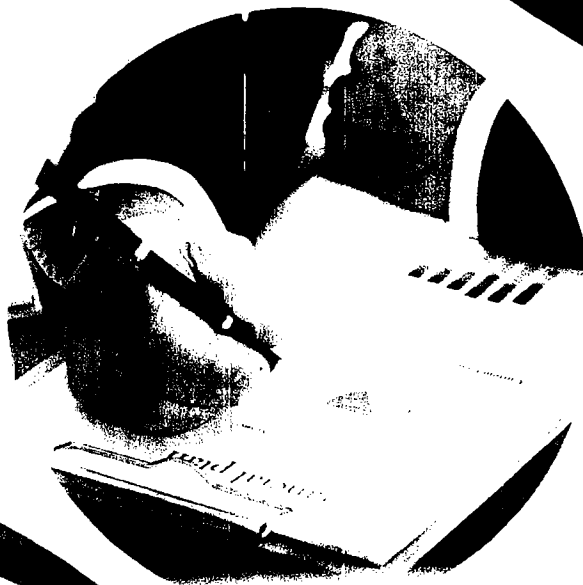
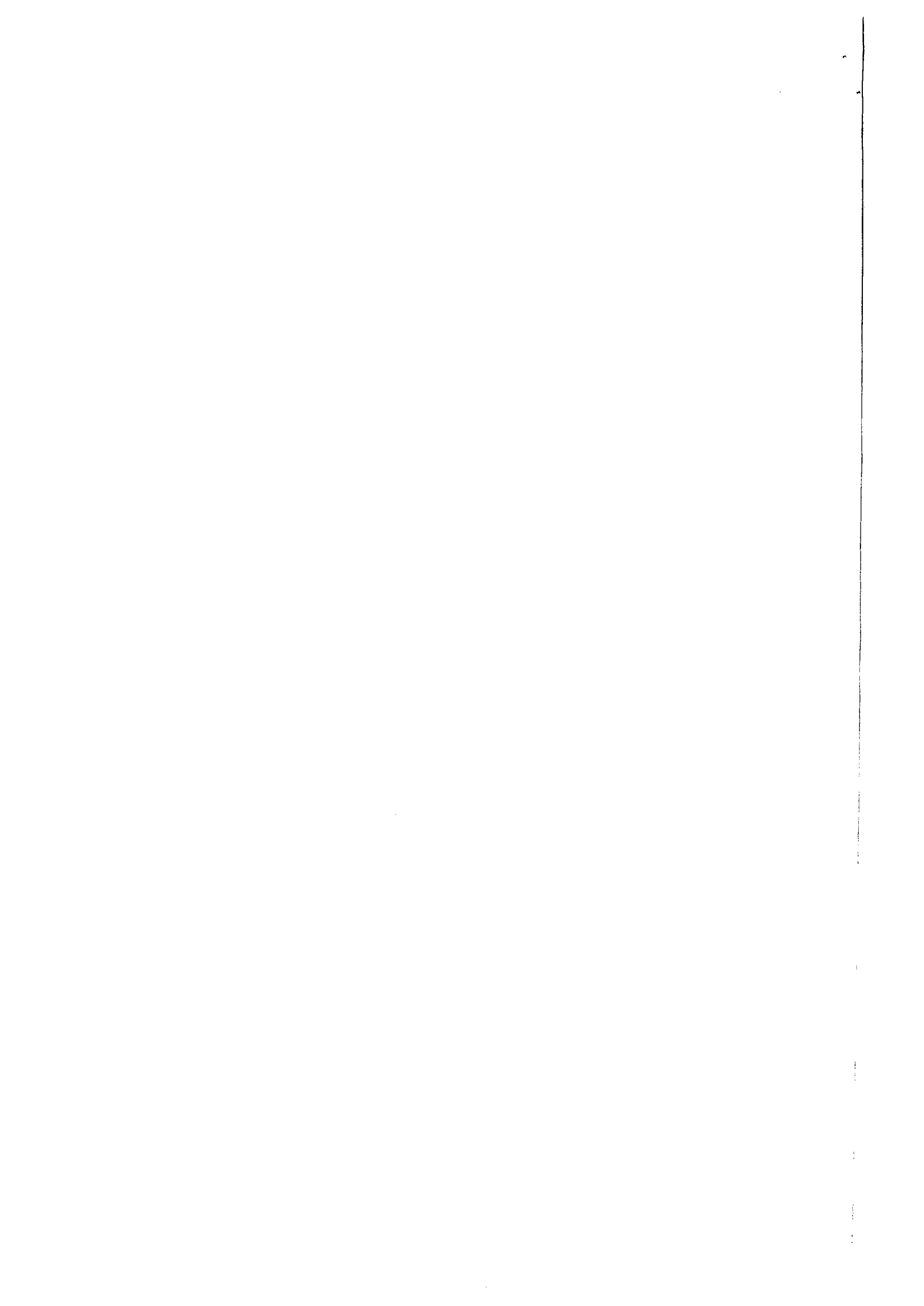


Research Frontiers in Human Resource Management and Marketing Management

Editors
Nityesh Bhatt
Ritesh Patel



Institute of Management
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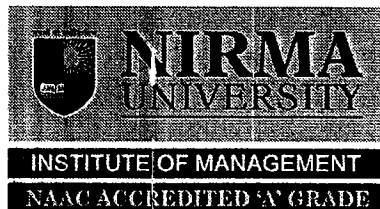
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Paradigm Shift from Managerial to Intrapreneurial: A Study of Need for Achievement and Quality of Work-life among Corporate Managers

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Abstract—Intrapreneurship as a concept has been linked to the entrepreneurial orientation of an organization. They are new venture creators, corporate entrepreneurs, and a driver channelizing their entrepreneurial ability towards the growth of their organization. Intrapreneurship has emerged as the best possible way to retain talented staff, promote creativity, and optimally use/allocate organizations' resources. Intrapreneurship in business today encompasses a variety of concepts which include: identifying and fostering employees who have intrapreneurial traits, developing intrapreneurial processes followed by the organizations' wide dissemination of information regarding the process and developing innovation through rewarding intrapreneurial behaviour.

The present research was aimed to understand the intrapreneurial behaviour practised by the managers from various organizations operating in Gujarat. These managers play a significant role in remodelling the 'inter' and 'intra' business environment for their organizations to thrive and actively contributing in the decision-making process, product development planning and implementation. The data was collected using quasi-experimental sampling technique from a representative sample of 120 corporate managers designated at middle and senior level from various urban and suburb regions of Gujarat. Segregation of the sample was done by 'training-received' and 'type of enterprises' and analysed using a 2x2 factorial ANOVA (SPSS, 2.0). Entrepreneurial Motivation Scale (Vijaya & Kamalanabhan, 1998) and Quality of Work-life Scale (National Institute of Occupational Safety and Health, 2002) was used as a tool for data collection.

