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## Intrapreneurship Dynamics and Small-Scale Businesses' Growth: A Meta-Analysis

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**Abstract:** The objective of the paper is to provide an in depth analysis of the concept of intrapreneurship and how it is a leeway to the success of small-scale businesses in South East Nigeria. Extant literature were reviewed and the theoretical framework is anchored on the psychological innovation entrepreneurship theory propounded by Schumpeter in 1938 in which he describes the entrepreneur as one forsaking well-trodden paths to open up new territory and as turning dreams into reality. A structured questionnaire that gauged the structure; size, control, organizational and communications levels of Small Scale Businesses, in relation with intrapreneurship was developed and administered to small scale businesses. Data collected were analysed using the Pearson's product moment correlation, t-test and three (3) simple regression models. Also to show that the data satisfies the conditions for parametric analysis, the F-Statistic linearity test and Shapiro-Wilk's test of normality was also conducted using the SPSS version 20.0. However, from the data analysis, it was found that small-scale business growth is enhanced through intrapreneurship activities. Consequently it is recommended that small-scale owners should engage people with entrepreneurship orientations.

**Keywords:** Small-scale business; Intrapreneurship; Enterprises; Skills.

### 1. Introduction

There are different forms of organizing businesses. These forms include sole proprietorship, partnership and incorporated businesses. In all these forms, small-scale businesses are found in the incorporated forms of business as seen in Sec 21(1) of Companies and Allied Matters Act, 1990 (CAMA, 1990). Incorporated businesses are business organizations that are registered with share capital or guarantee. Sec 351(1) of CAMA 1990 clearly sets the parameters for defining a small-scale business as a private company having a share capital with the amount of its turnover in a year not more than two million naira, or such amount as may be fixed by the Corporate Affairs Commission, (CAC); the directors between them hold not less than 51% of its equity capital and none of the members is a member of government corporation or agency or its nominees. So, for the Act, for any company to be qualified as a small scale business, it must first be a private company having shares (Udu and Udu, 2015).

The foregoing description of a small scale business helps to create the boundaries between small scale business and micro business. Micro businesses are in the main found in every sector; do not have shareholders and most importantly hold the hub for apprenticeship practices. The distinction is important because too often micro businesses are regarded as small scale businesses. However, apart from other distinguishing features between the two, the concern of this paper lies on the aspect of engaging apprentices. Apprentices are mentees who do not receive any wage or salary within the period of their mentorship. Small-scale businesses do not have apprentices but employees. Few of the employees of small scale businesses in most cases have the capacity of ensuring that the creative energies of the founders of the business are not easily extinct though their activities are in most cases at variance with established policies and procedures. The employees that help to ensure that the philosophies, missions, visions and ideas of the founders are kept alive as to add value to the societal wellbeing are intrapreneurs. Intrapreneurship relates to proactive initiatives of individual employees to improve work procedures or products and/or to explore and exploit business opportunities. The new ideas intrapreneurs bring to bear on the existing business creates the leeway to success and continuity.

Small-scale businesses abound in Abakaliki. Many of the existing small-scale businesses have existed for years that they seem not to be adding value to societal wellbeing. The products and services they offer are taken for lack of competitive offerings. As a result expansion has been difficult. Few of the small-scale businesses engage people who are experts in their bias areas and are entrepreneurially inclined. Those small-scale businesses that are lucky to have intrapreneurs do things differently and add value to societal wellbeing. The Capital city of Ebonyi state is Abakaliki. The small-scale businesses found in Abakaliki comprise hotels and restaurants, mining and quarrying, wholesale and retailing, transportation, manufacturing, building and construction and education. The thrust of the

paper, therefore, is to establish the link between intrapreneurship and the growth of small-scale business in Abakaliki.

