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UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**INTRAPRENEURIAL BEHAVIORS OF
EMPLOYEES HAVING CAREER SUCCESS: A
CONTENT ANALYSIS**

MASTER'S THESIS

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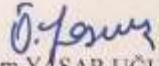
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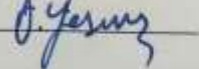
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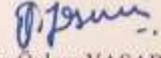
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In this thesis study prepared in accordance with the Thesis Writing Rules of Institute of Social Sciences of Gaziantep University;

I have obtained the data, information and documents that I have given in the thesis under the academic and ethical rules,

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When I refer to the works that I have used in the thesis study by finding suitable references,

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In this thesis, the work I gave you is unique,

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ÖZ

Kariyer başarısı olan çalışanlarda içgirişimcilik davranışı: Bir içerik analizi

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Bu çalışmanın amacı, kariyer başarısı olan çalışanların sahip olduğu içgirişimcilik davranışı özelliklerini araştırmaktır. Bu bağlamda araştırma sorusu kariyer başarısına sahip çalışanlarda içgirişimcilik davranışının özellikleri nelerdir şeklindedir. Araştırmada nitel araştırma yöntemi kullanılmış ve içerik analizi yapılmıştır. Veriler, literatür taramasından türetilen seçim kriterlerine uyan kariyer başarısına sahip 10 çalışanla röportaj yapılarak toplanmıştır. İçerik analizi sonucunda, 10 kişiden 9'unun, önleyici, yenilikçilik, risk alma, özerklik ve iş bulma öncüllerine sahip olduğu, 10'uncu görüşülen kişinin 5'inde 3 içgirişimci davranış özelliği bulunduğu ve bu öncüllerin Proaktiflik, özerklik ve risk alma olduğu saptanmıştır.

Anahtar Kelimeler: İçgirişimcilik, İçgirişimcilik davranışı, İçgirişimcilik boyutları, Kariyer başarısı, İçerik analizi.

ABSTRACT

Intrapreneurial behaviors of employees having career success: A content analysis

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The aim of this study is to investigate intrapreneurial behavior on employees having career success. And aim to answer the research question: what are the characteristics of intrapreneurial behavior of employees having career success.

Qualitative method has been used and content analysis has been applied. Data was collected by conducting interviews with 10 successful employees, those who match selection criteria that was derived from literature review. Intrapreneurial behavior was also derived from literature review too in order to compare them with content analysis. As a result of content analysis, it was found out that 9 interviewees out of 10 have intrapreneurial behavior characteristics of, proactiveness, innovativeness, risk taking, autonomy and getting job done, the 10th interviewee has 3 intrapreneurial characteristics out of 5, and these characteristics are proactiveness, autonomy and getting job done.

Keywords: Intrapreneurship, Intrapreneurial Behavior, Intrapreneurial Dimensions, Career Success, Content analysis.

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SECTION ONE

INTRODUCTION

1. Introduction

Intrapreneurship is important for companies and organizations, in order to achieve improved business results and to increase market competition during rapped economic changes (Kocjančič & Bojnec, 2013). Intrapreneurship has been conceptualized as the actions of individuals within organizations leading to innovation of products, services or processes.

De Jong & Wennekers (2008), has defined an intrapreneur as; *“Intrapreneurship refers to employee initiatives in organizations to undertake something new, without being asked to do so”*. Pinchot (2016), defined and coined the term, “intrapreneur” is iconic for many millennials, and they practice it as shorthand for the freedom to chase their own notions and the chance to make an expressive change early in their careers. By this definition, Pinchot is stating that intrapreneurial behavior is an antecedent to career development and success.

Career success has long been a concept of extensive attention to career scholars (e.g., Parsons, 1909; Hughes, 1958 and practitioners e.g., Robbins, 2003; Ziglar, 1997 cited in Heslin, 2005). This has always been a concern for individuals, as they want to both feel and be successful (Abele, Spurk, & Volmer, 2010), and experts needed to determine how to guide employees in their career (Abele et al, 2010). Career success factors are always about position, financial status and job security (Dries, 2011).

Coming from previous definitions about intrapreneurs and career success, researcher has concentrated on studying intrapreneurial behavior for successful

Employees: those having good positions in their organizations, with high salaries and those who became first line managers, CEOs or even entrepreneurs. Researcher want to explore if these successful employees are holding intrapreneurial characteristics and that they act in an intrapreneurial way through measuring out five intrapreneurial dimensions for an individual. These dimensions are: proactiveness, innovativeness, risk taking, autonomy and getting job done (although the last one “getting job done” was not classified as an intrapreneurial dimension in the literature. However it is frequently mentioned in literature as an intrapreneurial characteristic of an intrapreneur).

Going through this research, the researcher, in chapter 2, while he was reviewing literature, went to intrapreneurship and gave an historical background and definitions before he went on to intrapreneurial behavior from an individual perspective, he found out who was an intrapreneur and what intrapreneurial dimensions and characteristics of an intrapreneur are. Then the researcher defined career success and what the most common understanding about career success is by reviewing related literature, he then concluded what is meant by career success. Then he described research process and design, research method and philosophy just before the researcher conducted a content analysis on data produced from qualitative interviews. Then he has stated his research findings, discussed results and reached research conclusion.

The study focused on successful employees as to whether they had applied intrapreneurial behavior during their career and the research question was: What are the characteristics of intrapreneurial behavior with employees having career success. This study aims to investigate the characteristics of intrapreneurship from a successful individual prospective and how intrapreneurial behavior could be reflected positively towards his career success.

As intrapreneurial behavior would be a major factor as an antecedent for career success. It would give an indication about what would be the implications on the employee with intrapreneurial behavior on the long term with regards to his job security, promotions, and to be one of the highly paid employees, first line managers or to even become an entrepreneur. The aim is to define the characteristics of intrapreneurial behavior for employees having career success. Unfortunately, the researcher could not find related studies or research discussing the link between

Intrapreneurship and career success or if intrapreneurial behavior is an antecedent to career success in order to verify or compare results. This research contains five chapters:

Chapter 1 includes an introduction outline of the background of the study problem, purpose of the thesis, importance of the thesis and the nature of the study and research question and research structure.

In chapter 2, the researcher has done an extensive review for theoretical data of career success and intrapreneurship.

In chapter 3, the researcher has illustrated all about research philosophy and method. Then, he has conducted content analysis for the qualitative data.

In chapter 4, the researcher has spoken about his research findings.

In chapter 5, the researcher has discussed his research findings and has stated research limitation.

SECTION TWO

LITERATURE REVIEW

2.1 Intrapreneurship

Intrapreneurship is important for companies and organizations, in order to achieve improved business results and to increase market competition during rapped economic changes (Kocjančič & Bojnec, 2013). Intrapreneurship has been conceptualized as the actions of individuals within organizations leading to innovation of product, services or processes.

The term, “intrapreneur” is iconic for many millennials. They practice it as shorthand for the freedom to chase their own notions and the chance to make an expressive change early in their careers (Pinchot, 2016).

2.1.1 Historical background:

As a start we need to know how intrapreneurship began, according to (Kchal, 2001) in 1976, Norman Macrae has written an article in “*The Economist*” predicting a quantity of fashions in business - one of them being "*that dynamic corporations of the future should simultaneously be trying alternative ways of doing things in competition within themselves*". In 1982, he returned to those ideas in another *Economist* article, noting that this trend had resulted in associations of intrapreneurs. Norman Macrae recommended that firms should not pay employees for attending, however they should pay competing groups for modules of work done (Kchal, 2001).

