Intrapreneurship from the Lens of the Trio: Psychological Empowerment, Employee Commitment and Organization Citizenship Behaviour

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ABSTRACT

Intrapreneurial behaviour are said to be a channel through which innovative skills are shown in the corporate work. In view of this, the authors assessed the effect of three selected work attitudes on intrapreneurial behaviour. These were psychological empowerment, employee commitment and organizational citizenship behaviour. The study conveniently sampled 230 participants who are administrators of organizations in selected municipalities: Ayawaso West-Wuogon, La-Nkwantanang and Ga East Municipalities. The data was analyzed using structural equation modelling. It was observed that psychological empowerment and organizational citizenship behaviour were positively related to intrapreneurial behaviour whereas employee’s commitment was seen to have a negative significant influence on intrapreneurial behaviour. Implications of the findings for theory and practice are discussed.

Keywords: Employees Commitment, Intrapreneurial Behaviour, Organisational Citizenship Behaviour, Psychological Empowerment.

I. INTRODUCTION

Across the globe the concept “Intrapreneurship” has become a topical issue and many management consultants and researchers have examined these concepts for enormous reasons such as organizational development and survival (e.g., Gawke, Marjan, Gorgievski & Bakker, 2019). Intrapreneurship is described as a means of organizational venture creation where employees utilize their innovative skills in order to create new competences (Morris, Webb & Franklin, 2011). Research in some organizational and industrial settings have shown that intrapreneurship is related to organizational effectiveness and wealth creation (Kearney & Meynhardt, 2016).

In this regard, management of organizations have assigned specific roles and responsibilities to their employees in order to facilitate the skill of intrapreneurship in them notwithstanding the fact that such people are likely to exhibit traits such as creativity, risk taking and personal initiative (Gawke et al., 2019). Furthermore, Farrukh, Chow, Lee and Shahzad (2019) asserted that continuous change in the business environment is forcing organizations to restructure their organizational philosophy and strategies to gain and maintain competitive advantage. Hence, organizations have been entreated to resort to intrapreneurial behaviour in their operations. However, the ability to perform these roles effectively and sustain them will depend on employees’ attitudes towards work (Divakara, 2019).

Over the last decade, researchers have placed much emphasis on how organizations can improve intrapreneurship skills in their employees. This has led to scanty research on whether work attitudes and intrinsic motives like psychological empowerment, commitment and organizational citizenship behaviour affect intrapreneurial behaviour. As such the authors seek to examine these variables and assess the extent to which each of them influences intrapreneurial behaviour.

An employee’s assessment of his own capacity to perform his or her duties is key in enhancing performance in organizations and this is what the term psychological empowerment (PE) brings to bear in organizational effectiveness. It is the amount of task exhibited in an employees’ thoughts about their work roles. Spreitzer (1995) has categorized psychological empowerment into four dimensions namely, a meaning or the fit between an individual's values and his/her work role; competence or belief in one's ability to perform the job; self-determination or a sense of autonomy on the job; and impact or a sense of having an influence over job outcomes. It has been found that psychological empowerment has a significant influence on the activities of rural entrepreneurial women (Okyireh & Simpeh, 2016). Also, some studies have reported the moderating effects of PE on cognitive styles and entrepreneurial decision making as well as the direct effects.
of PE on effectual decision making (Okyireh, 2018). These findings imply that an individual's emotional state can motivate him or her to change his environment and adopt attitudes that will affect his or her ability to be innovative and proactive and hence exhibit an intrapreneurial behaviour.

Another concept of interest to this present study is employee commitment. Employee commitment is a psychological state that characterizes the employee relationship with the organization and has implications for the decision to continue membership with it. Organizational commitment is reported to be triggered by factors such as an organization value for adaptability and consistency (Okyireh, 2012). Meyer and Allen (1991) categorized employee commitment into three components namely affective, normative and continuance. Affective commitment is the extent to which a person recognizes himself as a member of an organization, normative commitment involves being morally obliged to work in the organization and continuance commitment involves a person's bond with an organization based on the assessment of the cost of leaving the company (Beck & Wilson, 2000; Okyireh, 2012). The concept of employee commitment has received much attention over the last few years because some studies have found that employee commitment have gained an advantage in the human resource circles. For instance, organizational commitment has been found to have positive effects on intrapreneurial behaviour (Colbert & Kwon, 2000). Additionally, Hashemi, Nadi, Hosseini and Rezvanfar (2012) revealed that perceptions of agricultural personnel about their organizational commitment had positive effects on their intrapreneurial behaviour.

