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RESEARCH ARTICLE

INTRAPRENEURSHIP, INITIATIVES FOR REJUVENATING SMES: A CASE STUDY IN MEDIUM SCALE MANUFACTURING INDUSTRY IN SRI LANKA

***Sanath Divakara**

Doctoral Student in Business Administration, Faculty of Commerce and Management studies
University of Kelaniya, Sri Lanka

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ABSTRACT

The concept of intrapreneurship was evolved from the North American business lexicon and it has become a fast-growing concept in the organizational growth. Successful intrapreneurship in an organization, enables a unique competitive advantage to the small and medium scale manufacturing enterprises. Innovation, strategic renewal and ventures are the main focused fields of the intrapreneurship orientation that foster organizational growth. SMEs are developing sector under a huge number of constraints in Sri Lanka. Intrapreneurship is more visible in manufacturing SMEs than the large organization which is needed to be properly identified. As a result, studying on intrapreneurship has become a growing field of interest during the past three decades. Therefore the case study conducted on indentifying intrapreneurship skills and behaviour in a medium scale polymer based products manufacturing organization in Sri Lanka. The purpose of this paper is to review the literature along with empirical evidence to understand the concept of intrapreneurship and development within the manufacturing organization. The paper examines intrapreneurial orientation and three complexities of antecedents individual, organizational and environmental on the development of intrapreneurship within the context of the manufacturing organization. The study was focused only on middle and upper echelons of the organization where the intrapreneurship is prominent for primary data collection and secondary data collected from the organizational artifact and published documents for ensuring the performances. The author further proposes few propositions at the end for the purpose of future researches.

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INTRODUCTION

The concept of intrapreneurship is a role model to revitalize the organizations basically through the process of strategic renewal, innovation and venturing process. Intrapreneurship is a subset of the entrepreneurship which is depicted as a similar concept of corporate entrepreneurship in many papers (Zahra and Covin 1995, Antonicic and Hisrich 2003). However, the recent studies have differentiated clearly the definitions of intrapreneurship and corporate entrepreneurship using two approaches (Moriano, Molero, Topa, Mangin 2011). The concept of intrapreneurship makes a vital role in the business environment in presence of highly competitive market (Jones and Butler 1992). Cost of production has become a dependent factor for the organizational survival, particularly in manufacturing organizations. There is no possibility to increase prices of the products in presence to the frequent raw material price escalations.

***Corresponding author: Sanath Divakara**

Doctoral Student in Business Administration, Faculty of commerce and management studies University of Kelaniya, Sri Lanka.

Development of Intrapreneurship within the organization can make equilibrium as a concern of all cost elements. Creativity, innovation, strategic renewal, ventures are common solutions to provoke competitive advantage in certain sustainability in manufacturing industries in Sri Lanka. Manufacturing industry in Sri Lanka is highly volatile industry due to high market competition and rapid raw material price escalations. Similarly, the manufacturing industry selected for the study too suffering from the common retardations as the other manufacturing industries. All raw materials imported from foreign countries, use western modern technologies in the process. This company started their production in Sri Lanka in 1965 and gradually grown over the period of five decades. There was no competition at the inception unlike, today. The market for their products was drastically hindered by the new entrance and the substitutes during the last two decades. However, the organization was able to maintain sustainable growth at that circumstances even at the period of world recession in 2007. This organization has a mix orientation such as entrepreneurial and intrapreneurial. However, intrapreneurship is the most prominent factor than the entrepreneurship in

the operational area. Indeed the study would identify how intrapreneurship is acted in these organizational activities. The purpose of the paper is twofold, the first is to review and discuss the application of intrapreneurship in manufacturing organization and how it effect to the organizational performance and the second is to discuss integration of theoretical and empirical in the organizational context on developing intrapreneurship in the manufacturing environment. Literature review explores multidimensional concepts on intrapreneurship and organizational performance. The evolution of concept intrapreneurship in many organizations is revitalizing and rejuvenating their structures giving more attention on corporate entrepreneurial roots. Therefore organizations are in the process of approaching strategies such as differentiation, cost leadership, intrapreneurship achieving high organic growth. An organization having strong competitive advantage make stable growth and sustainable development in the industry.

