



Effect of Organisational Culture on Intrapreneurship among Selected Firms in Owerri West, Imo State Nigeria

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ABSTRACT

Purpose – This very study scrutinized the effect of organisational culture on intrapreneurship in six selected firms in Owerri West, Imo state, Nigeria.

Design/methodology/approach – A purposive sampling method was adopted; eighty (80) copies of questionnaire were distributed to the respondents but seventy (70) copies were returned with success rate of 86.4%. Data were analyzed descriptively. Correlation analysis was applied to create associations between the organisational culture variables and intrapreneurship variables.

Findings – The result revealed that the mean scores were all low (below 3 points) in all the assessment, except for one. The Pearson correlation revealed the following: negative correlation ($r = -0.17$, $p = .159$) between innovative culture and innovation; negative correlation between organisational structure and proactivity ($r = -0.425$, $p = 0.055$); positive correlation ($r = 0.073$, $p = .742$) between managerial support and risk taking.

Research limitations/implications – The study was limited by time, finance, and the small number of firms selected for the research. Some respondents also failed to complete the questionnaire properly.

Practical implications– Considering findings above, Pearson correlation shows negative correlation between innovative culture and innovation. Poor managerial support for risk taking was observed among the participants; also organisational structure has poor effect on proactivity. Because of the poor relationships that exist between innovative cultures and innovation, organisations should make policies that will enhance innovation in order to have competitive advantage. Managers should strengthen their support for the employees to enable them to be innovative because no organization would grow without being proactive and taking risk. Organisation should create workable organic structure with standards and policy that enhances proactiveness, innovation and productivity.

Originality/value – The author hereby declares that this study is an original research that addresses the effect of organisational culture on intrapreneurship in six selected firms in Owerri, Nigeria.

Keywords– Firms, organizational structure, innovation, risk taking

Paper type– Research article

INTRODUCTION

Organisations these days operate in a highly competitive and constantly changing business environment. To remain relevant, competitive and afloat, organisations must encourage creativity, innovation, and proactivity among employees. One important way of achieving this, is through intrapreneurship and proper organisational structure. Intrapreneurship refers to entrepreneurial activities carried out by employees within an existing organization (Corbett et al., 2013; Hizarci-Payne, 2023). These employees, known as intrapreneurs, use

creativity, innovation, initiative and risk taking to develop new products, services, and processes that contribute to organisational growth and performance (Ma, Liu & Karri, 2016; Coursera, 2026).

The concept of intrapreneurship was popularized by Gifford and Elizabeth Pinchot in the late 1970s (Pinchot 1984), who described intrapreneurs as employees who think and act like entrepreneurs while working within an organization (Baruah and Ward 2015). Thus they are called internal entrepreneurs within an organisation (Huang, Yang Lin, and Hsieh, 2021). Intrapreneurship is a revolutionary system that expedites innovation within an organizations. It is seen as entrepreneurial activities within the existing organisation (Chamba, and Chazireni 2023)

Unlike entrepreneurs who establish and manage their own businesses, intrapreneurs operate within already existing firms, institutions, and corporate bodies (Chamba, and Chazireni 2023). Their role is to identify opportunities, generate new ideas, take calculated risks, and support organisational innovation. In today's business world, organisations are expected to adapt quickly to technological changes, customer demands, and market competition. This has made intrapreneurship increasingly important for organisational survival and growth. Intrapreneurship are important strategic tool used by an organisation to achieve its desired goal (Romero-Martínez, Fernández- Rodríguez, & Vázquez-Inchausti, 2010; Chamba, and Chazireni 2023). Intrapreneurship is an important factor which enables organisations to retain competitive advantage and enhance performance over its contemporaries (Aktan & Bulut, 2008; Molina & Callahan, 2009; Falola, et al. 2018). Organisations that encourage entrepreneurial behaviour among employees are more likely to improve productivity, innovation, and competitiveness (Kwaido and Karadas 2023).

Organisational culture plays a major role in determining whether intrapreneurship can thrive within a firm. Organisational culture refers to the shared beliefs, values, norms, and practices that influence employees' behaviour within an organisation (Chalmers, Marras. and Brannan, 2025; Egwu, and Nwosu, 2025). A supportive culture encourages creativity, innovation, teamwork, and risk-taking (Call, 2024), while a rigid culture discourages initiative and limits employee participation in organisational development. Several elements of organisational culture influence intrapreneurship. These include innovative culture, organisational structure, managerial support, communication patterns, reward systems, and flexibility. Organisations that provide employees with adequate support, resources, and freedom are more likely to encourage innovative behaviour and proactive decision-making.