One was to set up a number of typing pools contracted for a certain amount of work over a certain time period for a lump sum. The members of the pool would be responsible for apportioning work, setting pay, setting work hours or even whether to subcontract out part of the work. Applied across the business range as these groups would deliver the intrapreneurial competition he projected. Throughout the same period, Gifford and Elizabeth Pinchot were emerging their perception of intra-corporate entrepreneur. They created the word intrapreneur giving credit for their thinking to the 1976 article by Macrae (Di Fabio, 2014).

An important development happened in 1992 when The American Heritage Dictionary of the English Language included the word intrapreneur in its dictionary: “A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation” (Toftoy & Chatterjee, 2004).

2.1.2 Definition of intrapreneurship

When scholars mention the term ‘intrapreneurship’ it generally refers to individuals rather than organizations or boardroom-level decision makers (e.g., Pinchot, 1987; Stevenson and Jarillo, 1990; Antoncic and Hisrich, 2003 cited in De Jong, 2016).

Many scholars have given several definitions to Intrapreneurship, some mentioning it as corporate entrepreneurship (*or corporate venturing*) that says entrepreneurial activities within established organization (YILDIZ, 2014). According to Pinchot and (Pinchot 1978) which cited (Hathway, 2009), Intrapreneur is a combination word derivative from “intra-corporate entrepreneur” therefore an intrapreneur is an entrepreneur who works within a corporation. Intrapreneurship is a complex, mutually interrelated process between many actors and many units, both within and outside of a company (Menzel, Aaltio, & Ulijn, 2007), also they have indicated that intrapreneurship is, in many cases, the basis of technological innovations and firm renewal.

According to Kocjančič & Bojnec (2013), in their definition, they have defined intrapreneurship as personnel in big organizations generating new ideas and recognizing new business opportunities that are expected to be realized within the existing business support mechanisms. De Jong & Wennekers (2008), came up with a straightforward definition as they have said; “*Intrapreneurship refers to employee initiatives in organizations to undertake something new, without being asked to do*

so". As per (Carrier 1996, p. 6 that cited in Rigtering & Weitzel, 2013) the intrapreneurship definition is "*the introduction and implementation of a significant innovation for the firm by one or more employees working within an established organization.*" According to (Arslan & Cevher, n.d.) intrapreneurship has been theorized as the activities of persons within organizations leading to the innovation of products, services or processes, also they have mentioned that intrapreneurship is not an option any more, it is the only survival approach. Khan, Budhwani, & Shaikh (2011), mentioned that recently intrapreneurship has been identified as such a system of autonomy, *self-directedness and innovation in the organizations.* Parker (2011), defined intrapreneurship as the exercise of developing a new endeavor throughout an existing organization, to utilize a new opportunity and generate profitable value. Alojz; Antoncic (2007), has identified intrapreneurship as the entire practices within an organization that would lead to entrepreneurship inside the existing parent organization. Maier & Pop Zenovia (2011) has identified intrapreneurship as the origination and application of innovative systems and practices inside an organization, where employees under the observation of an executive, take the role of an intrapreneur, for the purpose of developing the profitable performance of the organization, by utilizing a part of its resources, explicitly those that formerly have not been utilized in an appropriate manner.

Intrapreneurship includes entrepreneurial behaviors and orientations of existing organizations (Zhao, 2013).

Intrapreneurship was measured across four dimensions; new business venturing, innovativeness, self-renewal and proactiveness Fitzsimmons, Douglas, (Antoncic, & Hisrich, 2005). Antoncic & Hisrich (2001), said that Intrapreneurship (entrepreneurship within existing organizations) is an important element for organizations and economic development, also he said that intrapreneurship it point to a procedure that goes on inside an organization, regardless of its size, and leads to new business ventures and other innovative actions and orientations such as the development of new products, services, technologies, administrative techniques, strategies, and competitive postures.

According to (De Jong & Wennekers, 2008) "*Intrapreneurship states to employee initiatives in organizations to undertake something new, without being asked to do so*". Intrapreneurship is the run-through of developing new business products and opportunities in a company through proactive enablement (Tiwari, 2014).

Also intrapreneurship has been defined by (Alojz; Antoncic, 2007) as all activities of an organizational character which lead to entrepreneurship within the existing mother company.

Rigtering & Weitzel (2013), has a more sophisticated definition as intrapreneurship could be just to participate in organizational renewal, business venturing, dynamicity and profitability when projects move further than the idea stage, are innovative and have significant influence within the organization.

Maier & Pop Zenovia (2011), stated intrapreneurship as intrapreneurship is an instruments of innovation that helps in creating new competencies and accessing new markets. Sijde & Veenker (2013) has mentioned the importunacy of intrapreneurship as being more recognized in the last 30 years as a significant component in organizational improvement and as an instrument of management as well as an activity of individual staff members. Kchal (2001) has come up with research results stating that intrapreneurship enhance staff efficiency and enthusiasm, increase the quickness and cost effectiveness of processes and business services and promotes effective collaboration within staff. KURATKO (1990), has identified intrapreneurship as a revenue for companies to increase the innovative abilities of their staff and, meanwhile, to enhance corporate success through the formation of new corporate endeavor. Toftoy & Chatterjee (2004) identified intrapreneurship as the collection of formal and informal activities aimed at creating new business opportunities within an established organization, by product, process, service or market developments. Antonieta, Jeferson, & Verdinelli (2014), pointed to intrapreneurship as being a new working philosophy that uses the individual ability of each employee to insure more efficient development.

Last but not least intrapreneurship should be a permanent effort in order to sustain the organization's capacity to innovate and renew again and again (Menzel et al., 2007). Also intrapreneurship is about bottom-up, proactive work-related initiatives of individual employees Moriano, Molero, Topa, & Mangin, (2014). Kuz (2010), has given innovativeness as meaning the activity in all stages of innovation as well as a desire to pursue change in the face of difficult corporate environments.

2.1.3 Intrapreneurial Behavior

Intrapreneurship can be known in general as entrepreneurship within an existing organization it includes entrepreneurial behaviors as well (Antoncic, 2011). Two indicators for intrapreneurship were developed, the first indicator was to measure

the insight of the organizational circumstances, and the second indicator was for intrapreneurial behavior (Sijde & Veenker, 2013). De Jong & Wennekers (2008) pointed out that intrapreneurial behavior is about what an intrapreneurial individual would do in an organization.

According to De Jong, Parker, Wennekers (2011), they have defined intrapreneurial behavior (IB) as the identification and exploitation of opportunities by individual employees that generates benefits to the organization.

Intrapreneurial behavior could be considered as an entrepreneurial way of action in an existing organization (Taştan & Güçel, 2014). Madu & Urban (2014) point out that entrepreneurial activities are the core of entrepreneurial behavior. According to Pinchot (1985), as cited in Antonieta et al. (2014), he described intrapreneurial behavior in some employees, who were acting as agents for change in their organizations, as improving processes and creating new business opportunities.

According to Davis (1999), which cited in Sijde & Veenker (2013), intrapreneurial behavior for an individual includes, showing courage and ambition, taking initiatives, creativity, seeking opportunities, enterprising/ striving for profit, utilizing opportunities, leadership and social skills. Altınay (2004), and Rigtering & Weitzel (2013), concluded that intrapreneurial behavior of employees contains three key dimensions: innovativeness, risk taking and proactiveness, therefore they act as initiators of continuous change.

Also according to Moriano et al. (2014), *Intrapreneurship is about bottom-up, proactive work-related initiatives of individual employees.*

De Jong, Parker, Wennekers (2011), identified intrapreneurial behavior (IB) as the identification and exploitation of opportunities by employees that will improve the organization. Intrapreneurial behavior is a higher-order construction that clarifies the relationships between employees innovativeness, proactiveness and risk-taking behaviors. As derived intrapreneurial behavior and actions deviate from the status quo (De Jong & Wennekers, 2008).

