

COMPETENCE, ORGANIZATIONAL SUPPORTS AND INTRAPRENEURIAL PERSISTENCE IN MANUFACTURING FIRMS IN NIGERIA

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ABSTRACT

The dearth of literature in intrapreneurial persistence from developing economies and the limited knowledge in the area as well, were what stimulated the current study. Thus, we explored the direct effect of competence and intrapreneurial persistence, and how it might be organizational supports. Utilizing a structured questionnaire, we collected data from a sample of 215 intrapreneurs from manufacturing firms in Nigeria. A single-parallel mediation analysis was used to analyze the data on the PROCESS V.3.0. The results indicated that there is a positive and significant direct effect of competence on intrapreneurial persistence, and that organizational supports mediated this relationship. The current study confirms both the competence motivation theory and the social support theory as theoretical lenses for examining competence and organizational supports: two espoused variables that assist in explaining intrapreneurial persistence.

Keywords: Competence, Organizational supports, Intrapreneurial persistence, Intrapreneurs, Manufacturing firms.

INTRODUCTION

Intrapreneurs are a very crucial element in business firms because they usually introduce innovative and creative processes, recognize opportunities and engage in some risks that are required to assist their firms to compete favourably, grow and succeed. But notwithstanding, most intrapreneurs are often faced with numerous challenges, including limited resources, and lack of support from their organizations that often result in them exiting rather than persisting in intrapreneurship. Apart from the numerous problems that affect intrapreneurs, lack of

competencies stands out as one of the major inhibitions to intrapreneurial persistence (Liao & Gartner, 2006; Sabiu *et al.*, 2018).

Competence refers to an individual's belief in his or her capability to perform activities with skill (Edwards-Schachter *et al.*, 2015). Competence is viewed as a major impediment to intrapreneurship, mostly because intrapreneurship like entrepreneurship requires a set of skills, without which an individual may not be able to persist because the processes are tedious (e.g. Shane *et al.*, 2003; Cardon & Kirk, 2015). The level of competence that an employee has that they can engage in

intrapreneurship would be very crucial in determining whether they would exit or persist in the process (Sabiou *et al.*, 2018).

Nevertheless, regardless of how important intrapreneurship is to businesses, only very few firms appear to be making extra effort to foster the persistence in the process (Santoro *et al.*, 2020). An abundance in employees with limited competence or set skills points to a gap that might affect their intrapreneurial persistence. Moreover, most intrapreneurial processes are often discontinued when the employees are disengaged (Coppens *et al.*, 2022). This is because the firms are faced with law suits for continuous usage of the process established by the employees with rewards. Therefore, it is pertinent to try to understand the association between competence and intrapreneurial persistence.

Knowledge about competence and intrapreneurial persistence is scant. Most efforts of previous researchers have centered on competence and other entrepreneurial processes such as success (Raca & Deaconu, 2018; Ng *et al.*, 2017), intentions (Menke, 2018; Tsakiridou, & Stergiou 2014), persistence (Botha & Taljaard, 2019), and engagement (Jemal, 2020). Although, there have been limited studies to the best of our knowledge that have attempted to investigate for the direct effect of competence and intrapreneurial persistence. Suffice to say, that inconsistencies exist in the findings between competence and entrepreneurial processes as well. Thus, it is pertinent that the concept of competence is further explored to understand how it affects intrapreneurial persistence.

Competence alone may not be strong enough to drive and sustain intrapreneurship, since the intrapreneurs require the permission of their supervisors to pursue such processes (Williamsson & Bergman, 2020; Orchard *et al.*, 2018). Thus, organizational supports could be a

very essential factor in ensuring that intrapreneurs within the business are able and willing to persist (Chouchane *et al.*, 2023). Organizational supports refer to the various efforts and events by the provided the organization that is geared towards encouraging or enhancing the commitment and performance of their employees (Eisenberger *et al.*, 1986). The skills and abilities of intrapreneurs might become redundant if the organization does not support such processes. Thus, it is essential to garner and have organizational supports as a means of harnessing competence, and assisting intrapreneurs in persisting in their processes.