INTRAPRENEURSHIP LITERATURE REVIEW

Intrapreneurship is explained by Cadre and Badulescu (2015) as those who can transform the organization in a more lucrative one. intrapreneurs are not entrepreneurs in the proper sense of notation, intrapreneurs are specialists with exceptional training and ability to use knowledge accumulated for innovations or transform the organization into success. The factor, employees motivation leads to intrapreneurship of the organization whereas the innovative performance emerges out. The organizational supportive environment has been identified as internal climate factors in the other hand it has been described as a facilitator for the organization to spur intrapreneurship activity (Kuratko *et al* 1990, 2006 Zahra and Covin 1995 Antoncic and Hisrich 2001). Human capital includes individual knowledge, ideas, which encourage and enable organizational innovativeness. Simultaneously human capital and organizational support create a synergetic effect. Those factors have been encouraged to study the interaction of organizational support for intrapreneurship quality for human capital combination impact to innovative performance. The comparative study of Intrapreneurship in large firms and SMEs states that there are two different words structure and organizational terms (Carrier 1994). The combination of these different words and relationship related to managerial contexts the intrapreneurship emerges. The opposite of that demonstrates in small and medium scale companies where simple and friendly environment easier to emerge intrapreneurs within the company. The structural flexibility is reinforced by smaller no of hierarchical levels in small organizations (Carrier 1994). Basically, there are two factors significant to explore in intrapreneurship research they are antecedents and orientation (Divakara 2017). Antoncic and Hisrich (2001) explored four dimensions of intrapreneurship new business creation, innovativeness, self renewal and proactiveness. Five dimensions new business venturing, innovativeness, self-renewal, proactiveness and risk taking were taken in to consideration on study of intrapreneurship (Mokaya 2012). Autonomy, risk taking, innovativeness, proactiveness and competitive aggressiveness were explored as intrapreneurial orientation (Lumpkin and Dess 1996). The author highlighted that new entry which is called the first mover as an attribute to the entrepreneurship. Six dimensions as a new business/venture, innovativeness, self renewal, risk taking, proactiveness and competitive aggressiveness introduced latter (Antoncic and Hisrich 2003). Felicio *et al.*

(2012) found six dimensions of innovation, risk/uncertainty, risk/ challenges, pro-activeness, autonomy and competitive energy. New streams or corporate venturing is new business creation. Product or service innovation and process innovation leads to new product development identified as innovation. Transformations of organization through the renewal of key ideas identified as self renewal. The extent which organization attempt lead rather than follow the competitors identified as proactiveness. The comparison of intrapreneurship in large firms and small and medium scale organization explained factors of structural context, relationship and related context, Rewards, strategic process and intrapreneur's dissatisfaction (Carrier 1994). The comparative table depicts that many metamorphosis of intrapreneurship and entrepreneurship (Carrier 1994). The salient difference could be seen in structural context and strategic process. The antecedents of a corporate entrepreneurship strategy identified by Ireland, Covin and Kuratko (2009) are external environmental condition such that competitive intensity, technological change, product market fragmentation, product market emergence and individual entrepreneurial cognition such that belief, attitudes, values of entrepreneurial.