Finally, Organizational citizenship behaviour (OCB) can be defined as an employee’s behaviour that is unrestricted, not directly or explicitly identified by any formal reward system within the organization, but it promotes the effective functioning of an organization. Several studies from a variety of organizations have found that organizational citizenship behaviour is closely linked to innovative and proactive behaviour (Podsakoff et al., 1997). Yener (2009) also postulated that OCB and values for entrepreneurial behaviour are related and hence revealed that there is a positive relationship between entrepreneurship values and OCB. Contrary to these findings, Yaundt (2000) reported that human resource practices such as OCB do not directly influence organizational performance; rather, these practices help build intellectual capital, which in turn leads to increased organizational value creation as stated by Zehir, Mucelidi and Zehir (2012). This situation does not allow the impact of OCB on corporate entrepreneurship to be thoroughly comprehensive therefore we aim to enhance the understanding of intrapreneurship by reviewing studies done on the discourse and ascertain the extent to which three employee attitudes: PE, Commitment and OCB influence innovativeness and proactive behaviour (Intrapreneurship).

II. LITERATURE REVIEW

A. Theoretical Framework (Theory of Planned Behaviour by Ajzen, 1991)

This theory states that intentions are the immediate antecedents of behaviour and is itself a function of attitude toward behaviour, subjective norm and perceived behaviour control and these determinants follow respectively from beliefs about the behaviour’s likely consequences, about normative expectations of important others and about the presence of factors that control behavioural performance. Hence, we assume that when employees exhibit the attitudes under study (employee commitment, psychological empowerment and organizational citizenship behaviour) they are likely to adopt innovative skills leading to intrapreneurial behaviour.

B. Review of Related Studies

Banahene, Hudey and Asamoah (2017) examined job satisfaction as a moderating factor on the relationship between organizational citizenship behaviour and loyalty. Five hundred and thirty people from a religious institution was used for the study. The study showed that both job satisfaction and OCB influenced employee loyalty. In terms of job satisfaction aspects such as policies and facilities, authority and supervision should be implemented in a manner that encourages loyalty while aspect of OCB such as organization compliance, altruism, civic virtues, and enthusiasm should be encouraged to increase loyalty. However, the direct relationship between OCB and employee loyalty was minimal. In reviewing the study, it can be said that only two of the factors in the present study were examined. These factors were OCB and Job satisfaction, and this not given an in-depth explanation of the attitudes that account for proactive behaviour.

Dizgah, Gilaninia, Alipour and Asgari (2011) assessed the relationship between high performance human resource practices and corporate entrepreneurship. Additionally, the study examined the mediating role of citizenship behaviour and procedural justice. Ninety-three (93) participants were sampled from small to medium-sized enterprises in Guilan Province. The findings showed that human resource practices positively impact corporate entrepreneurship, and this implies that organizations which clearly define the work roles and responsibilities, forms of appraisal and encourage participation will motivate staff to adopt a proactive behaviour. The study also reported that organizational citizenship behaviour and procedural justice influenced the relationship between human resource practices and corporate entrepreneurship. Therefore, organizations that allow employees to act beyond their schedules toward the enhancement of organization will also increase intrapreneurial behaviour.

Zehir, Mucelidi and Zehir (2012) evaluated the effect of corporate entrepreneurship on OCB and commitment amongst employees from 375 small and medium scale manufacturing industries in Turkey. In the study corporate entrepreneurship was measured as an act of intrapreneurship and maintained the existence and efficiency of an organization. The study showed that corporate entrepreneurship was related to continuance commitment as well as OCB. This implies that, when corporate entrepreneurship exists within an organization, employees are likely to weigh the cost and benefit of leaving the organization. In reviewing this study, it can be said that two of the variables measured in the current study were found to influence each other significantly. However, it does not give
a detailed information on the extent to which other variables such as satisfaction and psychological empowerment affect intrapreneurial behaviour (corporate entrepreneurship).