### **1.1. Problem Statement**

Many small-scale businesses in Abakaliki have operated for several years doing the same thing over and over again. For instance, those in the wholesale and retailing businesses offer the same wares every time in terms of quality and quantity. This occurs despite demographic changes and its associated diverse demands. The absence of entrepreneurial spirit and acumen in the pursuit of small-scale businesses in Abakaliki could be attributed to the manner in which employees are engaged. The engagement of employees seem to be based on biological, religious or clan affiliations – a method that does not encourage engaging people with requisite skills needed for (Extended knowledge base) organizational efficient performance. The result of this is that initiatives and self-motivation to excel are unconsciously stifled. Sometimes, the structure of the small-scale businesses do not allow for self-expression. These do not augur well for the success and development of (Expanded management team) small-scale businesses. Growth and success bound small-scale businesses need to tap every potential of all her members at all levels. Many small-scale businesses in Abakaliki may have failed to grow because of their inability to tap the inherent potentials of their workers at all levels.

### **1.2. The Study Objectives**

The general objective of this study is to appraise the contribution of intrapreneurship in enhancing the growth of small-scale businesses. The primary objectives are:

- 1) To determine the relationship between informal control and expansion of small-scale businesses.
- 2) To determine the relationship between organizational support of intrapreneurship activities and increase in sales turnover of small-scale businesses.
- 3) To determine the relationship between organization's communication levels and increase in the market share of small-scale businesses
- 4) To determine the relationship between organization size and increase in number of employees of small-scale businesses

### **1.3. Hypotheses**

**H<sub>1</sub>:** Informal control does not accommodate expansion of small-scale businesses.

**H<sub>2</sub>:** Organizational support of intrapreneurship activities does not accommodate increase in sales turnover of small-scale businesses.

**H<sub>3</sub>:** Organization's communication level does not accommodate increase in the market share of small-scale businesses.

**H<sub>4</sub>:** Organization size does not accommodate increase in number of employees of small-scale businesses.

## **2. Intrapreneurship Explained**

The social science landscape is awash with theories of economic and business aimed at explaining the web of relationships that exists in organizational systems. Underlying these interdependent and concentric layers of business structures is individuals whose actions antecedent propels the success or failure of the business. When individual employees give vent to their entrepreneurial capabilities this is referred to as intrapreneurship. Hence, to Schollhammer (1984) internal entrepreneurship refers to all formalized entrepreneurial activities within existing business organisations. He went further to say that formalized internal entrepreneurial activities are those, which receive explicit organisational sanction and resource commitment for the purpose of innovative corporate endeavour - new product developments, product improvements, new methods or procedures.

It is from this perspective that Zhang and Bartol (2010) posit that successful intrapreneurs are opportunists who, through their creativity, drive and vision, create economic or social value for their organizations. They challenge conventional wisdom by practicing disruptive intrapreneurs innovations – innovations that create new market through the application of a different set of values. Intrapreneurs change the rule of the game by questioning the status quo and upping the stakes. The intrapreneur in questioning the status quo asks “why do we do things this way and how can we do things better?” An organization that encourages the spirit of intrapreneurship is described as an entrepreneurial organization.

Hence, Waddel *et al.* (2013) define entrepreneurial organization as an organization that places innovation and opportunism at its heart in order to produce economic or social value. They also posit that “in a fiercely competitive world, the measure of the truly competitive organization is the extent to which it can break the circle of entrepreneurial state, protection, atrophy, crisis and, ultimately either extinction or transformation, and the extent to which, regardless of size it remains or becomes an entrepreneurial organization.

To Udu (2014) intrapreneurs are those who have the capabilities of ensuring that the creative energies of the entrepreneurs are not easily extinct though their activities are in most cases at variance with established policies and procedures. This perspective agrees with Pinchot (1985) that an intrapreneur is someone who violates policy, ignores

the chain of command, defies established procedures and perhaps comes up with a great new product for the company. In essence the intrapreneur possesses all the characteristics and traits of the entrepreneur excepting that he neither appropriates any profit nor loss nor does he bear any physical personal risk.

From the foregoing paragraphs, it is understood that both entrepreneurs and intrapreneurs are creative and innovative individuals who have the over-riding will and commitment to provide goods and services that have the capability to enhance the well-being of the society. Udu (2005) adds that intrapreneurs are persons willing and committed to creating new products and services including new markets and as well desirous of improving the quality and serviceability of existing products and services. Udu and Udu (2015) identify the main disparity between an entrepreneur and an intrapreneur to be that an entrepreneur has the freedom to act on his whim; whereas, an intrapreneur may need to ask for management's approval to make certain changes in the company's processes, product design or just about any innovation he or she needs to implement. Conflicts are usually experienced within the organizational members whenever an intrapreneur becomes intuitively innovative. It is important for organizations who are implementing intrapreneurship, to create an atmosphere of mutual respect and communication among employees.