One study of De Jong & Wennekers (2008), Moriano et al. (2014), on their searching of behavioral content for intrapreneurship, they determined eight key characteristics of intrapreneurial behavior; personal initiative, active information search, out of the box thinking, voicing, championing, taking charge, finding a way, and some degree of risk taking.

Although all previous definition and identifications about intrapreneurial behavior were stated by scholars and previous literature in the past three decades, a measure of intrapreneurial behavior is still lacking (De Jong, Parker, Wennekers, 2011).

2.1.4 The characteristics of an intrapreneur

Further than definitions, the comprehensive behavioral content of intrapreneurship is still very much uncharted (De Jong & Wennekers, 2008). As in this section the researcher is chasing who would be an intrapreneur and what characteristics he holds, also what are the intrapreneurial dimensions for individuals in theory and literature.

According to Pinchot and Pellman (1999); Pinchot (1985), which cited in Altinay (2004), every organization has key individuals, often referred to as intrapreneurs, with the ability to identify opportunities and exploit the organization's resources to satisfy new needs and better satisfy existing needs. Also Pinchot (1985), who coined the term "intrapreneur" to define the innovative and loyal workers who decide to stay in their organizations, this individual would keenly and frequently search for different ways and approaches to sort out existing problems, prevent approaching threats, or seize upon potential opportunities (Adler, 1997).

An important development happened in 1992 when The American Heritage Dictionary of the English Language added the word intrapreneur to its dictionary: "A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation" Toftoy & Chatterjee (2004), De Jong, Parker, Wennekers (2011), an intrapreneur who engages in situations marked by a risk of potential losses.

According to Burch (1986) which cited in Arslan & Cevher n.d. The intrapreneur: *"is not a blue-sky dreamer or an intellectual giant. He or she may even be a product-service idea thief or may be impatient and egotistical. But most of all, such people get the job done. And when they do, they are fêted in style with lights flashing and big rewards."*

Bhatia & Khan (2013), pointed out that intrapreneurs are those who challenge the status quo and struggle to alternate the system. Toftoy & Chatterjee (2004), identified an intrapreneur as an individual who is directed by the necessity to achieve and recognize his/her dreams, rather than a need for control over subjects and people.

Kocjančič & Bojnec (2013), also defined intrapreneurs as persons who are willing to take a risk and responsibility for their own decisions in the case of failure.

According to (Johansen, n.d.) intrapreneurs often have to deal with bureaucracy and barriers within their own organization, as they are on different levels of having the opportunity to act, in accordance to the possibilities they see fit for creating new business, profitability or improvements.

According to Menzel et al. (2007), intrapreneurs generate new ideas, take full benefit of opportunities and change them into profitable new realities, push for change and develop creative responses in the organization. We always need to remember that, *if no intrapreneur is present, there will not be intrapreneurship going on*. Intrapreneurs have an optimistic outlook, they confront failure not as a personal disaster but as a learning experience (Adler, 1997).

However De Jong & Wennekers (2008), De Jong (2016), Çetin, Şeşen, & Basım (2014) and Altınay (2004) have identified an intrapreneur as the one who has a number of features:

1. A proactive person with a strong desire for action.
2. A self-starter who do not have to be asked to take the initiative.
3. He does not need to ask for permission, or may ignore disapproval.
4. He has a proactive behavior and is focused on the pursuit of an opportunity, without regard to the resources they currently control.
5. He always seems to find a way.
6. He gets job done.
7. He is usually looking for new things that appear to be innovative.
8. He pursues new opportunities and consequently operates in uncertain environments.
9. He takes ownership and is fully accountable for his activities.
10. Some risk taking is part of his behavior by default

2.1.5 Intrapreneurial dimensions

Many scholars have spoken about intrapreneurial dimensions, Kuz (2010) has mentioned three dimensions, namely: the capability to innovate, the personal attraction for risk taking, and a desire or attitude to behave proactively. Intrapreneurial dimensions were mentioned by Geisler (1993), when he was citing Covin and Slevin (1988): risk taking, innovation, and proactiveness. De Jong (2012), pointed out that intrapreneurship generally characterized by employees' innovation, proactive and risk-

taking behaviors. Rigtering & Weitzel (2013) indicated that proactiveness, innovativeness and risk taking are seen as essential dimensions for the corporate entrepreneurial process of recognizing opportunities and the reconfiguration of resources to exploit those opportunities. Altinay (2004) also mentioned that roles and the responsibilities of intrapreneurs within organizations could be grouped into three dimensions, namely, innovativeness, risk taking and proactiveness. De Jong, Parker, Wennekers (2011) pointed out that intrapreneurial behavior is projected to be a higher-order construction replicated in three dimensions: innovativeness, proactiveness and risk-taking. However 2 extra dimensions were mentioned by Çetin et al. (2014), dimensions of the intrapreneurship behaviors are autonomy, risk taking, innovativeness, networking, and proactiveness.

Researcher highlighted intrapreneurial dimensions literature as the following:

2.1.5.1 Proactive personality

According to Parker, Williams and Turner (2006) that cited in De Jong (2016) proactive behavior is defined as “*self-initiated and future-oriented action that aims to change and improve the situation or oneself*”.

Proactiveness includes initiative, risk taking and competitive aggressiveness (Antoncic & Hisrich, 2001).

Proactiveness is concerned with implementation and it usually involves considerable perseverance, adaptability and a willingness to assume some responsibility (Altinay, 2004).

Proactiveness relates to pioneering and acting in anticipation of future needs, changes, or challenges that may lead to new openings (Moriano et al., 2014).

De Jong & Wennekers (2008), indicated that intrapreneurs are proactive individuals with a strong desire for action. Also De Jong (2016) pointed out that essential fundamentals of proactiveness entail that people act in anticipation, taking control, and self-starting.

De Jong (2016), classified three kinds of proactive behavior:

1. Taking charge (voluntary and constructive efforts to effect organizationally-functional changes with respect to how work is executed).
2. Making innovative suggestions for change and recommending modifications to standard procedures even when others disagree.
3. Problem prevention (acting to prevent the re-occurrence of challenges and barriers to work)

In a general definition for taking initiative at work means handling duties and responsibilities without having to wait for instructions from others (www.yourbusiness.azcentral.com)

According to Steward et al. (2010), Sijde & Veenker (2013), Bajic (2014), Case (2006), Hashimoto (2014), Tiwari (2014), Smith & Marie (2003) and Antoncic & Hisrich (2001), taking the initiative is an intrapreneurial skill, behavior or ability.

De Jong & Wennekers (2008), pointed out that intrapreneurs are 'self-starters' who do not have to be asked to take an initiative.

2.1.5.2 Innovativeness

Innovativeness is connected with the seeking of creative solutions to problems and needs (Altinay, 2004).

Individuals' innovativeness is a key element of intrapreneurship (De Jong, 2016).

Liberty to innovate is essential for a business to stay ahead of the competition, the spirit of innovation has been the United States' greatest business treasure (Adler, 1997). Innovativeness reflects the tendency to involve in activity that results in new thoughts, and experimentation, which may result in new processes, products, or services (Moriano et al., 2014).

Kanter (1988), proposed that individual innovation as a process begins with problem recognition and the generation of novel or adopted ideas (De Jong, 2016).

According to Markovska (2008) it was pointed out that intrapreneurs those who innovate usually don't follow a plan.

As a part of intrapreneurial behavior, innovations may include any opportunity deviating from the status quo that would develop the organization (De Jong, Parker, Wennekers, 2011).

Job autonomy has been empirically correlated with innovativeness (De Jong, 2016).

Innovativeness is the tendency to involve in activity that results in new ideas, and experimentation and which may result in new processes, products, or services. Proactiveness relates to pioneering and acting in anticipation of future needs, changes, or challenges that may lead to new opportunities (Moriano et al., 2014).