Findings revealed a positive arena where organization encourages, successfully implements enough creative ideas to make a surplus of fruitful opportunities for employees. It was observed that managers who were trained (in entrepreneurship development programs) were better in different areas of innovation such as process breakthroughs, line extensions, new organizational patterns, designing new products and services, developing new models of alliances etc. Further, medium and large enterprises were studied to understand employees' intrapreneurial behaviour focusing on achievement motivation and quality of work life.

Keywords: intrapreneurs, corporate managers, entrepreneurship, training, medium and large enterprise.

INTRODUCTION

The salience of entrepreneurship in India has intensified in recent times, particularly with the rise in knowledge-intensive services. New entrepreneurs who do not belong to

traditional business communities have begun to emerge in large numbers. National Knowledge Commission (NKC, 2008) in a study "*Entrepreneurship in India*" chalked about the increasing significance and visible impact of entrepreneurship in wealth-creation and employment-generation, considering critical to India's growth and development. The report quoted entrepreneurship in India occurs in "*far more encompassing and far reaching ways than in developed countries, and could therefore be far more complex, for there is so much more that needs to be done*". Entrepreneurship also talks about the individual predisposition. There are varied approaches to understand why some individuals decide to choose a career into entrepreneurship and, thereby break through traditional ways of doing things. Bhide (1994) described entrepreneurial traits as "*there is no ideal profile; entrepreneurs can be gregarious or taciturn, analytical or intuitive, cautious or daring*". The entrepreneurs are driven more by their own inner drive rather than by external conditions. At the same time, '*market opportunity*' as an additional motivating factor has also shown a steady rise over the last two decades, here entrepreneurial transformation takes place. Entrepreneurial transformation is about adapting the whole organization so that it is better able to cope with new age of uncertainty. Transformation is achieved by building an entrepreneurial architecture which creates the knowledge and routine that allows responding flexibly to change the opportunity in the same way as entrepreneurs.

It is very interesting to understand how entrepreneurship inside corporate houses and other institutions can lead to innovation, new product development, greater wealth creation and economic development. The 21st century companies today strive for continuous innovation to compete effectively in the international markets. Corporate entrepreneurship or intrapreneurship is a process that can facilitate firms' efforts to innovate constantly and cope effectively with the competitive environments (Bruce & Bluedorn, 1999). '*The corporate revolution*' is about how to re-make firms in an entrepreneurially environment ready to face the challenges of new marketplace. Guth & Ginsberg (1990) signifies that the field of corporate entrepreneurship encompasses both new venture creation within existing organizations and the transformation of organizations through strategic renewal. Peter Drucker rightly said, "*Today, businesses especially the large ones, simply will not survive in this period of rapid change and innovation unless they acquire entrepreneurial competence*" (Drucker, 1985; Burns, 2013).

Researchers have defined the terms such as '*intrapreneuring*', '*corporate entrepreneurship*', '*corporate venturing*', and '*internal corporate entrepreneurship*' to describe the phenomenon of entrepreneurship within the umbrella of corporate organization. Antoncic & Hisrich (2001) have defined intrapreneurship more broadly as "*entrepreneurship within an existing organization*" (Bosma & Wennekers, 2010). Intrapreneurship is a term used to describe the entrepreneurial behaviour of people within large firms and organizations. Many of the instances have observed that it is not always necessary to start a new venture to implement novel business ideas; even established organizations have now started actively supporting their potential employees to apply business principles which

enhance to implement potential entrepreneurial ventures within the organizational setup. Such an activity is referred as '*corporate entrepreneurship*' or '*intrapreneurship*'. In India, most of the firms operate stable businesses quite efficiently, but additional inputs are required in developing new business thoroughly from the idea stage to research & development and successful commercialization.

Covin & Miles (1999) described four kinds of corporate entrepreneurship which address to rejuvenate or redefine the organizations to bring about new innovations viz. (a) *sustained regeneration* – when creating a stream of new products and innovations in existing products; (b) *organization rejuvenation* – focuses on a firm's internal processes and procedures, and to increase the values derived from the production chain; (c) *strategic renewal* – where firm seeks to align itself better with the external environment and to position itself more competitively or even to monopolise a given market segment; (d) *domain redefinition* – staking out new markets that the competitors have not recognised or have under-served by creating first-move advantage (Covin & Miles, 1999).

Leading and managing an entrepreneurial organization is a challenge that requires some distinctive skills and capabilities (Burns, 2013). It has widely described in the researches that '*culture*' also affects the organizations. Entrepreneurial culture is harder to describe than it is recognized at the core value, where creativity and innovation is linked to the identification of commercial opportunity. The entrepreneurial culture characterises of strong relationships at all levels of the organization, here continual learning takes place through sharing information, knowledge and an experimentation of calculated risk-taking.

In a milieu where entrepreneurship is much touted, intrapreneurship has also started getting the same share of voice. Steve Jobs had aptly defined the term, "*as a group of people going, in essence, back to the garage, but in a large company*". Companies actively promote intrapreneurship within their organizations, thereby allowing their employees to spend a proportion of their time on innovative ideas, providing the advantage and primarily access to capital, existing consumer base, cross-functional expertise, infrastructure development. In recent times, the rise of leaders such as Naina Lal Kidwai of **HSBC**, has emerged as the rise of intrapreneurship in the banking space. Few of such Indian companies include **Zenser Technology**, a Pune based Technology Innovation Group has been credited with building a tool called the 'Solution Blue Print', which has automated the software engineering process. **Kinetic India**'s variant model 'Zing' was an idea came through one of their employees who suggested that they must have a mobile charger in their Mobike. Another such example was of **Intel**, who built a retail automation project wherein neighbourhood kirana stores can compete with large retailers and launched this as the pilot project installing the point-of-sale (POS) device at small retail outlets in Mumbai. **Infosys Technologies**' 'On Mobile Global', a mobile value-added services firm is yet another example of start-up incubated within a

global giant, who has grown itself into a full-fledged company to release an IPO. **Sasken Communications Technology Ltd.** Is an another example who partnered with venture capital outfit IDG Ventures India to set up a new start-up unit 'ConnectM', with employees who seeded the idea holding an equity stake in the start-up. **Mjunction Services Ltd.**, an E-commerce company began as a 50:50 venture promoted by Tata Steel and SAIL has set another example who rose to become world's biggest e-marketplace for steel led by its visionary leader and intrapreneur Viresh Oberoi who empowered his team to think and work like entrepreneurs. While the idea of e-choupal, an ITC division germinated when Sivakumar a manager in the ITC Group's agribusiness unit approached ITC's chairman with an idea to procure farm produce from soya farmers in Madhya Pradesh, thereby eliminating the roles of middlemen. Today, e-Choupal, reaches out to over 4 million farmers growing at a range of crops in over 40,000 villages across 10 states (<https://unyscape.com>).

WHO IS AN INTRAPRENEUR ?

