

Why are employees motivated to become intrapreneurs? The connection of employees' intrapreneurial motivations and intentions: A case of the Indian software product enterprises.

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Abstract

This research explores the motivational factors influencing employees' intrapreneurial intentions and provided context-specific conclusions. The study does regression analysis on 340 employees from India's top 50 emerging software product firms for 2020. The findings indicated that motivational factors associated with challenge, power, money, and performance influenced intrapreneurial intents positively. In summary, the findings of this study contribute to a better understanding of intrapreneurs by examining intrinsic and extrinsic motives using the self-determination theory. By investigating the effect of motives on individuals' intents to become entrepreneurs, this research gives new light on the intrapreneurial realm.

Keywords: *intrapreneurship, motivations, self-determination theory, intrinsic motivation, extrinsic motivation*

Introduction

Intrapreneurial initiatives have grown significantly as an organisational idea over the years and have achieved unique advantages. When an organisation is having an existential crisis, it is vital to incorporate innovation into the company's operations in order to help the company recover. A company can improve its innovation and, as a result, restore its vitality by bringing in an intrapreneur to the table (Buekens, 2014). Numerous entrepreneurship studies have found that businesses that participate in entrepreneurial activity reap both financial and non-financial benefits (Luke et al., 2010). A culture of innovation fostered by such intrapreneurial activities has the potential to significantly improve an organization's performance, innovativeness, profitability, and competitiveness (Baruah, B., & Ward, A., 2015). This perspective implies an increasing acceptance of intrapreneurship within enterprises.

However, the majority of research has concentrated on the process of intrapreneurship, its antecedents, the aspects of corporate entrepreneurship, and the consequences of intrapreneurship (Pirhadi & Feyzbakhsh, 2021). The distinction between entrepreneurs and intrapreneurial persons has been the subject of several research that have been conducted (Birkemalm & Jansson, 2018; Blumbergs, 2017; Chan et al., 2017; Marchiori et al., 2018). However, with the exception of one study (E. W. Monsen et al., 2007), the motivating factors of intrapreneurial intentions have remained uncaptured and underexplored (Neessen et al., 2019).

Motivations have a crucial role in determining entrepreneurial intentions (Solesvik, 2013). Additionally, entrepreneurs and intrapreneurs were motivated by both extrinsic and internal reasons, albeit in distinct ways (Birkemalm & Jansson, 2018). This would indicate that the motives of internal entrepreneurs and their connection to their intentions would provide fertile ground for research and a better understanding of this phenomenon. Motivations have been shown in the literature to promote intrapreneurial intentions (E. W. Monsen et al., 2007) and a dearth of research in this area has prompted a request for more research to expand our understanding.

This study addresses a paucity of empirical research on the intrapreneurial motives of employees with intrapreneurial goals. Based on the self-determination theory (SDT) (Deci & Ryan, 2000; Gagné & Deci, 2005), which emphasises the unique nature of individual-level motivation, this study applies a psychological approach to examine the motivations of employees. The study utilises SDT to describe five motivational orientations that might be leveraged to help employees achieve their intrapreneurial goals and behaviours.

As a follow-up to the SDT, this research contributes to knowledge of the elements that precede employee intrapreneurship by examining both internal and external patterns that lead to certain intentions. This research establishes a link between intrapreneurial attitudes and the research. Employee attention is crucial because it is critical and valuable for firms to engage in entrepreneurial activities via their intrapreneurs. A negative element of intrapreneurship is that, according to Buekens (2014) management plays a significant role in intrapreneurship's long-term success since an intrapreneur tends to quit the organisation if he or she is not

supported and adapted for by the manager. An intrapreneur-friendly work environment can only be developed if the company's leadership realizes the necessity of understanding the motivations of intrapreneurship.