Daneji and Bambale (2019) assessed the mediating effect of intrapreneurship on psychological ownership and teachers in role performance amongst teachers in secondary schools in Nigeria. Three hundred and thirty-eight (38) teachers were sampled for the study and the study showed that both dimensions of psychological ownership significantly related with intrapreneurship. Also, intrapreneurship was related to the performance of teachers while intrapreneurship mediated the relationship between teachers who had psychological ownership and in-role performance. This implied that when teachers are orientated on entrepreneurship that is exposed to proactive and innovative behaviour, they are likely to show psychological ownership and hence perform their roles effectively.

Abdul-Samad, Grisham and Mohammed (2020) explored whether a relationship existed between organizational citizenship behaviour of employees in a public university and their commitment to work. The study conducted personal interviews with 25 respondents and 5 focus group discussions with 15 respondents each from five public universities in Ghana namely, University of Ghana, Kwanse Nkrumah University of Science and Technology, University of Cape Coast, University Development Science and University of Education, Winneba. The results showed some major themes. These are OCB existence in public universities, categories of OCB, organizational commitment levels exhibited by employees and varying consequences of OCB on commitment levels on employees as well as positive influence of OCB on organizational commitment.

In the work of Hashemi et al. (2012) the study verified perceived organizational support (POS), psychological empowerment (PE), job satisfaction (JS), organizational commitment (OC) and intrapreneurial behaviour (IB) on agricultural personnel in Iran. The findings showed that the agricultural personnel perceived organizational commitment to have a positive relationship on their intrapreneurial behaviour. Additionally, the relationship between psychological empowerment and intrapreneurship was mediated by organizational satisfaction and commitment.

Camelio (2011) studied and explored factors on individual characteristics associated to the concept of intrapreneurship. The study found out that the capabilities and skills of individual vary from person to person therefore many types of characteristics were found to be associated with intrapreneurship. These were skills and attitude, risk taking propensity, desire for autonomy, need for the achievement, goal orientation, internal locus of control, self-confidence and motivation were studied.

Farrukh, Chong, Mansori and Ramzani (2017) assessed the impact of organizational commitment and intrapreneurial behaviour in 20 public higher educational institutes in Pakistan. Three hundred and six (306) were administered to the staff in top managerial positions. The data was analyzed with structural equation modelling and the findings showed that affective commitment and normative commitment (NC) were positively related to intrapreneurial behaviour. On the contrary, a negative relationship existed between continualance commitment and intrapreneurial behaviour.

Farrukh, Chow, Lee and Shahzad (2019) investigated the relationship between association among styles of leadership and intrapreneurial behaviour (IB) of employees in Pakistan as well as the extent to which the presence of psychological empowerment (PE) mediates the relationship between the two variables. A sample of 350 academic staff in universities were selected and were given structured questionnaire to fill. A structured equation modeling technique was utilized to analyze the hypotheses. The study reported that the relationship between the two types of leadership: transformational and authentic leadership and intrapreneurship was mediated by psychological empowerment. From the studies reviewed the following hypothesis were formulated and tested.

C. Research Hypothesis

1. Psychological empowerment (PE) will be significantly related to intrapreneurial behaviour.
2. Organizational Citizenship behaviour (OCB) will be positively related to Intrapreneurial behaviour.
3. Employee Commitment (EC) will significantly predict intrapreneurial behaviour.

D. Proposed Research Model

Fig. 1. represents the proposed relationship between PE, OCB, EC on Intrapreneurship. It is expected that the independent variables will predict the intrapreneurship behaviour of participants.

III. METHODOLOGY

Two hundred and thirty (230) participants were conveniently sampled from organizations in different sectors within the Ayawaso West-Wugo, La Nkwantanang and Ga East municipalities. This was because studies (e.g., Daneji & Bambale, 2019) had focused on organizations in a specific sector (educational or a manufacturing sectors) within a society which the authors in the present study believed may have limited the understanding of the determinants of intrapreneurship. Therefore, the study sampled administrators and staff from institutions from a wide range of sectors in the area. Some of the sectors were educational institutions, manufacturing companies, workers of service industries and health facilities. This was because the researchers wanted to ascertain whether staff from these organization had the same view or had varied opinions on the determinants of intrapreneurial behaviour. Table I presents the demographic characteristics of the sample selected for the study.