The intrapreneur in some respects has the organizational resources readily available to him which enables him to bring his innovative abilities to bear with less difficulty for resource sourcing. Conversely, an entrepreneur has the difficult task of sourcing for funding and resources on his own.

### **2.1. Small Scale Business Conceptualized**

Small-scale business exists everywhere but lacks a universal definition. Every country has set its own parameters in defining a small-scale business. A definition any country adopts, to a large extent depends on several factors including government policy, administrative set up of the particular country and the pattern and stage of economic development. In commonality, small-scale business is defined in terms of investment ceilings on the original value of the installed plant and machinery. In some economies, the definition is based on the number of persons employed, annual turnover, market share, area of operation, mode of ownership and management.

In Nigeria, for instance, Section 351(1) of the Companies and Allied Matters Act, 1990, has it that a company qualifies as a small company in a year if for that year the following conditions are satisfied;

- 1) It is a private company having a share capital;
- 2) The amount of its turnover in a year is not more than two million naira, or such amount as may be fixed by the Corporate Affairs Commission;
- 3) None of the members is a member of Government Corporation or agency or its nominees;
- 4) The directors between them hold not less than 51% of its equity capital.

By the contents of the Act, it has not explicitly defined a small scale business but has given parameters upon which a small scale business could be identified. For the Act, for any company to be qualified as a small scale company it must first be a private company having shares. Akin to the foregoing statement is that small scale businesses are to have structures in which functional areas of management are identified. Many scholars, practitioners and government agencies have at one time or the other either defined or described a small scale business. In an attempt to define small scale business, such variables as numbers of employees, sales volumes, assets employed and so no are usually considered.

Chris *et al.* (2000) define, small business as those which are owned and controlled by one or a few persons, with direct owner(s) influence in decision making and having relatively small share of the market in the applicable industry.

Osize (1984) sees small business enterprise as one which is owned, managed and controlled by one or two persons. Family influence in decision making, has an undifferentiated organizational structure, has a relatively small share of the market and employs less than 50 people.

An examination of the plethora of definitions of small scale businesses that abound indicate that small business can hardly be defined based on number of employees, for this will not have universal application, for the number varies from country to country. For instance UK is 100 employees, USA is 400 employees, 250 employees in the European Union and fewer than 200 employees in Australia and Nigeria is 50 employees.

Apparently, the historical development of small scale enterprises in Nigeria, the changing structure of the Nigeria economy within the past two decades and the socio-cultural regulations and practices that impinge on limits on business processes create the need for working definition that sets realistic limits in the scale of categorization of business organizations employing more than 10 persons but fewer than 50 persons (excluding casual labourers) and whose annual turnover is not more than N2 million. Furthermore, these small enterprises are assumed to be capable of adopting formalized procedures in their operations and possess the capacity to absorb institutional facilities when they are made available.

### **2.3. Analysis of Intrapreneurial Opportunity**

The characteristics of the intrapreneur, entrepreneur, the company and their environment put together determine the competitive posture of an organization and hence, its degree of success. In a study, Moreno *et al.* (2008) shows that the business opportunity identified and exploited by an intrapreneur depends initially on his work experience, his previous experience in activities related to the present business activity and his level of

education. These will determine the intrapreneur's profile and his personal characteristics and the way he manages the firm's resources.

There has been considerable interest in why and how some people are able to identify opportunities, while others cannot or do not (Shane and Ventaraman, 2000). Heron and Sapienza (1992), argue that a person who is sufficiently motivated will undertake a search of business opportunities. This motivation will increase as the level of satisfaction felt by the person grows. Kirzner (1979); (Kirzner, 1985) also highlighted the role of alertness in the identification of opportunities. According to him the central idea is that a person who is alert will, under certain circumstances, be able to identify business opportunities. In his words "few people have the ability to identify business opportunities that have not been discovered by others without the need for a prior systematic search". For him, it is not a matter of managers generating innovative ideas, but of somebody being alert to opportunities that already exist and waiting to be discovered. Viewed differently, managerial indices include but not limited to the ability of managers identifying rewarding opportunities, evaluating and taking advantage of the opportunities and as well ensuring that organizational members are encouraged to contribute to its achievement.