2.1.5.3 Risk taking

According to Business Dictionary (www.businessdictionary.com), the definition of a risk taker is “*an individual or business that tends to behave in a way that can potentially cause physical harm or financial loss, but might also present an opportunity for a rewarding outcome*”. Risk taking is defined also as venturing into ambiguous areas for the organization, without knowing what would be the outcome (Moriano et al., 2014), and risk taking is a portion of each intrapreneurial activity (Markovska, 2008).

Obligatory definitions designate that intrapreneurs involve in situations marked by a risk of potential of loss (De Jong, 2016). Altinay (2004) indicated that Risk taking involves the willingness to commit significant resources to opportunities which have a reasonable chance of costly failure.

2.1.5.4 Autonomy

According Çetin et al. (2014), autonomy refers to self-directing in pursuing the opportunities and shows the degree of self-control of the work plans, selection of work methods and work specifications. Autonomy, expresses the capability of an employee to determine by him or herself, how to do a job or certain task De Jong & Wennekers (2008), Such autonomy has been repeatedly demonstrated to influence intrapreneurship De Jong (2016), Karacaoglu, Bayrakdaroglu, & San (2012) has considered that work autonomy is an intrapreneurial element, also it was considered that autonomy in the context of corporate entrepreneurship, is essential to enhance the current strength above the present capabilities of a corporate; it is also key to encouraging the development of advanced business practices or new initiatives.

According to Douglas & Fitzsimmons (2013), persons are expected to presume better autonomy in intrapreneurship as compared with ordinary employment. Bulut, Samur, & Halac (2011), has considered autonomy as one of five element to orient employees to be intrapreneurs.

Employees who have autonomy are well motivated and capable of implementing innovative ideas, because they feel that they are in control and able to deal with bottlenecks during the implementation phase, it is usually a strong predictor of intrapreneurship (De Jong, 2016).

2.2 The concept of career success

Although this research does not look in-depth for the meaning of career success, it does, however take into consideration the generic meaning and understanding of career success from a social and business point of view.

A common definition for career success, mentioned in fashionable literature is “the experience of achieving goals that are personally meaningful to the individual, rather than those set by parents, peers, an organization, or society” (Mirvis and Hall, 1994, p. 366 cited in (Dries, 2011)).

Career success is always a concern for individuals, they want to be successful and they want to feel it as well (Abele et al., 2010), experts need to determine how to guide employees in their career, and employees need to be successful because career success is one main objective in many people’s lives and career success can be a influential motivator for further positive outcomes like performance, well-being, or further success (Abele et al., 2010).

Human capital variables have a substantial impact on career success because they clarify a large amount of the variation in salary (Chenevert and Tremblay, 2002; Cannings, 1988; Jaskolla et al., JMP 1985) as well as in the number of promotions (Stewart and Gudykunst, 1982) cited in (Ballout, 2007).

As a definition of career success, many researchers have concentrated on organizational position or if promotions achieved between positions (Arthur, Khapova, & Wilderom, 2005). The combined term of “career success” has been defined as: “*The real or perceived achievements individuals have accumulated as a result of their work experiences*” (Judge et al. 1999) cited in (Abele et al., 2010).

According to Abele and Spurk (2009); Heslin (2005); Judge et al. (1995); Ng et al. (2005); Spurk and Abele, in press as cited in (Abele et al., 2010) Some of main measurements and verification’s of career success are salary, salary growth, status and promotions.

Position, financial status and job security are factors of career success Dries, (2011), Eden (2007), has linked career success with promotion.

According to Sturges (1999), that career success is measured exclusively within external criteria such as hierarchal position and income level.

Many scholars have noted to improve the demand of enhanced understanding of strategies and behaviors people use to actively promote the career success Seibert,

Kraimer, & Crant (2001), salary and promotions continue to be applied as the sole criteria of career success (Heslin, 2005).

Heslin, 2005 has spoken about objective and subjective career success, as he defined objective career success is verifiable attainments, for example salary, promotions, and occupational status, which have long been considered the symbols of career success across a wide range of societies (Nicholson 2000), cited in (Heslin, 2005). Also he pointed out based on Arthur and Rousseau (1996) that more than 75 per cent of the career-related articles published in major interdisciplinary journals between 1980 and 1994 focused on objective perspectives.

Subjective career success is defined by a person's reactions to his or her clarifying career experiences (Hughes, 1937, 1958) cited in (Heslin, 2005).

Dries (2011), indicated that literature mostly undertakes that objective achievements lead to subjective feelings of success and that the subjective meanings attributed to career success set the stage for objective goal-setting.

Therefore, in this research, the researcher is willing to explore the intrapreneurial antecedents for people having career success.

SECTION THREE

MATERIAL AND METHODOLOGY

In this chapter the design of this research will be described along with research philosophy, research approach, research strategy, data collection method data analysis techniques and content analysis.

Chapter components depict bases of choosing research philosophy and method and the chapter approach illustrates research ethics and quality traits.

As per Saunders, Lewis, & Thornhill (2012) qualitative research with semi structured interviews would have concerns about reliability. Therefore, the research process is explained in details in this chapter.

3.1 Research philosophy

This research is trying to explore the relationship between intrapreneurial behavior and career success by using interpretivism philosophy in the roll of understanding variances between human and their rolls as social actors (Saunders et al., 2012).

In this technique, literature review was used to construct the context of the research, which belongs to positivist philosophy (Saunders et al., 2012). This context was then gathered, examined and tested as per the interpretivist philosophy (Saunders et al., 2012).

Qualitative content analysis is mostly, grounding the inspection of subjects and themes, as well as the inferences drawn from them, in the data (Zhang & Wildemuth, 2005).

People changes over the time in a social circumstances manner Saunders et al., (2012), this research philosophy assists the understanding the relation between intrapreneurial behavior and career success for successful people.

In order to understand intrapreneurial behavior and career success we need to use an inductive approach (Saunders et al., 2012).

While there are theoretical developed premises those could be used for deductive approach, an inductive approach used for better understanding for these intrapreneurial behavior for successful people.

3.2 Research question

Research question shall guide us to research strategy Saunders et al. (2012), the research question is:

What are the characteristics of intrapreneurial behavior of employees having career success?

This research is exploratory and to answer the research question mono-method and qualitative design will be conducted (Saunders et al., 2012).

As data collection technique, semi-structured interviews are used in order to ensure flexibility in adapting questions to conduct interviews (Rowley, 2013)

3.3 Data Collection

In order to depict intrapreneurial behavior for employees having career success, selection criteria for successful employees as interviewees non-probability sampling technique (Saunders et al., 2012) was used.

Researchers describe career success as salary progression, promotions and career satisfaction (Arthur et al., 2005). It was very difficult to arrange interviews with executives and first line managers from different organizations to speak about their experience and behavior for data collection purpose, especially as they are always busy and found it difficult to be free to give an hour of their time for a “non-business meeting”, despite the possibility of added value to them or even entertainment. However the researcher has managed to meet and interview ten of these executives who are successful according to criteria he put and based on the literature review, in accordance with Saunders et al. (2012) the minimum sample size for a semi-structured interview is between five and twenty five.

Addressing and booking interviews with these ten successful employees was a challenge in itself to the researcher.

It was difficult to find suitable types of interviewees that could accept giving part of their time to participate in a research snow ball sampling as used (Saunders et al., 2012). As the researcher started to contact his network asking them to tell him about their friends and relatives who have successful career. Positive feedback came from different sources, name and contacts were received.

In this study the researcher has ensured that all ten interviewees have had career success during their employment history, these interviewees were categorized as per the following:

1. Entrepreneurs who used to be successful employees and they have quit their jobs after deciding to have their own business, three interviewees
2. Chief executive officers, three interviewees
3. First line managers, four interviewees.