An intrapreneur is an inside entrepreneur, or an entrepreneur within a large firm who uses entrepreneurial skills without incurring the risks associated with those activities. Intrapreneurs are generally assigned to work on a special project which they develop like an entrepreneur. Some researches define intrapreneur '*is an individual with creativity employed by an organization working for remuneration and is responsible for financial success of the unit/project been assigned*'. In common, both intrapreneur and entrepreneur share the same traits such as '*insight*', '*zeal*' and '*conviction*'. The intrapreneur succeeds if the organization supports him/her in pursuing his/her ideas. If this is not fulfilled as planned, then sometimes he/she likes to quit the organization in pursuit to setup his/her own business (Hemanth Kumar, & Narendhra, 2016).

ENTREPRENEURIAL MOTIVATION AND NEED FOR ACHIEVEMENT

Entrepreneurial motivation is one of the key elements referring entrepreneurial performance. It has often been stated that the single most important causative factor behind the upsurge of entrepreneurship is '*achievement motivation*' (Vijaya & Kamalanabhan, 1998). Kuratko, *et.al*, (1997) observed entrepreneurial motivation as "*a goal statement that entrepreneurs seek to achieve*". Entrepreneurial motivational factors can be grouped into, '*extrinsic rewards*', '*intrinsic rewards*', '*independence/autonomy*', and '*family security*'. Some theoretical explanations stating what triggers and stimulate entrepreneurs include '*achievement orientation*' or the desire to achieve purely for the sake to fulfil the '*need for achievement*' (McClland, 1961). Sometimes the interrelation between religion, norms, values, behaviour and the economy in a particular epoch (Weber, 1947) or the ability to comprehend opportunity, i.e. '*to interpret the meaning of things, fit them together in new ways*' and '*see what other may have missed such as an unsatisfied demand*' (Marries, 1978).

Some researchers have emphasised that the capacity to sustain a high degree of interest in the advancement and technological development, and the ability to make the better of what one has in order to get what one wants, viz. *'the capacity to innovate in figuring out the best ways to reach the market with minimum expenditure of time, effort and money'*. The National Knowledge Commission (NKC, 2008) Report on *'Entrepreneurship'* describes few attributes which confirms that there is no single motivating factor which triggers the decision to become an entrepreneur. This study was conducted on 155 entrepreneurs from diverse background in selected cities across India concluded that the significant *'motivational triggers'* which stimulates a person to choose entrepreneurship as a career option are: *'independence'* (21%) stemming from the freedom to do *'one's own thing'*, *'market opportunity'* (19%), *'family background'* in entrepreneurship (21%), *'new idea generation'* (18%) with business potential, the prospect of *'challenge'* (11%) offered by pursuing entrepreneurial career as well as long cherished *'dream desire to pursue this as a career option'* (10%) etc were more significant (<http://knowledgecommissionarchive.nic.in/>).

QUALITY OF WORK-LIFE

The quality of Work-life is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as to grant employees more autonomy, responsibility and authority than is usually done. It is debatable whether there are still *'good'* workplaces, or if the new challenges that arise from globalization makes healthy workplace impossible. Quality of Work-life enables the employees at each hierarchy to actively participate in building the organization environment by developing an organizational model to produce the organizational achievements. This process is based on two goals; (a) to improve *'organizational efficiency'* and (b) to improve the quality of working life (Skrovan, 1983). Some researchers lay emphasis on quality of work life as conceptualized in the terms of *'need satisfaction'* stemming from an interaction of workers' *'needs for survival'*, *'social needs'*, *'ego needs'*, and *'self-actualization needs'* and the organizational resources relevant for achieving them (Efraty & Sirgy, 2004).

REVIEW OF RELATED LITERATURE

Intrapreneurs share many of the attributes same as entrepreneurs. They perceive opportunities and approach it with a proactive vision and imagination same as the *'dreamers'* (Pinchot, 1987). Ross & Unwalla (1986) observed that the best intrapreneurs are result-oriented, ambitious, rational, competitive and questioning. Kanter (2004) found that intrapreneurs were comfortable with clarity of direction, thoroughness, have participative management style and an in-depth understanding which is needed to achieve their and organisation's common goals. Adrian, *et.al*, (2014) observed that management support for corporate entrepreneurship and work autonomy are

organizational factors that support innovation in the diversifying companies. The correlations between the organizational culture, support system and corporate entrepreneurship have structured organizational dimensions that can shape the entrepreneurial spirit of the enterprise. David, *et.al*, (2013) examined the relationship between innovation and knowledge in family vs. non-family businesses a study conducted on 430 small and medium-sized enterprises using hierarchical regression analysis and revealed that innovation was a significant factor in both family and non-family investigated firms.

Some of the previous studies in this area further stated that motivational traits of entrepreneurs seemed especially promising to identify those individuals who might be best suited for identifying and exploiting entrepreneurial opportunities in the marketplace (Shane & Venkataraman, 2000). McClelland (1961; 1965) argued that need for achievement is related to successful performance in an entrepreneurial role. Individuals who are high in achievement motivation are more likely to engage in the instrumental activities that are necessary for success in an entrepreneurial situation than are individuals who are reportedly observed low in achievement motivation (McClelland, 1965; Collins, *et.al.*, 2004). Seshadri & Arabinda (2006) discussed innovation through intrapreneurship and stated that the Intrapreneurism enables employees of an organization to unleash their passion, which often results in generating new avenues for business growth or alternately provides radical different ways of doing existing business. Every company requires new ideas to survive and grow profitably, it has to find ways to tap the entrepreneurial potential inherent in its employees.

Hemanth Kumar & Narendhra (2016) studied intrapreneurship in an Indian context. India as an economy is becoming a valued and preferred destination for MNC's where attracting and retaining flair is a big source of competitive advantage. It was suggested that several reasons for corporates to encourage entrepreneurship is to give their employees a better way to retain talented staff, allow them to explore creativity and create a win-win situation for both. Collins, *et.al*, (2004) discussed the relationship between achievement motivations to entrepreneurial behaviour using thematic assessments. Findings indicated that achievement motivation was significantly correlated with choice of pursuing entrepreneurship as a career and performance in an entrepreneurial role and observed a higher correlation and stronger relationship between need for achievement and entrepreneurial activity.

Chandra & Mathur (2017) investigated entrepreneurial inclination among key corporate decision makers, a study conducted on 240 owners and managers from family owned firms and corporate houses. Findings discussed the significant differences between the attributes, which are '*entrepreneurial inclination*', '*aspiration to choose entrepreneurship as a career option*' among family owned businesses and decision makers in the organizations.

Another study by Chandra & Mathur (2016) investigated that the respondents who have family businesses were more inclined in introducing innovation in current business and observed significantly differing in the dimensions of '*achievement in businesses*', '*innovation in business*' and '*perceived control of business outcomes*'. Charvi & Puja (2014) conducted a study on entrepreneurial personality of employees, a study conducted on 60 corporate entrepreneurs from Delhi & NCR region India. Findings indicated that majority of the respondents were achievement driven and were likely to be successful intrapreneurs, followed by '*power and affiliation motivation*'. Other characteristics which arrived significant were '*systematic planning*', '*commitment to work contract*', '*internal locus of control*' and entrepreneurial competencies for successful intrapreneurial progressions.