In the entrepreneurial organization, the manager must anticipate, articulate and manage change. In other words, he must reinvent the firm on a daily basis, creating new enterprises and developing company networks. According to Clausen (2006) entrepreneurs are embedded in a larger social network structure that constitutes a significant proportion of their opportunity structure. In agreeing (Shane and Eckhardt, 2003) pointed out that "an individual may have the ability to recognize that a given entrepreneurial opportunity exists, but might lack the social connections to transform the opportunity into a business. To Moreno *et al.* (2008) researchers have shown that the willingness of people to pursue entrepreneurial opportunities depends on such things as opportunity cost (Amit *et al.*, 1995), stocks of financial capital (Evans *et al.*, 1989), social ties to investors (Aldrich and Zimmer, 1986), career experience Carland *et al.* (1984), and motivational differences (Shane, 2003). Accordingly, Ardichivili *et al.* (2003) allude that one of the most inherent abilities of successful entrepreneurs is the discovery of viable investment opportunities and since the assertion scholars in the field of intrapreneurship have found opportunity discovery as the foundation of success. Intrapreneurship viable business opportunity discovery creates a leeway for reviving existing business and provides the platform for sustainability, increased growth and profitability, new market development and diversification, new products, services and processes.

#### 2.4. Dimensions of Intrapreneurship in Small-Scale Businesses

Intrapreneurs contribute significantly to the success of small-scale businesses in different dimensions. These dimensions are new ventures, new businesses, Product/service innovativeness, process innovativeness, self-renewal, risk taking, pro-activeness and competitive aggressiveness. New ventures focuses on creating new firms operating on their own, while new businesses emphasizes on the existing company to enter and pursue new businesses that bear relation to current products and/or markets. The focus of the product and service innovativeness dimension lies solely on the creation of new products and services. Process innovativeness puts emphasis on innovation in production procedures and techniques. Self-renewal is concerned with the reformulation of strategies as well as reorganization and organizational change within the firm. The dimension of risk taking relates to actively taking risky actions quickly and committing resources to new business opportunities with the possibility of incurring losses. Pro-activeness describes the top management to be oriented towards pioneering and taking the initiative. To Antoncic and Hisrich (2003) competitive aggressiveness focuses on the company's aggressive posturing towards competitors which ensures that the company's market share standing is sustained. The broad perspective of the dimensions is innovation – innovation in terms of resource deployment, management thinking, risk handling, strategy implementation, and product/service delivery and so on.

However, Thornberry (2001) had earlier anchored his study on intrapreneurial dimensions on innovation. He regards the key dimensions to include the aspect of creating something new. This is not limited to either a business or product but can also encompass creating new value for prospective customers and as well organizational change. By this the author means —changes in the pattern of resource deployment. Again, the aspect of learning is stated as a key dimension as creation of new things leads to developing new capabilities within the firm. Another point the author points out is the intent of making a profit as a result of the new business. Yet another better than, —the financial returns resulting from the \_new things are predicted to be the returns resulting from the current deployment of resources. — (Thornberry, 2001) Lastly, Thornberry stresses the point of increased risk to the company stemming from the new business or product. Whichever perspective one is inclined to, it is important to note that intrapreneurial dimension deals with innovation aimed at value addition and sustainable business operations.

#### 2.5. Empirical Review

Oppong *et al.* (2014) conducted a study on micro and small scale enterprises development in Ghana. The objective was to understand whether SMEs can bring about economic growth and national developments in Ghana. They employed descriptive research method using 538 small-scale firms. The result of the analysis shows that the phenomenal growth of small and micro enterprise in Ghana is mainly due to the people's quest to be self-employed and not because it is easy to establish or manage. Small scale enterprises in Ghana are constrained by finance and managerial skills in their efforts be efficient. In view of this, they recommend that government and other non-governmental organizations should regularly organize seminars for potential and actual micro and small enterprise

operators on how to plan, organize, direct and control their businesses, and that micro and small enterprises operators' should device effective marketing strategies and good management customers relations at all times.