In Nigeria, many organisations still operate under bureaucratic structures that limit creativity and employee involvement in decision-making. As competition increases in both local and global markets, firms must create environments that support innovation and intrapreneurial activities. This study therefore examines the effect of organisational culture on intrapreneurship among selected firms in Owerri West, Imo State, Nigeria.

Many organisations claim to support innovation and entrepreneurial behaviour among employees. However, in practice, rigid organisational structures, strict procedures, bureaucracy, and poor managerial support often limit employees' ability to contribute meaningfully to organisational innovation (Datta, 2023). In many firms, employees do not take risk due to fear of sanctions by their employers' in cases where the risk fails (Shastri, 2026), or lack of recognition (Kulesh, 2026) in cases where the risk becomes a success. In addition, poor reward systems and lack of managerial encouragement reduce employees' motivation to develop innovative ideas or participate in organisational improvement and this stifles innovation and agility. Furthermore, organisational cultures that do not support teamwork, creativity, and flexibility often prevent employees from acting proactively. These challenges affect organisational performance (Datta, 2023) and reduce the ability of firms to compete effectively in a rapidly changing business environment.

It is against this background that this study investigated the effect of organisational culture on intrapreneurship among selected firms in Owerri West, Imo State, Nigeria

The broad objective of this study is to examine the effect of organisational culture on intrapreneurship among selected firms in Owerri West, Imo State, Nigeria.

The specific objectives are to:

1. Examine the relationship between innovative culture and innovation.
2. Determine the relationship between organisational structure and employees' proactivity.
3. Assess the relationship between managerial support and employees' risk-taking behaviour.

Research Questions

The study seeks to answer the following questions:

RQ1. What relationship exists between innovative culture and innovation?

RQ2. What relationship exists between organisational structure and employees' proactivity?

RQ3. What relationship exists between managerial support and employees' risk-taking behaviour?

Research Hypotheses

The following null hypotheses guided the study:

H01: There is no significant relationship between innovative culture and innovation.

H02: There is no significant relationship between organisational structure and employees' proactivity.

H03: There is no significant relationship between managerial support and employees' risk-taking behaviour.

Scope of the Study

This study focused on the effect of organisational culture on intrapreneurship among six selected firms in Owerri West Local Government Area of Imo State, Nigeria. The study specifically examined innovative culture, organisational structure, and managerial support as dimensions of organisational culture, while innovation, proactivity, and risk-taking served as dimensions of intrapreneurship.

Conceptual Framework

The framework of this study was developed based on literature survey. The conceptual framework shows the independent variables of the organisational culture (innovative culture, organisational structure, and managerial support) and dependent variables of intrapreneurship (innovation, risk-taking and proactivity) see figure 1.

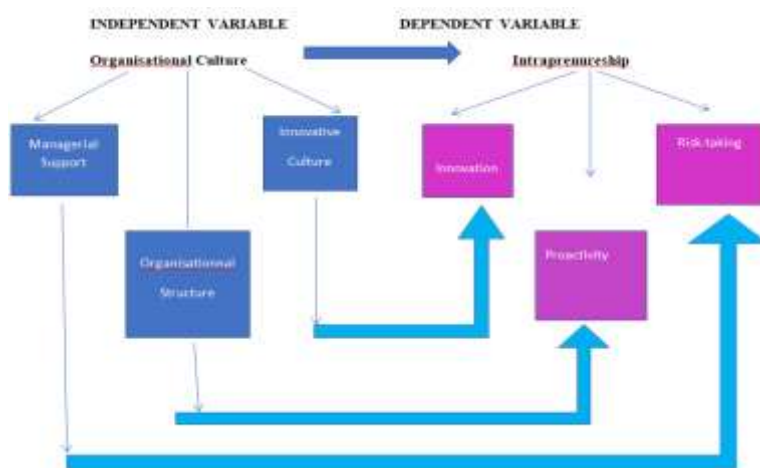


Figure 1: Intrapreneurship variables and organisational culture variables

Source: Researcher's design (derived from Field survey).



Theoretical Framework

Fostering entrepreneurial strategies in enhancing organisational development within a particular organisation and a nation cannot be done alone without referring to the entrepreneurship theories such as innovative theory of entrepreneurship in which this study is anchored. Intrapreneur is someone with entrepreneurial skills who works within a company. Intrapreneurs are corporate entrepreneurs.