Jasna & Bostjan (2011) conducted a study on employee satisfaction, intrapreneurship and firm growth by applying a structured questionnaire on 149 firms from Slovenia and concluded that '*organizational performance*', '*growth and development*' depends considerably on entrepreneurship in existing organizations. Poulouse & Sudarshan (2014) described Work-life balance as a broad concept which has been discussed by different researchers using diverse dimensions and concluded that an individual's life involves multiple domains and is not restricted to work and home alone. Rajendhiran & Silambarasan (2015) explored important factors influencing the work life balance of women entrepreneurs from Salem city and revealed that '*role overload*', '*dependent care issues*', '*quality of health*', '*problems in time management*' and '*lack of proper social support*' are the major factors influencing the work life balance among investigated women entrepreneurs. Some of the researches have further stated that the sense of well-being among employees has become imperative for any organization in order to ensure enhanced performance efficiency, particularly in this era of highly competitive business environment (Poulouse & Sudarshan, 2014). Some focussed on the role of the organizations in providing conducive work environment to its employees. The study investigated that though the current job provides stress in terms of '*long working hours*', '*heavy workload*', '*job insecurity*', '*threat of job loss or redundancy*' and '*conflicts with colleagues or superiors*' etc. are creating stressful situations for them. But since their job gives them a good prestige, a good remuneration and a chance to get in touch, learn and explore different people might be the reason for showing satisfaction with their current jobs (Chandra & Mathur, 2015).

OBJECTIVE

The objective of the present study was to understand the characteristics which motivate intrapreneurs, the role of entrepreneurial orientation, the impact of training and the role of the organizations in shaping the entrepreneurial career of their employees. The study also intends to understand the relationship between strategies and intrapreneurial orientations indicating the importance given by the organization in providing overall support in the form of activities related to innovation in the organizations.

RESEARCH METHODOLOGY

SAMPLE

The present study is based on both primary and secondary data. The secondary data has been sourced from published literature in the form of government and industry reports, research reports, thesis, dissertations and research publications. The primary data includes the factual and opinion responses collected by the researcher during the field survey. The Quasi-Experimental Sampling Technique had to be adopted given difficulty in random selection. Replacement was done whenever there was a non-response to meet the desired target. An attempt was made to have same number of sample in different strata, a total of 120 corporate managers designated at middle and senior level from various organizations/business units across urban and suburb regions of Gujarat were selected as a representative sample. Segregation of the sample was done by (a) training received (trained and non-trained) (in entrepreneurship development programs) and (b) type of enterprises (medium and large). The age of the respondents ranged between 23-52 years.

TOOLS

1. A personal information data sheet was used to collect the demographic data characteristics of the respondents. Two standardized psychological test were also used which are discussed below:
2. Entrepreneurial Motivation Scale developed by Vijaya & Kamalanabhan, (1998) to measure entrepreneurial motivation was used as a primary tool for data collection. This scale was developed on a sample undergoing entrepreneurship development programme based on the assumption that in India the main motivating factors for starting a business are '*economic compulsion*', '*presence of knowledge/skills*', '*need for achievement*', '*inspiration*' etc. gathered from the success of others and frustration created in the present occupation. This scale is based on 27 statements and has five subscales: (a) entrepreneurial core, (b) work core, (c) social core, (d) individual core, (e) economic core. For all the five subscales, (ranged 1.0-5.0) higher the value, the more entrepreneurial an individual is predicted to be. The item correlation ranged from (-) 0.11 to 0.55, the total item correlation ranged from 0.23 to 0.52. Internal consistency was found to be 0.84 with factor loading (min-0.37) and (max-0.76). The inter-item correlation ranged from 0.361-0.450 showing that entrepreneurs' motivation scores are slightly higher than the non-entrepreneurs.
3. Quality of Work life Scale developed by National Institute of Occupational Safety and Health (NIOSH, 2002) is a 76 items scale measuring 9 dimensions of wide assortment of work organization issues. These issues are (a) job level, (b) culture/climate, (c) health outcomes, (d) other outcomes, (e) hours of work, (f) work family, (g) supervision, (h) benefits and (i) union. Half of the questions in the Quality of Work-life module were taken directly from the 1977 'Quality of

Employment Survey' on 1,796 respondents allowing comparison of worker responses over a 25-year period. The sampling adequacy test through Kaiser-Meyer-Olkin (KMO) values were greater than 0.6 (by the Bartlett's Test of Sphericity) (912.393, dof. 351, Sig.0.00). Factor analysis was greater than 0.5, falling in the range 0.520 to 0.880;the reliability coefficient (Cronbach alpha value) of the questionnaire was 0.88. Factor loadings of 0.50 or greater are signified as 'practically significant' for sample size of 100, indicating individuals with high score has better work life balance.

PROCEDURE

To constitute the sample, a list of business units, family owned firms, corporate houses was prepared. Communication with each organization was made in order to take formal permission from the respective heads of the organizations. Before including any person in the sample, they were intimated about the purpose of study and their consent to participate in the present study was taken into consideration. 183 participants showed their willingness to be a part of the study. Rapport was established, confidentiality was ensured and with proper instructions both the questionnaires containing statement and response sheet was given to the respective groups. Many respondents sought online forms and hence online forms were developed to facilitate them. After several follow-ups, 120 filled responses were received which was considered as the final sample to be investigated. The data was collected and statistically analysed using a 2x2 factorial design of ANOVA in order to examine the effect of the main variables. The obtained data were statistically analysed using appropriate software packages (Ms-Excel-2013; SPSS-2.0), through which the results were obtained and discussion of each dataset is explained in the next section.

RESULTS & DISCUSSION

The results of the present study are:

Table 1(a): The mean score and SD values for 2x2 ANOVA factorial design to study significant effects of the Entrepreneurial Motivation Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Experimental Groups | | Mean | Median | SD |
|--------------------------|--------------------------------|-------|--------|------|
| Training | Trained | 91.85 | 92.00 | 0.70 |
| | Non-Trained | 85.79 | 86.00 | 3.02 |
| Type of Enterprises | Medium Enterprise | 91.43 | 93.00 | 5.47 |
| | Large Enterprise | 94.49 | 94.00 | 2.60 |
| Interaction among Groups | Trained*Medium Enterprises | 86.71 | 87.00 | 2.77 |
| | Trained*Large Enterprises | 93.76 | 93.00 | 2.82 |
| | Non-Trained*Medium Enterprises | 88.70 | 88.00 | 4.22 |
| | Non-Trained*Large Enterprises | 92.86 | 93.00 | 1.51 |