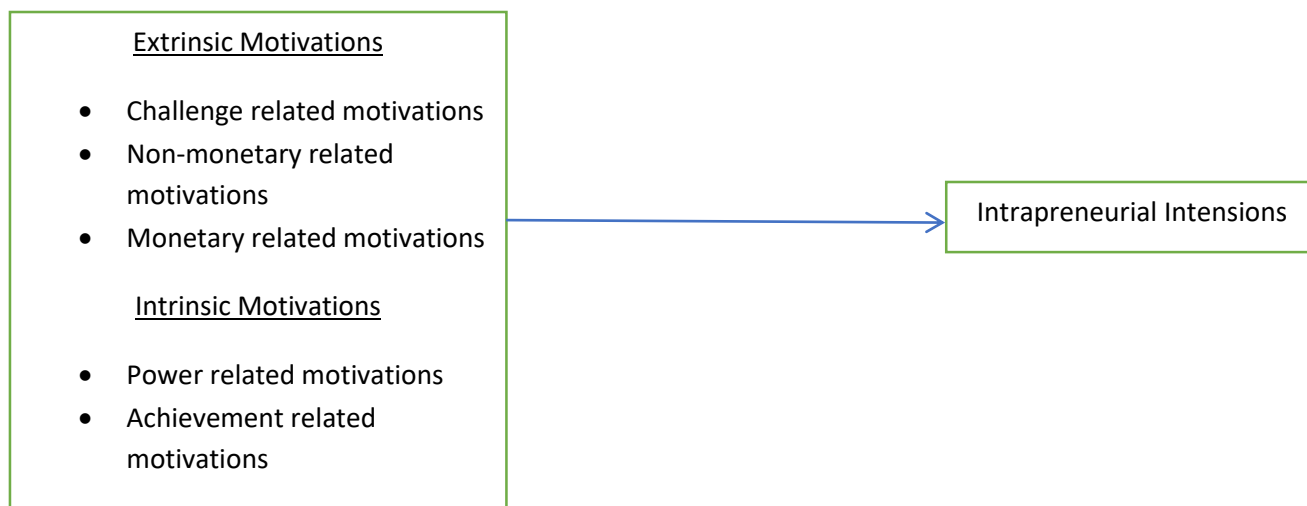


Figure1: Hypothesised Model

2. Theoretical background

Intrapreneurship

The word "intrapreneurship" is colloquial (Neessen et al., 2019). The phrase "intrapreneurship" is used interchangeably with the terms "corporate entrepreneurship," "corporate venturing," and "internal corporate entrepreneurship" (Antoncic, 2007). An intrapreneur is a person or group of people who actively contributes in the creation of a new commercial or process innovation within an established firm (Sharma et al., 1999). Employees who act like entrepreneurs by putting their ideas and thoughts into action but don't own the company are called "intrapreneurs." It has been a long time since the term "intrapreneurship" came into use. This leaves the topic up to discussion. According to Antoncic & Hisrich (2003), there are four sorts of intrapreneurship dimensions: new business, innovation, self-renewal, and proactiveness.

Intrapreneurs first seek for methods to improve their firm (De Jong et al., 2011), then they develop new businesses inside their organisation, like business units, joint ventures, or subsidiaries (Bosma et al., 2010). (Bosma et al., 2010). Second, innovativeness is about producing new products or services. As Antoncic & Hisrich (2001) highlighted, self-renewal means that the strategy or structure of the organisation evolves as a result of intrapreneurship. Finally, pro-activities assist employees explore for chances in the organization (Pinchot III, 1985). (Pinchot III, 1985). As a result, a number of authors came up with different ideas regarding how to look at the criteria. Another way to think about intrapreneurial activities is to think about the entrepreneurial orientation dimensions (Lumpkin & Dess, 1996). These are the dimensions of autonomy, innovation, proactivity, competitive aggression, and risk-taking. The many opinions underline the expanding relevance of intrapreneurship.