Innovative Theory of Entrepreneurship

The innovative theory of entrepreneurship was put forth by Schumpeter in 1991. He was of the view that in any intrapreneur's field of specialization for efficiency and effectiveness, innovation or creativity is the key driver. He believed in development that comprises of process that involved transformation of different organisational productions process, products, marketing strategies and services as knowledge that can only aid in making an entrepreneur to be successful. Also, creativity is inevitable if an entrepreneur aims at achieving optimal profit in a highly competitive market as seen today (Agu, and Ayogu, 2015).

Assumption of Innovative Theory of Entrepreneurship

1. Entrepreneurs have the desire to establish their own industry.
2. Entrepreneur desirous of doing something new.
3. He takes pleasure in creativity and earning experiences of skills for doing any tasks.

However, the innovative theory of entrepreneurship suffers the following criticisms:

- (i) It does not consider other workers who do not undertake innovative functions.
- (ii). In developing countries like India and Nigeria, innovating entrepreneur is hardly obtainable and is the most vigorous type of enterprise.
- (iii). It discards risk taking and organising aspects of entrepreneurship but focuses on innovative functions only.
- (iv). It saw an entrepreneur as owner of a large organisation, who discovers something new but in reality, an entrepreneur do not have large business operations from the onset.
- (v). Also, it does not provide answer to some question like reason behind why some countries are blessed with more entrepreneurial talent than others?

REVIEW OF RELATED LITERATURE

Intrapreneurship refers to entrepreneurial activities carried out within an existing organisation. The concept was introduced by Pinchot and Pinchot (1978) and later expanded by Pinchot (1985), who described intrapreneurs as employees who use creativity and innovation to transform ideas into profitable opportunities for their organisations. Unlike entrepreneurs who establish independent businesses, intrapreneurs operate within established firms and use organisational resources to introduce new products, services, or processes (Alvarez, 2026). According to Antoncic and Hisrich (2003), intrapreneurship involves innovation, strategic renewal, and proactive behaviour aimed at improving organisational performance.

Researchers have identified different dimensions of intrapreneurship, including innovation, proactivity, risk-taking, autonomy, and organisational renewal (Lumpkin & Dess, 1996). These dimensions enable organisations to remain competitive, afloat and adaptable in dynamic business environments Santana et al., (2025).

Innovation

Innovation involves the introduction of new ideas, products, services, or processes that improve organisational performance, productivity and output. It is considered one of the most important dimensions of intrapreneurship because it enables organisations to respond effectively to environmental changes and market competition (Naveed et al., 2022; Hernández-Perlines, Ariza-Montes, and Blanco-González-Tejero, 2022).

According to the Oslo Manual (2018), innovation includes new or improved products, services, marketing methods, or organisational processes that create value for customers and organisations. Innovation may take different forms such as product innovation, process innovation, organisational innovation, and marketing innovation. Organisations that support innovation greatly achieve growth, excellent customer satisfaction, and remains afloat (Cabral, and Marques, 2022; Garrido-Moreno, Martín-Rojas, and García-Morale, 2024). In one of the studies carried out by Otsupius, Ighiebmhe and Otsu (2016) on strategic intrapreneurship practice and banks innovation in selected banks in Nigeria; the study aimed at finding the association between Strategic intrapreneurship and bank innovation in commercial banks in Nigeria. Their study used descriptive survey design format. Using the Cochran formula, a sample size of 549 was obtained from the studied population of 1,419 heads of strategic units and staff of different departments at the headquarters of the selected commercial banks. The response rate of the distributed copies of the questionnaire was 82 %. Their data were analyzed descriptively and the hypotheses were tested using correlation coefficient. From the result it was evident that positive and significant relationship existed between strategic intrapreneurship practice and banks innovation in Nigeria. Also, a moderate linear relationship between intrapreneurship practice and innovation was established.

Risk-taking

Risk-taking refers to the willingness of employees or organisations to engage in activities with uncertain outcomes in order to achieve future benefits. Covin and Slevin (1991) explained that risk-taking is a major characteristic of entrepreneurial behaviour because innovation often involves uncertainty; risk-taking is a catalyst for innovation and progression (Daryn, 2024).

Intrapreneurs are expected to make bold decisions, experiment with new ideas, and accept the possibility of failure while pursuing organisational goals, missions and visions. Organisations that support responsible risk-taking create opportunities for creativity and innovation among their employees (Lancefield, 2023; Atanasov, 2025)

Proactivity

Proactivity refers to the ability to anticipate future problems or opportunities and take initiative before situations become critical. Covin and Slevin (1991) described proactive organisations as firms that lead rather than follow competitors.