Table 1. Interviewees and their information

Interviewee (I)	Position	Type of Organization	Industry	Age	Gender	Education
I 1	Entrepreneur and CEO	SMB	Business Consultancy	48	Male	Master of Arts
I 2	Clint Services Manager	International	Information Technology	46	Male	MBA
I 3	Regional Manager	International	Information Technology	46	Male	B.S Computer Engineering
I 4	CEO	SMB	Real Estate	40	Male	High School
I 5	General Manager	SMB	Health	41	Male	B.S Pharmacy
I 6	Entrepreneur and CEO	SMB	Information Technology	50	Male	High School
I 7	Regional Sales Manager	International	Information Technology	48	Male	B.S Computer Engineering
I 8	Entrepreneur	SMB	Information Technology	48	Male	MBA
I 9	Entrepreneur	SMB	Food & beverage	45	Male	MBA
I 10	Sales Director	International	IT	37	Male	B.S Marketing

Interview type was semi-structured and consisted of six main questions, all were open-ended (Saunders et al., 2012 Rowley, 2013).

Questions were designed to explore (indirectly) intrapreneurial behavior for all interviewees. Each question is a scenario or situation that the interviewee has to put himself in and has to respond to and inform the interviewer (the researcher himself) how he would have act and respond to “this situation” and if he has been in a similar status before and how was his behavior.

A group of seven questions were prepared by researcher Rowley (2013), in order to stimulate intrapreneurial behavior and practice of all interviewees.

The interview was started with an open question to “*encourage interviewees to reply as they wish*” Saunders et al. (2012), to talk about themselves and feel relaxed. The researcher has designed the questions to be provoking and stimulating, so that interviewees could speak up about their intrapreneurial characteristics.

Table 2. Questions and propose for each one

S	Questions	Propose of question
1	Tell me about your work history and positions you have occupied.	Aim to know his career history, promotions
2	What would you do when you see something is going wrong in another department for example?	Aim to determine interviewee's proactiveness
3	You are working on a project that will bring a benefit to you and to your company, and you find out one of the resources is not performing well, and you cannot replace this resource, what would you do?	Aim to explore, intrapreneurial characteristics of; proactiveness, innovativeness, autonomy and getting job done of the interviewee
4	Management offers new job/project that nobody has an experience to do it, neither yourself, what would be your reaction?	Aim to explore, intrapreneurial characteristics of; proactiveness, risk taking, autonomy and innovativeness.
5	You found out that if work in a certain direction (risky business) it might result with great benefit to you and to your company, would you ask your management to start working on it?	Aim to explore, intrapreneurial characteristics of; risk taking and autonomy
6	You are in deal closing meeting and client has requested extra services that would affect companies profit, and you have no access to your management and you have to commit on this meeting to close that deal, what would you do?	Aim to explore, intrapreneurial characteristics of; risk taking and innovativeness (in case he accepted, he has to think of an innovative solution to reduce cost)
7	Suppose your project has come to a screeching halt because the people in some other department don't seem to understand how important it is. You know the return on investment for the company would be great. You need their help or their permission, but they are too busy to help. What can you do? (www.pincot.com)	Aim to explore intrapreneurial characteristics of proactiveness, innovativeness, autonomy and getting job done.

The average interview duration was around 35 minutes, all carried out during face to face interviews. All interviews were recorded using tablet application on Android and uploaded to cloud for safe saving.

Table 3. Interviews durations

Interviewee	Interview duration	Remarks
I 1	27 minutes & 44 seconds	
I 2	24 minutes & 14 seconds	
I 3	27 minutes & 26 seconds	
I 4	33 minutes & 38 seconds	Interview was in Arabic
I 5	48 minutes & 12 seconds	
I 6	42 minutes & 35 seconds	Interview was in Arabic
I 7	55 minutes & 10 seconds	
I 8	26 minutes & 55 seconds	
I 9	35 minutes & 23 seconds	
I 10	29 minutes & 14 seconds	

According to Rowley (2013), pilot interview shall be conducted, thus researcher has made pilot interview with “interviewee number one” who has as a master degree in Arts, his feedback about the interview was considered and interview questions were amended and the way of dialog was fine-tuned and reflected on the remaining nine interviews.

The interview was started with brief by the interviewer on aim and purpose of the research and what is intrapreneurship is all about and how it is important to be adapted by organizations, and how important interviewee has to speak about his behavior in the work place especially in the first five years of his career (in order to study intrapreneurial behavior and consequences of career success).

Although all questions were in English, however interviewer was keen to translate questions to Arabic for interviewees those needed translation or to emphasize on the meaning to be stated accurately. All interviews were in English except two of them were in Arabic based on interviewee’s desire.

Interviews were conducted in public places (coffee shops) the nearest one to each interviewee, in order to save his time and make him feel comfortable at a place he is familiar with, as it was.

This research is a cross-sectional research Saunders et al. (2012), as data was collected once only due to time limitation and constrains.

Interview made between November 17th 2016 and December 05th 2016.

3.5 Credibility of research findings

In order to verify research credibility and insure that research has minimum mistakes of output, reliability and validity shall be verified

3.5.1 Reliability

According to Saunders et al. (2012), that Reliability is to reach similar research finding under same data collection technique and analytic whenever research repeated by different researcher, however reaching same findings is a challenge by itself, as there are some threats would affect Reliability like; participant error, participant bias, researcher error and researcher bias.

In order to minimize participant error and participants bias some actions took place: The researcher has chosen interview location and timing based on interviewee's preference and selection after giving him multiple options of date and places.

1. Interview length was as an average of 35 minutes, five minutes more than (Rowley, 2013) recommendation.
2. Number of questions were 6 according to (Rowley, 2013), however an introductory question "Tell me about your work history and positions you have occupied" was a starting question as a warm up before getting into the related questions of research subject.
3. A short introductory about entrepreneurship and intrapreneurial behavior along with research question and aim of research were communicated to the interviewee before the interview, in order to put them in a convenient level about the research and interview.
4. The researcher has assured each interviewee about confidentiality of the interview information and recording.

In order to minimize researcher error, researcher has done the following:

1. Researcher has discussed few points with the interviewee for clear understanding and to make sure of interviewee point of view.
2. Researcher has listened to each interview recording carefully and has played back some parts of each interview to make sure of each statement of the interviewee.

3.6 Content analysis

The content analysis method seems to conquer a slightly marginal position in the canon of methods of empirical social analysis (Bos & Tarnai, 1999). Qualitative content analysis highlights an integrated view of speech/texts and their specific contexts, and goes beyond just counting words or extracting objective content from texts to observe meanings, themes and patterns that may be manifest or latent in a particular text. It allows researchers to understand social reality in a subjective but scientific manner (Zhang & Wildemuth, 2005).

Content analysis is a flexible method and there are no simple guidelines for data analysis, which makes it challenging for the researcher (Elo & Kynga", 2007)

One challenge of content analysis is the fact that it is very flexible and there is no simple, 'right' way of doing it (Elo & Kynga", 2007)

3.6.1 Data preparation and coding

Researcher has started analyzing data by listening to interviews recordings and has transcribed one of the recordings as script sample for data analysis and coding purposes.

A predefined template of intrapreneurial characteristics categories was derived from literature review and developed for the data analysis as illustrated in Table 4. Five categories were derived from literature and previous theories: Innovativeness, risk taking, proactiveness, autonomy and getting job done were identified from the literature review as intrapreneurial behavior characteristics.