Intrapreneurial Intentions

Entrepreneurs' intentions are influenced by the social and cultural context in which they find themselves. According to (E. J. Douglas & Fitzsimmons, 2013), the intentions of entrepreneurs and intrapreneurs are markedly different. For instance, self-efficacy refers to one's belief in one's own ability to execute a task. Confidence and abilities related to entrepreneurship or intrapreneurship are critical to efficiency. Entrepreneurs, on the other hand, have more confidence and want to own a firm than intrapreneurs, however intrapreneurs are those who wish to create their own enterprises but currently work for another organisation (E. J. Douglas & Fitzsimmons, 2013). Intrapreneurs, in particular, have a minimal perceived need for financial gain and are content with a negligible profit margin. However, a distinct type of motivation is sought in the corporate context (Hisrich, 1990). Establishing a business is closely related to taking calculated risks, a characteristic that intrapreneurs exhibit in spades (Adachi & Hisada, 2017). For instance, an organisation may bear or share the financial risk associated with intrapreneurship and the bulk of intrapreneurship resources (Martiarena, 2013). This clarifies why intrapreneurs are prepared to take calculated risks. On the other hand, entrepreneurs rely significantly on their own resources, and a greater risk tolerance does not usually imply more entrepreneurial ambitions (E. Douglas et al., 2005; Palich & Ray Bagby, 1995). Disparities in intentions arise as a result of people's ideas about the consequences of their actions, and the more strongly they believe these beliefs, the more likely they will act on them (Ajzen, 1985; Fishbein & Ajzen, 1975). The term "intrapreneurial intent" refers to the possibility of an employee establishing a new project or initiative that adds value to an existing organisation, most notably to become an intrapreneurial (E. J. Douglas & Fitzsimmons, 2013; Martiarena, 2013; E. W. Monsen et al., 2007).

Self Determination Theory

Employee motivations for intrapreneurial endeavors can be monetary or non-monetary in nature. By mapping an individual's motivation over a self-determination continuum, SDT distinguishes between intrinsic and extrinsic motivation, as well as amotivation (Deci & Ryan, 2000). According to the SDT, when people believe their activities are autonomous, they are completely motivated by their work (Bloom & Colbert, 2011). Individuals who believe their occupations are self-determined and allow them to select certain tasks are more likely to exhibit intrinsic motivation. The opportunity to pick activities instils employees with a sense of autonomy, which is crucial in the SDT since autonomous motivation differs from controlled motivation (Gagné & Deci, 2005). Intrinsic motivators are those that are built into an action and are not dependent on external reinforcement (Deci & Ryan, 2000). Extrinsic motivation is essential, according to the SDT, when the activities done are less desired and consequently do not motivate employees intrinsically (Gagné & Deci, 2005). Something other than the act itself, such as verbal praise or monetary rewards, is required to motivate people to perform better. When employees are driven by extrinsic factors, external factors have an impact on their feelings and behaviors within the SDT (Deci & Ryan, 2000). Entrepreneurs, according to the literature, are motivated by a variety of motivations (Birkemalm & Jansson, 2018; E. W. Monsen et al., 2007). These elements include monetary and non-monetary rewards, accomplishments, obstacles, and power motivations.

Power related motivations

According to McClelland (1987), the majority of people are motivated by the desire for power. Possessing the authority to manage or influence others boosts the productivity of power-motivated employees (Fisher, 2009). Individuals who are ambitious for power are more prone to take risks and strive for seemingly unreachable goals (McClelland, 1978). Individual risk-taking is widely recognised as crucial for entrepreneurship within established organisations, frequently referred to as corporate entrepreneurship or intrapreneurship (Antonicic & Hisrich, 2003). Individuals who are ambitious for power are more prone to take risks and strive for seemingly unreachable goals (McClelland, 1978). The power motivation occurs because it reflects an individual's capacity to carry out specific tasks and exert control over activities (Allan et al., 2016). According to (Chan et al., 2017; Lach & Schankerman, 2008), the intrapreneur yearns for authority and control, as well as a place at the corporate decision-making table. As a result, power-hungry employees aim to engage in intrapreneurial activities. Thus, a hypothesis is generated that power motivation positively influences intrapreneurial intentions.