Adefulu, Asikhia and Aroyeun, (2018) looked at the effect of pro-activeness on growth of selected small and medium scale enterprises in Ogun State, Nigeria. The study scrutinized the effect of pro-activeness on SMEs growth. The research took a form of Survey research design using structured questionnaire. A sample size of 386 firms was studied. Descriptive and inferential statistics were used in analyzing the information gotten from the respondents. A positive significant effect of Pro-activeness on growth was established.

Therefore, employees who display proactive behaviour contribute significantly to organisational effectiveness by identifying solutions, improving processes, and initiating positive change (Crant, 1996). Effective proactive work behavior produces a dynamic, innovative and productive work environment, which leads to high productivity and organisational success Gupron and Yandi (2024); therefore, proactivity remains an important aspect/characteristics of intrapreneurship.

Organisational Culture

Organisational culture refers to the shared beliefs, values, norms, and practices that shape employees as well as employers' behaviour within an organization (Tadesse Bogale and Debela, 2024). According to Onoh (2009), organisational culture influences how employees interact, make decisions, and respond to organisational challenges.

A positive organisational culture promotes teamwork, innovation, flexibility, and employee commitment, while a rigid culture limits creativity and discourages initiative among the employees (Grecu, and Denes, 2024). Organisational culture therefore plays a major role in determining whether intrapreneurship can flourish within a firm/organization (Paredes-Saavedra, et.al. (2024); or not. It is a useful catalyst that enhances organisational productivity (Praveena and Fonceca, 2023).

Important elements of organisational culture include innovative culture, managerial support, reward systems, communication patterns, and organisational structure.

Innovative Culture

Innovative culture refers to a work environment that encourages creativity, experimentation, and the development of new ideas. Wallach (1983) noted that innovative cultures are dynamic, flexible, and supportive of employee initiative.

Organisations with innovative cultures motivate employees to think creatively, solve problems, and contribute to organisational development. Such organisations also provide employees with resources, training, and opportunities to implement innovative ideas.

Gürsoy and Güven (2016) investigated the effect of innovative culture on intrapreneurship. The study aimed at investigating the association between innovative culture and intrapreneurship. The sample size of their research was 430 workers in a construction audit and consultancy firm in Ankara. Survey method was adopted in the study. 250 copies of survey forms were distributed but only 213 copies were answered and returned, recording a success rate of 85.2%. The demographic characteristics of the participants were descriptively analyzed. Correlation analysis was applied to determine the relationship between entrepreneurship and innovative culture, as well as between intrapreneurship and innovative culture correlation. The study discovered a significant and positive effect of innovative culture on overall aspects of intrapreneurship.

Onyebu and Oluwafemi (2018) investigated the roles of intrapreneurs in organisational development in Abia state, Nigeria. The aims of the work were to determine the socio-economic characteristics of the respondents; to determine the roles of intrapreneurs in the development of organisations in the study area; to determine the effects of the roles of intrapreneurs in organisation development and to determine the factors affecting the effectiveness of the intrapreneurs in achieving organisation development. Their study adopted the primary source of data with the use of face to face interview, and structured questionnaire. Using simple random sampling method; sixty (60) respondents were also selected. Data were descriptively analyzed; the hypotheses were tested using analysis of variance and pearson's moment correlation to show the significant effect of the roles of intrapreneurs on organisation development, and positive relationship between socio-economic characteristics and intrapreneurs' effectiveness respectively. Result revealed that the mostly performed duties of the intrapreneurs were opportunity recognition, creativity engagement, value creation and accountability, team development, and effective application of resources. Rigorous process, reward/salary, working environment, management experience, leadership style, and recognition were the significant factors affecting the effectiveness of the intrapreneurs in achieving organisation development.

Organisational Structure

Organisational structure refers to the arrangement of responsibilities, authority, and communication within an organisation. It determines how tasks are coordinated and how decisions are made; therefore it influences organizational culture, employee outcome (Suebvises, 2024) and organizational development.



Flexible organisational structures encourage teamwork, communication, and employee participation, while rigid structures may create barriers to innovation and proactive behaviour. Organisational structure significantly affects organisational effectiveness and employee performance (Altamimi, Liu, and Jimenez, 2023; Ahmady, Mehrpour, and Nikooravesh, 2016).

Managerial Support

Managerial support refers to the extent to which managers encourage, guide, and assist employees in performing their duties. Supportive managers motivate employees, provide resources, and create an environment where innovation and creativity can prosper.