The conceptual model explained about the relationship between entrepreneurial strategic values with the external entrepreneurial condition, individual entrepreneurial cognition, pro- Entrepreneurship organizational antecedent and entrepreneurial process and behaviour (Ireland *et. al* 2009). The theory of upper echelon is focused on cognitive based influences and observable perceptual process of top managers, underlying decisions making in an organization and organizational performance as outcomes, which is summarized as organizational strategic outcomes and processes as a function of managerial characteristics (Camelo, Ordaz, Fernandez, Alles and Ruiz 2011). It synthesized the fragmented previous literature into a general perspective. The theory explained the strategic choice / organizational outcomes and performance partially predicted by managerial background characteristics and situation/ Antecedents (Hambrick and Mason 1984). To complement the model later Finkelstein and Hambrick (1990) suggested two moderating variables of managerial discretion and executive job demand to the traditional upper echelon model. The core phenomenology of the upper echelon theory is that executives make choices on the basis of their personalized construal of the situations they face (Hambrick 2007).

MATERIALS AND METHODS

The case study is a polymer based products manufacturing organization in Sri Lanka. The literature depicted organizational factors that influence the intrapreneurship within the organization. By a judgmental analysis the organizational criteria of ISO 9001-2015 standard, National Productivity award and Social dialogue award in Sri Lanka, the most appropriate organization which is lined with organizational factors of intrapreneurship were found in National Productivity award conducted by National productivity secretariat Sri Lanka. The polymer product manufacturing industry had participated and won award consecutively two occasions in 2015 and 2018. The selected company has a long history over five decades in manufacturing polymer based products and marketing in Sri Lanka. Primary data collected by conducted interviews of 8 middle and upper echelons in the organization following the theory of upper

echelon. The strategic integration on creating and developing intrapreneurial environment within the organization was studied. The contextual dimension and organizational performance over a period the organizational performance was studied by the organizational secondary data. The analytical figures developed as key performance indexes and best practices of the industry were critically observed for identification of intrapreneurship within the organization.

Intrapreneurship in the manufacturing industry

The polymer based product manufacturing industry has become a highly competitive sector in Sri Lanka with various types of suppliers locally manufactured and imports from China, India and some of the South Asian countries under several free trade agreements. This organization has around 70% of market share for the polymer products and they are the pioneer supplier for the last three decades in Sri Lanka. The organization had slow growth over the last few decades under various constraints and retardation. It was significant that entrepreneurship skill was stimulated the growth throughout but there was a deficiency in intrapreneurship skills in some occasions that retarded the growth of the organization. Intrapreneurship is an unique blend of managerial and entrepreneurial skills to achieve organization innovation, strategic renewal, growth and competitive advantage" (Nicolaidis, Georgia and Kosta 2011). Pinchot (1980) identified intrapreneur "as the person who focuses on innovation and creativity and who transforms a dream or an idea into a profitable venture by operating within the organizational environment".

The entrepreneurship seeds the start up of the organization and growth depicted over the period. Intrapreneurs are more expert on managing organization than entrepreneurs. Intrapreneurs empowered by psychophysics, knowledgeable, organizational learning, experiences and experts on operational excellence. Business entities mainly focus on customers, customers expect a high quality product. Managing key functional areas is the most vulnerable part in a manufacturing organization. Intrapreneurs are well skilled in managing resources of an organization. Therefore as a first instance, it was analyzed the operational excellence in the organization over the last six years using the figures submitted to the national productivity award 2016 and 2018. The tables developed for measuring production growth and productivity scales over the last six years in related to the all main functions of the polymer manufacturing is depicted above. Year 2012/13 set as a base year and monitored the performance in the other years. The common vulnerable subject related to the performance of annual production, labour, energy, material and capital productivity indexes had been as in the table 2. The concept of intrapreneurship had made a significant transformation of the operation in the polymer product manufacturing which evidenced the Table 1 and 2. The production capacity utilization was showed a stagnated production performance before year 2012/13 which was at the maturity stage refers to the Greiner's life cycle theory (1972) and it was about to decline stage as shown in Fig 1. The strategic renewal is one important factor of the intrapreneurship that had been happened in two occasions in this organization. The second strategic renewal has been shown specifically in fig 2 after the period of 2013/2014. The company had taken strategic decisions at two points of in 2003 and 2014 on identifying two important sections such as marketing and production