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Demographic response is presented in Table I. With respect to the gender of the participants, 178 (77.4%) were males and 52 (22.6%) were females. Also, the participants reported that 114 (49.6%), 71 (30.9%), 37 (16.1%) and 8 (3.5%) of them are between 18–25 years, 26–35 years, 36–45 years and above 46 years respectively as presented in Table I. Majority of the participants were also found to have gone through tertiary education indicating 94.3% of the total sample selected. Further, 185 (80.4%) were single, 38 (16.5%) were married and the remaining 7 (3.0%) were found to have divorced. Finally, it was realised that majority of the participants were found to be Christians (87.0%) whereas the remaining were Muslims.

IV. MEASURES

A. Psychological Empowerment Scale (PE)

The psychological empowerment scale was developed by Spreitzer (2007). The scale has 4 subscales that measure meaning, impact, self-determination and competence. An example of an item is “I have mastered the skills for performing a job”. The answer options were arranged on a seven-point Likert scale. Where answer options ranged from very strongly disagree (7) to strongly agree. The Cronbach alpha for the present study was 0.92, values This meant that scores on the psychological empowerment scale would be consistent when used in the study. Additionally, eight (8) items on the scale had good factor loadings meaning their values were above 0.05.

B. Employee Commitment (EC)

Meyer and Allen commitment scale (1991) was used to assess employee commitment. The scale had items which sought to measure three aspects of commitment namely affective commitment, continuance commitment and normative commitment items. Five (5) items on the scale had good factor loadings meaning the values were above 0.05. The Cronbach alpha for the present study was 0.83. This meant that the commitment scale would be consistent when used in the study. Examples of items measuring Affective, Continuance and Normative commitment are as follows “I would be very happy to spend the rest of my career with this organization”, “I feel I have too few options to consider leaving this organization” and “I feel that people these days move from company to company too often”. Responses to the items were measured on a 7-point Likert scale ranging from strongly disagree (7) to (1) strongly agree.

C. Organizational Citizenship Behaviour Scale

This was developed by Sharma and Jain (2014) It consist of 36 questions and four dimensions which include sportsmanship, altruism, organizational compliance and loyalty. An example of an item on this scale is “I am not interested in taking extra breaks”. The reliability coefficient of the OCB scale is 0.91. Seven (7) items on the scale had good factor loadings meaning the values were above 0.05. Responses to the items were measured on a 7-point Likert scale ranging from strongly disagree (7) to (1) strongly agree.

D. Intrapreneurship Measure

This scale developed by Hill (2003). It has two sections measuring intrapreneurial behaviour. The scale has 10 items. An example of an item on the scale is ‘I tackle problems with enthusiasm and zest’. The reliability coefficient of the scale is 0.93. Ten items on the scale had good factor loadings meaning the values were above 0.05. Responses to the items were measured on a 7-point Likert scale ranging from strongly disagree (7) to (1) strongly agree.

E. Procedure

Questionnaires were administered in the form of google forms. The forms were designed into three parts. The first part had a write-up on what the study was about, thus the objectives of the study and the benefits of the expected outcomes to the participants followed by a consent form which the participants had to fill before proceeding to fill the forms online. The last part of the forms was the questionnaire itself. A day was set, and the participants were informed through their emails to fill the questionnaires. The questionnaires were designed together with a forty minute timer. This timer was used to ensure that the participants filled the questionnaire within the stated time in order to ensure that their responses was candid and submitted afterwards. After the forms were filled, the data was analyzed using structural equation modelling.

F. Ethical Considerations

The study employed some ethical principles during the course of the research. These were informed consent, confidentiality, voluntary participation and debriefing. Firstly, the participants were briefed on the details of the study and benefits of the expected outcomes to them as well as the organization in which they work. The participants were also told to participate at their own free will without facing any sanctions. Additionally, the respondents were assured of confidentiality of their documents. The participants were briefed on the outcome of the study and its implications.