Employees are more likely to engage in intrapreneurial behavior (corporate entrepreneurship) when they feel supported by management (Klein, 2023). Effective managerial support also increases employees' confidence in taking calculated risks and implementing innovative ideas. Managerial support in an organisation creates a welcoming and conducive atmosphere which enhances employee commitment thus leading to achievement of organisational desired goal (Harmse, 2001; Harrison and Stokes, 1992), mission and vision.

MATERIALS AND METHODS

Research design

The study adopted a survey research design. This design was considered appropriate because it enabled the researcher to collect information directly from respondents regarding organisational culture and intrapreneurship within the selected firms in Owerri, Nigeria.

Sources of data

Both primary and secondary data were used for the study. Primary data were obtained through questionnaires administered to employees of the selected firms, while secondary data were obtained from textbooks, journals, reports, and other relevant materials.

Population of the Study

The study population consisted of employees from six selected firms in Owerri West, Imo State, see table 1. The total workforce of the selected firms was ninety-eight (98) employees.

Table 1: Population of the Study

Selected Firms	Number of work force
A	20
B	17
C	23
D	12
E	10
F	16
Total	98

Source: Field survey, 2026

Water bottling Enterprise (A), Bakery Enterprise (B), Amex farms Enterprise (C), Block industry (D), Restaurant (E) and Supermarket (F).

Sample size and sampling technique

Using Yamane's formula in Singh, and Masuku (2014), a sample size of eighty-one (81) respondents was determined. Both purposive and quota sampling techniques were adopted to select respondents from the firms based on staff strength and accessibility.

Instrument for Data Collection

The major instrument used for the data collection was a structured questionnaire divided into sections relating to the variables under study. The questionnaire contained both demographic questions and Likert-scale items.

Validity and Reliability of Instrument

The questionnaire was validated through construct validity to ensure that it measured the intended variables. Reliability was tested using the test-retest method and Cronbach Alpha technique to ensure consistency of responses.

Data Analysis

Descriptive statistics such as percentages, mean, and standard deviation were used to analyse the research questions. Pearson correlation analysis was used to test the hypotheses at 0.05 level of significance.

Presentation of result

A total of 81 questionnaires were distributed, while 70 valid copies were returned and used for analysis, representing a response rate of 86.4%, see table 2.

Table 2: Distribution and return of questionnaire from firms

Selected firms	Number of questionnaire distributed	%	Number of questionnaire returned	%	Number of questionnaire not returned	%
A	17	21	15	18.5	2	2.5
B	14	17.1	13	16	1	1.2
C	19	23.5	16	19.8	3	3.7
D	10	12.3	8	9.9	2	2.5
E	8	9.9	7	8.6	1	1.2
F	13	16	11	13.6	2	2.5
TOTAL	81	100	70	86.4	11	13.6

Source: Author's computation from SPSS output, 2026

Table 3: Demographic Characteristics

Sex	Frequency	Percent
Female	24	34.3

Male	46	65.7
Total	70	100.0
Marital		
Married	37	52.8
Single	33	47.2
Total	70	100.0
Education		
O level (secondary education)	38	54.3
National Diploma	19	27.1
NCE	9	12.9
1 st Degree & above	2	2.9
Other (Below o level)	2	2.9

Source: Author's computation from SPSS output, 2026

The demographic findings revealed that the majority of respondents were male and married. Most respondents possessed secondary school qualifications, while a smaller proportion had higher educational qualifications, see table 3 above.

Table 4: Roles performed by the Respondent in their Firms

Roles performed	Frequency (n =70)	Percent
Opportunity Recognition		
No	35	50.0
Yes	35	50.0
Development of new ideas		
No	35	50.0
Yes	35	50.0
Creativity engagement		
No	56	80.0
Yes	14	20.0
Value creation and accountability		
No	54	77.1



Yes	16	22.9
Total	70	100.0
Takes alternative action in response to change		
No	46	65.7
Yes	24	34.3
Risk taking and management		
No	65	92.9
Yes	5	7.1
Formation of strategies		
No	48	68.6
Yes	22	31.4
Sense of responsibility		
No	57	81.4
Yes	13	18.6
Team spirit development		
No	39	55.7
Yes	31	44.3
Change initiation		
No	65	92.9
Yes	5	7.1
Acts on behalf of the manager on emergency situations		
No	59	84.3
Yes	11	15.7
Initiation of new technology		
No	46	65.7
Yes	24	34.3
Effective application of resources		
No	60	85.7

Yes	10	14.3
Alter organization structure to accommodate change		
No	69	98.6
Yes	1	1.4

Source: Author's computation from SPSS output, 2026

The responses for the roles performed by the study participants in their firms are presented on Table 4. The table shows that up to half (35:50%) each responded that the roles the performed in their firms/organization give them the opportunity for recognition, or opportunity for development of new ideas. As large as 56 (80%) responded "No" on creativity engagement in the roles the performed in their respective organizations. Close to that (77%) responded that there is no value creation and accountability in their firms, while 65.7% stated that there is no alternative action in response to change in their firms.