respectively where the concept intrapreneurial leadership was lacking. The six key factors explored as the latest on intrapreneurship orientation as explained in the literature review are innovation, strategic renewal, venturing, risk taking, proactiveness and competitive aggressiveness. Proactiveness is another significant element found as an act of the intrapreneurship in the industry when dealing with employees in the unionized milieu. Polymer manufacturing industry also had high unionized environment that drastically retarded the growth. The entrepreneur was reluctant to make investments at the high involvement in union activities within the organization. The empowered intrapreneur handled the situation strategically and dissolved the trade union in 2015. That was one of the key turning point where rejuvenate with the involvement of strategic renewal, proactiveness and risk taking as intrapreneurial orientation which is clearly shown in fig 2. Dissolving an employee union is one way a very high threat and a high risky situation in concern to the operations of the organization.

The intrapreneurship undertook a calculate risk and continued the manufacturing operation following a proper planning process. The radical decisions have been led for having disruptive growth that evidenced by table 1 depicting 52% production growth up to the year 2017/18 and winning the productivity award in 2016 and 2018 consecutively. Intrapreneurship is the integration of knowledge and experience to handle any situation proactively. Similarly, intrapreneurial behavior is proactive in all aspects of organizational management. Intrapreneurial intentions are displayed mostly among middle and top managers in an organization. They are the authorities to initiate and should have autonomy on taking effective decision followed to the organizational policies. Autonomous culture provides enough time to think, plan and create new ideas and improvised innovation. Continuous development, self renewal and organizational learning foster organizational performance. Management with a more powerful implementation of intrapreneurial activities and implementation of policy of rewarding employees, techniques reduce resistance to change, encourage and motivate creative individuals and exploring relationship with customers can achieve growth in production. The following figure depicts the behaviour of the past ten years capacity utilization in the polymer products manufacturing.

