapreneurship was fore mostly put forth as a phenomenon by Hisrich who subsequently undertook various studies in this direction. It is generally observed in firms that are multinational in their operations. While intrapreneurship as a phenomenon is intended to create value for their respective firms, it is essential to comprehend it in the internationalization context as well. This is so because, firms implement separate strategies for separate contexts. Intrapreneurial behaviors are required to differ as per the context and intricacies.

The complexity of international intrapreneurship is higher than that of domestic settings due to significant differences in the economic, political, cultural, and technological surroundings that calls for an altogether different approach as per the context (Onetti et

al., 2012). The framework of international business depends heavily on two aspects of intrapreneurship: employee strategic renewal behaviors and new business venture behaviors. New business ventures can be associated with novel ventures and activities in foreign markets intended to connect, improve, or draw funding. They are also included in the behavior of international joint ventures. International strategic renewal behavior refers to activities that leverage core competencies and market opportunities. Either new markets are identified or existing markets are penetrated deeper into to fully innovate upon the organizational strategies, operational processes, and product and service offerings. The renewal behaviors help to increase the organization's competitiveness in the global market. Every firm is expected to renew itself from time to time and employees play a crucial role in this process. They need to understand their markets and consumers and accordingly redesign and approach the requisites with thorough market research with flexibility and an ear to the ground. The growth in product lines, product offerings, establishing firms as conglomerates are all testimony to the changing consumer aspirations in the modern world. To match these aspirations, employees as intrapreneurs in the domestic as well as international context are often proactive, rooted in customer sentiments, strategize with appropriate actions and are self-enthused to ideate and contribute.

Some studies have also comprehended intrapreneurship and transformational leadership in the context of newer organizational arrangements. The significant aspect of new forms of work arrangements entail primarily the work from home mode wherein the socio-psychological connect is believed to be declining unlike what an employee in a traditional work set-up experiences. Deliberations and arguments on whether employees exhibit the desired organizational commitment and whether managers experience the desired control in the remote work arrangements have been ongoing. The newer work arrangements and its new forms of working focus on achieving the output and not on the work process improvement. Employees who take up such working modes seek more job autonomy over what the work from office mode can offer. In such a scenario, the leaders need to revisit and readapt their leadership styles so that the levels of job and

organizational commitment by the employees can be sustained without much interference in their day-to-day work activities (Gerards et al., 2018).

The most interesting debate under the remote work set-up is whether it can create intrapreneurs or not. If there is a possibility that intrapreneurship can flourish, then there are advocates of the insignificance of leadership in such work contexts as remote work is location independent and devoid of supervisory compulsion. However, counterarguments posit that transformational leaders work well under such contexts as they facilitate, oversee and channelize the knowledge of their employees (de Leede and Krajenbrink, 2014).

In one of the pioneering studies by Gerards et al. (2018), three aspects of new ways of working i.e. management of output, open workspaces that are freely available, and work that is independent of time and place were empirically found to have a good relationship with intrapreneurial behavior. Though it is positively and significantly correlated with intrapreneurial behavior, the mediators are unrelated to time and location independent occupation. Transformational leadership functions as a mediator between intrapreneurial behavior and the aspect management of output. Nonetheless, the impact of output management via transformational leadership on intrapreneurial behavior does not significantly decrease when the mediators are taken into consideration. It was found that transformational leadership acts as a complete mediator in the relationship between an open, freely accessible workplace and intrapreneurial behavior.

Latest studies show that leaders who inspire, encourage, and intellectually stimulate their employees enhance or cultivate entrepreneurial activity within a company through transformational leadership and intrapreneurship (Gerards et al., 2021; Giang and Dung, 2021). Transformational leadership promotes a clear vision and autonomy within an environment of encouragement for creativity that makes it become proactive and open-ended to pursuing renewals to strategy by the employees. Such leadership fosters trust, confidence, and impetus for the people to explore new opportunities, experiment through calculated risk-taking and support for internal venture creation with a view to developing

the organization ultimately. On the basis of above discussion, the study formulated the below mentioned hypotheses:

H1: There is a significant impact of transformational leadership on employees' intrapreneurial intentions

H2: There is a significant difference in intrapreneurial intentions between married and single employees.

H3: There is a significant difference in intrapreneurial intentions between male and female employees.

H4: There is a significant difference in intrapreneurial intentions between the employees from different age groups.

2.5 CONCEPTUAL FRAMEWORK

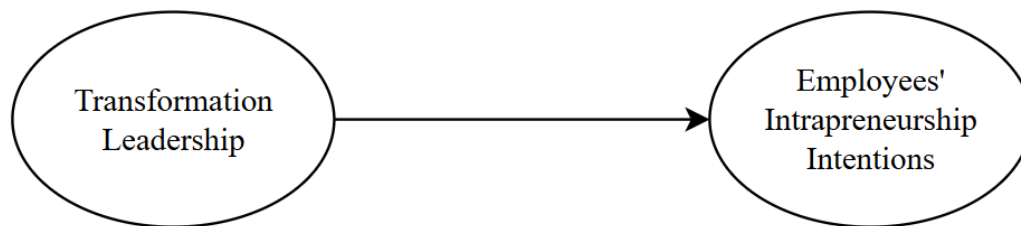


Figure 2.1 Proposed Conceptual Framework

This conceptual framework presents the possible influence of transformational leadership on the intentions of intrapreneurship held by its employees in an organization. Such leadership, with its various parameters, plays a very important role in creating an innovative and proactive mindset in employees. It is assumed that transformational leadership is directly related to the willingness of employees to engage in intrapreneurial activities: generating new ideas, initiating activity, and developing internal innovation. In this manner, transformational leaders motivate their employees and empower them in

such a way that the working atmosphere supports taking risks, creativity, and ownership of ideas, which, in turn, enhance intrapreneurial intentions. This model emulates an understanding of the very idiosyncratic and delicate ways that leadership styles impact employees' entrepreneurship within a corporate setting.

2.6 SUMMARY

The modern organizations are hugely digitalizing themselves and embracing the digital transformation like never before. Nowadays the growth and success of organizations is contingent upon their technological advancements. Such scenarios have now given rise to a new concept of leadership known as “digital leadership.” Research indicates that digital leaders should lead with innovation and keep it as their topmost priority so as to transform businesses and promote efficiency and high performance. The digital age organizations should not just emphasize on agility, risk taking and collaborative work, they should also develop strong social capital within organizations. The social capital should also extend its network of relationships from organizations to the larger stakeholders, community and society in general. This social capital is an effective intangible resource that has the ability to convert itself into tangible outcomes. The network of relationships within the social capital share immense trust and build a pool of resources together. Social capital has the potential to innovate, develop ideas and offer products and services that can create a huge social impact on the society as well as individuals. With the growth in digital firms, there are some advantages alongside the challenges. Easy and ready access to information, experts in the physical world and digital world to help overcome business hurdles and a network of physical and digital resources all in a way are contributing towards the growth of organizations in a gig and digitalized world. Organizations, governments, policymakers, people, influencers, small business owners, students, young cohorts are all actively in a way participating in brainstorming and idea generation for the betterment of their nation's economy. The challenge here lies in sustaining the innovation and motivation momentum of employees in a distributed work environment. Leadership, be it transformational or digital, have

been found enabling a strong impact on the innovative behavior (Endres et al., 2022), job performance (Deng et al., 2023) and a host of other outcomes of its employees.

CHAPTER III

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is one of the most significant aspects in today's times to any research investigation. This chapter documents the research methodology that was implemented in the present study. The extensive literature review done by the researcher

helped to identify the research gaps pertaining to two constructs i.e. transformational leadership and intrapreneurship. The research gaps essentially helped to bring forth the areas within these domains that need to be further investigated in order to add to the existing literature. Using the research gaps, the researcher then formulated the research questions and objectives. They detailed the most significant aspects of this study alongside the intended outcomes which the study wished to achieve. Further on the researcher designed the research methodology and validated each and every stage of the research right from identifying the population, drawing a representative sample, designing of the scales, adopting the accurate data collection methods and statistical analysis.

Under this chapter the detailing has been offered with regards to different research approaches and methods and the associated benefits and drawbacks of each method. The researcher has taken adequate care to carefully put forth a valid and exact research design. Pilot study was also carried to identify the reliability and validity issues if any before embarking on a large scale study. An effective and fool proof strategy for conducting the current study was designed and ensured. While each stage of the research has its own challenges and limitations, the researcher tried to minimize the errors that occurred with each limitation. This study is fundamentally valuable because of its effectiveness, efficiency and for its ability to strategically take the investigation forward to achieve the intended objectives and outcomes. The researcher also conducted the data analysis to establish the generalizability and the implications at various levels like the individual, societal, organizational, national or global. Future researchers may also utilize the present study's drawbacks and challenges to further more effective research in this particular domain.

Research has always been interesting and intriguing to a host of stakeholders. These stakeholders extend from academicians to industry researchers to policy makers who find utility in the research outputs for various decisions making. Research by definition is about finding new facts and insights. These facts and insights are then interpreted to take various decisions. According to experts and researchers, data is collected through various

opinion polls, outreach assessments, surveys or any other form of inquiries like interviews, focus group discussions or even ethnographic studies. Adding to the existing literature with novel insights and offering newer perspectives on the existing patterns and systems is what the contributions of the various research studies put forth. With changes in times and societal perspectives, more and more original research studies become essential (Kothari, 2004).

Research is of two types, namely cross-sectional and longitudinal. Cross-sectional studies are conducted at a specified time, whereas longitudinal studies are conducted at different points in time in order to gather more in-depth understandings of a particular phenomenon or situation. However, both types of studies offer detailed inquiry into whatever that is being assessed.

Though research was earlier considered to be purely academic that developed theories, it has slowly expanded its realm to include aspects like business related research, market specific surveys, well-being surveys within organizations and the like. With the growth in social media and heightened presence of individuals on the social media platforms, the research surveys have expanded their scope due to the easy and quick availability of the sample respondents as well as the need to constantly evaluate their changing needs, preferences and aspirations. The changes in societal and family patterns have also necessitated the need for research to understand the consumer behavioral aspects. Apart from the market or product specific surveys, income, demographic or other population based surveys that help in assessing an economy's current and future growth prospects are also regularly undertaken. In every domain or field, research studies have become the norm because of their role and critical implications in the decision making that can further policy or strategic changes as per the necessity.

Research studies can also pertain to many different types or categories. Customarily theory development happened through pure research. It was also known as fundamental research which helped in furthering a particular domain or field. With the growth in time, theories need to be revisited and newer additions made as they help in advancement of knowledge based on scientific principles. On the other hand, applied research helps to

implement the theoretical principles to find appropriate solutions to practical problems that are plaguing the society or a nation. Applied research has allowed firms or enthusiastic entrepreneurs to develop low cost, sustainable and differentiated products and services that could have mass utilization.

Another category of research that is quite popularly adopted is the quantitative and qualitative research.

Studies that aim to quantify and provide statistical values to any given occurrence generally adopt the approach of quantitative research. Readers, data analysts, and policymakers can assess the results using the numerical numbers derived from this kind of research and draw conclusions as per their requirement. Studies that cannot be measured and call for a more thorough understanding through appropriate interactions, interviews, or situational or phenomenon observation are generally executed using qualitative research. Different research categories are typically chosen by the researchers for their respective studies based on a range of considerations, such as time, the study's goals, the resources available, and the sample participants' accessibility and willingness.

The current research study is an applied research. This study has embarked on an intent to quantify the significant yet under researched phenomenon i.e. transformational leadership and intrapreneurship. This study was purely quantitative in nature and empirical data was be collected from a representative sample that seeks to answer the research questions and objectives. It aims to contribute to the body of existing knowledge in order to provide practitioners of organizational development and human resource management with more policy implications.

3.2 RESEARCH DESIGN

Research design is another valuable aspect that provides an accurate path to researchers to achieve data and findings that are apt and legitimate. Research design is expected to meet all the desired and appropriate parameters before implementation. If there are deviations then the research study is expected to produce only skewed results that do not have any validity nor generalizability.

Research design fundamentally offers the basic steps which any research study should follow while collecting the requisite information. It is generally considered to be a blueprint or a framework that guides researchers in their research journey. Research designs help to create detailed guidelines that in turn direct the researchers with their study objectives towards developing hypotheses and suitable solutions. Every solution or finding should answer the initial research questions which the researcher started with and thereby enable the decisions to be taken. One of the most fascinating aspects of a research design is that it ensures that the research conditions that are needed for data compilation or analysis are appropriate and offer benefits in terms of economic costs as well as importance to the research rationale (Leavy, 2017).

Research designs are of many types. They are the descriptive, exploratory and causal research. These study designs are popularly used in social science research. Exploratory as the name suggests allows researchers to examine the constructs and variables without any bias that is drawn either from previous studies or from any other data sources of knowledge. This research type allows deeper exploration of the construct and its variables so that conclusive and accurate evidence can be disseminated. The rigor in an exploratory research is achieved through interviews, discussions with experts, case studies, focus group discussions etc.

Descriptive research, though often considered to be elementary in nature, is something that helps the researcher to detail the basic characteristics, traits or even events that are associated with the study. Descriptive research often employs some basic hypotheses to conduct the investigative study. Some studies in this category are also carried out as an extension to the exploratory studies.

Explanatory research, on the other hand, focuses on identifying the cause-and-effect relationships between variables. It takes the more powerful stance of trying to explain the trends and patterns related to observed happenings, going beyond simple description. When relationships are established, it enables the framing of strategic policies. This type of design could be implemented by survey research, laboratory and field studies, etc. Since the three research designs are frequently not mutually exclusive, researchers could

combine more than one. Adopting the research designs in a combined form is always advised in order to profit from each study type. This is because whatever is the research design that is implemented, it should provide ample support to the researcher through a scientific and an effective approach to answer the research questions and achieve the objectives (Bambale, 2014).

While defining the research problem is fundamental, implementing an appropriate and effective research study design is equally important. The greatest amount of information that can be extracted and recorded is possible only when clear protocols are adhered to in every given research setting. However, exploratory studies are those that solely undertake research with the intention of introducing novelty or innovation. Such studies despite their unscientific methodologies and procedures can produce well accepted discoveries. But their practicability is always questioned. Research, particularly in the business-related fields, is expected to provide policy recommendations that address the needs and goals of people, communities, and countries. Inappropriate research designs will lead to solutions that are neither a market fit nor consumer friendly. Or alternately they might lead to formulation of policies that may not create any positive consequences at any level. It is widely accepted that robust research designs are important. But they can be adopted only after a thorough understanding and assessment of the various factors that are involved. The availability of knowledge and information within a particular study domain, which may be obtained from the body of current literature, is one of the crucial and significant elements. This becomes a determining element for many research investigations since some forms of research may become irrelevant due to lack of sufficient information. Even if the studies are conducted in the under researched areas where strong facts and evidences may not be available to comprehend the phenomena, exploratory studies come to the rescue of researchers in such cases. They offer freedom in defining new variables and structures. Exploratory research designs are evolutionary in nature as is the quest for newer ideas and insights. They are best suited for the dynamically changing management, psychology and social science domains (Adams and Schvaneveldt, 1991; Saunders et al., 2016; Lelissa and Kuhil, 2018; Asika, 2004).