In terms of risk taking and management roles, as low as 5% were involved while 31.4% and 18.6% respectively indicated that they do get involved at the formation of strategies and sense of responsibility. Other positive responses were as follows: 44.3% for team spirit development, 7.1% change initiation. 15.1% acts on behalf of the manager on emergency situations, 34.3% for initiation of new technology, 14.3% for effective application of resources and 1.4% for alter organization structure to accommodate change.

Table 5: Effect of Innovative Culture on Intrapreneurship

S/n	Items	SA (%)	A (%)	U (%)	D (%)	S D (%)	Mean	Std. dev
1	My company motivates me to generate new ideas	-	-	-	25 (35.7)	45 (64.3)	1.36	0.48
2	Staff remuneration in our organization motivates employees to suggest new things and procedures.	-	-	22 (31.4)	18 (35.7)	30 (42.9)	1.89	0.86
3	Our organisation has set aside sufficient resources to support the implementation of new ideas.	-	-	-	31 (55.7)	39 (44.3)	1.44	0.50
4	Our organization provides employees time for putting ideas and innovations into practice.	-	11 (15.7)	13 (18.6)	17 (24.3)	29 (41.4)	2.09	1.11
5	My Organisation provides all resources needed to workers to attend seminars, workshops or any training aimed at achieving new skills.	-	-	-	26 (37.1)	44 (62.9)	1.37	0.49
	Overall Score						1.63	0.34

SA= strongly agree, A= agree, U= undecided, D= disagree, SD = strongly disagree.

Scores: 5 (strongly agree) to 1 (strongly disagree)

Source: Author's computation from SPSS output, 2026

Table 5 shows that poor innovation culture was obtained in the study. The overall mean score is 1.63 (St, dev = 0.34), while none of the scores obtained on each item is 3 points. The average scores were lowest (1.36) at “My company motivates me to generate new ideas” with a total of 45 (64.3%) and 25 (35.7%) respectively for strongly disagreed and disagreed while as none of the respondents strongly agreed, agreed or were undecided. On the other hand, the largest mean score of 2.09 was obtained on responses for organizational provision of employee time for putting ideas and innovations into practice. Even at that, 29 (41.4%) and 17 (24.3%) strongly disagreed and disagreed to that respectively.

Table 6: Effect of Organizational Structure on proactivity

S/n	Items	SA	A	U	D	S D	Mean	Std. dev
1	Our organisational structure allows employees to come up with new ideas, procedures and strategies at work.			24 (34.3)	46 (65.7)		2.34	0.48
2	My organisation provides new technology to enhance productivity.		17 (24.3)	16 (22.9)	16 (22.9)	21(30)	2.41	1.16
3	My organisation is structured to adapt to change easily			40 (57.1)	30 (42.9)		2.41	0.50
4	My organisational reward system promotes entrepreneurial spirit		17 (24.3)	11 (15.7)	20 (28.6)	22 (31.4)	2.33	1.16
5	My organisation lay emphasis on group and team learning and not only on individual.		19 (27.1)	42 (60)	9 (12.9)		3.14	0.62
	Overall Score						2.56	0.40

SA= strongly agree, A= agree, U= undecided, D= disagree, SD = strongly disagree.

Scores: 5 (strongly agree) to 1 (strongly disagree)

Source: Author’s computation from SPSS output, 2026

On Table 6, the overall average score is 2.56, which is below 3.0, indicating lower organizational structure on productivity found in the study. It was only on “My organisation lay emphasis on group and team learning and not only on individual” that over a three point average score was obtained (mean = 3.14). The assertion that the reward system in their organisation promotes entrepreneurial spirit scored the lowest point (2.33), with 22 (31.4%) alone for strongly disagree while 17 (24.3%) agreed.