V. DATA ANALYSIS AND RESULTS

The study assessed the demographic variables, measurement model of the constructs (Reliability, validity, sample adequacy) and as well as the structural model. The
analysis of the respondents was done using SPSS version 24.0 and SmartPLS 3 version. Demographic data was presented. The study first examined the suitability of the model by testing the internal consistency, convergent and discriminant validity. The structural model and hypotheses were also tested.

A. Construct Reliability

The study tested the internal consistency (reliability) of the constructs using Cronbach’s Alpha (\(\alpha\)) and as well as composite reliability (CR). According to Hair et al. (2010), both internal consistency and composite reliability of a given variable should be equal to or exceed the threshold value of 0.7. In this study, both the Cronbach’s Alpha (\(\alpha\)) and Composite reliability values of the constructs were seen to be above the recommended threshold which shows an excellent reliable construct (as seen in Table II).

B. Convergent Validity

Factor loadings (\(\lambda\)) and Average variance extracted (AVE) were tested to measure the convergent validity. Recommended AVE value > 0.5, factor loadings values > 0.5 are acceptable values for convergent validity (Hair et al., 2010). In Table II, the AVE values range from 0.609 to 0.719 factor loadings above 0.700. This suggested that all values for AVE fall within acceptable or recommended value. In addition, the values for the factor loadings were found to me more than the recommended value of 0.05 which suggest a good factor loading (Chen & Phou, 2013; Hair, et al., 2010; Hulland, 1999). In Table I, all the constructs’ values of AVE and factor loading (\(\lambda\)) satisfy the acceptance level.

![Fig. 1. Measurement model outcome.](image)

Discriminant validity is said to be achieved if the square root of the Average Variance Extracted (AVE) for individual construct are higher than the inter-factor correlation between the construct in the model or when the Square root of the AVE’s exceed its correction values (Kurthali et al., 2017). As reported in Table III, the square root of the average variance extracted were higher than the value of the correlation of the constructs, indicating good discriminant validity (Hair et al., 2010) as shown in Table III.

| Psychological Empowerment (PEM) | AVE = 0.640, CR = 0.934 |
|--------------------------------|------------------------|
| PEM1                           | 0.716                  |
| PEM2                           | 0.859                  |
| PEM3                           | 0.858                  |
| PEM4                           | 0.854                  |
| PEM5                           | 0.820                  |
| PEM6                           | 0.764                  |
| PEM7                           | 0.783                  |
| PEM8                           | 0.733                  |

\(\alpha\): Cronbach’s Alpha, AVE: Average Variance Extracted = \(\sum b^2/n\), CR: Composite Reliability = \((\sum \rho)\) / \((\sum \rho^2 + \sum b)\), \(b = 1 - \rho^2\). Factor Loadings < 0.600 are omitted.

| TABLE III: CORRELATION MATRIX OF THE CONSTRUCTS |
|-----------------------------------------------|
| PEM      | OCB | EMC | ITM | BI | SI | EE | C        |
| PEM      | 1.000 |    |    |    |    |    |
| OCB      | 0.282 | 1.00 |    |    |    |    |
| EMC      | 0.469 | 0.267 | 1.00 |    |    |    |
| ITM      | 0.420 | 0.408 | 0.478 | 1.00 |    |    |
| BI       |       |       |       |       | 1.00 |
| SI       |       |       |       |       | 0.844 |
| EE       |       |       |       |       | 0.782 |
| C        |       |       |       |       | 0.848 |

Note: Diagonal value (bold) are square roots of AVE.

C. Structural Model

The study confirmed that the measurement model was valid and reliable. The coefficient of determination (\(R^2\)) which usually measures the model predictive accuracy was estimated. The value of \(R^2 = 0.865\) indicate that physiological empowerment, organisational citizenship behaviour and employee’s commitment explains 86.5% of the variance in Intrapreneurial behaviour. It can be concluded that the model predictive accuracy is quite good.
D. Hypothesis and Path Relationship

The results of the research hypotheses testing are shown in Table IV. From the results, hypotheses H1, H2 and H3 were all supported. That is psychological empowerment (β = 0.322, p = 0.00 < 0.05) and organisational citizenship behaviour (β = 0.754, p = 0.00 < 0.05) were seen to have a positive significance influence on Intrapreneurial behaviour whereas and employees’ commitment (β = -0.124, p = 0.00 < 0.05) was seen to have a negative significance influence on intrapreneurial behaviour.