Research designs that dynamically explore and interpret the relationships are capable of offering short term as well as long term solutions to managerial dilemmas (Bhasin and Vamsikrishna, 2022).

Regardless of the research design that is implemented, the study's findings should contribute to theoretical frameworks within a specific topic or discussion. Empirical research is popularly viewed as being exceptionally valuable for validating and confirming previous insights. Survey-based studies, particularly within the organizational psychology, help to document novel linkages that have consequences for organizational results. Organizational psychology in the broader domain of business related research has taken precedence owing to the fact that people can largely impact the organizational outcomes. Researchers should also take necessary precautions while executing the empirical studies. Only valuable research designs that have a representative sample can add to the current literature without producing skewed results or biased findings. That is also when their generalizations for a broader population become effective.

The current research study has embarked to investigate the effect of transformational leadership on intrapreneurship. The current study is a blend of exploratory research and descriptive research. The exploratory research is used to establish the critical factors and determinants of transformational leadership and intrapreneurship. The entire study is based within the Indian workplace context. The study has used descriptive research that enables the assessment of two major constructs i.e. transformational leadership and intrapreneurship.

3.3 SAMPLING TECHNIQUE

Before embarking on any research study, the researcher needs to first understand as to who or what the subjects are through which responses, views or opinions are gathered. Subjects on which the studies are undertaken are known as the population. The total collection of subjects, events, people, or any other specific aspect that the researcher

plans to measure is referred to as the population in research. Because every research study has different goals and objectives, every research study has a different and a unique population. Nonetheless, it is presumed that every individual in a given population has similar traits or qualities. Therefore, representative samples taken from each group or category serve as a representation of the population within the measurement parameters (Malhotra et al., 2020).

Research studies should showcase findings that describe the characteristics of a particular population. For this to happen, which is the accurate estimation of the average population's characteristics, a subset of the target population is chosen through the process of sampling. Researchers often look for samples that are typical of the target community and can thoroughly describe the population (Zikmund, 2013). Sampling generally helps to draw conclusions by measuring a portion of the population. Krishnaswamy et al. (2006) emphasized two main objectives of the sampling design. One is that the sample must be representative of the population and the second states that the sample size must be adequate to ensure the necessary precision in any research study's output.

Sampling techniques has its own categorization. Probability sampling and non-probability sampling are the two principal categories of sampling techniques. The researcher can easily make strong statistical inferences about the entire group by using probability sampling, which employs random selection.

Non-probability sampling, on the other hand, involves selecting non-randomly based on convenience or other considerations to make data collection easier. Probability sampling techniques fall into several categories, including "stratified sampling, cluster sampling, simple random sampling, and systematic sampling. Snowball sampling, quota sampling, judgmental sampling, and convenience sampling are common non-probability sampling techniques" (Kothari, 2004).

In the current research study, convenience sampling has been adopted for drawing the sample respondents from the diverse population. The employees working in the Indian organizations were the population. Each research participant was contacted by the

researcher through multiple means like the emails, Whatsapp messages, telephonically, personal workplace visits, social media etc. Adequacy and representativeness of the sample was duly taken care of. The respondents were from different sectors, industries, geographical regions and demographics. This helped in the minimization of bias and error while generalizing the findings.

The final sample has been selected comprised of 374 respondents. A sample size of 374 respondents was considered statistically adequate for this study involving an unknown or very large population. According to Cochran (1977), a minimum of approximately 385 respondents is required for a 95% confidence level with a 5% margin of error in an infinite population. The selected sample closely aligns with this benchmark. Additionally, Comrey and Lee (1992) classify a sample of 300 as “good” and 500 as “very good” for multivariate analyses such as regression and factor analysis. The sample also reflected demographic and industry heterogeneity, enhancing generalizability. Practical factors such as voluntary participation, time, and access were considered, making the sample size both statistically and methodologically justified (Hair et al., 2010).

3.4 DATA COLLECTION AND INSTRUMENTATION

Data collection is one of the most significant aspects in any research process. Data collection also takes lot of time and effort especially in the social sciences and management domain. Since large samples are involved in the research domains of organizational investigations and social sciences in general, it is always advisable to first conduct pilot studies. Since every country, industry or a research context is unique, pilot studies help to test for the feasibility. It helps the researcher to address any issues pertaining to language used in the questionnaire or comprehension or any other impediments. They also assess the reliability and validity aspects of the instrument i.e. the questionnaire that is used in the study. Pilot studies guarantee that any potential inconsistencies that might emerge in due course are resolved. They also make sure that the difficulties and viability of large-scale research are addressed in a proactive manner. For large-scale research efforts, pilot studies are important. Throughout the pilot study's

execution, the questionnaire's design, comprehension, and other time, cost, and resource-related concerns are all tracked by the researcher. More crucially, pilot studies aid in understanding and forecasting the likely difficulties in social science research, which involves field investigations for groups with distinct socioeconomic and linguistic backgrounds. They are also helpful in estimating the ideal sample size, which allows one to reconsider the research design and support the findings' generalizability.

The current study conducted the pilot study to measure the reliability and validity of the two main constructs i.e. transformational leadership and intrapreneurship. The questionnaire was revised in response to feedback from the pilot study before the final version was produced. The empirical study was started after the validity and reliability of the measurement instruments were confirmed. Following the completion of the pilot study, the main investigation was carried out, in which all of the sample responses were documented. Using a standardized questionnaire, the sample respondents provided empirical or primary data for the main study. The result of the researcher's thorough literature review is this structured questionnaire.

The questionnaire was developed and administered for this study by the researcher. It basically contained three sections. The first section captured the demographic details of each of the study participant. The second section measured the construct transformational leadership while the third sought to document views about intrapreneurship. The questionnaire was administered to employees working in the Indian organizations and the sample respondents were drawn from across different industries and sectors so that there would be an adequate representation.

All the variables within each construct were measured by documenting the responses on a five-point Likert scale. For every statement, the respondents needed to mark their responses where "1 means strongly disagree, 2 means disagree, 3 means neither agree nor disagree, 4 means agree, and 5 means strongly agree".

3.5 ETHICAL CONSIDERATIONS

The research conducted on the influence of transformational leadership on the intrapreneurship intentions of employees was carried out in a manner that adhered strictly to ethical norms. This was done to ensure that the research was conducted in a transparent way and that the participants felt at ease while participating.

Informed Consent

Each and every participant has been provided with comprehensive information regarding the study's goal, aims, and methodology prior to obtaining their consent. Their rights were outlined in a comprehensive consent form that was distributed to them. It stated that I can withdraw from the study anytime without punishment. The participants had ample time before deciding to go ahead with the participation to consider the points of the study and put forth any questions they would like to ask.

Confidentiality and anonymity

Every information that was gathered has been made anonymous in order to safeguard the participants' privacy. Data security mechanisms that are extremely stringent have been implemented in order to assure that only authorised researchers are able to access the data. Any results that have been published have been thoroughly examined in order to ensure that no specific participant may be identified.

Voluntary Participation

All of the participants in this study have given their consent to take part. No employees were subjected to any form of pressure or influence in order to participate, and further precautions were taken to ensure that they did not have any feelings of obligation as a result of the hierarchical ties that existed within their organisation. Through clear communication, it was emphasised that there would be no adverse effects resulting from non-participation.

Minimization of professional or psychological well-being

To ensure that no participant is subjected to unnecessary stress, discomfort, or professional implications as a result of their responses, the design of the study has been carefully considered. The language of the questions that were asked in the survey or interview was given careful thought in order to avoid any potential source of distress. In

addition, participants were given contact information in the event that they had any concerns or felt the need to withdraw from the study.

Elimination of Bias and Misrepresentation

In order to avoid leading questions and predisposed framing, research instruments were given great consideration during the design process. In order to safeguard the gathering and evaluation of data in an objective manner, the study adheres to a stringent methodology. Accurate interpretations are being applied to each and every finding, hence preventing any misrepresentation of the results.

Transparent and Honest Communication

The objectives of study, benefits or potential risks associated had been straightforward and truthful to all the participants. Open channels have been established to address any potential issues or concerns that may arise. In order to keep everything above board with the study all potential conflicts were disclosed.

Fair Representation of results

The outcomes of the research are being analysed and disseminated in a manner that is both impartial and objective. There has been no selective reporting of data or misrepresentation of data in order to create a specific narrative. In order to maintain the research's credibility, the study continues to be dedicated to providing an accurate presentation of the connection between transformational leadership and intrapreneurial objectives.

3.6 DATA ANALYSIS

The most important part of any research study is the data analysis. This is so because data analysis allows the researchers and readers to establish facts, understand their relationships, causal effects and significant implications at various individual, teams, societal and organizational levels.

Data collection precedes data analysis. After the data collection is done usually the researchers need to check for whether any inconsistencies or imperfections are present in the responses. Data cleaning is a popular process that is adopted in social science

research as it ensures greater accuracy and precision. Data scrubbing is also done to remove the errors and contradictions from data in order to enhance the quality of the output. The fundamental reasons that justify the data cleaning process is that there could be incorrect entries, misspells, omitted information or other erroneous data. Data cleansing becomes much more indispensable because the researcher tends to access multiple data sources and merges them during the final analysis process. This is because most sources have some overlap in the information they provide in different formats. Therefore, it is essential to integrate varied data formats and filter redundant information in order to provide access to valid and consistent data (Rahm and Do, 2000). Researchers like Chu et al., (2016) have called the incorrect data as dirty data and that it is necessary to clean it which otherwise will enable decisions that are largely unreliable. Both the detection and repairing of mistakes is essential for improved decision making and better generalizability.

To ensure a seamless data analysis process, the data is then identified for its various variable categories. Each category is then coded to give a numeric value to each of the nominal and scale variables so as to attain statistical judgments. All the variables in the surveys are then fed into statistical software's to obtain analysis that is utilized for decision making. In the current study, SPSS software has been utilized to analyze and interpret the results.

Data analysis, which extracts valuable information from surveys, interviews, and other data sources, has become a common practice in modern research. This is especially being relied upon for business or organizational related research. The organization then uses the information that was extracted for a variety of decision-making processes. These days, data is the new power that may provide information to assist macro-level policy decisions that drive economies as well as firm-level decisions. Data analysis and its interpretations are also widely utilized in various fields like the agricultural sector, industry and services sector. All these can immensely impact the growth and GDP of a nation when accurate predictions are made using the data.

Even if data and information are readily available nowadays, understanding how to assess the data and extract meaningful meaning from it is one of the most important variables affecting the outcome of the research. Data analysis is the process of gathering, modeling, and analyzing data to extract knowledge that helps with decision-making. Depending on the goals and research questions chosen for the study, there are many different methods and procedures for conducting analysis. If the researcher wishes to construct probability claims based on sampling a large number of measures, multivariate statistical approaches are typically used as the best alternative for data analysis (Kothari, 2004).

The current study utilized a structured instrument for its data collection. Structured instruments are generally adopted by researchers in place of standardized instruments after doing exhaustive literature review. Structured instruments help the researcher to add certain variables additionally which can offer further insights once measured. The present study collected quantitative data based on the structured questionnaire. The empirical data was further analyzed through various statistical techniques. First and foremost, Descriptive statistics was conducted. Later on Exploratory Factor Analysis for both the constructs of Transformational Leadership and Intrapreneurship was conducted and based on the results, various factors were identified. Finally, Regression Analysis was used to establish the relationship between the two constructs that were considered for the study.

Descriptive statistics are typically used as the first step in any data analysis because they provide a clear summary and presentation of the data set, which may include multiple responses or observations, depending on the sample size, and contains information about the constructs and the demographics of the individuals who participated in the sample. Descriptive statistics take into account the measures of central tendency, spread, and spatial distribution of each data point and present these characteristics in a logical and coherent way (Subong and Beldia 2005).

This study has also utilized Exploratory factor analysis for both its constructs i.e. Transformational leadership and Intrapreneurship. While the literature has adequately defined both these constructs, the researcher felt the need to redefine them as they consisted of a multitude of variables. Exploratory factor analysis is one best way to

identify relationships and similar patterns in any given set of variables. To identify the factors transformational leadership and intrapreneurship within the Indian workplace context, the current study utilised exploratory factor analysis.

Regression analysis is one of the most commonly used statistical techniques that establishes causal relationships amongst variables. The variables generally used in regression consist of a number of predictor variables and an outcome variable. Simple linear regression looks at the relationship between a dependent i.e. endogenous variable and one independent i.e. exogenous variable; multiple regression extends this study to include several other predictor variables.

3.7 SUMMARY

Conducting a successful research study especially in the social sciences and management domain is marred with immense challenges. Despite the uncertainties, this study adopted an effective research design that could facilitate the smooth research process. The research methodology chapter presents information pertaining to the population, sample size utilized in the study, the popular research methods and aspects associated with reliability and validity of the testing instruments. Before embarking on the data collection process, the study adopted a thorough literature review which resulted in the formulation of the research questions and objectives. The study also put forth the limitations that become innately part of such large scale studies. Wherever researchers can contain the limitations, the effectiveness of their studies can be augmented. Beyond the data collection, the data analysis becomes extremely significant and the researcher presents its information regarding its various techniques & methods for the consumption of academic and research communities. The study has authentically highlighted the intricacies of studies that are conducted within the management and organizational psychology domain for promoting more robust research studies in the present and future as well.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The data analysis chapter plays a critical role in interpreting the collected data, identifying patterns, and deriving meaningful insights relevant to the research objectives. With many statistical and analytical tools, this chapter performs a thorough investigation of the data set in an effort to ascertain the accuracy, reliability, and validity of its results. In this chapter, SPSS was used to examine the impact of transformational leadership on intrapreneurial intentions by applying regression analysis and T-test and ANOVA were also performed to identify the significance difference on intrapreneurial intentions among different demographics. It helps in building a complete understanding of the significant variables through both descriptive and inferential analysis so that the conclusions may be more meaningfully drawn based on the data. The analysis is so composed as to ensure that the insights extracted will cater to theoretical and practical implications. In an effort to connect the empirical-based results with theoretical implications, this chapter finds a fundamental role in affirming future discussions and recommendations.

4.2 DEMOGRPAHIC PROFILE OF RESPONDENTS

The present section describes the descriptive statistical analysis of some key demographic and categorical variables, such as age, gender, marital status, income, education, experience, industry, and geographical region. The analysis indicates distribution, central tendency, and variability of the data, carrying with it some of the key measures such as mean, standard deviation, variance, and range. These statistical indicators give meaning to the overall configure of the sample, tracing trends and data consistency. The section provides the basis upon which the inferential analyses are built, thus assuring a thorough examination of the research variables.