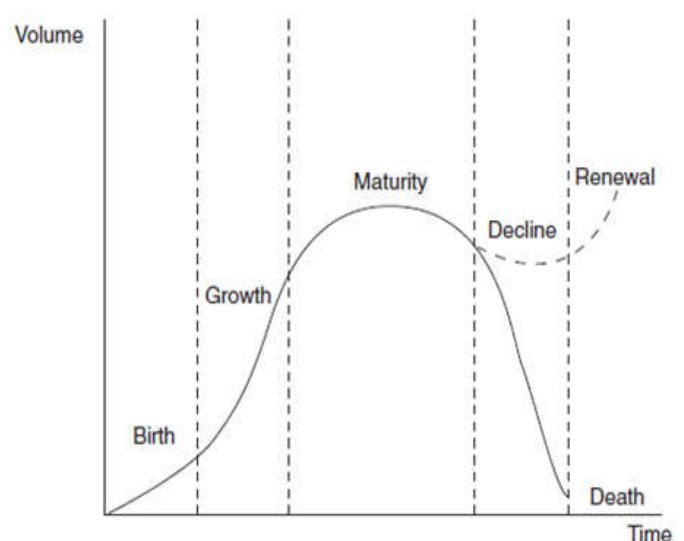


Figure 1. Greiner's life cycle model

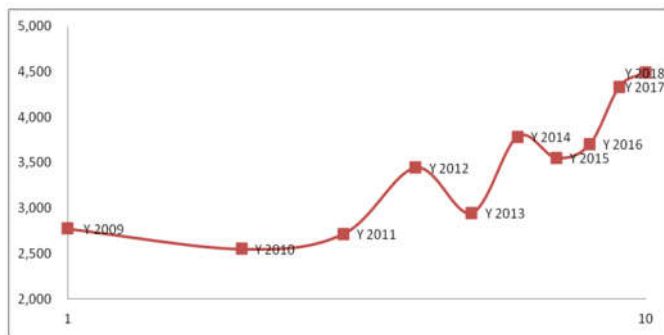


Figure 2. Annual production over last 10 years since the year 2009

Intrapreneurship development with a structured process

Creativity is a process of generating a novel idea or a new idea among the existing environment. Opportunity recognition is part of the creativity. Creativity and innovation is essential parts in manufacturing industry on continuous basis for the industry survival. New product design, process differentiation, cost leadership are fundamentals in the manufacturing, appears in different notions. Intrapreneurship is determined by the behaviour of company employees. Intrapreneurship is depended on motivation to creativity, innovativeness, ventures, strategic renewal, proactiveness, risk taking of the employees. Brigid (2015) has found an association between intrapreneurship and creativity and innovation in the manufacturing organization. The polymer product manufacturing industry had attended doing plenty of innovations and creativity over a period of decades in the process and to the products. The implication of the innovation and creativity tends to capture drastic local market share in the polymer business. Process innovation associated improving quality, reducing the cost of the product, ergonomically designed a better working environment. Creativity is basically linked with an individual that is explained as individual creativity.

The three component model depicted by Certo (2006), in modern management 10th version that creativity emerges by expertise, skills of creative thinking and motivation. Motivation is a passion that needs of individual to be created. Herbert and Brazeal (1999), identified and Mokaya (2012) discussed a number of approaches to encourage innovation such that inundating "creativity inclined" people with exhortations to think outside the box to think sideways about the problems and to network in different perspectives. As a second strategy offering rewards for successful innovations, third strategy exiting supervisors and gatekeepers to be respectful to new ideas. The bureaucratic environment within the organization restricts intrapreneurship. The out of the box thinking involved many instant for making decisions in polymer manufacturing industry on solving different complexities. Solving human related, marketing and sales related were addressed in strategy of out of box thinking without following an account of traditional way. The polymer manufacturing organization had conducted a few systematic programs such as 5S, Kaizen suggestion scheme, quality circles, ISO 9001 2015, ECRS techniques, 3R concept, TPM etc. Adapting the systematic tools and techniques helped to upgrade the operational excellence of the organization. Employees involved in all activities of preparation, execution, presentation and implementation. Intrapreneuring has contrast characteristics that can be developed through the structured

process. The theory of upper echelon incorporated intrapreneurial influences cognitive and observable which is the intrapreneurial antecedent in the organization. Gifford Pinchot (1999) explained structured process quoting Frederick Taylor's scientific management "belief of one best way to perform every job" it was explained that the innovation is the result of scientific management. A formal innovation process followed in the polymer manufacturing over the last five decades. That was fostered the growth and product portfolio as well. The polymer manufacturing industry started with one product now the product portfolio consisted of eight products as result of systematic process of development of intrapreneurship. The dimensions of the organization, individual and contextual influences were backed up for exponential performance over the period. Some of the key innovations were having fast growing product portfolio inclusive of many varieties of products, Productivity, material, labour, energy, human and quality improvements, illustrate in table 2. The tremendous increases in the annual production enabled the economics of scale as one of the major factor of competitive advantage. One of the main elements in Porter's Five forces, supplier bargaining power, economics of scales, economics of scope stimulated to have better supplier bargaining power.

That had twofold effects of reducing cost of production, one is cost reduced from the supplier bargaining and second was cost reduced increase of production capacity. As a result the price of commodity did not change over the last four years even under major price escalation of raw materials. The structured process of intrapreneurship reflect steady growth to the organization. The related diversification on manufacturing PVC coated products was started in late 1980s as pioneers and became leader of the market. Maintaining comfortable work environment enhance creativity, kaizen improvement, active quality circles for performance improvements. The researcher Covin (1988) identified organizational structure has mediating effect on entrepreneurial style and organizational performance. The organization polymer product manufacturing has flat organizational structure inclusive of 2-3 levels of hierarchies. Development of intrapreneurship is vital with flatter organizational structure. Less barriers for innovation and high self efficacy. Flatter organizations make autonomous work environment which enable for making faster effective decisions. Management had periodical reviews and adjusts priorities in its overall new portfolio of products. A regular meetings and training to develop attitudes of employees were helped continuous growth of production in return increased market share. Intrapreneur has limited resources for conducting experiments with high responsibility. Organization has to focus continuous learning and use the knowledge, which can serve as a critical key to success for facilitating individual, team and organizational learning leading to continuous improvement and innovation in business performance Alipour *et al.* (2011). The intrapreneurial way of developing a new business proposition is more like sculpting in clay (Pinchot 1999). The three key antecedents of the intrapreneurship found in the content analysis were individual, organizational and environment (Divakara 2017).