Akintunde (2013) carried out a study on the assessment of the comparative potentials of intrapreneurship and self-employment as tools of employment generation and wealth creation. The paper undertook the assessment through the examination of the net job gains from each alternative and their respective contribution to economic growth. The analysis using a non-parametric data shows that most of the progressive entrants into self-employment who create more, permanent and better jobs come from intrapreneurs (who are generally more experienced and resource-able), rather than from the unemployed or inexperienced resource dependent population, like young school graduates and the retired who tend to exit as they enter self-employment, like a revolving door, as expressed in high failure rate. Based on the results the paper recommends that government policy on promotion of entrepreneurship development programmes should be meant for intrapreneurs mostly because of their experience.

Peter *et al.* (2013) studied intrapreneurship in SMEs: about the role of management and R&D. The research focuses mainly on internal factors that stimulate intrapreneurship in large corporations. The paper reports a study on intrapreneurship in organizations of different sizes and identifies two indicators of intrapreneurship. A first indicator was to measure the perception of the organizational conditions, and the second indicator for intrapreneurial behaviour. The instrument of data collection was administered on 711 firms with 156 of the firms responding positively. The results of the study shows that in organizations with an interest of management for intrapreneurship there are higher levels of intrapreneurship perceived as well as that the organizational conditions are more favourable. Higher budgets for R&D do have an effect on the organizational conditions but not on intrapreneurial behaviour; in other words, perceived better conditions do not lead to higher levels or more intrapreneurship.

Fatusin, (2012) had a study on an analysis of age and ownership structures of small scale industrial establishments in Ondo state. This was with a view to assessing the survival rates as well as the structure of enterprises' owners. 353 instrument of data collection was administered on 9 enterprises and descriptive statistics were used in the data analysis. The study found out that over 48% of existing enterprises with some variation across the 3 sampled regions were established between year 2000 and 2012. Moreover, only 1.7% of existing enterprises were those established before year 1970. From the result about 90% is sole proprietorship with a very high mortality rate. This has its problems since sole proprietors are considerably constrained in terms of finance and managerial capability; they often find it hard to survive. The study, therefore, recommends governmental policy on supporting small scale enterprises and as well training those involved.

## 2.6. Theoretical Framework

The theoretical foundation for this study is the psychological innovation entrepreneurship theory propounded by Schumpeter in 1934 in which he describes the entrepreneur as one forsaking well-trodden paths to open up new territory and as turning dreams into reality. Schumpeter sees entrepreneurship as the hallmark of innovation and differentiates it from invention which deals with the development of new products and technologies requiring the innovative abilities of the entrepreneur to add the needed value and take it to the market place where they are needed. In his words "the entrepreneurial function consists not of inventing things, but rather of bringing knowledge to life and into the market. Schumpeter believes that innovation is the key to sustainable enterprise existence and further argues that the introduction of every new technology/innovation reduces the value of existing ones and creates windows of opportunities.

From the perspective that entrepreneurship basically deals with the identification and pursuit of business opportunities (innovation), it is possible to locate the theory of entrepreneurship on three dimensions;

- 1) the identification of opportunities as creative retrospection (Long and McMullan, 1984)
- 2) the identification of opportunities as a motivated search (Heron and Sapienza, 1992) and
- 3) the identification of opportunities as alert management (Kirzner, 1979;1985).

According to Long and McMullan (1984) the identification of opportunities is a process that takes place over time rather than a simple inspirational process, it assumes a process of creative retrospection. The identification of opportunities being the result of one's position of personal power, which depends on social, cultural and technological aspects together with the perception of a particular market opportunity (vision). The vision may be a good idea for a future project and a managerial project is then needed to exploit it. In this sense the opportunity has been identified, and the outstanding question is one of concretizing it and making it come to be. Psychologists who analyse the creation process suggest that, at least two types of creativity are necessary to conceptualise the process of identification of opportunities: the discovery and the resolution (Stevenson and Grousbeck, 1994). From the empirical point of view, (Long and McMullan, 1984), found that most founders of companies view their businesses as a development of their intuition. Accordingly, the knowledge acquired from experience or education and even information are important factors in the creation of companies.