Table 1(b): The ‘F’ values for 2x2 ANOVA to study significant effects of the all the dimensions of Entrepreneurial Motivation Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Dimensions | Variables | Sub-variables | df | Mean | Median | SD | SE | F value |
|--|---------------------|-------------------|-----|--------|--------|-------|------|---------------------|
| Entrepreneurial Core | Training | Trained | 118 | 85.41 | 86.00 | 3.38 | 0.22 | 31.06* |
| | | Non-Trained | | 93.92 | 93.00 | 2.57 | 0.17 | |
| | Type of Enterprises | Medium Enterprise | 118 | 91.43 | 93.00 | 5.47 | 0.33 | 9.78* |
| | | Large Enterprise | | 87.32 | 87.00 | 3.73 | 0.26 | |
| Work Core | Training | Trained | 118 | 97.56 | 96.00 | 3.95 | 0.25 | 20.01* |
| | | Non-Trained | | 88.00 | 88.00 | 6.26 | 0.40 | |
| | Type of Enterprises | Medium Enterprise | 118 | 95.09 | 95.00 | 6.37 | 0.38 | 8.91 ^{NS} |
| | | Large Enterprise | | 89.70 | 92.00 | 6.83 | 6.83 | |
| Social Core | Training | Trained | 118 | 41.09 | 73.00 | 5.01 | 0.32 | 19.72* |
| | | Non-Trained | | 47.91 | 47.00 | 1.90 | 0.12 | |
| | Type of Enterprises | Medium Enterprise | 118 | 42.46 | 44.00 | 5.38 | 0.37 | 8.11 ^{NS} |
| | | Large Enterprise | | 46.04 | 47.00 | 4.29 | 0.26 | |
| Individual Core | Training | Trained | 118 | 51.68 | 51.00 | 3.05 | 0.20 | 35.94 ^{NS} |
| | | Non-Trained | | 42.08 | 42.00 | 2.79 | 0.18 | |
| | Type of Enterprises | Medium Enterprise | 118 | 49.20 | 51.00 | 5.53 | 0.33 | 11.85* |
| | | Large Enterprise | | 43.79 | 43.00 | 4.05 | 0.28 | |
| Economic Core | Training | Trained | 118 | 89.86 | 91.00 | 6.83 | 0.44 | 28.28 ^{NS} |
| | | Non-Trained | | 108.08 | 106.00 | 7.28 | 0.47 | |
| | Type of Enterprises | Medium Enterprise | 118 | 103.39 | 104.00 | 11.91 | 0.72 | 11.44** |
| | | Large Enterprise | | 93.08 | 95.00 | 7.79 | 0.54 | |
| Total Scores of Entrepreneurial Motivation Scale | Training | Trained | 118 | 291.74 | 287.00 | 13.18 | 0.85 | 21.82* |
| | | Non-Trained | | 265.94 | 267.00 | 12.73 | 0.82 | |
| | Type of Enterprises | Medium Enterprise | 118 | 285.63 | 285.00 | 17.97 | 1.09 | 10.70* |
| | | Large Enterprise | | 269.81 | 273.50 | 14.40 | 1.00 | |

** Significant at .01 level, * significant at .05 level, NS = not significant

Table 1(c): Summary of the analysis of variance 2x2 ANOVA to study significant effects of the Entrepreneurial Motivation Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Groups | Sum of Squares | df | Mean Sum of Squares | F value |
|-------------------------|----------------|-----|---------------------|---------|
| Training (A) | 5356.82 | 1 | 5356.82 | 810.94* |
| Type of Enterprises (B) | 127.32 | 1 | 127.32 | 19.27* |
| A*B | 2134.88 | 2 | 1067.44 | 46.90* |
| Error | 10855.79 | 117 | 22.76 | - |
| Total | 12990.67 | 119 | - | - |

** Significant at .01 level, * significant at .05 level, NS= not significant

Table 2(a): The mean score and SD values for 2x2 ANOVA factorial design to study significant effects of the Quality of Work-life Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Experimental Groups | | Mean | Median | SD |
|--------------------------|--------------------------------|-------|--------|------|
| Training | Trained | 25.53 | 27.00 | 4.07 |
| | Non-Trained | 25.29 | 27.00 | 4.17 |
| Type of Enterprises | Medium Enterprise | 26.29 | 27.00 | 3.79 |
| | Large Enterprise | 36.80 | 37.00 | 1.57 |
| Interaction among Groups | Trained*Medium Enterprises | 29.52 | 33.00 | 7.82 |
| | Trained*Large Enterprises | 32.83 | 35.00 | 7.73 |
| | Non-Trained*Medium Enterprises | 21.67 | 16.00 | 8.51 |
| | Non-Trained*Large Enterprises | 33.28 | 35.00 | 7.54 |

Table 2(b): The 'F' values for 2x2 ANOVA to study significant effects of the all the dimensions of Quality of Work-life Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Dimensions | Variables | Sub-variables | df | Mean | Median | SD | SE | F value |
|-------------------|---------------------|-------------------|-----|-------|--------|------|------|--------------------|
| Job Level | Training | Trained | 118 | 25.80 | 27.00 | 3.98 | 0.26 | 0.00 ^{NS} |
| | | Non-Trained | | 25.80 | 27.00 | 3.98 | 0.26 | |
| | Type of Enterprises | Medium Enterprise | 118 | 25.47 | 27.00 | 4.08 | 0.35 | 1.60 ^{NS} |
| | | Large Enterprise | | 26.05 | 27.00 | 3.88 | 0.35 | |
| Culture / Climate | Training | Trained | 118 | 26.41 | 33.00 | 8.57 | 0.55 | 17.79* |
| | | Non-Trained | | 36.41 | 35.50 | 1.58 | 0.10 | |
| | Type of Enterprises | Medium Enterprise | 118 | 29.52 | 33.00 | 7.82 | 0.55 | 4.62 ^{NS} |
| | | Large Enterprise | | 32.83 | 35.00 | 7.73 | 0.47 | |
| Health Outcomes | Training | Trained | 118 | 18.80 | 20.00 | 2.41 | 0.16 | 23.85* |
| | | Non-Trained | | 22.80 | 22.00 | 0.98 | 0.06 | |
| | Type of Enterprises | Medium Enterprise | 118 | 19.82 | 20.00 | 2.31 | 0.16 | 7.25 ^{NS} |
| | | Large Enterprise | | 21.54 | 22.00 | 2.77 | 0.17 | |
| Other Outcomes | Training | Trained | 118 | 7.00 | 7.00 | 1.10 | 0.07 | 36.68* |
| | | Non-Trained | | 11.40 | 11.00 | 1.50 | 0.10 | |
| | Type of Enterprises | Medium Enterprise | 118 | 10.25 | 11.00 | 2.62 | 0.16 | 12.49* |
| | | Large Enterprise | | 7.80 | 7.00 | 1.67 | 0.12 | |
| Hours of Work | Training | Trained | 118 | 5.20 | 5.00 | 0.40 | 0.03 | 36.68* |
| | | Non-Trained | | 8.80 | 9.00 | 1.47 | 0.10 | |
| | Type of Enterprises | Medium Enterprise | 118 | 5.79 | 5.00 | 1.34 | 0.09 | 12.49* |
| | | Large Enterprise | | 7.91 | 9.00 | 2.11 | 0.13 | |
| Work Family | Training | Trained | 118 | 5.20 | 5.00 | 0.40 | 0.03 | 36.54* |
| | | Non-Trained | | 8.80 | 9.00 | 1.47 | 0.10 | |
| | Type of Enterprises | Medium Enterprise | 118 | 5.79 | 5.00 | 1.34 | 0.09 | 13.39* |
| | | Large Enterprise | | 7.91 | 9.00 | 2.11 | 0.13 | |
| Supervision | Training | Trained | 118 | 17.40 | 21.00 | 4.42 | 0.29 | 19.06* |
| | | Non-Trained | | 23.00 | 23.00 | 1.10 | 0.07 | |
| | Type of Enterprises | Medium Enterprise | 118 | 19.13 | 21.00 | 4.05 | 2.28 | 4.87 ^{NS} |
| | | Large Enterprise | | 21.00 | 23.00 | 4.26 | 0.26 | |