VI. DISCUSSION OF FINDINGS

B. Relating the Findings to the Theoretical Framework

The findings of the study affirm the assumptions of the theory of planned behaviour. This is because the employee’s intention to show that they possess autonomy, impact, meaning and self-determination (PE) in their jobs they will exhibit creativity or innovation. Additionally, the employee’s ability to perform duties outside their job schedule without restrictions can result in the same behaviour whereas their intentions to remain strongly committed will reduce their desire for creativity and vice versa.

C. Relationship between Psychological Empowerment and Intrapreneurial Behaviour

From the findings, it was observed that a positive relationship existed between the two variables. This implies that the more the participants within the study area can assess their capabilities for their jobs (PE) in terms of their competency, impact, self-determination and autonomy the more they are likely to exhibit intrapreneurial behaviour that is, utilize their innovative skills for corporate venture creation. Hence it can be said that the employees in these municipalities may have found themselves in organizations that value the use of personal characteristics such as making decisions at their free will, spirit of persistence and ability to control affairs in their working environment to facilitate creativity in their inputs.

This finding is consistent with Camelio-Ordaz (2011) and Mokaya (2012) who found that individual complexities such as their skills for work, desire for autonomy and self-confidence which are the components of psychological empowerment can affect intrapreneurial behaviour. Moghaddas et al. (2019) also found that value congruence which is a sub-construct of psychological empowerment also determined the exhibition of intrapreneurial behaviour amongst Iranian University Library workers. Additionally, Alam et al. (2019) found that personality traits can influence the exhibition of intrapreneur behaviour. However, the findings of this study are inconsistent with Farrukh et al. (2019) who found that psychological empowerment is indirectly related to intrapreneurship as it mediates the relationship between variables such as leadership and intrapreneurial behaviour.

E. Relationship between Employee Commitment and Intrapreneurial Behaviour

It was reported that a negative relationship existed between Employee commitment and intrapreneurship. This means that as these participants increase their affection for the organization and identify themselves as members of their organization, the lessor their ability to utilize their innovative skills or even develop new ideas for their workplaces. This was inconsistent with Hashemi et al. (2012) and Zehir et al. (2012) who found that organizational commitment was positively related with intrapreneurial behaviour. On the contrary, Farruk et al. (2017) reported that affective and normative commitment were positively related to intrapreneurial behaviour whilst continuance commitment was negatively related to the same behaviour. Additionally, Moghaddas et al. (2019) reported that affective commitment...
which is part of organizational empowerment was positively related to the development of innovation skills. Reasons that account for the finding may be that the employees do not share similar values with that organization or there are some organizational policies that hinders an increase their commitment levels to the organization and the exhibition of new ideas for that organization.

F. Contribution to Knowledge and Practice

The findings of the present study show that acquired work attitudes affect an individual’s perception of exhibiting a specific behaviour. Hence the theory of planned behaviour ought to be modified to include attitudes derived from our working environment as these determine the extent to which certain behaviour will be produced by people.

Practically, the findings of the study implies that organizations encourage employees to maximize their empowerment levels through training and psychological assessment in order to exhibit their creative skills in the organization. Also, working conditions which enhance citizenship behaviour should be introduced in the line of their duties. Lastly, management of organizations should know that as members remember that an increase in the commitment levels of staff reduces their potential to show innovation. Therefore, an investigation ought to be done on the reasons why employees remain committed as this can give a clue as to why it reduces intrapreneurship. These reasons may vary from assessing the consequences of leaving the organization to seeing that commitment is a norm which should be strictly adhered to avoid sanctions.

VII. CONCLUSIONS

The study assessed the relationship between Psychological empowerment, Employee commitment and Organizational citizenship behaviour on intrapreneurial behaviour. It was observed that when people possess personal characteristics such as autonomy, a sense of meaning and self-determination they exhibit innovative skills at work. Additionally, performing duties beyond their designated work schedules can also enhance creativity. However, when they increase their commitment to the organization it rather reduces their ability to how innovation at work.

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