From the above Nath (2005) pointed out that a general thread that runs through the various conceptualizations of Corporate Entrepreneurship is that Corporate Entrepreneurship is characterized by the following:

- 1) The establishment of new businesses within existing businesses
- 2) The transformation or rebirth of organisations through a renewal of key areas of business. Renewal or rebirth is entrepreneurial since it reflects a radical departure from historical and predominant structural patterns; and

- 3) Creation, innovation and renewal within an existing organisation. The creation of an organisation is entrepreneurial in that it entails fundamental, strategic and structural decisions.

Drawing from these perspectives and theory one observes that one of the fundamental ways of enhancing small-scale businesses' success is through intrapreneurship. This is so because going by the contextual analysis of the theory leaving everything in the hands of the entrepreneur would mean the non-continual of the business as soon as the entrepreneur is absent. Consequently, intrapreneurs are necessary in small-scale business to help foster transformation, renewal and perhaps rebirth in entrepreneurial orientations – innovation, creativity, risk taking, adaptation and imitation.

### 3. Methodology

The methodology discusses the research design, sampling and data collection, the research instrument and the data analysis techniques.

#### 3.1. Research Design

The research approach is quantitative. A quantitative research approach is appropriate when a study is Postpositive in nature (Creswell, 2003). A postpositive study reflects a deterministic philosophy in which causes probably determines effects or outcomes. This study involves accessing the outcomes of Intrapreneurship dynamism on small scale business growth (increase in employees, increased market share, expansion and increase in turnover) in Abakaliki.

#### 3.2. Sampling and Data Collection

The Sampling frame was taken from the 2010 National MSMEs collaborative Survey; National Bureau of Statistics and SMEDAN which includes all registered small scale businesses in Abakaliki. A random sample was carried on independent firms from five sectors- manufacturing, transportation, building and construction, education and hospitality. 86 small scale businesses were randomly sampled from a total of 109 Small scale businesses. A structured questionnaire was distributed to the 86 firms; 17 were not returned, while 12 were wrongly filled. Therefore a total of 57 firms were analyzed in this study.

### 4. Results

Table-1. Informal Control and Expansion

		Sum of all formal control activities	Sum of all expansion activities
informal control	Pearson Correlation	1	.578**
	Sig. (2-tailed)		.000
	N	57	57
Expansion	Pearson Correlation	.578**	1
	Sig. (2-tailed)	.000	
	N	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The analysis conducted above evaluated the null hypothesis that informal control does not accommodate expansion of small-scale businesses in Abakaliki. With no violations in the assumptions of normality, linearity, or homoscedacity tests realized in the preliminary analysis, there was a significant evidence to reject the null hypothesis and conclude that there was a strong, positive association between informal control and expansion (M = 18.35, SD = 1.856) and expansion (M =22.68, SD =1.702),  $r = .578^{**}$ ,  $p < .01$ . The adjusted  $r = 0.334$ , meaning that; Higher levels of informal control are associated with expansion of small scale businesses in Abakaliki.

Table-2. Organizational Support and increase in Turnover

		Sum of all organizational support activities	Sum of all turnover activities
Organizational support	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	57	57
Sales Turnover	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

There was a significant evidence to reject the null hypothesis that Organizational support of intrapreneurship activities does not accommodate increase in sales turnover of small-scale businesses in Abakaliki from Table 2 above. The preliminary analysis showed that data set is tenable as there were no violations in the assumptions of normality, linearity, or homoscedacity. It is therefore concluded that there was a strong, positive association between Organizational support and increase in sales turnover. (M = 17.74, SD = 1.275) and increase in turnover (M =22.98,

SD =1.518),  $r = .625^{**}$ ,  $p < .01$ . An adjusted  $r = .396$  implies that Higher levels of organizational supports for intrapreneurship activities are associated with higher levels of turnover of small scale businesses in Abakaliki.