Table 7: Effect of Managerial support, on Risk Taking

Sn	Items	SA	A	U	D	S D	Mean	St. dev
1	My manager supports me in implementing good ideas as soon as possible.		18 (25.7)	2 (2.9)	50 (71.4)	-	2.54	0.88

2	My manager is tolerant of mistakes and errors during the implementation of something new.		16 (22.9)	-	23 (32.9)	31 (44.3)	2.01	1.17
3	My manager is able to obtain support for my proposal from outside our department.		15 (21.4)	11 (15.7)	44 (62.9)	-	2.59	0.83
4	In our company, managers support young employees in taking over innovative projects and leadership task.		-	19 (27.1)	51 (72.9)	-	1.27	0.45
5	In our company, entrepreneurial orientation of staff members receives sponsorship and support from the manager.		13 (18.6)	-	18 (25.7)	39 (55.7)	1.81	1.13
	Overall Score						2.05	0.47

SA= strongly agree, A= agree, U= undecided, D= disagree, SD = strongly disagree.

Scores: 5 (strongly agree) to 1 (strongly disagree)

Source: Author's computation from SPSS output, 2026

On Table 7, all the mean scores were below 3.0, indicating poor managerial support. The overall mean score is 2.05 at a standard deviation (St, dev) of 0.47. With an average score of 2.54 ± 0.88 , majority (71.4%) disagreed that they are getting supports from their managers in implementing good ideas as soon as possible, while only about a quarter (25.7%) agreed.

While 16 (22.9%) agreed that their manager is tolerant of mistakes and errors during the implementation of something new, close to double the number (31: 44.3%) strongly disagreed with additional 23 (32.9%) that disagreed (mean score = 2.01). The lowest managerial support was on support for young employees in taking over innovative projects and leadership task (mean $\pm$ std dev = 1.27 ± 0.45), where 72.9% disagreed while the rest of 27.1% were undecided.

From the tables above, the study revealed that employees had limited involvement in important intrapreneurial activities such as creativity engagement, risk-taking, strategic formation, innovation, and organisational change initiatives.

4.2 Test of Hypotheses

Hypothesis One

Null hypothesis (H₀₁): There is no significant relationship between innovative culture and innovation.

Alternative hypothesis (H_{A1}): Significant relationship exists between innovative culture and innovation.

Table 8: Correlation between innovative culture and innovation

		Innovative culture	Innovation
Pearson Innovative culture	Correlation	1.000	-.170

Innovation	Sig. (2-tailed)	.	.159
	N	70	70
	Correlation Coefficient	-.170	1.000
Innovation	Sig. (2-tailed)	.159	.
	N	70	70
	Correlation Coefficient	-.170	1.000

The study found a weak negative relationship between innovative culture and innovation ($r = -0.170$, $p > 0.05$). This indicates that innovative culture within the selected firms was poor and could not significantly support innovation.

Hypothesis Two

Null hypothesis (H₀₂): There is no significant relationship between organisational structure and employees' proactivity.

Alternate hypothesis (H_{A2}): Significant relationship exists between organisational structure and employees' proactivity.

Table 9: Correlation between organizational structure and proactivity

		organisational structure	Proactivity
organisational structure	Pearson correlation	1	-.425
	Sig. (2-tailed)		.055
	N	70	70
Proactivity	Pearson correlation	-.425	1
	Sig. (2-tailed)	.055	
	N	70	70

The result showed a negative relationship between organisational structure and employees' proactivity ($r = -0.425$, $p > 0.05$), see table 9. This suggests that the existing organisational structures in the firms did not encourage proactive behaviour among employees.

Hypothesis Three

Null hypothesis (H₀₃): There is no significant relationship between managerial support and employees' risk taking.

Alternate hypothesis (H_{A3}): Significant relationship exists between managerial support and risk taking.

Table 10: Relationship between managerial support and risk taking

		managerial support	risk taking
managerial support	Pearson correlation	1	0.073

	Sig. (2-tailed)		.742
	N	70	70
risk taking	Pearson correlation	0.73	1
	Sig. (2-tailed)	.742	
	N	70	70

A weak positive relationship was found between managerial support and employees' risk-taking behaviour ($r = 0.073$, $p > 0.05$). The result indicates that managerial support for risk-taking among employees was very low.

DISCUSSION

The intrapreneurial roles performed by the employees in the organization were first examined. The responses for the roles performed by the study participants in their organization shows that up to half of the employees responded that the roles they performed in their organization, give them the opportunity for recognition as well as opportunity for development of new ideas.