Table 4.2.1 Descriptive Table of Demographics

	Range	Min.	Max.	Mean	SD	Variance
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	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Age	4	1	5	2.54	0.07	1.353	1.831
Gender	1	1	2	1.36	0.025	0.48	0.231
Marital Status	1	1	2	1.35	0.025	0.479	0.229
Income	4	1	5	2.46	0.056	1.075	1.155
Education	3	1	4	2.42	0.038	0.741	0.549
Experience	4	1	5	2.33	0.065	1.263	1.594
Industry	6	1	7	3.55	0.096	1.865	3.476
Geog. Region	4	1	5	3.17	0.062	1.197	1.433

The table 4.1 presents descriptive statistics for several categorical variables, along with their range, minimum, maximum, mean, standard deviation, and variance. Age presents a mean of 2.54 and a standard deviation of 1.353, while ranging from 1 to 5 and showing a moderate variation. The binary variables, gender and marital status, mean 1.36 and 1.35, respectively, depict a slight inclination towards male and the single category. The income, education, and experience scale show little variation with means of 2.46, 2.42, and 2.33, respectively. The industry shows the highest variation: a range of 6 and a standard deviation of 1.865 imply different representation. The geographic region indicates respondents are dispersed over different locations with a slight concentration in the mid-range classifications, with a mean of 3.17 and a standard deviation of 1.197. In summary, the statistics indicate variability in professional and demographic attributes.

4.2.1 Frequency distribution of Demographic Data

The demographic frequency distribution provides an overview to the respondent characteristics such as gender, age, marital status, and income. It provides an overview of the composition of the sample population while revealing key trends related to its

demographic attributes. It gives insights into how people may dominate within datasets and what impacts their presence might have on findings.

Gender distribution

Table 4.2.2 Gender distribution

Gender				
		Frequency	Percent	Valid Percent
Valid	Male	240	64.2	64.2
	Female	134	35.8	35.8
	Total	374	100	100

Based on the 374 responses, gender distribution showed that 240 (64.2%) responses were from male respondents with the rest being 134 (35.8%) female respondents. About two-thirds of the whole sample turned out to be men, showing a clear gender disparity. In case gender-based views are relevant to the research, the results imply that the population which was questioned will be more typical of male respondents thus can invalidate generalizations.

Age Distribution

Table 4.2.3 Age Distribution

Age				
		Frequency	Percent	Valid Percent
Valid	21-30 years	104	27.8	27.8
	31-40 years	114	30.5	30.5
	41-50 years	49	13.1	13.1
	51-60 years	65	17.4	17.4
	Above 60 years	42	11.2	11.2
	Total	374	100	100

The age distribution shows a major portion of respondents (30.5%) who fall in the age range of 31-40 years, followed by those aged between 21 and 30 years (27.8%). This shows that more than half of the responders (58.3%) are young to middle-aged groups. Only 11.2% of respondents are aged 60 years or older. The 41-50 years category is 13.1% while the 51-60 years category shows a rather lower proportion. This means that a few older respondents are part of the sample, while more amounts to the prime working years.

Marital Status

Table 4.2.4 Marital Status

Marital Status				
		Frequency	Percent	Valid Percent
Valid	Single	242	64.7	64.7
	Married	132	35.3	35.3
	Total	374	100	100

From the statistics of marital status, 132 (35.3%) are married while a noteworthy number, that is, 242 respondents (64.7%), are single. This means that the study sample is more of single respondents which could have implications on things such as lifestyle choices, financial decisions, or priorities in the workplace. Very few married respondents could indicate an even younger demographic or trends in personal choices in the lives of people surveyed.

Income Distribution

Table 4.2.5 Income Distribution

Income				
		Frequency	Percent	Valid Percent
Valid	0-5 lakh	68	18.2	18.2
	5-10 lakh	149	39.8	39.8
	10-15 lakh	94	25.1	25.1

	15-20 lakh	44	11.8	11.8
	Above 20 lakh	19	5.1	5.1
	Total	374	100	100

As per income distribution table, the largest group of respondents (149, or 39.8%) belong to the income range 5-10 lakh; followed by 94 (25.1%) in the 10-15 lakh range. Furthermore, 68 respondents (18.2%) can be included in the lower income category of 0-5 lakh. Barely 19 respondents (5.1%) earn beyond 20 lakh, while even fewer, 44 (11.8%), lie between 15-20 lakh. From this distribution, most of the respondents belong to the middle-income category with a great number earning below 10 lakh. The fact that there are quite few high-income earners (over 20 lakh) suggests that the sample is not particularly skewed towards rich people.

Education Details

Table 4.2.6 Education Details

Education				
		Frequency	Percent	Valid Percent
Valid	Undergraduate	42	11.2	11.2
	Graduate	149	39.9	39.9
	Postgraduate	168	44.9	44.9
	Others	15	4	4
	Total	374	100	100

The education distribution shows the higher number of respondents with a postgraduate degree, 168 (44.9%), followed by 149 (39.9%) graduates. The next smaller group consists of respondents with undergraduate degrees, 42 (11.2%), while 15 (4%) fall under the “Others” category, possibly including those with vocational or specialized certifications. Thus large proportions of this sample consist of highly educated individuals, most of whom have at least a graduate degree.

Experience of Respondents

Table 4.2.7 Experience of Respondents

Experience				
		Frequency	Percent	Valid Percent
Valid	Less than 5 years	122	32.6	32.6
	6-10 years	110	29.4	29.4
	11-15 years	70	18.7	18.7
	16-20 years	41	11	11
	More than 20 years	31	8.3	8.3
	Total	374	100	100

From the experience distribution, it can be observed that there are 122 respondents (32.6%) with less than 5 years of work experience, thus forming the largest group. Thereafter follows 110 (29.4%) with 6-10 years of work experience and 70 (18.7%) with 11-15 years of work experience. Under 16-20 years of work experience stand 11% of the respondents, and more than 20 years stand at 8.3%. Thus, these figures imply that the sample comprises a mix of early-career professionals and experienced individuals, though the majority have less than 10 years of work experience.

Industry Distribution

Table 4.2.8 Industry Distribution

Industry				
		Frequency	Percent	Valid Percent
Valid	Tourism	51	13.6	13.6
	IT/ITeS	102	27.3	27.3
	Logistics and transportation	38	10.2	10.2
	Healthcare	50	13.4	13.4
	Financial services	71	19	19

	Media and entertainment	32	8.6	8.6
	Retail	30	8	8
	Total	374	100	100

The industrial distribution indicates that the IT/ITeS sector (27.3%) holds the highest representation, followed by financial services (19%) and tourism (13.6%). Healthcare (13.4%), logistics and transportation (10.2%), media and entertainment (8.6%), and retail (8%) also have significant representation. This suggests that this sample is heterogeneous and quite spread out among these industries, albeit heavily concentrated on the technology and finance-related industries.

Geographical Region distribution

Table 4.2.9 Geographical Region distribution

Geographical Region				
		Frequency	Percent	Valid Percent
Valid	East	33	8.8	8.8
	West	78	20.9	20.9
	North	120	32.1	32.1
	South	79	21.1	21.1
	Central	64	17.1	17.1
	Total	374	100	100

The geographical region distribution shows that the North region has the highest representation (32.1%), which is followed by South (21.1%) and West (20.9%). The Central region (17.1%) and East (8.8%) have very few respondents. This means that the sample is spread across various regions but with a stronger concentration in the northern part of the country, likely leading to regional perspectives being modeled in this study.

4.3 DESCRIPTIVE STATISTICS

4.3.1 Descriptive statistics of transformational leadership

The following table is the summarization of descriptive statistics of 30 items of transformational leadership (TL1-TL30). These include measures of central tendency and dispersion, namely range, minimum, maximum, mean, standard deviation, and variance for each item. These data describe the distribution and variability of responses and indicate that all such items are scaled consistently with a uniform range. From such estimates, we can discuss the central responses and variability on a dimension of different leadership attributes captured in the survey. This detailed breakdown serves as a basis for further analysis, such as factor analysis and hypothesis testing.

Table 4.3.1 Descriptive Statistics table of Transformational Leadership

Descriptive Statistics							
	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
TL1	4	1	5	3.41	0.062	1.191	1.418
TL2	4	1	5	3.49	0.059	1.136	1.291
TL3	4	1	5	3.48	0.063	1.214	1.473
TL4	4	1	5	3.52	0.058	1.124	1.264
TL5	4	1	5	3.57	0.056	1.088	1.185
TL6	4	1	5	3.52	0.054	1.037	1.076
TL7	4	1	5	3.49	0.063	1.216	1.478
TL8	4	1	5	3.48	0.055	1.055	1.113
TL9	4	1	5	3.69	0.059	1.135	1.288
TL10	4	1	5	3.57	0.06	1.164	1.355
TL11	4	1	5	3.42	0.062	1.206	1.456
TL12	4	1	5	3.47	0.058	1.121	1.258
TL13	4	1	5	3.5	0.065	1.255	1.575
TL14	4	1	5	3.61	0.061	1.175	1.38
TL15	4	1	5	3.61	0.06	1.157	1.338

TL16	4	1	5	3.57	0.054	1.051	1.104
TL17	4	1	5	3.5	0.053	1.03	1.06
TL18	4	1	5	3.45	0.056	1.074	1.154
TL19	4	1	5	3.48	0.057	1.11	1.232
TL20	4	1	5	3.45	0.053	1.029	1.058
TL21	4	1	5	3.41	0.056	1.092	1.191
TL22	4	1	5	3.43	0.058	1.115	1.244
TL23	4	1	5	3.37	0.061	1.175	1.382
TL24	4	1	5	3.47	0.058	1.112	1.237
TL25	4	1	5	3.74	0.053	1.03	1.061
TL26	4	1	5	3.81	0.048	0.921	0.848
TL27	4	1	5	3.81	0.053	1.023	1.046
TL28	4	1	5	3.83	0.048	0.932	0.868
TL29	4	1	5	3.43	0.063	1.21	1.463
TL30	4	1	5	3.28	0.061	1.185	1.405

The descriptive statistics table presents a summary for thirty variables (TL1 to TL30) responding, including range, minimum and maximum values, mean, standard deviation, and variance. The respondents have rated every variable on a 5-point scale, with all variables having a range of 4 on this scale, with minimum and maximum values of 1 and 5, respectively. With mean values of variables running from 3.28 to 3.83, this means most of the responses were within the medium and higher range of the scale. With TL30 (the lowest mean) at 3.28, TL28 (highest mean) at 3.83, and TL26 at 3.81 show a higher score. Standard deviations range from 0.921 (TL26) to 1.255 (TL13), thus showing varying degrees of response dispersion. Whereas a higher standard deviation indicates greater variability in responses such as TL13 and TL7, a lower standard deviation indicates more consistent responses such as TL26 and TL28. Variance values ranging from 0.848 (TL26) to 1.575 (TL13)-measures for the tendency of the values to cluster about the mean-fit the standard deviation patterns. High variance describes high variation among individual responses. These figures describe in general terms the response pattern that most means cluster between about 3.4 and 3.6, with other variables displaying

somewhat lower or higher variability. These responses show a fairly agreed pattern in some items of assessment, while others were variable in responses.

4.3.2 Descriptive statistics of employees' intrapreneurial intentions

In this section, descriptive statistics for intrapreneurial intention items (EII1-EII12) have been presented. It gives details about central tendency and variability especially exploring average, standard deviation and variance. The mean values indicate that most respondents would be moderately high in showing intrapreneurial intentions on different dimensions. The standard deviation and variance talk about the deviation of responses from the general mean describing the different individual perspectives. The statistical overview sets the base for further analysis to bring out trends and associations between transformational leadership and intrapreneurial intentions.

Table 4.3.2 Descriptive statistics of employees' intrapreneurial intentions

Descriptive Statistics							
	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
EII1	4	1	5	3.57	0.072	1.385	1.919
EII2	4	1	5	3.57	0.059	1.132	1.281
EII3	4	1	5	3.12	0.077	1.499	2.246
EII4	4	1	5	3.39	0.071	1.373	1.885
EII5	4	1	5	3.53	0.071	1.369	1.874
EII6	4	1	5	3.31	0.066	1.27	1.614
EII7	4	1	5	3.72	0.05	0.975	0.951
EII8	4	1	5	3.24	0.067	1.296	1.679
EII9	4	1	5	3.52	0.065	1.263	1.596
EII10	4	1	5	3.43	0.06	1.16	1.345
EII11	4	1	5	3.58	0.067	1.288	1.66
EII12	4	1	5	3.47	0.054	1.042	1.086

Descriptive statistics summarize responses regarding intrapreneurial intentions as measured on twelve different statements (EII1 to EII12). The 4-unit scoring range is set between the minimum value of 1 and a maximum of 5, with each respondent exhibiting various degrees of agreement/predisposition towards intrapreneurial activities. Mean values of factors exhibit that respondents probably show moderate to high intrapreneurial intentions: 3.12 (EII3) and 3.72 (EII7). Thus, while it is 3.12 for EII3 and reflects a lesser degree of accepting this area, it does mean that 3.72 for EII7 reveals a stronger inclination toward a certain component of intrapreneurial activity. Standard deviations represent response variation ranging from 0.975 for EII7 to 1.499 for EII3. Thus, higher standard deviations like EII3 (1.499) reflect greater variability in responses, while lower standard deviations like EII7 (0.975) indicate more consensus in inculcating intrapreneurial behavior among the respondents. Variances demonstrate the same trend; EII3 (2.246) has the largest variance, while EII7 (0.951) indicates the lowest. Low variance indicates homogenous samples, while high variance indicates heterogeneous samples. This probably means that, while responses generally indicate a modest to high degree of intrapreneurial intents, there are areas of heterogeneity. Whereas some aspects of the intrapreneurial intention indicate a larger variance in responses, hence indicating different opinions or experiences among respondents, others appear to be strongly agreed upon and consistent.

4.4 EXPLORATORY FACTOR ANALYSIS

This section gives the results of the exploratory factor analysis (EFA) undertaken to arrive at the underlying structure of the data. EFA helps to find out the main factors, which group certain related variables at truly construct levels, thereby ensuring validity and reliability of the constructs. Analysis through factor loading, eigenvalue, and variance explained will throw further light on the dimensionality of transformational leadership and intrapreneurial intention, assisting in the refining of the measurement scales for further statistical analysis.

RESULTS OF EFA (TRANSFORMATIONAL LEADERSHIP)

Table 4.4.1 KMO Results (Transformational Leadership)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.92
Bartlett's Test of Sphericity	Approx. Chi-Square	8806.876
	df	435
	Sig.	0.000

The Exploratory Factor Analysis (EFA) results on Transformational Leadership indicate that the data is a suitable fit for factor analysis. With a value of 0.92, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is regarded as rather highly satisfactory. This number shows strong relationships between variables, which in turn validates the application of factor analysis. Moreover, Bartlett's Test of Sphericity shows statistically significant results (Chi Square = 8806.876, df = 435, $p = 0.000$). This substantiates the fact that the correlation matrix is not an identity matrix and permits the extraction of relevant elements. These findings provide evidence that it is appropriate to carry out factor analysis in order to determine the fundamental structure of transformational leadership.