H1: Intrapreneurial intentions are positively influenced by power-oriented motivations

Challenges related motivations

While intrapreneurs are less risk averse than entrepreneurs, they are often more determined and frequently overcome difficulties before moving on to the next (Willison, 2006). The criticism of others or the opportunities offered by various types of incidents (displacements) in an individual's professional or personal life motivate intrapreneurs to address these types of environmental problems. Individuals with a strong desire for accomplishment are more likely to engage in difficult activities to alleviate these concerns (Collins et al., 2004). Indeed, the constraints of the environment and the desire to address the concern propel individuals' intrapreneurial ambitions to the point of exhibiting intrapreneurial behaviour. Thus, it is hypothesised that motivations for overcoming obstacles are positively correlated with intrapreneurial intentions.

H2: Intrapreneurial intentions are positively influenced by challenge motivations

Non-Monetary related Motivations

Extrinsic motivation can occur when employees anticipate obtaining an external incentive (Gagné et al., 2015). Non-monetary rewards, according to Sonawane, (2008), include getting a promotion, filling a vacancy, and partaking in a training course. Even if financial incentive is not their primary motive, intrapreneurs demand some sort of recompense to signal that they have performed effectively (Willison, 2006). By delivering training to intrapreneurs, organisations exhibit their commitment to them, their interest in employee growth, and their contribution to stronger incentives for intrapreneurship (Menzel et al., 2007). Recognizing non-monetary incentives encourages people to go above and beyond the standard and feel encouraged by their employer to sharp the intentions. As a result, we conclude that non-monetary incentives also influence intrapreneurial inclinations positively.

H3: Intrapreneurial intentions are positively influenced by non-monetary motivations

Achievement related Motivations

When an intrapreneur is driven by a strong desire to succeed, he may look beyond his usual position as an employee and instead study fresh prospects and adopt innovative approaches to give clients new services (Fatima Shaikh et al., 2019). According to SDT, achievement functions as an intrinsic motivator because it is related to a certain activity (Ryan & Deci, 2000). The drive for accomplishment is satisfied when an individual knows that the job they are accomplishing is required for the settlement of a specific problem (McClelland, 1978). The accomplishment incentive is met when a person achieves additional responsibility (Herzberg et al., 1959). Because it is equally applicable to intrapreneurs, we hypothesise that accomplishment motivation is linked to intrapreneurial intentions.

H4: Intrapreneurial intentions are positively influenced by achievement motivations

Monetary related Motivation

An intrapreneur is more likely to reap direct or indirect corporate benefits (de Villiers-Scheepers, 2011; Hisrich, 1990). Corporations can reward their employees in a variety of ways, including through contracts and promotions, huge monetary incentives tied to individual and group accomplishment, equity ownership and stock options for employees at all levels (Jones & Butler, 1992; E. W. Mosen et al., 2007). According to E. Mosen et al. (2010), when risks were matched with bigger gains, intrapreneurial behaviour increased significantly. Employees' intrapreneurial intentions decrease when incentive cues are absent or are regarded insufficiently big to cover risks. According to SDT, intrapreneurship is a voluntary action for which there is no intrinsic motive. Incentives that encourage employees to assume entrepreneurial tasks are seen as a critical component of entrepreneurial intentions (Kuratko et al., 1997). As a result, it means that monetary incentives are believed to motivate intrapreneurship intentions.