Individual complexities

Camelio (2011) has studied and explored factors on individual characteristics associate to the concept of intrapreneurship. The capabilities and skills of individual vary person to person therefore many types of characteristics have been studied in

Table 1. Annual production of last five financial years

Financial year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Production MT	2947	3785	3553	3701	4303	4490
% Increase	100%	128%	120%	125%	146%	152%

Source: Annual productivity report (internal)

Note: Appendix equations of productivity, 2012/2013 is considered as base year

Table 2. Productivity Index

Productivity indexes	2012/13	2013/14	2014/15	2015/16	2016/2017
Labour productivity index	100%	148%	137%	123%	123%
Energy productivity index	100%	100%	109%	112%	108.7%
Material productivity index	100%	132%	139%	107%	130%
Capital productivity	100%	117%	100%	102%	146.5%

Source: Annual productivity report (internal)

Note: Appendix equations of productivity, 2012/2013 is considered as base year

previous studies and found out the association with intrapreneurship. The individual characteristic of skills and attitude, risk taking propensity, desire for autonomy, need for the achievement, goal orientation, internal locus of control, self-confidence and motivation were studied Mokaya (2012). It was observed there were around 40 to 50 employees out of 200 employees working in the polymer product manufacturing organization more than 20 to 30 years. One of the senior manager had experience more than 40 years. He was the veteran of the manufacturing process and installation. He has contributed more than half of the life in a one manufacturing organization. The long service is comfortable intrapreneurial behavior related to the attitudes. Alipour *et. al* (2011) explored a model of intrapreneurship of seven dimensions learning organization at individual, team, organizational and global levels. The organizations were focused as learning organization that should encourage and support learning at all stages. Studying the intrapreneurial attributes of polymer manufacturing industries it was observed that intrapreneurs processed certain striking personal qualities.

It was difficult in describing with a common set of attributes most of them were different person to person though they had common orientation. Empirically a deficiency was highlighted in understanding typical framework. There were many education levels of the managers. Some of them were professionals and some of them were experienced. Most of them had learned thorough knowledge on industry related to manufacturing, marketing, quality, supply chain, engineering etc. The research of Middle managers perception done by Hornsby, Kuratko and Zahra (2002) explored a mediation effect of middle managers entrepreneurial behavior and organizational factors. Organizational learning backed up for the performance of relevant managers. Organizational policies, standards and procedures make guidance on managing process that followed by all operatives.

Organizational complexities

Organizational complexities contribute a vital role in fostering intrapreneurial culture for the productive performance. Kuratko *et al.* (1990), Jones (1992), Carrier (1994), Antoncic (2001), Hornsby (2002), Alpkhan *et al.* (2010), Baruah (2014) have studied on relationship of organizational complexities and intrapreneurship. Some of the organizational characteristics associates with intrapreneurship are explored as management support, organizational culture, work discretion, autonomous, organizational boundaries, reward and recognition, work system Mokaya (2012).