Table 4.4.2 Total Variance Explained (Transformational Leadership)

Component	Initial Eigenvalues		Extraction Sums of Squared Loadings				Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.09	50.3	50.3	15.09	50.3	50.3	6.35	21.17	21.17
2	2.44	8.15	58.45	2.44	8.15	58.45	4.91	16.37	37.55
3	1.59	5.31	63.76	1.59	5.31	63.76	4.69	15.64	53.19
4	1.09	3.663	67.42	1.09	3.66	67.42	4.27	14.23	67.43

5	0.79	2.662	70.08						
6	0.78	2.605	72.69						
7	0.66	2.204	74.89						
8	0.62	2.089	76.98						
9	0.60	2.001	78.98						
10	0.51	1.703	80.68						
11	0.47	1.597	82.28						
12	0.44	1.472	83.75						
13	0.40	1.363	85.12						
14	0.39	1.327	86.44						
15	0.37	1.243	87.69						
16	0.36	1.207	88.89						
17	0.33	1.123	90.02						
18	0.33	1.105	91.12						
19	0.30	1.019	92.14						
20	0.29	0.977	93.12						
21	0.27	0.893	94.01						
22	0.25	0.846	94.86						
23	0.23	0.792	95.65						
24	0.22	0.743	96.39						
25	0.21	0.707	97.10						
26	0.20	0.672	97.77						
27	0.19	0.655	98.43						
28	0.17	0.568	98.99						
29	0.16	0.555	99.55						
30	0.13	0.448	100						

Using the Criteria (eigenvalues > 1), the Exploratory Factor Analysis (EFA) for Transformational Leadership shows that four components were kept. The first eigenvalues show that the first component explains 50.3% of the variation, followed by the second with 8.15%, the third with 5.31%, and the fourth with 3.66%, therefore

producing a total variance of 67.42% before rotation. Following rotation, the variation is more evenly divided among the four components; the first explains 21.17%, the second 16.37%, the third 15.64%, and the fourth 14.23%, so producing a total variance explained of 67.43%. The remaining elements are not kept since their eigenvalues are less than 1. This implies that, depending on their factor loadings, four different underlying causes can help to explain Transformational Leadership.

Table 4.4.3 Rotated Component Matrix (Transformational Leadership)

	Component			
	1	2	3	4
TL1			0.63	
TL2			0.67	
TL3			0.72	
TL4			0.72	
TL5			0.72	
TL6			0.63	
TL7			0.66	
TL8			0.42	
TL9		0.60		
TL10		0.46		
TL11		0.69		
TL12		0.52		
TL13		0.69		
TL14		0.54		
TL15		0.67		
TL16		0.58		
TL17	0.61			
TL18	0.81			
TL19	0.72			
TL20	0.69			
TL21	0.55			
TL22	0.76			

TL23	0.74			
TL24	0.77			
TL25				0.79
TL26				0.78
TL27				0.74
TL28				0.77
TL29				0.76
TL30				0.59

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The breakdown of the extracted components of Transformational Leadership is presented below.

Component 1: Individualized Consideration

This component represents leaders' focus on personal attention, mentorship, and addressing individual needs. Statements with high loadings here include:

- TL17 (0.61) - They listen carefully to the individual needs and concerns of every team member.
- TL18 (0.81) - Transformational leaders recognize the strengths and capabilities of team members and provide opportunities for growth.
- TL19 (0.72) - They actively support the team members' career development.
- TL20 (0.69) - Transformational leaders consider each individual's needs when assigning tasks or roles.
- TL21 (0.55) - They encourage collaboration and the sharing of ideas across the team.
- TL22 (0.76) - Fostering a sense of trust and openness within the team is enabled by transformational leaders.
- TL23 (0.74) - They challenge the team to achieve goals that exceed expectations.
- TL24 (0.77) - They encourage individuals to voice their opinions and ideas openly.

Component 2: Intellectual Stimulation

This construct reflects the leader's role in promoting critical thinking, innovation, and problem-solving. Statements with high loadings here include:

- TL9 (0.60) - They encourage my team members to strive for excellence.
- TL10 (0.46) - Transformational leaders often communicate confidence in the abilities of their team members to help them achieve objectives.
- TL11 (0.69) - They encourage creative problem-solving and new ways of thinking.
- TL12 (0.52) - They stimulate others to question the status quo and explore new approaches.
- TL13 (0.69) - My team is challenged to think critically about their assumptions.
- TL14 (0.54) - They encourage team members to take calculated risks in order to achieve innovation.
- TL15 (0.67) - Opportunities for continuous learning and intellectual growth are offered by transformational leaders.
- TL16 (0.58) - My team members are provided personal attention and mentorship.

Component 3: Idealized Influence

This dimension focuses on the leader as a role model with strong ethics and integrity. Statements with high loadings here include:

- TL1 (0.63) - Transformational leaders model behaviors that are consistent with my personal and organizational value system.
- TL2 (0.67) - Transformational leaders in my organization demonstrate high standards of ethical behavior.
- TL3 (0.72) - Transformational leaders are those who are admired and want to be followed.
- TL4 (0.72) - Transformational leaders are role models by consistently upholding strong moral and ethical principles.
- TL5 (0.72) - Transformational leaders often communicate a vision that inspires others to act beyond self-interest.
- TL6 (0.63) - They provide an inspiring vision that helps teams see a better future.

- TL7 (0.66) - Consistent motivation to help pursuance of goals with enthusiasm is what transformational leaders do.
- TL8 (0.42) - They articulate a compelling vision that drives commitment to team goals.

Component 4: Inspirational Motivation

This category represents the ability of transformational leaders to inspire and motivate teams by setting ambitious goals and fostering a shared vision. Statements with high loadings here include:

- TL25 (0.79) - Team achievements are celebrated, and recognition of individual contributions is encouraged.
- TL26 (0.78) - Transformational leaders provide inspiration to teams to keep them motivated and aligned with the organizational goals.
- TL27 (0.74) - They express confidence in the team's ability to help them succeed and achieve great things.
- TL28 (0.77) - Transformational leaders consistently motivate teams by setting challenging and meaningful goals.
- TL29 (0.76) - They encourage team members to embrace challenges and perform beyond their comfort zones.
- TL30 (0.59) - Transformational leaders help the teams see how their work contributes to the greater good of the organization and society.

According to the results of EFA, transformational leadership has four constructs. The idealized influence has leaders as role models whose vision and deeds inspire dedication and high standards into others. Motivating the inspired defines energizing teams with significant goal components, such as successful affirmation and aligning their activities behind a more general end. Intellectual stimulation promotes creativity, critical thinking, and problem solving by challenging assumptions. Individualized consideration emphasizes mentorship, personal attention, and nurture of career development, guaranteeing distinct customer service for both team and individual growth. These ideas

taken together construct a leadership style that propels self and organizational achievement.

Table 4.4.4 Summary of Components of TL

Construct	Items (Transformational Leadership-TL)
Idealized Influence	TL1, TL2, TL3, TL4, TL5, TL6, TL7, TL8
Inspirational Motivation	TL25, TL26, TL27, TL28, TL29, TL30
Intellectual Stimulation	TL9, TL10, TL11, TL12, TL13, TL14, TL15, TL16
Individualized Consideration	TL17, TL18, TL19, TL20, TL21, TL22, TL23, TL24

RESULTS OF EFA (INTRAPRENEURIAL INTENTIONS)

Table 4.4.5 KMO Results (Intrapreneurship Intentions)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.81
Bartlett's Test of Sphericity	Approx. Chi-Square	6444.32
	df	66
	Sig.	0.000

Table 4.4.6 Total Variance Explained (Intrapreneurship Intentions)

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.00	66.65	66.65	8.00	66.65	66.65	5.15	42.91	42.91
2	1.48	12.30	78.95	1.48	12.30	78.95	4.33	36.05	78.95
3	0.93	7.75	86.70						
4	0.48	3.99	90.69						

5	0.34	2.80	93.49						
6	0.25	2.06	95.55						
7	0.21	1.74	97.30						
8	0.17	1.39	98.69						
9	0.06	0.50	99.19						
10	0.05	0.42	99.61						
11	0.02	0.21	99.82						
12	0.02	0.18	100.00						

The total variance explained table explains how well each component accounts for the variance in association with the description of employees' intrapreneurial aspirations, thereby lending insight into the results of the factor analysis. In general terms, component 1 describes 66.65% of overall variation prior to rotation. The most significant element is further explained as rotation adds an additional 42.91% of variation. This implies that this component-proactive innovation and risk-taking has come to indicate that the readiness of employees to suggest new ideas and take chances is a broad indicator of variation in their intrapreneurial aspirations. Component 2 starts with an eigenvalue of 1.48; it contributes 12.30% of the overall variation before rotation. After rotation, it adds 36.05% of variance, indicating a strong secondary component. This component indicates the organisation's support and leadership in entrepreneurship i.e. perceptions regarding support, aspirations of leadership, creating career development opportunities associated with intrapreneurial activity. These two elements taken together account for a cumulative variance of 78.95%, thereby explaining over 79% of the total variability in employees' intrapreneurial aspirations. The remaining variance about 21% is distributed across other elements with little bearing on each other. The final factor structure does not retain the eigenvalues for components beyond the second drop below 1.0. This study validates that the main determinants of intrapreneurial intentions in the workplace are employees'

eagerness to innovate and take risks together with organisational support and leadership aspirations.

Table 4.4.7 Rotated Component Matrix (Intrapreneurship Intentions)

Component		
	1	2
EII1	0.71	
EII2	0.95	
EII3	0.84	
EII4	0.78	
EII5	0.76	
EII6	0.78	
EII7	0.76	
EII8		0.62
EII9		0.57
EII10		0.93
EII11		0.76
EII12		0.90

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Based on the factor loadings, the employees' intrapreneurial intentions can be categorized into two constructs:

Component 1: Proactive Innovation & Risk-Taking

This construct represents employees' willingness to take initiative, generate new ideas, and take risks to drive innovation within their organization. Statements with high loadings here include:

- EII1 (0.71)-Willingness to take personal initiative to introduce new ideas.
- EII2 (0.95)- Seeking opportunities to innovate within the current role.

- EII3 (0.84)- Confidence in developing and implementing new ideas.
- EII4 (0.78)- Motivation to solve organizational problems through innovation.
- EII5 (0.76)- Encouragement from the organization to propose new ideas.
- EII6 (0.78)- Work environment supporting creativity and idea generation.
- EII7 (0.76)- Willingness to take risks for new projects.

Component 2: Organizational Support & Leadership

This construct reflects employees' perceptions of support from their organization, career benefits of intrapreneurship, and leadership aspirations in entrepreneurial initiatives.

Statements with high loadings here include:

- EII8 (0.62)- Availability of necessary resources to execute entrepreneurial projects.
- EII9 (0.57)-Belief that entrepreneurial actions lead to career advancement.
- EII10 (0.93)- Commitment to promoting innovation in the current role.
- EII11 (0.76)- Feeling valued by colleagues and managers for contributions.
- EII12 (0.90)- Eagerness to assume leadership roles in entrepreneurial projects.

When it comes to innovation and taking risks, the first construct places an emphasis on the intrinsic motivation and proactive behaviour of employees, whereas the second construct places more of an emphasis on external elements such as the support and recognition of the organisation, as well as leadership aspirations. In order to ensure that both individual initiative and organisational enablers of intrapreneurship are documented, this division is aligned with the total variation that has been discussed.

4.5 CORRELATION BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' INTRAPRENEURIAL INTENTIONS

Table 4.5.1 Correlation Table

	Individuali zed Considerati	Intellectu al Stimulati	Idealiz ed Influen	Inspiratio nal Motivatio	Transformati onal Leadership
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		on	on	ce	n	
Employees' intrapreneu- rial Intentions	Pearson Correlati- on	.621**	.647**	.598**	.437**	.703**
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000
	N	374	374	374	374	374

The table contains the Pearson correlation coefficients that correspond to various dimensions of transformational leadership and employees' intentions for intrapreneurship. This is a study of how leadership behaviors lead employees to be willing to engage in entrepreneurial activities in the organization.

The correlation coefficient established between individualized consideration and employees' intrapreneurial intentions is also very strong ($r = .621$) implying that transformational leaders who offer personalized attention, mentorship, and support will increase significantly the motivation of their employees to take initiative, develop new ideas, and engage in innovative problem-solving. Employees who feel that their contributions are recognized and valued for being unique individual inputs are more inclined to propose and undertake entrepreneurial initiatives in the organization.

Intellectual stimulation presents the strongest correlation ($r = .647$) with intrapreneurial intentions, thus indicating that leaders encouraging critical thinking, challenging ideas, and enabling creativity also have a great playing role in improving and developing entrepreneurial behavior. Those employees subject to constant exposure into intellectually stimulating environment tend to feel empowered to explore new opportunities, experiment new solutions, and take risks whenever they deem possible for the sake of organizational growth.

Also significant is the positive association that exists between idealized influence and the intrapreneurial intentions of employees ($r = .598$). Employees who perceive their leaders as ethical role models in values and visionary thinking are more likely to weight their

personal aspirations relative to those of the organization. A leader's demonstration of integrity, confidence, and a long-term vision inspires employees to engage in entrepreneurial activities for their own and that of the organization.

Thus, while inspirational motivation is still positively correlated to intrapreneurial intentions, it was the weakest component ($r = .437$). However, this would demonstrate that causing motivation, empowerment, and a visionary perspective does affect even the entrepreneurial behavior of employees, but compared to intellectual stimulation or individualized consideration, it is not as effective by itself. Raw enthusiasm can be inspired, but it probably requires some intellectual contact and personal support to fully mobilize into entrepreneurial initiatives.

Thus, transformational leadership as a whole showed the strongest correlation with intrapreneurial intentions ($r = .703$). This means that, by using all four dimensions put employees in an environment that really promotes their ability to innovate, initiate, and contribute to organizational entrepreneurship.

4.6 RESULTS OF REGRESSION ANALYSIS

Impact of Transformational Leadership on Intrapreneurial Intentions

The regression analysis establishes a linkage between transformational leadership and employees' intrapreneurial intentions. The results show strong and significant relationships, as captured in various sections of the table.

Table 4.6.1 Model Summary Table (Transformational Leadership and EII)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.703	0.494	0.493	0.717
a. Predictors: (Constant), Transformational Leadership				

The model summary shows the correlation coefficient (R) at 0.703, indicating a strong positive relationship between transformational leadership and intrapreneurial intentions. The R-square value of 0.494 implies that transformational leadership accounts for about

49.4% of the variance in employees' intrapreneurial intentions, and the almost equal adjusted R-square (0.493) indicates the robustness of the model. The standard error of estimate in this case is 0.717, representing moderate levels of inconsistency in predicting intrapreneurial intentions.