H5: Intrapreneurial intentions are positively influenced by monetary motivations

3. Methodologies

The study's sample size is based on NASSCOM's 2020's emerging 50 software product companies. They have honoured 50 Indian businesses, establishing industry standards of excellence. Thirty companies were selected at random based on their product and service offerings, and employees were contacted as part of this investigation. The questions were administered using an internet survey. 450 individuals were approached via LinkedIn and personal emails and asked to participate in the study, after giving abridgement about intrapreneurship; 370 employees consented to participate and submit the questionnaire between October 1st and November 30th. The survey was anticipated to take roughly 15 minutes to complete. Twelve samples were omitted owing to unresponsiveness and incompleteness. Outlier screening identified four univariate outliers, 13 multivariate outliers, and finally, using chi square at critical point of 0.001, cases with Mahala Nobis distance greater than 63.870 were excluded, resulting in the exclusion of 18 cases. In order to increase the normality and fit of the hypothesised model figure 1, the statistic value (Z) for the skewness and kurtosis values are determined. The estimated result was within the critical range of ± 2.58 (0.01 level of significance) (Hair, Black, Babin, 2010). The findings established that the data are regularly distributed (Appendix: table 4). The researchers received 340 authentic responses, resulting in a response rate of 75.5 percent. The survey received responses from 206 males and 134 women. The average respondent is 26.76 years old, has an average of 5.2 years of work experience, and is currently employed for an average of 2.9 years. The respondents reported 105 employees had some form of entrepreneurial education, additionally, 193 respondents were classified as junior level employees, while 147 were classified as mid-level employees. 118 respondents work in B2B, 83 in B2C, 75 in B2G, and 64 in B2B2C/Aggregators, respectively.

Table 1 Descriptive Statistics

Variables		Numbers	Percentage (%)
Gender	Male	206	61%
	Female	134	39%
Age	20-25	147	43%
	26-30	166	49%
	31-35	22	6%
	36-40	5	1%
Work Experience	0-3	123	36%
	3.1-6	165	49%
	6.1-9	36	11%
	above 9	16	5%
Current Work Place Experience	0-3	183	54%
	3.1-6	128	38%
	6.1-9	18	5%
	above 9	11	3%
Employee Level	Junior Level	193	57%

	Mid Level	147	43%
Entrepreneurial Education	Yes	105	30.8 %
	No	235	69.12%
Business Model	B2B	118	35%
	B2C	83	24%
	B2G	75	22%
	B2B2C/Aggregators	64	19%

To ascertain entrepreneurial intentions, which were treated as a dependent variable, three items were used: "How likely is it that you would wish to manage a new division established to provide a new variant of an existing product or service in your boss's business?" and "How likely is it that you would wish to manage a new division established to capitalize on an innovation?" and "How likely are you to want to oversee a new division established to expand your employer's present product into a new market?" We quantify intention using a five-point Likert scale, ranging from extremely improbable (1) to extremely likely (5). The components in the intrapreneurial intentions were adapted from (E. J. Douglas & Fitzsimmons, 2013). In table 2, Cronbach alpha is shown. The dependent variable was the average score on three items.

To assess motives, which are the study's explanatory factors, the respondents were asked to rate the extent to which a variety of variables drive employees to develop intrapreneurial intentions (items are presented in table 2). We assessed motives using a 5-point Likert scale, ranging from very unlikely (1) to very likely (5). (2). we performed PCA on 13 different items, which subsequently resulted in five factors. We performed PCA on 13 different items, which subsequently resulted in five factors. After averaging the scores of items in each construct, we utilised these components as motives, i.e., explanatory variables. The dependent variables were then regressed on the extent to which respondents rated each motivator as significant. Gender, age, and entrepreneurial education are among the control factors. Gender was assessed on dichotomous scales, showing whether the respondent was a woman (= 1) or a man (= 0). Age is a continuous variable measured in years, while education level is a binary variable indicating whether the respondent has taken any entrepreneurship courses (=1) or not (= 0).