Table 2(b)(Contd.)...

...Table 2(b)(Contd.)

| | | | | | | | | |
|--|---------------------|-------------------|-----|--------|--------|-------|------|--------------------|
| Benefits | Training | Trained | 118 | 17.20 | 21.00 | 5.09 | 0.33 | 23.98* |
| | | Non-Trained | | 25.58 | 26.00 | 1.86 | 0.12 | |
| | Type of Enterprises | Medium Enterprise | 118 | 19.55 | 21.00 | 5.04 | 0.35 | 6.42 ^{NS} |
| | | Large Enterprise | | 22.78 | 26.00 | 5.74 | 0.35 | |
| Union | Training | Trained | 118 | 6.40 | 8.00 | 1.96 | 0.13 | 23.95* |
| | | Non-Trained | | 11.20 | 10.00 | 2.41 | 0.16 | |
| | Type of Enterprises | Medium Enterprise | 118 | 7.32 | 8.00 | 1.98 | 0.14 | 10.13* |
| | | Large Enterprise | | 9.91 | 10.00 | 3.57 | 0.22 | |
| Total Scores of Quality of Work Life Scale | Training | Trained | 118 | 155.65 | 185.50 | 37.36 | 2.41 | 16.75* |
| | | Non-Trained | | 196.37 | 197.00 | 4.66 | 0.30 | |
| | Type of Enterprises | Medium Enterprise | 118 | 180.93 | 197.00 | 32.58 | 1.97 | 3.76* |
| | | Large Enterprise | | 169.47 | 186.00 | 33.67 | 2.35 | |

** Significant at .01 level, * significant at .05 level, NS = not significant

Table 2(c): Summary of the analysis of variance 2x2 ANOVA to study significant effects of the Quality of Work-life Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large)

| Group | Sum of Squares | df | Mean Sum of Squares | F value |
|-------------------------|----------------|-----|---------------------|---------|
| Training (A) | 181737.62 | 1 | 181737.62 | 421.09* |
| Type of Enterprises (B) | 295.38 | 1 | 295.38 | 0.68* |
| A*B | 44018.30 | 2 | 22009.15 | 21.27* |
| Error | 493592.64 | 117 | 1034.79 | - |
| Total | 537610.95 | 119 | - | - |

** Significant at .01 level, * significant at .05 level, NS = not significant

RESULTS & DISCUSSION

Table 1(a) represents the mean score and SD values to study the significant effects of the Entrepreneurial Motivation Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large). Measuring the independent samples 'training', the respondents from 'trained group' (mean=91.85; SD=0.70) have reported higher score comparing with 'non-trained group' (mean=85.79; SD=3.02). Similarly, when measuring the independent samples 'type of enterprises', the respondents from 'large enterprises' (mean=94.49; SD=2.60) have reported higher score comparing with 'medium enterprises' (mean=91.43; SD=5.47). The mean score and SD values for interaction effect between the respondents from trained-medium enterprises (mean=86.71; SD=2.77), the trained-large enterprises were (mean=93.76; SD=2.82), while the non-trained-medium enterprises (mean=88.70; SD=4.22) and non-trained-large enterprises (mean=92.86; SD=1.51).

Table 1(b) represents the 'F' values for 2x2 ANOVA to study significant effects of the all the dimensions of Entrepreneurial Motivation Scale. For the dimension of Entrepreneurial Core, the calculated 'F' value for the training (trained vs. non-trained) is 31.06 ($p < 0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 9.78 ($p < 0.000$) which is statistically significant. For the dimension of Work Core, the calculated 'F' value for the training (trained vs. non-trained) is 20.01 ($p < 0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 8.91 ($p = 0.24$) which is statistically not significant. When calculating the dimension Social Core, the calculated 'F' value for the training (trained vs. non-trained) is 19.72 ($p < 0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 8.11 ($p = 0.06$) which is statistically not significant. For the dimension of Individual Core, the calculated 'F' value for the training (trained vs. non-trained) is 35.94 ($p = 0.42$) which is statistically not significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 11.85 ($p < 0.000$) which is statistically significant. Lastly, when calculating the dimension Economic Core, the calculated 'F' value for the training (trained vs. non-trained) is 28.28 ($p = 0.32$) which is statistically not significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 11.44 ($p = 0.01$) which stands out to be statistically significant. The total scores of Entrepreneurial Motivation Scale showed that the calculated 'F' value for the training (trained vs. non-trained) is 21.82 ($p < 0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 10.70 ($p < 0.000$) which also stands out to be statistically significant.

Table 1(c) represents the summary of 2x2 ANOVA on the independent samples. The 'F' value for training (trained vs. non-trained) is 810.94 ($p \leq 0.000$) which is statistically significant, the type of enterprises (medium vs. large) is 19.27 ($p \leq 0.000$) which is statistically significant and the interaction effect of the independent sample is 46.90 ($p \leq 0.000$) which further stands out to be statistically significant.

Table 2(a) represents the mean score and SD values to study the significant effects of the Quality of Work-life Scale on the identified variables (a) training (trained and non-trained) and (b) type of enterprises (medium and large). Measuring the independent samples 'training', the respondents from 'trained group' (mean=23.53; SD=4.07) have reported higher score comparing with 'non-trained group' (mean=25.29; SD=4.17). Similarly, when measuring the independent samples 'type of enterprises', the respondents from 'large enterprises' (mean=36.80; SD=1.57) have reported higher score comparing with 'medium enterprises' (mean=26.29; SD=3.79). The mean score and SD values for interaction effect between the respondents from trained-medium enterprises (mean=29.52; SD=7.82), the trained-large enterprises were (mean=32.83; SD=7.73), while the non-trained-medium enterprises (mean=21.67; SD=8.51) and non-trained-large enterprises (mean=33.28; SD=7.54).