The interview transcript was used by researcher to perform the content analysis, the researcher has developed the coding theme as a unit of analysis Zhang & Wildemuth (2005) in order to observe and explore collected data. While reviewing the text of interview transcript and by listening to all other interviews recordings, researcher has checked out all words, phrases, sentences or paragraph or entire interview for any theme would be expressed that may match the intrapreneurial dimensions and their definitions and meanings were listed in Table 4 (Zhang & Wildemuth, 2005). Themes were used as a coding unit in order to look for interviewee's expression on an idea as per Minichiello et al., 1990 cited in (Zhang & Wildemuth, 2005). The interview were transcribed as sample of all interviews was 6 pages, and researcher has used Microsoft word tables for listing codes for all interviewees.

Also researcher has treated separately each dimension, innovativeness, risk taking, proactiveness, autonomy and getting job done as a code and the quotes of interviewees were grouped into these five dimensions.

Table 4 illustrates categorization matrix Elo & Kynga (2007) which contains codes and sub-codes, code definition of intrapreneurial dimensions used in this research those derived from literature review (Elo & Kynga, 2007).

Table 4 generated from literature review (De Jong, Parker, Wennekers, 2011 De Jong & Wennekers, 2008 De Jong, 2016).

Coding scheme were tested on a text's sample for validation (Zhang & Wildemuth, 2005).

As coding were applied on the entire interviews for assessment and constancy reliability (Zhang & Wildemuth, 2005).

Table 4. Categorization matrix

Intrapreneurial Themes & coding	Code	Sub-code 1	Sub-code 2	
	Proactiveness	Personal initiative		deal with job difficulties more actively
				overcomes barriers
				Self-starting
				Doing what is out of his job description
		Taking Charge		challenge the status quo to change
				Voluntary change work, unit organization
		Issue Selling		Communicate and support identified opportunities
		Voice		Making innovative suggestions for change standard procedures
			Encourages things to happen which are no part of daily work role	
	Risk Taking			
	Innovativeness	Opportunity exploration		wonder how things can be improved
				pay attention to issues that are no part of his/her daily work
		Idea generation		search out new working methods, techniques or instruments
				generate original solutions to problems
				find new approaches to execute tasks
		Championing		coalition building in order to implement ideas
				put effort into creative ideas
				Strong commitment to ideas and are able to 'sell' it to others
				finding support and building coalitions
				persuading and influencing employees and pushing and negotiating
		Application		transform ideas into practical propositions
			doing what is needed to exploit opportunities	
		developing new products or work processes		
Autonomy	Determine how to do a job		-	
	Able to deal with bottlenecks		-	
Getting Job Done			-	

3.7 Data classification

Researcher has developed five tables in order to put each intrapreneurial characteristic in table and give it a code number as per Table 5.

Table 5. Coding intrapreneurial characteristics

S	Intrapreneurial characteristic	Related code	Related table No.
1	Proactiveness	C1	Table 6
2	Innovativeness	C2	Table 7
3	Risk Taking	C3	Table 8
4	Autonomy	C4	Table 9
5	Getting job done	C5	Table 10

Each code which reflected an intrapreneurial antecedent/characteristic has been set in a separate table and this table was used to classify all content related to this code that researcher has extracted from pilot transcript and all recordings.

Related content for each intrapreneurial antecedent were listed under each code for each employee in order to have all related quotes for specific code under this code.

The researcher has got each quote compared with sub-code 2 in Table 4 in order to verify and judge where to allocate that quote.

Table 6. Quotations for proactiveness

Interviewee	Intrapreneurial Characteristic 1 (C1): Proactiveness related quotes
I1	"If you have anything wrong in the company it would affect you" "At the beginning you explain that there is something wrong to the person" "Do the job myself"
I2	"If there is things I can do myself I would do it" "I will fight so hard to make it happen"
I3	"Anything would get wrong and would impact our target, then this has to change"
I4	"I have invited every person that I did not get along with him to the training"
I5	"I will do it my way, I am responsible for my numbers" "Whatever missing I used to do it myself"
I6	"I put everything on the table" "I try to correct it" "I always raise the issue" "I take the challenge" "I would go to these people and try to convince them"
I7	"Try to fix it as much as you can" "I cover it myself" "I will close it"
I8	"Talk to people or Make noise to management" "I don't want to be in stupid organization" "I will take it" "I don't need approval"
I9	"I would contact the person to solve the problem" "I handle the project" "I take it"
I10	"I will never let it go" "I do the extra time" "I will take it"

Table 6 illustrates, interviewees quotations related to intrapreneurial characteristic of proactiveness.

Table 7. Quotations of innovativeness

Interviewee	Intrapreneurial Characteristic 2 (C2): Innovativeness related quotes
I1	“Make it simple as much you can”
I2	“I like to take challenges and learn new things”
I3	“I moved to something newer, which is data center vertical inside Cisco, and I handled it well. This gave me a gave me a reputation in data center market in Saudi Arabia” “I managed to put a formula for the management and other players to mitigate that risk”
I4	-
I5	“I focused on something been neglected by others and I make big achievement” “I find the way to deliver” “I have plan B”
I6	“I would go to these people and try to convince them” “I solve the problem”
I7	“Most of the time I think out of the box” “ I address all the pain of clients”
I8	“I have to manage stakeholders”
I9	“more business is better than having no business”
I10	“I read about the server for 2 days and close the project on behalf the server team”

Table 7 illustrates, interviewees quotations related to intrapreneurial characteristic of innovativeness.

Table 8. Quotations of risk taking

Interviewee	Intrapreneurial Characteristic 3 (C3): Risk taking, related quotes
I1	"the biggest the risk is the biggest the reward" “It is better to take a decision then you deal with consequences” “I will do my best judgment and commit” “I can rectify this situation, so I took the risk”
I2	“If I believe it is the right thing I will do it and will take the responsibility” “I will take it”
I3	“If it is a calculated risk, I will take it” “You always put risk mitigation plan” “If I believe it is the right thing I will do it and will take the responsibility”
I4	-
I5	“I have plan B” “Flexibility is very important”
I6	“If the Risk is within my capacity, I will take it”
I7	“I close it”
I8	“I would have the riskiest option for the maximum reward” “The risk is just a work has to be done and you do it”
I9	“If you don’t take enough risk, you would stay where you are”
I10	“If the is no pain no gain” “I will take the risk” “I will not let it go”

Table 8 illustrates quotations related to intrapreneurial characteristic of risk taking.

Table 9. Quotations of autonomy

Interviewee	Intrapreneurial Characteristic 4 (C4): Autonomy, related quotes
I1	“I make my work easier and more efficient”
I2	“I will learn how to do it”
I3	“I will find a way to cover his position”
I4	“I will accept the challenge” “I know how to convince my manager” “I find my own way”
I5	“I find the way to deliver” “Flexibility is very important”
I6	“I would go to these people and try to convince them” “I would try to find other resources”
I7	“We diversify to minimize the risk” “I try to convince the guy to work on himself” “If I can’t, I would bring someone else who has the skills” “I spend all the time learning, now I know to handle it”
I8	“I would replace the resource and his deliverable by another deliverable” “I can contract someone else to do it” “I do the right thing” “you have to work to make everybody is happy” “I have to manage stake holders”
I9	“I would come up with a solution” “I get PMP certificate to handle the project”
I10	“I read about the server for 2 days and close the project on behalf the server team”

Table 9 illustrates quotations related to intrapreneurial characteristic of autonomy.

Table 10. Quotations of getting job done

Interviewee	Intrapreneurial Characteristic 5 (C5): Getting Job Done, related quotes
I1	“Do the job myself”
I2	“Somebody has to cover the gap” “If there is things I can do myself I would do it” “I will fight so hard to make it happen”
I3	“I will find a way to cover his position”
I4	“Everybody told me that you can't do it, I did the best achievement ever”
I5	“At the end I want to achieve my goals” “I would do my best to achieve”
I6	“I will do it without saying” “I find a solution to continue” “I manage it”
I7	“I get the job done, no matter what”
I8	“In HP I known as the one how could make complex deal with high price”
I9	“The most important thing is achieving the goals”
I10	“I would do it myself”

Table 10 illustrates quotations related to intrapreneurial characteristic of getting job done.