Table 4.6.2 ANOVA Table (Transformational Leadership and EII)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.804	1	186.804	363.535	0.000
	Residual	191.153	372	0.514		
	Total	377.957	373			
a. Dependent Variable: Employees' Intrapreneurial Intentions						
b. Predictors: (Constant), Transformational Leadership						

The ANOVA table seeks the overall significance of the regression model. The F-statistic is 363.535 with a significance level of 0.000, which is well below 0.05, thus confirming the statistical significance of the model, that is, transformational leadership influences the intrapreneurial intentions. Therefore, H1 was supported.

Table 4.6.3 Coefficient Table (Transformational Leadership and EII)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.224	0.165		1.36	0.175
	Transformational Leadership	0.884	0.046	0.703	19.067	0.000
a. Dependent Variable: Employees' Intrapreneurial Intentions						

The coefficients table provides further information on the relationships between the predictor variable and the dependent variable. The constant value (B = 0.224) is not

statistically significant ($p = 0.175$) and therefore says that when there is no transformational leadership, the predicted value of intrapreneurial intentions is not significantly different from zero. In contrast, the unstandardized coefficient of transformational leadership ($B = 0.884$) is statistically significant ($p = 0.000$), indicating, with a one-unit increase in transformational leadership, there will be an increase of intrapreneurial intentions by 0.884 units. The standardized beta coefficient of 0.703 supports the assertion of a strong positive effect of transformational leadership on intrapreneurial intentions.

In sum, regression analysis shows that transformational leadership is a strong driver of employees being willing to carry out intrapreneurial activities. Organizations seeking to nurture intrapreneurial behavior among employees have to focus on transformational leadership behaviors.

Impact of Individualized Consideration on Intrapreneurial Intentions

The relationship between individualized consideration and intrapreneurial intentions of employees has been discussed via regression analysis. Results show a significant and positive relationship between these two variables.

Table 4.6.4 Model Summary Table (Individualized Consideration and EII)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.621	0.386	0.384	0.79
a. Predictors: (Constant), Individualized Consideration				

The model summary indicates that the value of the correlation coefficient (R) is 0.621, which implies that there exists a strong positive relationship between individualized consideration and the intrapreneurial intentions. The value of R -squared is 0.386, which means that individualized consideration explains around 38.6% of the variance in the intrapreneurial intention of employees. Further, the adjusted R -square value (0.384) is

closer to the R-square value, indicating that the model does not lose its entire stability upon change in the number of predictors. Standard error estimate (0.79) indicates the moderate variability for predictions about intrapreneurial intentions.

Table 4.6.5 ANOVA Table (Individualized Consideration and EII)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.922	1	145.922	233.944	0.000
	Residual	232.035	372	0.624		
	Total	377.957	373			
a. Dependent Variable: Employees' Intrapreneurial Intentions						
b. Predictors: (Constant), Individualized Consideration						

The ANOVA table evaluates the overall significance of the regression model. The F-statistic value is 233.944 with a significance level of 0.000, which definitely tells that the regression model is highly significant, which, therefore, implies that individualized consideration has a meaningful impact on employees' intrapreneurial intentions. Therefore, H1(a) was supported.

Table 4.6.6 Coefficient Table (Individualized Consideration and EII)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.973	0.156		6.218	0.000
	Individualized Consideration	0.649	0.042	0.621	15.295	0.000
a. Dependent Variable: Employees' Intrapreneurial Intentions						

In addition, the coefficients table gives a better view about the depth and direction of this association. The value of the constant term ($B = 0.973$) is found to be statistically significant ($p = 0.000$), meaning that even in the absence of individualized consideration, employees still have a certain minimum amount of intrapreneurial intentions. The unstandardized coefficient for individualized consideration ($B = 0.649$) also appears to be significant ($p = 0.000$); hence, an additional unit of individualized consideration leads to an increase in intrapreneurial intentions of 0.649 units for employees. The standardized beta coefficient (0.621) indicates that individualized consideration has a strong positive impact on intrapreneurial intentions.

All in all, it can be observed from the research that when leaders practice individualized consideration—that is, by offering adequate support, mentorship, and by considering unique needs and contributions into account—the environment is created in which employees are more likely to indulge themselves in intrapreneurial activities. Organizations aspiring to further entrench intrapreneurial behavior need to consider leadership practices that enhance employee growth and individual engagement.

Impact of Intellectual Stimulation on Intrapreneurial Intentions

This regression analysis was conducted to analyze the association between intellectual stimulation and intrapreneurial intentions of employees. The findings were indicative of a strong significant positive association between the two.

Table 4.6.7 Model Summary Table (Intellectual Stimulation and EII)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.647	0.418	0.417	0.769
a. Predictors: (Constant), Intellectual Stimulation				

According to the Model Summary table, the correlation coefficient $R = 0.647$, indicating a strong positive correlation between intellectual stimulation and intrapreneurial

intentions. The R-square value of 0.418 indicates that slight variation in the case of intrapreneurial intentions of employees can be attributed to intellectual stimulation. The adjusted R-square value of 0.417 is nearly equal to R-square, which verifies the stability of the model. The standard error of the estimate of 0.769 explains that this is the level of variability to be expected while predicting intrapreneurial intentions.

Table 4.6.8 ANOVA Table (Intellectual Stimulation and EII)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.024	1	158.024	267.285	0.000
	Residual	219.933	372	0.591		
	Total	377.957	373			
a. Dependent Variable: Employees' Intrapreneurial Intentions						
b. Predictors: (Constant), Intellectual Stimulation						

The ANOVA Table evaluates the overall significance of this regression model. The F-statistic (267.285) with a level of significance of $P=0.000$ shows that the model is significant. Hence, intellectual stimulation significantly influences employees' intrapreneurial intentions. Therefore, H1(b) was supported.

Table 4.6.9 Coefficient Table (Intellectual Stimulation and EII)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.979	0.146		6.684	0.000
	Intellectual Stimulation	0.651	0.04	0.647	16.349	0.000
a. Dependent Variable: Employees' Intrapreneurial Intentions						

The coefficients table provides more detail in terms of the strength and direction of this relationship. The constant value ($B = 0.979$) is significant ($p = 0.000$), implying that

employees have a baseline level of intrapreneurial intention even without intellectual stimulation. The unstandardized coefficient for intellectual stimulation $B = 0.651$ is significant ($p = 0.000$) and means that a one-unit increase in intellectual stimulation brings about an increase in employees' intrapreneurial intentions of 0.651 units. The standardized beta coefficient (0.647) further attests to the high positive influence of intellectual stimulation on intrapreneurial intentions.

The above results imply that encouraging employees' creativity, critical thinking, and problem-solving through intellectual stimulation will increase employees' tendencies to engage in intrapreneurial activities. In creating an innovative and proactive organization, leadership practices that challenge the intellect of the employees and foster exploration of new ideas and solutions should be emphasized.

Impact of Idealized Influence on Employees' Intrapreneurial Intentions

The regression analysis was conducted to examine the influence of idealized influence on employees' intrapreneurial intentions.

Table 4.6.10 Model Summary Table (Idealized Influence and EII)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.598	0.357	0.356	0.808
a. Predictors: (Constant), Idealized Influence				

It presents a moderate to strong coefficient between idealized influence, predictor variable, and employees' intrapreneurial intentions, dependent variable. The R-value of 0.598 indicated a significant positive correlation; while the R^2 value of 0.357 means that 35.7% of the variation in intrapreneurial intentions could be explained by idealized influence, the adjusted R^2 of 0.356 proves that the model does not break down when adjusted for the number of predictor variables. Also, the standard error of the estimate (0.808) is the variation in predicting intrapreneurial intentions.

Table 4.6.11 ANOVA Table (Idealized Influence and EII)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.117	1	135.117	206.981	0.000
	Residual	242.841	372	0.653		
	Total	377.957	373			
a. Dependent Variable: Employees' Intrapreneurial Intentions						
b. Predictors: (Constant), Idealized Influence						

Substantial is the F-value of 206.981 and the p-value of 0.000 in the ANOVA table, which shows that the model is statistically significant, meaning that idealized influence significantly affects the employees' intrapreneurial intentions. The regression sum of squares is extremely larger than the residual sum of squares; that is, 135.117 as against 242.841. This indicates that there is high variance accounted for by the predictor for the dependent variable. This adds to the fact that the model is a good fit with the data. Therefore, H1(c) was supported.

Table 4.6.12 Coefficient Table (Idealized Influence and EII)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.151	0.154		7.475	0.000
	Idealized Influence	0.622	0.043	0.598	14.387	0.000
a. Dependent Variable: Employees' Intrapreneurial Intentions						

The coefficients table further proves these; the constant value ($B = 1.151$, $p = 0.000$) suggests that employees have some level of intrapreneurial intentions even in the absence of idealized influence. It reveals that the predictor variable idealized influence has a positive and statistically significant effect ($B = 0.622$, $p = 0.000$), which means that for

every one-unit increase in idealized influence, the employees' subunits of intrapreneurial intentions go up by 0.622 units. The standardized beta coefficient (0.598) suggests a strong positive impact, and the t-value (14.387) confirms the significant contribution of the predictor in the model.

Impact of Inspirational Motivation on Employees' Intrapreneurial Intentions

Table 4.6.13 Model Summary Table (Inspirational Motivation and EII)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.437	0.191	0.189	0.906
a. Predictors: (Constant), Inspirational Motivation				

The model summary table specifies that there has been an average relationship of correlation between the predictor variable, inspirational motivation and the dependent variable that is employee's intrapreneurial intentions. An R-value of 0.437 implies that there is a positive correlation, while R² value of 0.191 means, 19.1 percent of the variation in intrapreneurial intentions is explained by inspirational motivation. The standard error of the estimate (0.906) shows the degree of deviation when predicting intrapreneurial intentions.

Table 4.6.14 ANOVA Table (Inspirational Motivation and EII)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.308	1	72.308	88.005	0.000
	Residual	305.649	372	0.822		
	Total	377.957	373			
a. Dependent Variable: Employees' Intrapreneurial Intentions						
b. Predictors: (Constant), Inspirational Motivation						

Given an overall F-value of 88.005 and p-value of 0.000, this means that the overall model is statistically significant. Thus, it indicates that the inspirational motivation really has an effect on an employee's intrapreneurial intentions. Then there is regression sum of squares (72.308), which is significantly smaller than the residual sum of squares (305.649), which means it does explain variance in the dependent variable but is still a very small amount. Therefore, H1(d) was supported.

Table 4.6.15 Coefficient Table (Inspirational Motivation and EII)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.557	0.19		8.197	0.000
	Inspirational Motivation	0.464	0.049	0.437	9.381	0.000
a. Dependent Variable: Employees' Intrapreneurial Intentions						

The coefficients table indicates that even in the absence of an inspirational motivation, employees still would show at least a baseline level intrapreneurial intentions, as expressed in the constant value ($B = 1.557$, $p = 0.000$). The predictor variable, inspirational motivation, effects positively and statistically significant ($B = 0.464$, $p = 0.000$) meaning a unit increase in inspirational motivation triggers an increase in employees' intrapreneurial intentions by 0.464 units. The standardized beta coefficient (0.437) suggests a moderate positive impact with t-value (9.381) establishing that the predictor indeed makes a meaningful input into the model.

4.7 RESULTS ON THE BASIS OF DEMOGRAPHICS

Independent Sample t-Test for Marital Status

The independent samples t-test was carried out on employees' intrapreneurial intentions based on marital status (single vs. married).

Table 4.7.1 Group Statistics Interpretation (Marital Status)

Group Statistics					
	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Employees' Intrapreneurial Intentions	Single	242	3.25	1.046	0.067
	Married	132	3.34	0.931	0.081

In order to interpret the group statistics, the table shows that single employees (N = 242) have a mean intrapreneurial intention score of 3.25 having a standard deviation of 1.046, while married have a mean of 3.34 which is slightly higher with the number of respondents being 132, having a standard deviation of 0.931. For single employees, the standard error of the mean is 0.067, while that for married employees is 0.081, which reveals the precision of mean estimates.

Levene's Test for Equality of Variances

Levene's test checks for equal variances in the two groups. The test result states the F value equals 4.716 and the significance (Sig.) value of 0.031, which is less than 0.05, shows that the assumption of equal variance was violated, meaning significantly different variability in intrapreneurial intention will occur between married and single employees.

Table 4.7.2 Levene's Test for Equality of Variances

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper

Employees' Intrapreneurial Intentions	Equal variances assumed	4.716	0.031	-0.815	372	0.415	-0.089	0.109	-0.303	0.125
	Equal variances not assumed			-0.844	296.83	0.4	-0.089	0.105	-0.296	0.118

Because Levene's tests show that the variances are different, we turn to interpret the row "Equal variances not assumed". The t-value is -0.844 with 296.825 degrees of freedom (df), and the significance value (Sig. 2-tailed) is 0.400. Since this p-value is greater than the conventional alpha level of 0.05, we reject the hypothesis 3. This means that there is no statistically significant difference in intrapreneurial intentions between single and married employees.

There is a mean difference of -0.089, which indicates that married employees have a slightly higher score on the intrapreneurial intention than single employees, although it is not significant at any level. The 95% confidence interval for the difference is -0.296 and 0.118. This means that the true mean difference could fall anywhere within this range, including zero, which further supports the conclusion that there is no significant difference.

Independent Sample t-Test for Gender

To measure whether there is any significant difference in intrapreneurial intentions among employees gauged along the dimension of gender (male vs. female), the independent samples t-test was conducted.

Table 4.7.3 Group Statistics Interpretation (Gender)

Group Statistics				
Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	240	3.95	0.307	0.02
Female	134	2.08	0.638	0.055

The descriptive statistics show a marked difference across the two groups. For instance, mean intrapreneurial intention scores of male employees (N = 240) was 3.95 and a standard deviation of 0.307; while female employees (N = 134) recorded a significantly lower mean score of 2.08 with a standard deviation of 0.638. The standard error of the mean is 0.020 for males, and for females, it is 0.055, which indicates the precision of these estimates.

Levene's Test for Equality of Variances

Levene's test investigates whether the variances of the two groups are equal with the test results producing an F-value of 57.102, with an overall significance (Sig.) value of 0.000, well below the cutoff of 0.05. This tells that the assumption of equal variances has been violated since there is a difference in variability between male and female employees. Hence the row titled "Equal variances not assumed" will be used for interpretation.