4 Results

PCA explored the underlying structure separately for intentions and motives. PCA with varimax factor rotation results in the formation of five motivational structures. The first component is termed "power-oriented motives" to reflect the enjoyment of being an influencer, which includes "influencing others," "leading, when necessary," and "controlling to make progress." The second aspect relates to the desire and eagerness to embrace obstacles as opportunities, which includes "testing theory and perception," "risk-taking," and "the necessity to bring about change." The third aspect is described as non-monetary motivation, which entails the anticipation of corporate incentives such as "learning new things," "gaining experience," and a "positive learning curve." Finally, the fourth and fifth variables are connected to motivational achievement and monetary components. The achievements include "creating results", "making progress", and monetary motivations such as "source of personal income," "financial stability," (The PCA findings are available in Appendix table X.). The components in each construct and their reliabilities are listed in Table 5. Cronbach's alpha coefficient is used to determine the instrument's measurement accuracy. A value of alpha greater than 0.70 is regarded as an acceptable threshold (Hair, Black, Babin, 2010). The alpha value for the entire instrument is .828, which indicates an adequate level of fit as presented in table 2.

Table 2 Summary of factors and descriptive results

Motivational Items	Motivations	Intrinsic/ Extrinsic	Cronbach's alpha	Mean	SD
Influencing others	Power	Intrinsic	.824	2.78	.950
Lead when necessary					
Control to make progress					
To test theory/ perceptions	challenge	Extrinsic	.835	2.62	1.020
Risk taking					
Necessity to bring changes					
Learn new things	Non- Monetary	Extrinsic	.773	3.34	.976
To gain experience					
Positive learning curve					
Creating results	Achievement	Intrinsic	.843	3.95	.847

Making progress					
Source of personal income	Monetary	Extrinsic	.822	3.46	.956
Financial security					
Intentions					
How likely is it that you would wish to manage a new division established to provide a new variant of an existing product or service in your boss's business?					
How likely is it that you would wish to manage a new division established to capitalise on an innovation?	Intrapreneurial	-	.839	2.93	1.28
How likely are you to want to oversee a new division established to expand your employer's present product into a new market?	intentions				

Regression Analysis

Regression analysis require the underlying data to be normally distributed, meet linearity assumptions and more (Hair, Black, Babin, 2010). An ANOVA is used to determine the linearity of the variables in table 6. It contains the p-value and F statistics of 21.693 with 339 degrees of freedom. Thus, it is assumed that the variables have a linear connection and that the model accurately predicts the dependent variable, indicating that it is a good fit for the data. The assumption of multicollinearity is confirmed using the data in table 3. The tolerance value exceeds 0.10 and the VIF value is less than 5, suggesting that the collinearity condition has not been broken(O'Brien, 2007). As a result, it is determined that independent variables do not exhibit multicollinearity. Correlation coefficients are presented in the table 7.

The factors were included in two stages to determine their influence on intrapreneurial intentions; the first stage contained control variables, and the second stage included explanatory variables; the results of the multiple regressions are provided in table 3. The variance is significantly explained by the second model ($p < 0.01$). Age has a substantial beneficial effect on entrepreneurial intentions ($p < 0.01$). It is worth noting that pursuing entrepreneurial education has a positive effect on intrapreneurial intentions. Gender, on the other hand, had no significant influence on the dependent variables.

Observing the primary explanatory variables in the second step regression, four out of five motivating factors showed a substantial effect on underlying intrapreneurial intentions. The empirical data indicates that power motives strongly influence intrapreneurship intentions ($p < 0.01$), implying that H1 is supported, followed by the challenge motivation hypothesis, which is also supported ($p < 0.01$). Similarly, hypotheses 4 and 5 hold true, namely that achievement and monetary incentives have a considerable effect on the intention to be an intrapreneur. However, the hypothesis was violated by the non-monetary incentives. Finally, we examined the regression data; the r square suggests that motivational variables account for 46.4 percent of intensions; overall, the relationship between independent and dependent factors is partially confirmed.