However on their creativity engagement, value creation and accountability, taking alternative action in response to change, risk taking and management, formation of strategies, sense of responsibility, team spirit development, change initiation, acting on behalf of the manager on emergency situations, initiation of new technology, effective application of resources and altering organization structure to accommodate change; greater number/percentage of the employees strongly disagreed with the roles because they were least performed roles. This finding is not in agreement with the study by Onyebu and Oluwafemi (2018) in which these roles carried out by intrapreneurs in organisational development in Abia states scored high percentage and were the mostly performed roles in their study. Therefore, differences in organizational structure and culture may account for this variation in the roles of intrapreneurs in organisational development (Otsu, and Awua-Ikhia, 2023; Lazarević-Moravčević, and Ružičić, 2023).

The effect of innovative culture on innovation was carried out. Poor innovation culture was obtained in the study. The overall mean score on each items examined was below 3 points. The available innovative culture in most of the firms could not support innovation. Contrary to this finding, Gürsoy and Güven (2016) examined the effect of innovative culture on intrapreneurship and discovered a significant and positive effect of innovative culture on overall aspects of intrapreneurship. Also Otsupius, Ighiebemhe & Otsu (2016) worked on strategic intrapreneurship practice and banks innovation in selected banks in Nigeria. A strong positive and significant relationship existed between strategic intrapreneurship practice and banks innovation; a moderate linear association between intrapreneurship practice and innovation was also observed.

Furthermore, weak negative relationship between innovative culture and innovation as seen in this study is due to bureaucratic organisational structures, fear of punishment, limited managerial autonomy/support, poor reward systems, low employee empowerment and resource constraints.

Regarding the effect of organisational structure on employees' proactivity, negative correlation was found between organisational structure and employees' proactivity in this study. This is a clear indication that the existing organizational structure does not support employees' proactivity in the establishments studied. This is contrary to the finding by Adefulu, Asikhia, and Aroyeun, (2018) that looked at the outcome of pro-activeness on growth of selected enterprises in Ogun State, Nigeria and noted a positive significant effect of Pro-activeness on the enterprises.

The relationship between managerial support and risk taking was also examined. Though positive correlation was found between managerial support and risk taking, the correlation is indeed very poor. It therefore implies that the level of available managerial support towards encouragement for risk taking is very low among the employees of establishments studied. Hence the alternate hypothesis is clearly accepted indicating that

relationship was found between managerial support and risk taking in this study. This finding is in agreement with result of (Harmse, 2001; Harrison and Stokes, 1992) who observed that managerial support in an organisation creates a suitable environment which leads to efficient performance and high productivity; it also supports the usefulness of Organizational factors in moderating the association between intrapreneurship and organizational performance/success (Alswaiti, 2023; Klein, and Ben-Hador, 2025).

Practical research implications

The study showed that innovative culture in the selected firms was poor, as employees lacked motivation, resources, and managerial support necessary for innovation.

The negative relationship between organisational structure and proactivity suggests that rigid structures and bureaucratic processes may be limiting employee initiative and flexibility.

The weak relationship between managerial support and risk-taking further indicates that managers in the selected firms provide insufficient encouragement for employees to experiment with new ideas or take calculated risks.

Based on the foregoing, organisations should develop supportive and innovative cultures that encourage creativity and entrepreneurial behaviour among employees.

Management of the firms should redesign organisational structures to promote flexibility, teamwork, and employee participation in decision-making.

Managers should provide adequate support, motivation, and resources that encourage employees to take calculated risks and contribute innovative ideas to the firms in order to remain afloat.

Future studies should examine organisational culture and intrapreneurship using larger organisations and wider geographical coverage in Imo State and Nigeria respectively.

CONCLUSION

Organisational culture influences intrapreneurship within organisations. Poor innovative culture, rigid organisational structures, and inadequate managerial support negatively affect employees' ability to innovate, take risks, and act proactively. For organisations to remain competitive and achieve sustainable growth, management must create supportive cultures that encourage creativity, innovation, flexibility, and employee participation and prosperity.

Conclusively, considering the strategic role of small medium enterprises (SMEs)/firms in Imo State and in Nigeria's economic diversification roadmaps, improving organisational culture could stimulate employee innovation, enhance firm productivity, create employment opportunities and strengthen economic resilience in Owerri West, Imo state Nigeria.

Informed consent statement

All the respondents and participants in this study provided written informed consent.

Supplementary material

The supplementary material for this article can be seen online.

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Ethical Approval

Ethical oversight for this research was obtained from the department. Approval was granted by the research ethics committee of the department before the commencement of this study.

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