Table 2(b) represents the 'F' values for 2x2 ANOVA to study significant effects of the all the dimensions of Quality of Work-life Scale. For the dimension of Job Level, the calculated 'F' value for the training (trained vs. non-trained) is 0.00 ($p=1.00$) which is statistically not significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 1.60 ($p=0.18$) which is statistically not significant. For the dimension of Culture/Climate, the calculated 'F' value for the training (trained vs. non-trained) is 17.79 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 4.62 ($p=0.06$) which is statistically not significant. When calculating the dimension of Health Outcomes, the calculated 'F' value for the training (trained vs. non-trained) is 23.85 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 7.25 ($p=0.06$) which is statistically not significant. Similarly, for the dimension of Other Outcomes, the calculated 'F' value for the training (trained vs. non-trained) is 36.68 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 12.49 ($p=0.06$) which is statistically not significant. For the dimension of Hours of Work, the calculated 'F' value for the training (trained vs. non-trained) is 36.68 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 12.49 ($p<0.000$) which is also observed as statistically significant. For the dimension of Work Family, the calculated 'F' value for the training (trained vs. non-trained) is 36.54 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 13.39 ($p<0.000$) which is also observed as statistically significant. For the dimension of Supervision, the calculated 'F' value for the training (trained vs. non-trained) is 19.06 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 4.87 ($p=0.21$) which is statistically not significant. For the dimension of Benefits, the calculated 'F' value for the training (trained vs. non-trained) is 23.98 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 6.42 ($p=0.13$) which is statistically not significant. For the dimension of Union, the calculated 'F' value for the training (trained vs. non-trained) is 23.95 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 10.13 ($p<0.000$) which is statistically significant. The total scores of Quality of Work-life Scale showed that the calculated 'F' value for the training (trained vs. non-trained) is 16.75 ($p<0.000$) which is statistically significant. Furthermore, the calculated 'F' value for the type of enterprises (medium vs. large) is 3.76 ($p<0.000$) which also stands out to be statistically significant.

Table 2(c) represents the summary of 2x2 ANOVA on the independent samples, the 'F' value for training (trained vs. non-trained) is 421.09 ($p\leq 0.000$) which is statistically significant. The type of enterprises (medium vs. large) is 0.68 ($p\leq 0.000$) which is

statistically significant and the interaction effect of the independent sample is 21.27 ($p = \leq 0.000$) which further stands out to be statistically significant.

In India, most of the companies operate stable businesses quite efficiently. Today, the organizations have started enhancing the capability of their employees by identifying, supporting and encouraging innovative ideas, which can turn out to be successful commercial products/services. The commercialization of an idea stemming through research and development can be a mediator for holistic growth to both the employees and organizations. Companies are no longer competing with each other to offer a better product, but rather their focus is to employ potential people, which in turn enhance the growth of the enterprises. Organizations today have realized the prospects of intrapreneurship in generating new ideas, creating new business models as well as recognizing and retaining potential talent (Chandra & Mathur {in pub}). Not only organizations value the opinions and ideas of their employees, but also provide opportunities for them to explore, innovate, which can act as a mutually beneficial relationship for both. Employees who feel that their innovative ideas are not given due recognition quit their jobs to start enterprises of their own. With India, becoming a preferred destination of multinational companies and large enterprises, the economy expanding, attracting and retaining talent has become a major source of competitive advantage. The need of the hour is for people who are creators rather than followers (Barathi, *et.al.*, 2011). One feature of the organization that promotes intrapreneurship is that it encourages and successfully implements enough creative ideas to make a surplus of fruitful opportunities for all its employees to go for trial and error method, which can be a complementary element wherein a person is given a chance to explore, fail and try again without having any burden of financial loss. In many instances, intrapreneurship has seen to be beset by resource constraints, infrastructural deficiencies, commoditization of brands and services, rapid rate of obsolescence, weak work ethic and turbulent industrial relations. It is, therefore, necessary to unleash the entrepreneurial spirit, understand the behavioural composition latent in the employees. Companies unleash the entrepreneurial spirit latent in its employees enabling these employees to carve out new paths, initiate new ventures and pave the way for self-satisfaction.

Intrapreneurship is entrepreneurship practiced by employees within an organization (Antonic & Hisrich, 2001). Intrapreneurs are new venture creators working in corporates; they are corporate entrepreneurs, a driver channelizing their entrepreneurial ability towards the growth of their organization. In the intensely competitive globalized environment, organizations are finding it increasingly difficult to survive by merely competing. They are, therefore, increasingly looking towards their change managers to take them beyond competition and to create new businesses in new markets. Intrapreneurship has now been emerging as the possible best way to retain talented staff, promote creativity, and optimally use and allocate company resources. Intrapreneurship in business today encompasses a variety of concepts which includes: identifying and

fostering employees who have intrapreneurial traits, developing intrapreneurial processes followed by the organizations' wide dissemination of information and developing innovation through rewarding intrapreneurial behaviour (Barathi, *et.al.*, 2011). A comprehensive model of intrapreneurship is presented by Hamel (2002), who describes that apart from the culture of innovation in the organization the top management is responsible for creating, which includes '*innovation activism*' (role played by autonomous corporate entrepreneurs). Innovation itself is as a process which ensures that ideas are progressively ramped up from imagination to experimentation, assessment and scale-up. Innovation is also seen as a capability whereby people in the organization are '*trained*' for innovation.

It is debatable whether there are still '*good*' workplaces, or if the new challenges that arise from globalization make healthy workplace impossible. The highly competitive market requires cost optimization; here scarce resources lead to cost cuts or layoffs. Fewer employees have to cope with more tasks in less time (Burke & Cooper, 2008). Even though features of psychological strain (*work factors such as work task, work organization and social system*) have become especially important during work designs, consequences of this omission become visible not only in direct costs (e.g., absence, retirement) but especially in indirect costs for the workers such as lower quality of work life or imbalanced work life.

Though men and women today share same responsibilities, working hand in hand, still the differences between the duo responsibility has been experienced by the women in workplaces. Women entrepreneurs are engaged in business due to push and pull factors which encourage them to have an independent occupation and stand on their own feet. Among those there may be many women who start business due to some traumatic event, such as divorce, discrimination due to pregnancy or the corporate glass ceiling, the ill-health of a family member, or economic reasons such as layoffs. Women also face the conflict of performing home role as they are not available to spend enough time with their families. The married woman entrepreneurs have major challenge to make a perfect balance between domestic and business activities (Sumitha & Dsouza, 2015). Here the stressful circumstances creates a feeling of low self-balanced and decreasing quality of Work-life which is the relationship between employees and the total working environment with human dimensions, such as technical and economic consideration (Nanjundeswaraswamy & Swamy, 2013). Here, training or some recreational activities can help to reduce the negative effects. Training and development is an organizational activity aimed at improving the performance of individual and groups. It was observed while interacting with the respondents that managers who were trained (in entrepreneurship development programs) were better in different areas of innovation such as process breakthroughs, line extensions, new organizational patterns, designing new products and services, developing new models of alliances etc. Quality of Work-life enables the employees at each hierarchy to actively participate in building the organizations' environment by developing an organizational model to produce the organizational achievements.