3.8 Data interpretation

To make sense of the qualitative data, a role of interpretation shall be conducted by the researcher Rowley, 2013.

Qualitative content analysis does not generate counts and statistical significance; instead, it exposes patterns, themes, and categories important to a social reality Zhang & Wildemuth, 2005. Also they have mentioned that; qualitative research is essentially interpretive, and interpretation characterizes researcher personal and theoretical understanding of the phenomenon under study.

Accordingly, researcher has conducted data interpretation in order to analyze data and to conclude results from data compared with theory, taking into consideration all words, phrases or sentences were said in all interviews combined with interviewee reaction to the question and his enthusiasm.

SECTION FOUR

FINDINGS AND DISCUSSION

4.1 Findings

Research findings developed from analyzing data collected from content analysis which gained by conducting interviews with interviewees who have career success those have been identified in chapter 3 and based on literature review in chapter 2, and got content compared with literature review for intrapreneurial behavior.

Conclusion and result is illustrated in Table 11,

Table 11. Analysis results

Interviewee	Intrapreneurial characteristics/codes				
	Proactiveness	Innovativeness	Risk-taking	Autonomy	Getting Job Done
I1	✓	✓	✓	✓	✓
I2	✓	✓	✓	✓	✓
I3	✓	✓	✓	✓	✓
I4	✓	-	-	✓	✓
I5	✓	✓	✓	✓	✓
I6	✓	✓	✓	✓	✓
I7	✓	✓	✓	✓	✓
I8	✓	✓	✓	✓	✓
I10	✓	✓	✓	✓	✓

As shown in Table 11, all characteristics of intrapreneurial behavior were found in all interviewees except interviewee number 4, as two of these characteristics, innovativeness and risk taking, did not appear in the interview content for interviewee number 4.

Although all interviewees have shown that they have intrapreneurial characteristics as antecedent to career success, these characteristics vary from one interviewee to another, and this is not to be addressed in this research.

As intrapreneurial dimensions are overlapping between each other De Jong & Wennekers, 2008, this has been clearly found in this research, as in one response (quotation) we can see an indication for all five dimensions. For example when interviewee number one has answered question number 2 he responded: “Do the job myself” this indicates that he is proactive as he don’t want the project to be stopped, also he is innovative because he will find a way to complete a job he did not started and not his roll, also the quote shows that interviewee number one is a risk taker as he is getting himself involved in a roll that designate to deferent resource and this would affect the project in a way or another. Also the quote give us as indication that he has autonomy as he is willing to do a job that not his roll and he is committed to himself that he is willing to do it and deliver the output by himself. Last but not least the quote show us that interviewee number one gets his job done, as he want to complete the work of his project no matter what and he is willing to do the job by himself in order to have it done.

In this chapter researcher is going to highlight each intrapreneurial characteristics for each interviewee.

4.1 Interviewee number 1

As shown in Table 12, Interviewee number 1 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definitions stated in Table 4.

Table 12. Results for interviewee number 1

Interviewee number 1			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	"If you have anything wrong in the company it would affect you" "At the beginning you explain that there is something wrong to the person" "Do the job myself"	
Innovativeness	He has the characteristic	"Make it simple as much you can"	
Risk-taking	He has the characteristic	"the biggest the risk is the biggest the reward" "It is better to take a decision then you deal with consequences" "I will do my best judgment and commit" "I can rectify this situation, so I took the risk"	
Autonomy	He has the characteristic	"I make my work easier and more efficient"	
Getting job don	He has the characteristic	"Do the job myself"	

4.2 Interviewee number 2

As shown in Table 13, Interviewee number 2 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 13. Results for interviewee number 2

Interviewee number 2			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“If there is things I can do myself I would do it” “I will fight so hard to make it happen”	
Innovativeness	He has the characteristic	“I like to take challenges and learn new things”	
Risk-taking	He has the characteristic	“If I believe it is the right thing I will do it and will take the responsibility” “I will take it”	
Autonomy	He has the characteristic	“I will learn how to do it”	
Getting job don	He has the characteristic	“Somebody has to cover the gap” “If there is things I can do myself I would do it” “I will fight so hard to make it happen”	

4.3 Interviewee number 3

As shown in Table 14, Interviewee number 3 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 14. Results for interviewee number 3

Interviewee number 3			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“Anything would get wrong and would impact our target, then this has to change”	
Innovativeness	He has the characteristic	“I moved to something newer, which is data center vertical inside Cisco, and I handled it well. This gave me a gave me a reputation in data center market in Saudi Arabia” “I managed to put a formula for the management and other players to mitigate that risk”	
Risk-taking	He has the characteristic	“If it is a calculated risk, I will take it” “You always put risk mitigation plan” “If I believe it is the right thing I will do it and will take the responsibility”	
Autonomy	He has the characteristic	“I will find a way to cover his position”	
Getting job don	He has the characteristic	“I will find a way to cover his position”	

4.4 Interviewee number 4

As shown in Table 15, Interviewee number 4 has complied with 3 dimensions out of five intrapreneurial characteristics subject to this research. These characteristics are; proactiveness, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 15. Results for interviewee number 4

Interviewee number 4			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	"I have invited every person that I did not get along with him to the training"	
Innovativeness	-	-	No related quotes
Risk-taking	-	-	No related quotes
Autonomy	He has the characteristic	"I will accept the challenge" "I know how to convince my manager" "I find my own way"	
Getting job don	He has the characteristic	"Everybody told me that you can't do it, I did the best achievement ever"	

4.5 Interviewee number 5

As shown in Table 16, Interviewee number 5 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 16. Results for interviewee number 5

Interviewee number 5			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	"I will do it my way, I am responsible for my numbers" "Whatever missing I used to do it myself"	
Innovativeness	He has the characteristic	"I focused on something been neglected by others and I make big achievement" "I find the way to deliver" "I have plan B"	
Risk-taking	He has the characteristic	"I have plan B" "Flexibility is very important"	
Autonomy	He has the characteristic	"I find the way to deliver" "Flexibility is very important"	
Getting job don	He has the characteristic	"At the end I want to achieve my goals" "I would do my best to achieve"	

4.6 Interviewee number 6

As shown in Table 17, Interviewee number 6 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 17. Results for interviewee number 6

Interviewee number 6			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“I put everything on the table” “I try to correct it” “I always raise the issue” “I take the challenge” “I would go to these people and try to convince them”	
Innovativeness	He has the characteristic	“I would go to these people and try to convince them” “I solve the problem”	
Risk-taking	He has the characteristic	“If the Risk is within my capacity, I will take it”	
Autonomy	He has the characteristic	“I would go to these people and try to convince them” “I would try to find other resources”	
Getting job don	He has the characteristic	“I will do it without saying” “I find a solution to continue” “I manage it”	

4.7 Interviewee number 7

As shown in Table 18, Interviewee number 7 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 18. Results for interviewee number 7

Interviewee number 7			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“Try to fix it as much as you can” “I cover it myself” “I will close it”	
Innovativeness	He has the characteristic	“Most of the time I think out of the box” “I address all the pain of clients”	
Risk-taking	He has the characteristic	“I close it”	
Autonomy	He has the characteristic	“I make my work easier and more efficient”	
Getting job don	He has the characteristic	“I get the job done, no matter what”	

4.8 Interviewee number 8

As shown in Table 19, Interviewee number 8 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 19. Results for interviewee number 8