Table 4.7.4 Levene's Test for Equality of Variances

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- taile d)	Mean Differe nce	Std. Error Differe nce	95% Confidence Interval of the Difference	
									Low er	Upp er

Employees'	Equal variances assumed	57.1 02	0.0 00	38.2 58	372	0.00 0	1.872	0.049	1.77 6	1.96 8
Intrapreneurial Intentions	Equal variances not assumed			31.9 76	168. 03	0.00 0	1.872	0.059	1.75 6	1.98 8

The t-value recorded was 31.976 with 168.028 degrees of freedom, and the significance (Sig. 2-tailed) was 0.000. This p-value is well under the standard alpha level of 0.05 and therefore, accepting H4, it may be concluded that there is a significant difference regarding intrapreneurial intention between male and female employees.

The mean difference of 1.872 also indicates significantly higher intrapreneurial intentions among male employees in comparison to the female ones. The population confidence interval for that mean difference ranged from 1.756 to 1.988 at 95; this suggests that the real difference of these means was not likely to be zero. Therefore, it can be concluded that gender has a significant influence with respect to intrapreneurial intentions of employees.

The results pointed out that men and women had different intentions concerning intrapreneurial activities, with male employees highly intending than their female counterparts. This finding infers that the difference in gender plays a vital role in determining an employee's entrepreneurial behavior at a given organization. It speaks volumes regarding workplace dynamics, cultural aspects, or restrictions that reduce female employees' intrapreneurial drive. Further research and organizational

interventions might be required to address these disparities and create an inclusive entrepreneurial environment.

Table 4.7.5 Descriptive Statistics

Descriptives								
Employees' Intrapreneurial Intentions								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30 years	104	3.87	0.541	0.053	3.76	3.97	1	5
31-40 years	114	4.01	0.21	0.02	3.97	4.05	3	5
41-50 years	49	2.43	0.89	0.127	2.17	2.68	1	4
51-60 years	65	2.32	0.831	0.103	2.12	2.53	1	5
Above 60 years	42	2.36	0.906	0.14	2.07	2.64	1	5
Total	374	3.28	1.007	0.052	3.18	3.39	1	5

The descriptive statistics table summarises the sample sizes, mean intrapreneurial intention scores, and standard deviations and confidence intervals corresponding to the various age groups. The highest mean score was reported in the 31-40 years group (4.01), whereas the 21-30 years group was just barely lower (3.87). This suggests that younger employees have higher inclination toward being intrapreneurs. In comparison, the lowest mean scores were found in the 51-60 years (2.32) and over 60 years (2.36) groups, suggesting that older employees have lower intrapreneurial intentions. With respect to standard deviations, older groups have much higher score variations among respondents than those of younger groups.

Table 4.7.6 Test of Homogeneity of Variances

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Employees' Intrapreneurial Intentions	Based on Mean	42.107	4	369	0.000
	Based on Median	18.716	4	369	0.000
	Based on Median and with adjusted df	18.716	4	255.296	0.000
	Based on trimmed mean	40.777	4	369	0.000

Levene's test for homogeneity of variances was carried out to test if the variance of intrapreneurial intentions is equal across the given age groups. The results are significant ($p = 0.000$) which is below the standard 0.05 threshold, indicating the assumption of equal variances is violated. To conclude, there exists a significant difference in the variability of responses across the age groups.

Table 4.7.7 ANOVA Results

ANOVA					
Employees' Intrapreneurial Intentions					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	226.992	4	56.748	138.708	0.000
Within Groups	150.965	369	0.409		
Total	377.957	373			

The ANOVA table tests the provided hypotheses regarding the significance of differences in intrapreneurial intention by age group. The results indicate a significant F-statistics of 138.708 ($p = 0.000$), which provides evidence that one age group differs from others concerning intrapreneurial intentions. This validates the effect of age on employees' propensity to engage in intrapreneurial activities because it is statistically significant.

Table 4.7.8 Robust Tests of Equality of Means

Robust Tests of Equality of Means				
Employees' Intrapreneurial Intentions				
	Statistic ^a	df1	df2	Sig.
Welch	127.876	4	120.76	0.000
Brown-Forsythe	101.839	4	175.352	0.000
a. Asymptotically F distributed.				

However, the assumption of equal variances is not satisfied; therefore, Welch's test and Brown-Forsythe tests were conducted, and both tests resulted highly statistically significant ($p=0.000$). This emphasizes that the means of different age groups are not equal. Because Welch's test is more reliable under unequal variance conditions, its results suggest that differences in intrapreneurial intentions across age groups are robust and not due to variability differences alone.

Table 4.7.9 Post-hoc Analysis: Multiple Comparisons

Multiple Comparisons							
Dependent Variable: Employees' Intrapreneurial Intentions							
	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Tukey HSD	21-30 years	31-40 years	-0.143	0.087	0.464	-0.38	0.09
		41-50 years	1.437 [*]	0.111	0.000	1.13	1.74
		51-60 years	1.542 [*]	0.101	0.000	1.27	1.82
		Above 60 years	1.508 [*]	0.117	0.000	1.19	1.83
	31-40 years	21-30 years	0.143	0.087	0.464	-0.09	0.38
		41-50 years	1.580 [*]	0.109	0.000	1.28	1.88

		51-60 years	1.686 [*]	0.099	0.000	1.41	1.96
		Above 60 years	1.652 [*]	0.115	0.000	1.34	1.97
	41-50 years	21-30 years	-1.437 [*]	0.111	0.000	-1.74	-1.13
		31-40 years	-1.580 [*]	0.109	0.000	-1.88	-1.28
		51-60 years	0.105	0.121	0.907	-0.23	0.44
		Above 60 years	0.071	0.135	0.984	-0.3	0.44
	51-60 years	21-30 years	-1.542 [*]	0.101	0.000	-1.82	-1.27
		31-40 years	-1.686 [*]	0.099	0.000	-1.96	-1.41
		41-50 years	-0.105	0.121	0.907	-0.44	0.23
		Above 60 years	-0.034	0.127	0.999	-0.38	0.31
	Above 60 years	21-30 years	-1.508 [*]	0.117	0.000	-1.83	-1.19
		31-40 years	-1.652 [*]	0.115	0.000	-1.97	-1.34
		41-50 years	-0.071	0.135	0.984	-0.44	0.3
		51-60 years	0.034	0.127	0.999	-0.31	0.38
Bonferroni	21-30 years	31-40 years	-0.143	0.087	0.991	-0.39	0.1
		41-50 years	1.437 [*]	0.111	0.000	1.12	1.75
		51-60 years	1.542 [*]	0.101	0.000	1.26	1.83
		Above 60 years	1.508 [*]	0.117	0.000	1.18	1.84
	31-40 years	21-30 years	0.143	0.087	0.991	-0.1	0.39
		41-50 years	1.580 [*]	0.109	0.000	1.27	1.89
		51-60 years	1.686 [*]	0.099	0.000	1.4	1.97
		Above 60 years	1.652 [*]	0.115	0.000	1.33	1.98
	41-50	21-30 years	-1.437 [*]	0.111	0.000	-1.75	-1.12

	years	31-40 years	-1.580*	0.109	0.000	-1.89	-1.27
		51-60 years	0.105	0.121	1	-0.24	0.45
		Above 60 years	0.071	0.135	1	-0.31	0.45
	51-60 years	21-30 years	-1.542*	0.101	0.000	-1.83	-1.26
		31-40 years	-1.686*	0.099	0.000	-1.97	-1.4
		41-50 years	-0.105	0.121	1	-0.45	0.24
		Above 60 years	-0.034	0.127	1	-0.39	0.32
	Above 60 years	21-30 years	-1.508*	0.117	0.000	-1.84	-1.18
		31-40 years	-1.652*	0.115	0.000	-1.98	-1.33
		41-50 years	-0.071	0.135	1	-0.45	0.31
		51-60 years	0.034	0.127	1	-0.32	0.39

*. The mean difference is significant at the 0.05 level.

Post hoc tests (Tukey HSD and Bonferroni) differentiate significantly between the age groups. For instance, the group 21-30 years has significantly higher levels of intrapreneurial intentions when compared with the 41-50, 51-60, and Above 60 years groups, with about 1.5 points mean differences. The group 31-40 years demonstrates higher intrapreneurial intentions than older age groups, with a difference in mean of 1.6 points. The age cohort 41-50 years, 51-60 years, and above 60 years do not show significant differences between them, meaning that they share about the same levels of intrapreneurial intentions. The other comparison made between group 21-30 and 31-40 years indicates that they are also not statistically different from each other, which means that employee below 40 years tend to have strong and comparable intrapreneurial intentions.

Table 4.7.10 Homogeneous Subsets (Tukey HSD)

DV				
	Age	N	Subset for alpha = 0.05	
			1	2
Tukey HSD ^{a,b}	51-60 years	65	2.32	
	Above 60 years	42	2.36	
	41-50 years	49	2.43	
	21-30 years	104		3.87
	31-40 years	114		4.01
	Sig.		0.884	0.71
Means for groups in homogeneous subsets are displayed.				
a. Uses Harmonic Mean Sample Size = 64.111.				

Homogeneous sub-group analysis serves to group post-formation intrapreneurial intentions considered as not significantly different. The finding has it that older age groups (41-50, 51-60, and Above 60 years) form a subset, confirming that they do not significantly differ in their intrapreneurial intentions. The younger groups (21-30, 31-40 years) fall under another subset, meaning they would have rather more similar but elevated levels of intrapreneurial intentions. It verifies the earlier finding, which indicates that it has been found that younger employees possess significantly stronger intentions of intrapreneurship. Based on the results, it was discovered that the intrapreneurial intentions of employees vary dramatically with age. Compared to their older colleagues (41+), the younger ones (21-40 years) have much higher intrapreneurial intentions. In terms of intrapreneurial mindsets, however, there is no significance difference between the 21-30 and 31-40 years. The comparison of the 41-50, 51-60, and above 60 years groups shows that the responses are much lower concerning intrapreneurial intentions and have no meaningful differences among them.

4.8 SUMMARY

The data analysis chapter covers the descriptive statistics of the data, correlation, regression as well as significant differences among different demographics. A demographic analysis suggests that there is a male dominance in the sample, and most respondents belong to the young-middle-aged group, with a significant number being single. Respondents mainly come from the middle-income group and possess a graduate or postgraduate degree. Although there is heterogeneity in terms of experience, early professionals seem to constitute the majority. High representation is from both the IT/ITeS sector and the financial sector, while the sample is geographically clumped in the north. Further, there are four salient factors that finally culminate to define the transformational leader as one who mentors, inspires, and prevents innovation for employees (Carless et al., 2000; Tharnpas and Sakun, 2015; Yuan et al. 2022). The two basic components forming intrapreneurial intentions-concerns include proactive innovation and risk-taking, and then also organizational support and leadership. Finally, transformational leadership has recorded a strong positive correlation to employees' intrapreneurial intentions. This analysis forms the most important four dimensions of transformational leadership. These factors shape the overall ability of leaders to mentor, inspire, and incite innovation among their employees. These features shape how leaders can mentor, inspire, and prevent innovation among their employees. For intrapreneurial intentions, however, two basic components emerge: proactive innovation and risk-taking, and organization support and leadership. Results indicated that there is a strong positive relationship between transformational leadership and intrapreneurial intentions, with transformational leadership having a significant effect on the willingness of employees to engage in intrapreneurial activities. The regression model confirms that transformational leadership explains a good amount of variance in intrapreneurial intentions, further proving to be vital in instilling an innovative mindset among employees. An independent sample t-test was conducted to explore the differences in intrapreneurial intentions based on marital status. The results suggest that, although there are differences in intrapreneurial intentions between single and married employees, this difference is not statistically significant, which means that marital status has no major influence on

forming intrapreneurial intentions. The overall results stress the need for organizations to foster transformational leadership quality in order to stimulate intrapreneurial behavior in the workforce.

CHAPTER V

DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 INTRODUCTION

In this study, the interrelationship between transformational leadership and employees' intrapreneurial intentions is examined, looking at how leadership aspects affect employees' innovating outlook. The study demonstrated that there was a significant correlation between transformational leadership and intrapreneurial behavior, with leadership styles appearing to be important in nurturing creativity and risk-taking in organizations. In addition, demographic factors, in particular gender, age and marital status, were studied in terms of their correlation to intrapreneurial tendencies. The discussion provides a holistic interpretation of these results vis-a-vis the theories existing in the field, but to also articulate their practical implications for organizations that wish to create an entrepreneurial atmosphere among their employees. The study indicates that transformational leadership in an organization's influence on employees' intrapreneurial intentions. Specifically, it analyzes leadership factors that initiate innovation and

proposes that organizations should promote a culture that supports creativity through mentorship, resources, and diversity. This chapter also offers some practical suggestions with respect to leadership development programs and regulated innovation initiatives. The result is that transformational leadership is important for corporate entrepreneurship and calls organizations to adopt strategies that foster employee creativity and risk-taking.”

5.2 DISCUSSION OF FINDINGS

The summary of the findings is valuable, highlighting the context of key variables and relationships studied within the research. Analysis of demographic distribution, tests of significance, and models provide a inclusive understanding of how different variables influence employees’ intrapreneurial intentions. The study also expresses the impact of four transformational leadership dimensions that affect their entrepreneurial mindset within the organization. Additionally, the survey has highlighted the differences arising from demographic attributes such as gender and age in independent sample t-test and ANOVA.

5.2.1 Summary of demographics

The demographic features of the participants provide key insights to their characteristics. The percentage of male is larger than that of female, which indicates there is an imbalance concerning gender representation. Young to middle-aged people mainly constitute the larger percentage of the respondents, while older people are considerably few. Whereas many out of the 154 total respondents are unmarried from the few that are married, a more significant number are single, which may change their priorities in lifestyle and workplace. Income levels reveal that the majority of respondents belong to the middle-income category and that fewer earn in higher brackets. It has also been noted that a high percentage of the respondents hold postgraduate or graduate degrees in education distribution, proving the sample to be well-educated. The work experience data show a mixture of early professionals and veterans; however, the majority had less than a

decade of experience. This clearly indicates that the highest representation comes from the IT and financial services sectors, apart from being very present in other sectors, such as health, tourism, and retail. The respondents are geographically spread across different regions, although the highest share is in the northern part of the country. This provides sampling demographic handling within the different traits and the way they will be affected by the study results.