The intrapreneurial organizational culture in polymer manufacturing industry enhanced fastgrowth over last decade which is significant with the secondary data in fig 2. Employer employee relationship has embraced innovation and creative organizational culture, exempling finding solutions to eternal issues. The organization was vigilant on employee activities, regular events were being carried out such as employee's day, annual excursions, recognized employee of the year, best attendance, performance evaluations and promotion. Apart to that the organization recognized employee's team performance, most innovative suggestion on regular basis and rewarded. The organization maintains a participative culture with a frame to treat equalizes all the aspect of management. The organization conduct regular training programs in-house and outside as well having a formal annual training plan.

Contextual complexities

The contextual influences broadly divided into internal factors (Organizational structures, culture, system) and external factors (Industry globalization, product/ market, life cycle, stage and government regulations) Zahra, Covin (1991). Finally, the researcher had found that environment hostility is strongly associated with particular manifestation of corporate entrepreneur. External factors Dynamism, Technological opportunities, Industry growth, Changing customer demand, Unfavorability of change and competitive rivalry had been identified associated with intrapreneurship. Researchers found an association with organizational performance and intrapreneurship. The influence of contextual complexities on intrapreneurship on polymer manufacturing industry had wide connection. Dynamism keep organizational alive and external factors were become hindrance to performance occasionally. The high demand for the products were triggered the requirement of intrapreneurship to the organization. The marketing was performed in high scale in a period of time after setting up effective distribution network. But production department could not cater the requirement even with having required resources. The proper intrapreneurship after that was fulfilled after 2012 and that foster a faster growth as a strategic renewal process through operational excellence. That depict a necessity of internal and external environmental influences to develop effective intrapreneurial skills with the organization.

Metamorphosis of intrapreneurship

The intrapreneurship is one way a solution provider to achieve organizational goals under the various organizational complexities. There were complexities in polymer manufacturing industries at different stages over past few

decades such refer to organizational, human resources, marketing and sales, operational, supply chain and quality assurance. Intrapreneurial intervention is highly prominent on having proper knowledge to guide the issues. With a structural guidance and team work those were able to overcome. The system implementation through introduction of key performance indexes providing necessary resources and guidance as an example to expand sales volume there was no strong dealer network to the organization previously. That was the main hindrance on achieving sales targets. Having good study with team effort it was started strong dealer network support with backend and frontend technologies as intrapreneurial activity. Later on the dealer network become one of the major competitive advantages to the organization. Baruah (2014) identified intrapreneurship as an effective solution for managing innovation progression in different organizations and thereby resolving a range of such complexities. The author Antoncic (2007) has identified intrapreneurship to be characteristics of successful organization and substantially by creating proper route for innovation development. To survive in the business, organizations has to think about having continues growth in the high competitive environment.

If company does not grow substantial way the competitors tends to grab the share at the end. The organization complexities would maintain dynamism of business that implicated as competitive advantage. The two common approaches of intrapreneurship are skunkworks and bootlegging (Mokaya 2012) refers to project the team designated to produce a new product. A particular team was appointed with a specific goal and specific time frame with respect to chosen to manage the skunk works which is highly practiced at polymer manufacturing industry. The approach of skunkworks the risk takers are not punished, there are job is to find radical innovation and they have opportunities to earn large rewards. In bootlegging managers makes informal effort to create new products. Appointing teams for innovating new product service and create solution for problem also highly practice in polymer manufacturing. The teams at polymer industry use to follow "Tucksman" Model for the small group development "forming, norming, storming performing and adjourning process throughout. There are lots of success stories during the past period of journey in polymer industry. Once completing the task the team dissolve which was called as adjourning and the performance was evaluated for rewards. The successful teams sent for the national level competitions and there are lots of awards received by the organization. Bootlegging is one of the most convenient approach in intrapreneurial environment.