Interviewee number 8			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“Talk to people or Make noise to management” “I don’t want to be in stupid organization” “I will take it” “I don’t need approval”	
Innovativeness	He has the characteristic	“I have to manage stakeholders”	
Risk-taking	He has the characteristic	“I would have the riskiest option for the maximum reward” “The risk is just a work has to be done and you do it”	
Autonomy	He has the characteristic	“I would replace the resource and his deliverable by another deliverable” “I can contract someone else to do it” “I do the right thing” “you have to work to make everybody is happy” “I have to manage stake holders”	
Getting job don	He has the characteristic	“In HP I known as the one how could make complex deal with high price”	

4.9 Interviewee number 9

As shown in Table 20, Interviewee number 9 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 20. Results for interviewee number 9

Interviewee number 9			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“I would contact the person to solve the problem” “I handle the project” “I take it”	
Innovativeness	He has the characteristic	“more business is better than having no business”	
Risk-taking	He has the characteristic	“If you don’t take enough risk, you would stay where you are”	
Autonomy	He has the characteristic	“I would come up with a solution” “I get PMP certificate to handle the project”	
Getting job don	He has the characteristic	“I would do it myself”	

4.10 Interviewee number 10

As shown in Table 21, Interviewee number 10 has complied with all intrapreneurial characteristics subject to this research; proactiveness, innovativeness, risk taking, autonomy and getting job done.

Related quotes were added in front of each characteristic, however number of quotes for each characteristic does not give any deference in research findings. As long the interviewee has responded to the question and his answer were compared with each dimension that has been derived from literature review and matched the definition in stated in Table 4.

Table 21. Results for interviewee number 20

Interviewee number 10			
Intrapreneurial characteristics	Results	Related quotes	Remarks
Proactiveness	He has the characteristic	“I will never let it go” “I do the extra time” “I will take it”	
Innovativeness	He has the characteristic	“I read about the server for 2 days and close the project on behalf the server team”	
Risk-taking	He has the characteristic	“If the is no pain no gain” “I will take the risk” “I will not let it go”	
Autonomy	He has the characteristic	“I read about the server for 2 days and close the project on behalf the server team”	
Getting job don	He has the characteristic	“I would do it myself”	

4.2 Discussion

Content analysis was conducted on qualitative data collected from interviews with employees who have become successful in their career path for the purpose of answering the research question of whether these successful employees are intrapreneurs or not and do they have intrapreneurial behavior characteristics or not.

Although the researcher could not find a similar or related research topic in order to compare data as secondary data, the findings in this research have shown explicitly that these successful employees are intrapreneurs and that they have gained intrapreneurial characteristics as antecedents for career success.

It is very important to highlight that this research does not conclude that intrapreneurial behavior is an antecedent for career success, however the results or findings indicated a high possibility of such a conclusion as all ten interviewees have shown a positive result. This would encourage other researchers to unearth further information in this direction.

Nine out of ten of the interviewees were fully compliant with all five characteristics/dimensions of intrapreneurial behavior. The 10th one (interviewee number 4) was compliant with three out of the five dimensions, however this does not infer that this person is not an intrapreneur, as he is complied with three other dimensions. This gives us an important indication as the output of this research informed us intrapreneurial dimensions vary from one interviewee to another, and not all these interviewees are equal in these dimensions. This leads to another concern about how strong or weak each dimension is with each person this would encourage researchers to study these variances of intrapreneurial behavior among employees having career success to see which are the most common between them.

Five intrapreneurial characteristics or dimensions, which have been derived from literature, were tested on all interviewees and the results were positive, however there are some additional findings that were derived from content analysis across all the interviewees; some of these findings are related to theory, while others are not. For these who are related to theory as all interviewees matched (Pinchot, 1985) the intrapreneur's 10 commandment number 3 that says; "*Do any job needed to make your project work, regardless of your job description*" none of them has shown any hesitant while answering question number 3, all of them were firm about completing the job

even if they had to do it by themselves. Another finding in same direction 2 interviewees (Interviewee number 1 and interviewee number 8) has lost their jobs once because of their proactiveness and enthusiasms, this matches Pinchot (1985), the intrapreneur's 10 commandment number 1 that says; "*come to work each day willing to be fired*". Another extra findings matched Pinchot (1985), the intrapreneur's 10 commandment number 8 that says; "Remember, it is easier to ask for forgiveness than for permission" as all of interviewees has shown that they act, when necessary, without taking permission from higher management.

The above findings, when combined with research discoveries, give a clear picture about research findings, showing that all interviewees who are successful employees, are intrapreneurs and that they act, by nature, in an intrapreneurial manner. This would give validation to the relationship between intrapreneurial behavior and career success.

For these findings, which are non-literature related, having been derived from content context, it shows that they could be valid factors for career success. The researcher has several observations about some of these interviewees and will take them one by one:

1. Interviewee number 3 is an aggressive person when it is related to his goals and he always seek for maximum profit no matter what.
2. Interviewee number 4 is a fighter who never surrenders when it comes to his goals and his commitments. He always accepts challenges and produces high results.
3. Interviewee number 5 is an opportunity seeker; he always tries to find the opportunity from "neglected" products and to make maximum profits out of them.
4. Interviewee number 6 likes to take challenges. Also, he never likes to make enemies as he believes that a person has to have a good relationship with everyone.
5. Interviewee number 7 is patient person who takes big challenges and works on them while keeping a low profile, step by step, until he reach the highest achievement.
6. Interviewee number 8 works to demonstrate and to protect his value to the company. Also, he works to keep the relative stakeholders happy, (management, client and team work).
7. Interviewee number 10 likes to go the extra mile and do a job that, usually, others don't want, in order to gain a higher achievement.

The above observations come from content' context from 7 interviewees highlighting their special characteristics for each of them. Although these characteristics are out of research scope, the researcher has manifested them in order to show that there are many factors for career success including intrapreneurial behavior.



SECTION FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This research was conducted to examine intrapreneurial characteristics of employees having career success.

Content analysis was conducted on qualitative data which was collected from conducting interviews with 10 employees who have career success as illustrated in Table 1.

The intrapreneurial characteristics derived from literature review were: proactiveness, innovativeness, risk taking, autonomy and getting job done.

The results or findings of this research are illustrated in Table 11, and it state that all 10 interviewees are intrapreneurs, however interviewee number 4 did not fulfill all characteristics as he had two characteristics missing, innovativeness and risk taking.

More characteristics were found during content analysis and these characteristics match 3 of Pinchot (1985) The intrapreneur's 10 commandment.

The researcher has highlighted his own observations and additional findings for non-intrapreneurial characteristics, as shown in the content for seven interviewees.

5.2 Research limitation and future suggestions

This research has several limitations as does any research project. The researcher states these limitations as per the following:

1. The researcher was unable to find any previous research or articles addressing the same research subject of whether there is a link between intrapreneurial behavior and career success

2. Interviews were conducted with successful employees who are working in the Saudi Arabian market, other markets need to be explored.
3. Interviewees who gave data for analysis were from different industries of business i.e. Information Technology, health, government, real estate and business consultancy. Future researches could explore each industry by itself or add more industries.
4. As this research has a qualitative nature, more findings and results could be explored through conduct quantitative researches in the future. Especially with the same or similar questions, as stated in this research.
5. From a demographical point of view, female interviewees were missing, as all interviewees were males. This would encourage future research to include females in the sampling. Age also was not considered.
6. This research did not take into account educational background while selecting the interviewees. Future researches could take this factor into consideration.
7. This research does not aim to determine the antecedents for career success or what would lead an employee to be successful. On the contrary the researcher has tried to find a link in this research between intrapreneurial behavior and career success. Researches in the future could determine whether intrapreneurial behavior does lead to career success.

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