5.2.2 Results of hypotheses testing

Table 5.1 Results of hypotheses testing

Hypotheses	Statement	Results	Decision
H1	There is a significant impact of transformational leadership on employees' intrapreneurial intentions.	$R^2 = 0.494$, $p = 0.000$	Supported
H1(a)	There is a significant impact of individualized consideration on employees' intrapreneurial intentions.	$R^2 = 0.386$, $p = 0.000$	Supported
H1(b)	There is a significant impact of intellectual stimulation on employees' intrapreneurial intentions.	$R^2 = 0.418$, $p = 0.000$	Supported
H1(c)	There is a significant impact of idealized influence on employees' intrapreneurial intentions.	$R^2 = 0.357$, $p = 0.000$	Supported
H1(d)	There is a significant impact of inspirational motivation on employees' intrapreneurial intentions.	$R^2 = 0.191$, $p = 0.000$	Supported
H2	There is a significant difference in intrapreneurial intentions between married and single employees.	$p > 0.05$	Not Supported
H3	There is a significant difference in intrapreneurial intentions between male and female employees.	$p < 0.05$	Supported

H4	There is a significant difference in intrapreneurial intentions between employees from different age groups	$p < 0.05$	Supported
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- Transformational leadership emerged as a variable with significant impact for intrapreneurial intentions of employees with hypothesis testing yielding $R^2 = 0.494$ and $p = 0.000$. This means that transformational leadership explains almost 49.4% of the variance in employees' intrapreneurial intentions. This strong significance underscores that leaders with transformational characteristics are able to instill an intrapreneurial mindset in employees. This is accomplished through inspiring, motivating, and intellectually stimulating their workforce so that innovation, risk-taking, and proactive behavior-positive constituents of intrapreneurship-are facilitated.
- An exploration of the four transformational leadership dimensions investigated deep into specific leadership traits that promote intrapreneurial intention. Individualized consideration (H1a) proved to significantly affect employees' intrapreneurial intention ($R^2 = 0.386$, $p = 0.000$). This means leaders who supported, mentored, and offered development opportunities for employees significantly foster an intrapreneurial spirit. When employees feel valued and supported, they are more likely to take initiative and trial innovative ideas in their organizations.
- Similarly, the second dimension of transformational leadership, intellectual stimulation (H1b), was found to have a strong impact on intrapreneurial intentions ($R^2 = 0.418$, $p = 0.000$). This finding underlines the significance of those leaders who challenge their employees to think critically, question old norms, and search for innovative solutions. Leaders who cultivate creativity in their employees' problem-solving encourage ownership of their ideas, ultimately fostering a culture of intrapreneurship.

- Idealized influence, H1c, was also statistically significant ($R^2 = 0.357$, $p = 0.000$), meaning that the more the employees see the leaders as role models who demonstrate superior ethical standards, who exude confidence, and who offer a compelling vision, the more likely are they to develop intrapreneurial intentions. Other than the activities of encouragement and motivation for innovation and excellence, behavior modeling by leaders is another factor likely to shape employees' engagement with such endeavors.
- Finally, inspirational motivation (H1d) emerged as the transformational leadership element least associated with intrapreneurial intentions. It still held significance ($R^2 = 0.191$, $p = 0.000$). That is, while instilling an inspiring vision and some enthusiasm within employees will very likely aid in fostering intrapreneurial intentions, such intention is not affected as greatly as by the other transformational leadership dimensions. This could indicate that motivation itself is insufficient as a tool to drive employees in the direction of intrapreneurial behavior without the presence of intellectual stimulation, individualized support, and a role model.
- An independent sample t-test was conducted to assess the impact of marital status on employees' intrapreneurial intentions (single vs. married). The findings indicated a slightly higher mean score for married employees (3.34) over their single counterparts (3.25). However, since the t-test shown that $p = 0.400$ ($t = -0.844$), the difference was considered statistically non-significant. This implies that marital status does not significantly influence intrapreneurial intention among employees. Therefore, the hypothesis was rejected as there was no significance difference in intrapreneurial intentions of single and married employees.
- Another independent sample t-test was performed to measure the effect of gender on intrapreneurial intentions. From the findings, a strong contrast was observed between men and women, wherein male employees scored an overall mean intrapreneurial intention of 3.95 while female employees scored only 2.08 in the same regard. In $t = 31.976$, $p = 0.000$, thus leading to a support of Hypothesis 4,

meaning that gender holds a crucial distinction in determining intrapreneurial intentions, whereby men show on average significantly greater intrapreneurial intent than do women.

- One-way ANOVA was conducted to assess the effect of age in intrapreneurial intentions. There were significant differences in means intrapreneurial intention scores between age groups ($F = 138.708$, $p = 0.000$). Looking at a pairwise comparison, younger employees (21-30 years: $M = 3.87$; 31-40 years: $M = 4.01$) had higher level intrapreneurial intentions than older employees (41-50 years: $M = 2.43$; 51-60 years: $M = 2.32$; above 60 years: $M = 2.36$). The post hoc test confirmed that employees aged below 40 were significantly more intrapreneurial than those aged 41 and above. However, no significant differences were obtained for those aged 41 and further, implying that older employees tend toward an equal level of intrapreneurial tendency.

In summary, the study provides strong empirical evidence that transformational leadership has an impact on motivating employees towards intrapreneurial intentions. For leaders practicing such leadership style, employees take willingness towards initiating intrapreneurial activities within an organization. These results are useful in guiding organizations' measures to create a condition for innovation and encourage employees to act as intrapreneurs to enhance business success and sustainability. The results of the hypothesis tests also indicate that gender and age significantly affect intrapreneurial intentions, whereas marital status does not. Male employees and those below the age of 40 show significantly higher intrapreneurial intentions than their female and older counterparts. This finding underlines the importance of fostering an inclusive entrepreneurial climate in organizations that helps alleviate disparities among genders and promote intrapreneurial development among employees of various ages.

5.3 THEORETICAL IMPLICATIONS

Incorporating intrapreneurship has become synonymous with innovation, competitiveness, and growth in the organizations of today. Employee intrapreneurial

intention is determined by leadership style, workplace dynamics, and individual motivational factors. This research presents new insights into transformational leadership, marital status, and gender differences concerning willingness to get involved in intrapreneurial activities within organizational confines. Hence, the relationships arising from these studies will mean theoretical implications in leadership theories, employee motivation frameworks, and organization behavior, highlighting the importance of a supportive and visionary work culture.

- **Leadership Style Shapes Innovation**

Transformational leadership behaviors especially intellectual stimulation and individualized consideration create an environment conducive to employee empowerment in innovativeness. Challenges to assumptions, new ideas, and personalized support are initiators of higher levels of intrapreneurial intentions among the employees. The finding is significant in support of the foundation work by Bass and Riggio (2006), explaining how transformational leaders inspire their followers to transcend expectations due to idealized influences, inspirational motivations, intellectual stimulation, and individualized considerations.

- **Dual Drivers of Intrapreneurship**

The findings of the research claim that intrapreneurship requires, for its success, an individual's characteristics, such as risk tolerance, and an organizational support system. This undermines the popular concept that hiring innovative people means one has the innovation needed. If properly led and adequately resourced, even the most innovative of employees could thrive. This matches the findings with the intrapreneurship model from Antoncic and Hisrich (2001), which treats the combination of individual characteristics and the organization environment.

- **Social Cognitive Theory and Role Modeling in Leadership**

The focus of the results was on the validity of role modeling influences on employees' intrapreneurial intentions. As Bandura's (1986) Social Cognitive Theory puts it, individuals learn behaviors concerning and from imitating role

models. Idealized influence leaders create such a strong identification process that employees are moved to adopt entrepreneurial mindsets. So, this calls for more investment in leadership development programs focused on role modeling and mentorship for intrapreneurial engagement.

- **Self-Determination Theory and Motivation for Intrapreneurship**

Indeed, inspirational motivation has relevance on intrapreneurial intentions which speak to Self-Determination Theory (Deci & Ryan, 1985): these ideas state that intrinsic motivation, autonomy, or competence provoke proactive behaviors. Clear articulation of a vision by leaders who inspire employees to take ownership of their work enhances intrinsic motivation and, in so doing, increases the possibilities of intrapreneurial engagement. It speaks to the absolute necessity in leadership practices for developing greater senses of autonomy, creativity, and purpose among employees.

- **Institutional Theory and Organizational Culture**

The findings are also in line with Institutional Theory (Scott, 1995) which postulates that institutional norms and structures influence behavior at the individual level. Having leadership behaviors that significantly affect intrapreneurial intentions suggests that organizations with very rigid and bureaucratic cultures restrict creativity by their employees. This can be said, however, call for an overall move towards an innovation-friendly culture. This kind of culture will excite every employee into taking initiatives against risks sometimes withheld.

- **Organizational Support Theory and Leadership's Role in Employee Innovation**

The results indicate that very strong predictions of intrapreneurial intentions rely on leadership behaviors, based on Organizational Support Theory (Eisenberger et al., 1986). Indeed, employees are motivated to perform entrepreneurial activities

once they feel their leaders care much about promoting innovative behavior and spend time putting up tools and framework for imagining in creative problem-solving. Organizations might consider budgeting for improving their leadership mentoring and development programs focusing on creating such an attitude towards establishing an entrepreneurial disposition within individuals.

- **Psychological Contract Theory and Employee Commitment to Innovation**

Research findings are also in agreement with Psychological Contract Theory (Rousseau, 1995) that postulates that employees have informal agreements with organizations regarding expectations and obligations. Transformational leaders (high idealized influence and inspirational motivation) increase the perceived psychological contract among employees, and these employees are likely to engage intrapreneurial behavior as fulfillment of commitment towards the success of the organization. Thus organizations should promote leadership practices that meet the employees' expectations vis-a-vis innovation and career growth to sustain high levels of intrapreneurial engagement.

- **Job Demands-Resources (JD-R) Theory and Intrapreneurship**

The JD-R (Job Demands-Resources) model (Demerouti et al., 2001) suggests that the presence of job resources-whether it is leadership support, autonomy, or opportunities for professional growth-helps boost employee engagement and performance. The next dynamic between the two variables is further established since inspirational motivation and idealized influence have a strong impact on intrapreneurial intentions. When employees perceive their leaders to be supportive and visionary, they will engage in innovative and risk-taking behaviors within the organization. Organizations must ensure that employees can access the relevant resources and leadership resources to nurture an entrepreneurial mind-set.

- **Expectancy Theory and Employee Motivation for Innovation**

Expectancy theory explains how people will be motivated to perform a behavior when they expect that it will lead to the attainment of a desired outcome (Vroom, 1964). The strong association between transformational leadership and

intrapreneurial intentions suggests that employees who perceive their leaders to be inspirational might also be convinced that their innovative efforts will be recognized and rewarded. Hence, organizations must instill reward systems and recognition systems in order to reinforce employees' intrapreneurial behavior and encourage risk-taking.

5.4 MANAGERIAL IMPLICATIONS

In this highly challenged contemporary business environment, the workforce should be nurtured to develop the culture of innovation and entrepreneurship, whereby the firm would be able to keep ahead. The results of this study have shown the phenomenal effect of transformational-leadership variables, gender differences, and organizational support on intrapreneurial intention. This added dimension gives organizations a chance to design interventions for strategic change that may affect creativity, risk-taking, and proactive problem-solving among employees. Herein are some management and practical implications that will give hands-on knowledge to a leader and decision-maker in establishing an innovative work atmosphere, promoting employee engagement, and driving sustainable performance. Meaningful employee contributions to corporate innovation and success can be achieved through investment in the leadership development strategy, inclusivity, motivational strategies, and the support system.

- **Promoting Transformational Leadership for Innovation**

The findings revealed that both idealized influence and inspirational motivation positively relate to employees' intrapreneurial intentions. This shows that organizations should nurture their managers and supervisors' transformational leadership skills. Companies could invest in training leadership programs that instill vision, trust, and role modeling in their managers. Leaders should motivate creative thinking, provide vision, and enable employees to take reasonable risks, all of which enhance the culture of improvement and creative problem-solving.

- **Inclusive Work Environment to Promote Equal Opportunities**

The gender-based differences also indicate that organizations need to ensure that both male and female employees are given an equal opportunity to pursue innovation projects. There may be barriers to entry for women in actual workplaces that hinder their participation in intrapreneurial endeavor participation on one hand, and on the other, institutions should put emphasis on offering mentorship programs, leadership development opportunities, and gender-supportive policies. It is important to nurture an environment that challenges its female employees to seize leadership and entrepreneurial roles, thereby helping mitigate this gap and henceforth allow more diversified and holistic organizational innovation strategies.

- **Tailoring Motivation Strategies to Employee Needs**

The analysis indicates that marital status does not have any significant impact on the variables governing intrapreneurial intentions. Therefore, it suggests that organizations should not use the marital status of employees as a rationale for generalizing motivation strategies. On the contrary, organizations need to get acquainted with the individual's aspirations, strengths, and career desires. More specific motivation techniques aimed to engage personnel and build intrapreneurial activities may include engaging in flexible career development programs, reward innovations, and support for career advancement.

- **Creating an environment of trust and autonomy**

Employees whose opinions are considered valuable tend to take initiatives and look for novelties. Organizations should place their emphasis on providing an environment where employees can express ideas, experiment with new methods, and creatively solve problems. Open communication and constructive feedback should be encouraged while hierarchies should be relaxed. This allows organizations to trust their employees to make meaningful contributions to even business growth and transformation through autonomy.

- **Revise Performance Evaluation and Reward Systems**

Traditional performance evaluation systems emphasize efficiency and routine work, thus discouraging employees from innovative activities. Companies should review their performance measures to include intrapreneurial activities, such as solving problems, taking risks, and making creative contributions. Offering rewards to employees for presenting new ideas through cash, recognition, or advancement will create a large incentive for them to become involved in the innovation process.

- **Crafting Systematic Training Programs for Cultivating Intrapreneurship**

Because the intent to behave intrapreneurially is highly vulnerable to the influence of leadership, organizations should conduct training sessions that impart intrapreneurial skills to employees. Such programs will focus on developing problem-solving, strategic thinking, and risk management; and those employees trained in these areas will be better prepared to work as intrapreneurs by identifying new opportunities and creating solutions benefiting the company in terms of goals and strategic vision.

- **Stimulating Interdepartmental Collaboration for Increased Innovation**

In an innovative atmosphere, the highly disparate employee's background and expertise lead to interactions among such employees. Therefore, organizations should build cross-functionality and promote interdepartmental collaboration by working together on joint projects. Knowledge-sharing and creative problem-solving can be nurtured through brainstorming sessions, interdepartmental meetings, or innovation hubs. This cross-fertilization will put organizations in a better position to innovate and keep their edge in a competitive market.

- **Intrapreneurial Intentions of Gender Disparity**

That male and female differ in their intent for intrapreneurship as a significant gap implies that women employees may be exposed to definite challenges with regard to participation in activities that drive innovation. Organizations, therefore, need to carry out an exhaustive assessment of the biases and barriers that they have in their place of work with respect to women's participation in intrapreneurial roles.

The companies can start implementing leadership, negotiation, and decision-making training programs geared toward women's empowerment. A culture of diversity, equity, and inclusion will ultimately go a long way in ensuring that all employees within the organization, regardless of their gender, have the empowerment to grow professionally and contribute to the overall organization.

- **Enabling Flexible Working Policies for Work-Life Balance**

Employees having flexibility between their work and personal lives have higher engagement in creative problem-solving and innovativeness. The organization should also have flexible work policies e.g., the option of working away from the office, varied time schedules, and hybrid work models as this can respond to different employee needs. Such advantages reduce employee stress and seem to increase job satisfaction, allowing a more focused approach to task accomplishment and intrapreneurship without overwhelming feelings.