Table 3 Regression results

Step	Model and variables	Model I	Model II	VIF	Tolerance
1	Age	0.117*	0.143*	1.103	0.907
	Gender	0.068	0.038	1.424	0.702
	entrepreneurial education	0.125*	0.155*	1.437	0.696
2	Power related motivations		0.281**	1.031	0.969
	Challenge related motivations		0.501**	1.094	0.914
	Non-monetary related motivations		-0.016	1.085	0.922
	Achievement related motivations		0.326**	1.078	0.927
	Monetary related motivations		0.217*	1.111	0.9
	R ²	0.014	0.464	-	-
	Adjusted R ²	0.005	0.451	-	-
F(Sig)	1.59	35.85**	-	-	

Notes: The table reports β (partial standardized coefficients), R², adjusted R², and significance level *p , 0.05; **p , 0.01

5 Discussions and Conclusion

The study's goal is to determine the influence of employees' motivations and how they relate to their intrapreneurial goals. In the context of Indian IT, the purpose is realised through exploratory quantitative study. Multiple regression analysis was used to test the intended research hypothesis; the test examined the relationship between employee intrapreneurial motivations and intrapreneurial intentions, and found that other motivational factors such as power, challenge, monetary, and achievement had a significant positive effect on intentions. The centrality of power related motives for intrapreneurs intentions is compelling. Intrapreneuring employees normally do not have as much influence as entrepreneurs since they are not the owners and final decision-makers, but intrapreneurs have skills such as influencing, leadership, and communication to govern the team and lean them in the correct way. The significance of the challenge Motivation is unsurprising; without obstacles, entrepreneurs would not be found, and the outcome is different from the evidence provided by (E. J. Douglas & Fitzsimmons, 2013). Challenges are viewed as motivating factors, and the related risk provides an opportunity for intrapreneurs to maximise their capabilities. The relationship between non-monetary-related motivations and intrapreneurial intentions is not reflected in intrapreneurial intentions; this is consistent with the findings and that these motivations are not strongly related to intrapreneurial intentions and that (Birkemalm & Jansson, 2018) discovered that these non-monetary motivations are significantly influenced by personal characters. The relevance of achievement motivation makes it interesting. Intrapreneurs feel like they've done their job only when they make a difference. This is because increasing the organization's results and moving the organisation forward could make intrapreneurs more responsible and flourish, which in turn increases intrapreneurial intentions (McClelland, 1978). Intrapreneurs who are motivated by monetary benefits are more likely to be results-oriented, and their intentions to achieve financial security are reflected in their intentions. This is in contradiction to the findings of Douglas & Fitzsimmons (2013), although the findings support of de Villiers-Scheepers (2011) that intrapreneurs are more like entrepreneurs and are driven by monetary rewards for receiving or witnessing rewards for their efforts.

This study contributes to the understanding of the elements that influence the intrapreneurship framework (Neessen et al., 2019) where the relationship is ignored. In light of the findings, the extrinsic and intrinsic motivation scales developed by SDT appear to be useful in describing reasons for intrapreneurial intentions in IT context. Intentions are influenced by inherent incentives such as power and achievement, as well as two extrinsic drives. In essence, it suggests that both intrinsic and extrinsic variables influence intrapreneurial intentions. The results would be helpful for IT sectors that are constantly facing cutthroat competition to retain employees and provide a conducive environment for Intrapreneuring. Recognizing the value of intrapreneurship enables organisations to establish an adaptable work environment for their employees, therefore equipping the business to withstand fierce competition. Additionally, these findings assist organisations in better comprehending the importance of motivation and the reality that not all individuals are driven by the same sources. Our paper is restricted, which leaves room for more study in the future. Our research relies on a small number of samples. Despite the fact that self-determination theory has been constructed, a wide spectrum of motives has yet to be represented. In terms of the research's future, the well-established model may be used to forecast intentions and actions. For example, the SDT theory and the theory of planned behaviour can be combined, entrepreneurial education moderation can be evaluated, and studies in various contexts can be conducted.