Organizations today are in a state of flux. They face unprecedented technological, economic, social, political, legal and cultural changes. They need to nurture human excellence in order to survive and prosper in these turbulent times. As technology evolves and machines take over most of the routine work earlier done by humans, the percentage of knowledge workers is increasing in the workforce. Today, customers are demanding newer and better products with world class quality at the cheapest prices, only those organizations which are innovative would be able to survive this battle. In this competitive cauldron, incessant innovation and improvement are imperative for any organization to stay in place. Intrapreneurial companies allow employees to take risk without the fear of personal loss in case of failures and reward employees by letting them get rich from their creations. The goal is to merge the entrepreneurial commitment, innovative behaviour, and advanced technology of small companies with the capital availability, marketing strength, and distribution channels of a large company.

PERSONALITY DISPOSITION AND INTRAPRENEURSHIP

There is an increasing body of knowledge relating to unleashing entrepreneurial energies in large organizations referred to as '*corporate entrepreneurship*' or '*intrapreneurship*'. Intrapreneurship is a major driver for organizational renewal or 'reinvention' at any level (individual, group or organization) fundamentally involves taking 'ownership', i.e., *operating with an entrepreneurial mindset*. In the corporate context, since the person leading the reinvention is not an autonomous entrepreneur, he/she is more appropriately referred to as an 'intrapreneur.' It is very unlikely that reinvention at any level can occur without this basic transformation of perspective from '*employee*' to '*psychological owner*' (Seshadri & Arabinda, 2006). Management literature has talked about innovation in general and about corporate entrepreneurship (intrapreneurship) as a potent tool for delivering innovation in particular (Hamel, 2002). Intrapreneurial innovation can be incremental or radical. The arena for intrapreneurial innovation could be an existing business, and, at times, could even result in a totally new business being created within the organization (Seshadri & Arabinda, 2006). Intrapreneurism enables employees of an organization to unleash their '*passion*' that often results in generating new avenues for business growth or alternately provides radically different ways of doing existing business. Lee & Venkataraman (2006) claims that the nAch "*need for achievement*" is a "*unitary disposition that motivates a person to face with challenges in the interest of attaining success and excellence*".

In the present study, competencies which stand out among the respondents were '*perceived self-efficacy*', the perceived personal ability to execute target behaviour; another psychological attribute related to this is '*perceived venture desirability*'; this construct of perceived desirability subsumes the two attractiveness components of the theory of planned behaviour, '*attitude toward the act*' and '*social norms*' which is noticeable in corporate ventures. Further, '*increasing perceived desirability*' requires that individuals perceive mostly positive outcomes for internal venturing, including intrinsic rewards

such as a supportive culture that embraces entrepreneurial pursuits. It has also been observed while interacting with the respondents that '*Parental role model*' and '*family support model*' are the two frameworks which have largely been used in the literature to explain the influence of family background on entrepreneurial inclination. In general, the '*socio-emotional wealth*' (SEW) and the traits of '*locus of control*', '*tolerance for ambiguity*', '*self-confidence*' and '*innovativeness*' differentiate entrepreneurs from non-entrepreneurs (Richa, 2017). '*Risk taking propensity*' and '*tolerance for ambiguous situations*' was also reported by many respondents. The present research findings also indicated that '*locus of control*', '*risk tolerance*', and '*entrepreneurial alertness*' has had its effect on the entrepreneurial intention.

CONCLUSION

When re-establishing the drive to innovate in organizations, possibly the most critical step is to invest heavily in entrepreneurial activities that allows new ideas to flourish in an intrapreneurial climate. This concept, when coupled with the other elements of innovation strategies, can enhance the potential of employees to become venture developers. To develop employees as a source of innovations for corporations, companies need to provide more nurturing and information sharing activities (Krackhardt, 1995). Researches have shown that the successful models for intrapreneurship includes ecosystem venturing, innovation venturing, harvest and private equity venturing (Fredrick, *et.al*, 2006).

One of the many things that are taught to entrepreneurs is to never get attached to their idea. An entrepreneurial venture is (mostly) a purely economic entity. The moment they develop maternal and paternal instincts towards their economic entrepreneurial venture, it opens to danger. With this also happens that they start neglecting mistakes and failures of own venture. Hence by the training programs, entrepreneurs are trained not to be emotional or personal about their work. It also has been observed that in case if one venture fails, they move onto another one. If one venture succeeds they still move onto diversify and make it bigger.

Intrapreneurs are adept communicators with strong interpersonal skills that make them good at persuading others to do what they want. This process of influencing without authority, based upon reciprocity is at the heart of the skill of intrapreneurs (Cohen & Bradford, 1991). They need to identify potential allied and understand their world and their intentions. Hornsby, *et.al.*, (1993) noted the importance of personal characteristics like '*risk-taking propensity*', '*desire for autonomy*', '*need for achievement*' and '*goal orientation*' and '*internal locus of control*' also have a significant influence on intrapreneurs.

Intrapreneurs work within larger organizations and most of them come from within those organizations. They are likely to be hybrids, having to work hard to create entrepreneurial structures and cultures around them. Pinchot (1987) and others believed

that intrapreneurs are motivated by corporate reward and recognition. Recognition gives personal satisfaction which is the true motivator for any entrepreneur or intrapreneur. Apart from this psychological ownership where an individual 'feels' that they own the organization or a part of it can also be seen as a motivating factor. Some argues that '*psychological ownership*' creates a sense of responsibility in the individual which can be evidenced as stewardship and a sense of social responsibility or purpose for the organization (Burns, 2013). The findings of the present study also indicate that majority of the respondents were achievement driven and were likely to be successful intrapreneurs followed by power and affiliation motivation.

LIMITATIONS

The major limitation was a small sample and geographical constraint. Present study has only focused on selective medium and large enterprises, but a more comprehensive study can be done on a larger sample constituting varied sectors across regions.

SIGNIFICANCE, IMPLICATION AND FUTURE RESEARCH PROSPECTS

This study was designed and focussed to make contributions to academicians, potential entrepreneurs and the change managers. It would be helpful for academicians to examine personality traits and other factors which have its effects on the entrepreneurial intention by conducting follow-up studies. It would subsequently be helpful to potential entrepreneurs by understanding personality traits affecting the entrepreneurial intention and ways to improve these traits to become successful entrepreneurs. Organizations have incredibly important role in encouraging and fostering intrapreneurial culture, but in many instances, it had been observed that organizations desire and aspire but do not necessarily put any real effort in encouraging such culture. The managerial implications of the present study would be to understand the role of proactivity and innovative action, associated with the challenges to the intrapreneurs in their propensity for risk taking and execution parallel to the risk of uncertainty associated with their initiative and capacity for innovation which could have a lower importance sometimes to the organizations. Future studies can focus on diverse contexts of entrepreneurship and can work on the dynamics of entrepreneurship as practiced by both entrepreneurs and intrapreneurs, the growth of firm etc.

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