- **Strengthening Organizational Support Systems for Innovation**

Employees need the appropriate resources, mentorship, and support systems for developing the ideas into viable innovations. Therefore, structured mechanisms of support will have to be established by a company on innovation hub structures, mentorship networks, and funding windows for internal project ideas. Organizations can therefore create a culture of innovativeness and ensure that creative ideas are developed and implemented successfully by providing access to guidance and resources to employees.

These managerial and practical implications strongly indicate that leadership, inclusiveness, employee engagement, and supportive organizational frameworks are critical to nurturing intrapreneurial intentions. In doing so, the companies can ensure an environment that stimulates innovations, enhances employee morale, and contributes toward long-term business success.

5.5 RECOMMENDATIONS

In broad terms, several suggestions may be raised with a view to helping organizations cultivate intrapreneurial intentions among employees. Such recommendations include leadership strategies, culture in the workplace, gender inclusivity, and resource support toward enhanced innovation and proactive problem-solving.

- **Strengthening Transformational Leadership Practices**

Organizations must invest in leadership training that teaches transformational behaviors. Leaders should encourage workers to be imaginative in suggesting new approaches to a particular task and, therefore, be willing to challenge the existing ways of working and be engaged in the actual ownership of ideas. On an ongoing basis, managers should be assessed with respect to their support for innovation, as evidenced through continuous evaluation and feedback mechanisms.

- **Providing Organizational Support for Entrepreneurial Activities**

Support by the organization is said to facilitate employee involvement in intrapreneurship. This will require companies to provide financial resources, financial or professional assistance to the innovators, and a separate team or division in charge of innovation that will be supporting these entrepreneurial projects. An open door policy would further facilitate innovation, allowing employees to present a bright idea and not be silenced or punished for doing so.

- **Encouraging Risk-Taking and Tolerance for Failure**

Some employees remain hesitant to take risks due to fear of failure. Firms should create an environment that encourages calculated risk-taking and treats disappointments as learning opportunities, rather than punishable offenses. In-house policies, which support risky innovative efforts, even if they do not always pay off, will help create a psychologically safe atmosphere in which to experiment.

- **Gender Disparities on Intrapreneurial Intent**

A large gender gap in intrapreneurial intentions implies that women might face challenges in demonstrating entrepreneurial behaviors at work. Companies should take conscious initiatives in undoing gender biases, ensuring equal opportunities

for career growth, and cultivating mentorship programs for women in leadership roles with respect to innovation. Flexible work arrangements, networking opportunities, and inclusive decision-making practices may also help overcome gender gaps.

- **Enhance Support Related to Career Development on Intrapreneurship**

The likelihood of engaging employees in intrapreneurship is greatly increased when these activities are considered helpful to one's career. Organizations should, therefore, relate innovation efforts explicitly to career advancement in that intrapreneurial accomplishments should be integrated into performance appraisal and promotion mechanisms. Career development programs should be designed to include training on intrapreneurship, creativity, and strategic thinking.

- **Recognition and Reward System for Innovation**

A system for recognizing and rewarding innovation will provide a well-designed way of motivating employees through structured recognition. Organizations should introduce financial incentives, promotions, or even public recognition as other forms of rewards for employees who come up with innovative ideas. Innovators could also pitch their creative ideas through competitions, hackathons, and innovation challenges.

- **Improving Workplace Communication and Collaboration**

Intrapreneurship is further promoted by the employees feeling appreciated and included in decision-making processes. Open communication channels, cross-functional teams, and collaboration between departments should be encouraged to have a fast and efficient means of knowledge sharing and co-creation of innovative solutions. Digital collaboration tools and innovation hubs can also improve teamwork and idea sharing.

- **Providing Entrepreneurial Education and Skill Development**

There may not be skills in employees necessary for them to act entrepreneurially in the organizations. They will have to be given training on problem-solving, strategic risk management, market analysis, and business development to strengthen their capabilities so that they can generate and implement new ideas. Leaders, too, are called on to motivate continuous learning through workshops, certifications, and hands-on innovation projects.

- **Aligning Organizational Culture with Innovation Goals**

A supportive organizational culture is essential for upholding an intrapreneurial behavior. Companies should assess their cultures to make sure that what exists internally enhances and facilitates creativity, autonomy, and proactive thinking. Again, leaders must serve as role models by exercising and supporting the intrapreneurial activities.

- **Forming the Formal Intrapreneurship Programs**

Organizations should have set intrapreneurship programs that allow employees to use their time at the workplace and also gain exposure to innovation. An example of structured intrapreneurship that has yielded incredible results is the “20% time” program of Google, whereby employees spend part of their week at work working on innovation projects.

5.6 CONCLUSION

The present research has given the complete picture of the whole phenomenon responsible for employees’ intrapreneurial intentions, putting special focus on the transformational leadership role. Thus, this study reports a transformational leader characterized by personalized, intellectual, idealized, and inspirational motivating factors to explore; it results in willingness for innovative and proactive behaviors among employees. Those managers whose employees feel good about, enthusiastic for, and

capable of producing creativity at work are likely to prompt them to propose new ideas for the company's overall growth through their merit services.

Furthermore, the findings show how much organizational support is important for the existence of intrapreneurship. Employees who feel motivated and encouraged about their organization, equipped with necessary resources, and recognized for their contributions tend to be involved much more in entrepreneurial activities. This study establishes a convincing difference between the genders as far as intrapreneurial intent is concerned, where the male counterpart scored a much higher average on acting intrapreneurially than a female one. This suggests that there exist some structural and cultural constraints for the equal participation in entrepreneurship activities of both genders within the organizations. Marital status had no substantial impacts on employees' intrapreneurial intentions, meaning that personal life might have less to do with the issue than organization factors.

The intention of the research aims at broadening existing theory. Transformational leadership and intrapreneurial intention have a strong link, restating the assertion about that perspective. The investigation has also supported previous research that leadership styles instill differences in innovation behaviors. Likewise, the study advocates the prominence of creating a culture in the workplace where staff members will feel included and inspired to innovate and will be able to champion experimentation, risk-taking, and the pursuit of fresh ideas without fear of failure.

In practical viewpoint, the research findings tend to focus on developing transformational leadership skills in managers with a focus on a culture of risk tolerance coupled with structured schemes encouraging intrapreneurial initiatives. Organizations should also work towards eliminating gender disparities by ensuring equal access to opportunities, mentorship, and resources for all employees. This would unlock the creative potential of an employee, continuously innovate and ensure business competitiveness in a fast-evolving market.

5.7 SUMMARY

The results highlight that transformational leadership has a major role in shaping employees' intrapreneurial intentions. In theoretical views, leadership styles show that employees' intentions to innovate rely on motivational, supportive, and resource environments. Practical implications and managerial focus would require leadership training, gender inclusion, and organizational policies around risk-taking and creativity. Recommendations based on these facts include building transformational leadership competencies, structured intrapreneurial programming, and creating an innovation workplace culture with equal opportunities. The conclusion reiterates that organizations committed to these strategies will promote employee engagement, continuous innovation, and a sustainable edge in competitiveness. In both ways, it benefits companies and employees: growth, adaptability, and long-term success.

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APPENDIX I

SURVEY COVER LETTER

Dear Participant,

My name is Senthilkumaran N and I am a Doctor of Business Administration student at Swiss School of Business and Management. I am conducting a study on “Examine the impact of Transformational Leadership on Employees’ Intrapreneurship Intentions” as part of my thesis requirements. I am reaching out to invite you to participate in this research by completing a survey designed to gather insights on this topic.

The purpose of this study is to investigate the impact of Transformational Leadership on the Intrapreneurship Intentions across Indian organizations. Your responses will be valuable in identifying trends and patterns that can contribute to advancements in this field of study. The survey will take approximately 10-15 minutes to complete.

Please be assured that your responses will remain confidential and anonymous. Data gathered in this study will only be used for educational purposes; no identifiable information will be revealed. Your feedback will aid in the advancement of leadership practices geared toward creating a buoyant and innovative working environment.

While there are no direct benefits for participating, your insights will contribute to a broader understanding of the relationships between transformational leadership and intrapreneurship intentions which may support future improvements and research in this field. Thank you very much for considering this request.

Sincerely,

Senthilkumaran N

Doctor of Business Administration

Swiss School of Business and Management Geneva

APPENDIX B

QUESTIONNAIRE

I am undertaking an exploratory research to examine the impact of Transformational Leadership on Employees' Intrapreneurship Intentions with reference Indian organizations. Your response is vital for this study. Please be assured that your responses are completely confidential and will be used for the academic purposes only.

Section A - Demographic Details

Please tick (✓) against your response.

1. Name.....

2. E-mail ID (Optional).....

3. Age

- In between 21 – 30 years
- In between 31 – 40 years
- In between 41 – 50 years
- In between 51 – 60 years
- Above 60 Years

4. Annual Income

- Below 5 Lakh
- 5-10 Lakh

- 11-15 Lakh
- 16-20 Lakh
- Above 20 Lakh

5. Gender

- Male
- Female

6. Your Level of Education

- Undergraduate
- Graduate
- Post Graduate
- Others Please specify

7. Work experience

- Less than 5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Above 20 years

8. Marital Status

- Single
- Married

9. Industry

- Tourism
- IT/ITeS
- Logistics and Transportation
- Healthcare and Financial Services
- Media and Entertainment
- Retail

10. Geographical Region

- East
- West
- North
- South
- Central

Section B – Transformational Leadership

DIRECTION: *The following set of statement relates to your opinion about your leader in the present organization. Please give your response to show the extent in agreement/disagreement with the statements by circling a number. Once again, circling a 5 means that you strongly agree with the statement, and circling a 1 means that you strongly disagree with the statement. You may circle any of the numbers in the middle that show how strong your opinions are. There are no right or wrong answers—all we are interested in is a number that best shows your opinion towards selected online retail store.*

TL1	Transformational leaders are those who are admired and want to be followed.	SD					SA
		1	2	3	4	5	
TL2	Transformational leaders model behaviors that are consistent with my personal and organizational value system.	SD					SA
		1	2	3	4	5	
TL3	Transformational leaders demonstrate high standards of ethical behavior.	SD					SA
		1	2	3	4	5	
TL4	Transformational leaders are role models by consistently upholding strong moral and ethical principles.	SD					SA
		1	2	3	4	5	
TL5	They provide an inspiring vision that helps teams see a better future.	SD					SA
		1	2	3	4	5	
TL6	Transformational leaders often communicate a vision that inspires others	SD					SA
		1	2	3	4	5	

	to act beyond self-interest.	
TL7	They articulate a compelling vision that drives commitment to team goals.	SD SA 1 2 3 4 5
TL8	Transformational leaders consistently motivate teams by setting challenging and meaningful goals.	SD SA 1 2 3 4 5
TL9	They express confidence in the team's ability to help them succeed and achieve great things.	SD SA 1 2 3 4 5
TL10	Transformational leaders often communicate confidence in the abilities of their team members to help them achieve objectives.	SD SA 1 2 3 4 5
TL11	Consistent motivation to help pursuance of goals with enthusiasm is what transformational leaders do.	SD SA 1 2 3 4 5
TL12	Transformational leaders provide inspiration to teams to keep them motivated and aligned with the organizational goals.	SD SA 1 2 3 4 5
TL13	They encourage creative problem-solving and new ways of thinking.	SD SA 1 2 3 4 5
TL14	They stimulate others to question the status quo and explore new approaches.	SD SA 1 2 3 4 5
TL15	My team is challenged to think critically about their assumptions.	SD SA 1 2 3 4 5
TL16	They encourage team members to take calculated risks in order to achieve innovation.	SD SA 1 2 3 4 5
TL17	Opportunities for continuous learning and intellectual growth are offered by	SD SA 1 2 3 4 5

	transformational leaders.	
TL18	Transformational leaders recognize the strengths and capabilities of team members and provide opportunities for growth.	SD SA 1 2 3 4 5
TL19	Transformational leaders actively support the team members' career development.	SD SA 1 2 3 4 5
TL20	My team members are provided personal attention and mentorship.	SD SA 1 2 3 4 5
TL21	They listen carefully to the individual needs and concerns of every team member.	SD SA 1 2 3 4 5
TL22	Transformational leaders consider each individual's needs when assigning tasks or roles.	SD SA 1 2 3 4 5
TL23	Fostering a sense of trust and openness within the team is enabled by transformational leaders.	SD SA 1 2 3 4 5
TL24	They encourage collaboration and the sharing of ideas across the team.	SD SA 1 2 3 4 5
TL25	They encourage individuals to voice their opinions and ideas openly.	SD SA 1 2 3 4 5
TL26	Team achievements are celebrated, and recognition of individual contributions is encouraged.	SD SA 1 2 3 4 5
TL27	They encourage my team members to strive for excellence.	SD SA 1 2 3 4 5
TL28	They challenge the team to achieve goals that exceed expectations.	SD SA 1 2 3 4 5
TL29	They encourage team members to embrace challenges and perform beyond	SD SA 1 2 3 4 5

	their comfort zones.	
TL30	Transformational leaders help teams see how their work contributes to the greater good of the organization and society.	SD SA 1 2 3 4 5

Section C – Employees’ Intrapreneurial Intentions

DIRECTION: *The following set of statement relates to intrapreneurial intentions in the present organization. Please give your response to show the extent in agreement/ disagreement with the statements by circling a number. Once again, circling a 5 means that you strongly agree with the statement, and circling a 1 means that you strongly disagree with the statement. You may circle any of the numbers in the middle that show how strong your opinions are. There are no right or wrong answers—all we are interested in is a number that best shows your feelings towards selected online retail store.*

EII1	I am willing to take personal initiative to introduce new ideas in my current job.	SD SA 1 2 3 4 5
EII2	I often seek opportunities to innovate within my current role.	SD SA 1 2 3 4 5
EII3	I feel confident in my ability to develop and implement new ideas at work.	SD SA 1 2 3 4 5
EII4	I am motivated to solve organizational problems through new products or processes.	SD SA 1 2 3 4 5
EII5	I am encouraged by my organization to propose new ideas and initiatives.	SD SA 1 2 3 4 5
EII6	My current work environment supports creativity and idea generation.	SD SA 1 2 3 4 5
EII7	I am willing to take risks in order to implement new projects or ideas at work.	SD SA 1 2 3 4 5
EII8	I have the necessary resources to successfully execute entrepreneurial	SD SA 1 2 3 4 5

	projects within my organization.	
EII9	I believe that taking entrepreneurial actions within the organization can lead to career advancement opportunities.	SD SA 1 2 3 4 5
EII10	I am committed to promoting innovation in my current role.	SD SA 1 2 3 4 5
EII11	I feel that my ideas and contributions are valued by my colleagues and managers.	SD SA 1 2 3 4 5
EII12	I am eager to assume leadership roles in entrepreneurial projects within my company.	SD SA 1 2 3 4 5

Any suggestions_____

Thanks for your time!