**Table-3.** Communication and increase in Market Share

		Sum of all communication activities	Sum of all market share activities
Communication	Pearson Correlation	1	.712 <sup>**</sup>
	Sig. (2-tailed)		.000
	N	57	57
Increase in market share	Pearson Correlation	.712 <sup>**</sup>	1
	Sig. (2-tailed)	.000	
	N	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the analysis between Organization's communication levels and increase in the market share of small-scale businesses in Abakaliki. Preliminary data analysis passed that no violations assumptions of normality, linearity and homoscedacity. Results suggests rejection of the null hypothesis, concluding that there was a strong, positive association between Organization's communication level and increase in the market share. (M = 18.58, SD = 1.149) and increase in turnover (M =23.35, SD =1.232),  $r (57) = .712^{**}$ ,  $p < .01$ . Adjusted  $r = .507$ . Therefore, higher levels of communication within the firm are associated with increase in the market share of the small scale businesses in Abakaliki.

**Table-4.** Organization Size and No. of Employees.

		Sum of all Size activities	Sum of all employment activities
Size	Pearson Correlation	1	.427 <sup>**</sup>
	Sig. (2-tailed)		.001
	N	57	57
Increase in no. of employees	Pearson Correlation	.427 <sup>**</sup>	1
	Sig. (2-tailed)	.001	
	N	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

A Pearson's product moment correlation coefficient was conducted to evaluate the null hypothesis that Organization size does not accommodate increase in number of employees of small-scale businesses. (n=57). Preliminary analysis showed that there were no violations in the assumptions of normality, linearity, or homoscedacity. There was a significant evidence to reject the null hypothesis and conclude that there was a weak, positive association between Organization size and increase in number of employees. (M = 17.86, SD = 1.043) and increase in number of employees (M =23.00, SD =1.363),  $r (57) = .427^{**}$ ,  $p < .01$ , with an adjusted  $r$  of .182. Higher levels of Organization size are associated increase in number of employees of small scale businesses.

## 5. Discussion

Findings from this study suggest that an Intrapreneurial structured firm (i.e. one that permits informal control, supports intrapreneurship, is communication oriented and has a large size) is positively associated with growth in small scale businesses. Results of this study align with findings of [Oppong et al. \(2014\)](#) that the phenomenal growth of small and micro businesses in Ghana is mainly due to the people's quest to be self-employed and not because it is easy to establish or manage. The factors proxied with intrapreneurship dynamics here includes control levels of the firm, the levels of organizational support, the communication levels of the firm and as well as the size of the firm.

Firstly, this study discovered unlike was initially hypnotized that Informal control does not accommodate expansion of small-scale businesses in Abakaliki; that there is a strong, positive relationship between informal control and expansion of small scale businesses in Abakaliki. That means firms that are flexible with their employees in terms of use of organization's resources; use of their discretions; employees' input in decision making; employees' reward for new ideas, are often involved in new business venturing and new products/service introduction. This leads to the firm's expansion and growth.

The second findings of this, nullifies the hypothesis that Organizational support of intrapreneurship activities does not accommodate increase in turnover of small-scale businesses in Abakaliki. This means organizations that support intrapreneurial activities like sponsoring and developing employees' creative and innovative ideas; Rewarding employees' hard work; making available organizational resources and sometimes giving employees the free hand to experiment with the business resources even though it often leads to wastage, is bound to witness increase in turnover. When employees are supported to grow, they put in their best and as such, the rate at which the firm buys and sells inventories is bound to increase.

The third findings of this study; that there is a strong, positive association between Organization's communication level and increase in the market share. This implies that an organization that communicates its strategies and policies timely to its employees is bound to experience increase in their market share as employees knowing what is expected of them perform better. This leads to growth.

A weak, positive association between Organization size and increase in number of employees however exists. This means that even though there is an increase in the size of the organization, it does not necessarily translate into increase in employees. Employees' task may increase on one hand; on the other hand it may lead to the organization employing more people.

## 6. Conclusions

Small scale businesses are essential to every economy, especially developing economies like Africa because they serve as means for employment for a substantial part of the population. Also, they are means for investments for most venture capitalists as they help break new boundaries by discovering new markets and improving existing products. Therefore examination of their growth is a worthwhile scholarly endeavor. This study discovers a positive association between Intrapreneurship dynamics and small scale business growth in Abakaliki. These findings suggest that small scale businesses that intend to grow into large scale businesses can achieve this aim by adopting the intrapreneurship dynamics within their firms. More studies need to be conducted into intrapreneurship dynamics, especially as it involves growth.

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