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Appendix

See table 4,5,6 and 7

Table 4 Descriptive statistics of study variables

	M	SD	Skewness	S.E	Z slewness	Kurtosis	S.E	Z Kurtosis
Influencing others	2.73	1.219	0.251	0.132	1.901515	-0.501	0.264	-1.89773
Lead the change	2.78	1.264	0.231	0.132	1.75	-0.552	0.264	-2.09091
Control the process	2.84	1.355	0.171	0.132	1.295455	-0.649	0.264	-2.45833
To test theory/ perceptions	2.59	1.239	0.256	0.132	1.939394	-0.512	0.264	-1.93939
Risk taking	2.63	1.009	0.267	0.132	2.022727	-0.311	0.264	-1.17803
Necessity to make changes	2.66	1.025	0.194	0.132	1.469697	-0.424	0.264	-1.60606
Learn new things	3.52	1.173	-0.117	0.132	-0.88636	-0.374	0.264	-1.41667
To gain expereince	2.7	1.068	-0.117	0.132	-0.88636	-0.288	0.264	-1.09091
Positive learning curve	3.25	1.108	-0.156	0.132	-1.18182	0.334	0.264	1.26512
Creating results	3.01	1.105	-0.289	0.132	-2.18939	-0.714	0.264	-2.70455
Making progress	3.46	0.984	-0.135	0.132	-1.02273	-0.578	0.264	-2.18939
sourceof personal income	2.43	1.063	-0.272	0.132	-2.06061	-0.473	0.264	-1.79167
Financial security	3.5	1.098	-0.656	0.132	-4.9697	-0.181	0.264	-0.68561

Table 5 Factor analysis

	1	2	3	4	5
Influencing others	0.055	0.194	0.743	-0.045	0.161
Lead the change	0.046	-0.012	0.816	0.029	-0.027
Control the process	0.003	0.058	0.829	0.074	-0.001
To test theory/ perceptions	0.766	0.099	0.029	-0.053	0.003
Risk taking	0.924	-0.026	0.041	0.062	0.044
Necessity to make changes	0.931	-0.026	0.036	0.047	0.013
Learn new things	0.059	0.752	0.127	-0.018	0.109
To gain experience	0.029	0.888	0.059	0.049	0.043
Positive learning curve	-0.033	0.841	0.035	0.171	-0.056
Creating results	0.016	0.157	0.028	0.878	0.093
Making progress	0.025	0.018	0.031	0.877	0.152
sourceof personal income	0.017	0.013	0.057	0.133	0.867
Financial security	0.031	0.074	0.044	0.106	0.872
Rotation sum of squared loadings	2.32	2.143	1.935	1.617	1.589
Proportion of variance explained (%)	17.846	16.487	14.883	12.442	12.223
Cumulative proportion of variance explained (%)	17.846	34.333	49.216	61.656	73.88

Loadings in bold indicate to which factor the item was assigned

Table 6 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.934	3	1.311	1.59	.192b
	Residual	277.149	336	0.825		
	Total	281.083	339			
2	Regression	130.487	8	16.311	35.85	.000c
	Residual	150.596	331	0.455		
	Total	281.083	339			

a Dependent Variable: Intrapreneurial Intentions

b Predictors: (Constant), entrepreneurial_education, gender, age

c Predictors: (Constant), entrepreneurial, gender, age, power, challenge, nonmonetary, achievement, monetary

Table 7 Correlation matrix for study variables

	1	2	3	4	5	6	7	8	9
1 Power related motivation	1								
2 Challenge related motivation	0.186*	1							
3 Nonmonetary related motivation	.110*	0.051	1						
4 Achievement related motivation	0.176*	0.141*	.183*	1					
5 Monetary related motivation	.117*	0.156*	.109*	.264**	1				
6 Intreprenurial intensions	.435**	-0.103	.234*	.120*	0.102	1			

7	age	0.140*	-	0.011	0.205*	-	0.172*	1	
		*	0.192*		*	0.056	*		
			*						
9	gender	0.260*	-0.026	0.044	0.101*	0.028	-0.011	-	1
								0.01	
								7	
10	Entrepreneurial_education	0.089	0.058	0.053	0.073	-	0.119*	-	1
						0.021	*	0.03	0.02
								3	4

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

* Correlation is significant at the 0.05 level (2-tailed).