Conclusion

It is evident that intrapreneurship can be a flat form for the competitive advantage of an organization. Intrapreneurship mediates organizational performance Antoncic (2006), Yun Sun (2011), Felicio (2012), Mokaya (2012). The polymer product manufacturing industry started in 1965 with entrepreneurship however, the organization could not manage along with the owner manager. There were lots of intrapreneurship developed and emerged over the period of five decades throughout the period. Some of them are performing at the highest level of the organizational structure some of them are in the middle level management some of them are yet at shop flow level. Those who are at the top level

of the organization can be identified as intrapreneurs in the organization. Intrapreneurs emerged with different capabilities and skills from the organization. Majority of the long service employees were highly recognized as loyal trustworthy and they becoming as an asset to the organization. The staff with intrapreneurial state really contributed for the growth of the organization. The startup was with entrepreneurship after the expansion of operation it was integrated with a dyad of entrepreneur and intrapreneur combination which could be the best model for a company for a high growth. The exponential growth started after the activation of intrapreneurial influence in early 2000. Marketing network expanded, production capacity expanded. Deep analysis of growth over the period of last decades it can be seen (Refer table 1), maturity, diversification has happened in several places of the growth graph. Each significant intrapreneurial action is highlighted. Entrepreneurs are usually associate startups business, they are the heroes of the culture, determinant and risk takers. Some of grate examples are Bill Gate, creating Microsoft, Hendry Ford, Automobile production, Jeff Bezos, founding Amazon. Entrepreneurs identify business opportunity, shape, and develop the opportunity.

They create the business structure, model and create a successful business. The corporate entrepreneurs and intrapreneurs shape up innovate the business. The combination of entrepreneur and corporate entrepreneur make the business grate. If one of them fails then vise versa. Some companies planned effectively and efficient manner, but some companies need a jolt Thornberry (2001). The growth curve of the polymer products manufacturing industry depicted slow growth in some periods during last two decades. In many occasions, a jolt of intrapreneurship had involved to turn up the growth of the organization. Industry turbulence has psychologically effected on human productivity. Intrapreneurs are self motivated, high satisfaction on job performance regardless of size, age of the organization. Similarly the residue remains to intrapreneurs are experienced on lesson learn and confidence on his capabilities. Nevertheless, it was evidenced that rewards do not make sense on intrapreneurial outcomes. The review explored the contribution of intrapreneurship to the organic growth of the polymer product manufacturing industry in Sri Lanka. Individual, organizational and environment complexities influence has an association with emerging and development of intrapreneurship. Unlike entrepreneurs, intrapreneurs have different psychological and cognitive approach in managing a organization. Entrepreneurs are visionary, intrapreneurs are planning and executing to achieve the vision mostly in a large organization, even though that can be simulated to medium and small scale industries.

The polymer products manufacturing industry is medium scale organization with high intrapreneurial environment and most significant sections are marketing and operational management. Cost leadership, economics of scales, core competency and differentiation are some of strategies of the industry follows to maintain competitive advantage. The effective intrapreneurship of the industry leads the organization in different scenarios of enhancing power of competitive advantage. Productivity and quality improvement, maintaining a better employee relationship, system and product standardization, team building, improve product and service quality, enhance customer relationship and brand trust etc. Hence, the review unwraps the meaning of the intrapreneurship within manufacturing organization foster organizational growth.

Propositions for the future research work

The study conducted main significant elements of the intrapreneurship and effects with in organization. In addition to above following proposition notes and propose for the future researches.

P1. The psychological influence on entrepreneurship and Intrapreneurship intention is different in action. Therefore study on psychological factor of intrapreneurship is needed further study. The cognitive motivation behind the intrapreneurship which is highlighted in theory of upper echelon is very much important in research. Intrapreneurs act within the organization that drives search for new technologies, new product and new markets. The upper echelon theory has been based on observable characteristics of senior managers Camelo (2015). A cognitive approach has been based on the theory.

P2. Intrapreneurial orientation and attributes differ person to person, in relation to that the performance of the organization which is another important element to be researched. Organizational theory posits three traits such as upward mobile, ambivalent and indifferent of employees McCroskey *et al.* (2005). Intrapreneurship could be mobilized within these three traits as personal factors which to be identified for better organizational performance.

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