Previous studies on organizational supports have found positive associations between organizational supports and various employees' behaviours (e.g. Chouchane & St-Jean, 2023; Moghaddas *et al.*, 2020). But there are limited studies to the best of our knowledge that have investigated the link between organizational supports and intrapreneurial persistence. The current study therefore closed this gap because businesses can gain more when employees engage on and persist in intrapreneurial processes if they give their supports.

Discussions about intrapreneurship in Nigeria are still very sketchy, but this is not to say that there are no cases of intrapreneurship in the country. In the manufacturing sector for example, is one sector where activities of intrapreneurs are prolific because of the constant creative and innovative products that they are producing. Also, manufacturing firms usually make competence a key criterion for selection of employees into their workforce (Van Der Heijde & Van Der Heijden, 2006). And in some instances, they usually organize different training and welfare schemes for their employees (e.g. Waititu *et al.*, 2017). These, could encourage intrapreneurship development in the firms, and even help to sustain it. Although there have not been any

conscious efforts to the best of our knowledge that have explored to examined how the combined effects of competence and organizational supports, work together to foster intrapreneurial persistence in manufacturing firms in Nigeria. Therefore, this study explored the direct, indirect and total effect of competence through organizational supports on intrapreneurial persistence in manufacturing firms in Nigeria.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Intrapreneurial Persistence

Intrapreneurial persistence in this study refers to the ability of an employee to continue with entrepreneurial projects and activities within their organization, amidst threats and challenges arising from the usage of organizational resources even though they do not bear any costs by themselves. Employees that have entrepreneurial tendencies require some level of perseverance to be able to sustain such traits within the firm because their goals and aspirations may not always be in tandem with those of the organization (Tietz et al., 2014). Intrapreneurial persistence focuses on how employees who are entrepreneurially inclined in an organization can remain astute in pursuing entrepreneurial activities like driving businesses, promoting opportunities, working flexibly, assuming some risks, and acting proactively despite the challenges involved in such process (Okwor *et al.*,

2022). Previous studies have shown that persistence is very essential to entrepreneurship because it assists entrepreneurs to wade through the challenges embedded in the process to success in their ventures (e.g. Cardon & Kirk, 2015; Ahsan *et al.*, 2021). A similar thing would apply to intrapreneurship because it is only through persistence that an employee might be able to initiate entrepreneurial ideas and then navigate through the bottlenecks of the organization toward success.

Albeit the positive relationships highlighted in previous studies, the links between competence and intrapreneurial persistence appear to have not received adequate attention in the research literature. A knowledge gap seems to exist on how competence might influence intrapreneurial persistence or the fundamental mechanisms for such effects. Hence, we argue that there is a need to systematically explore this theoretical and empirical gap. We aim at filling this gap by examining how the components of employees' competence might influence their ability to remain resilient in their goal pursuit amidst threats and challenges (i.e. persistence in intrapreneurship). This study systematically explored the nature of these components by focusing on a mediation process that link competence to intrapreneurial persistence through organizational supports. We apply a robust empirical analysis on a set of complementary hypotheses (Figure 1).

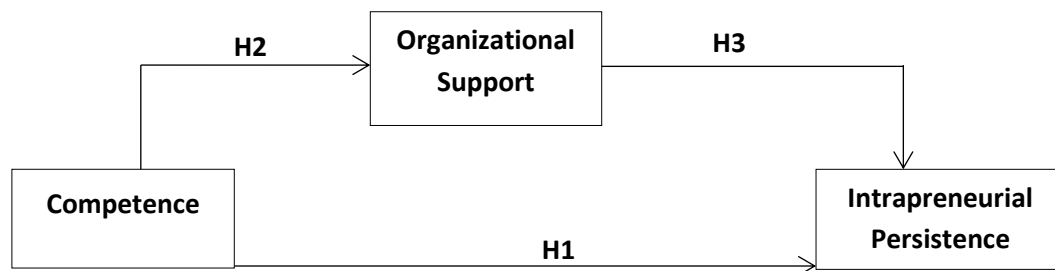


Figure 1: Conceptual model of the link between competence, organizational supports and intrapreneurial persistence

Source: Authors' Design, 2024

Theoretical Foundation

The competence motivation theory (CMT) and the social support theory (SST) are the theoretical frameworks upon which the arguments of the current study are built. The CMT explains that individual who believes that they have the capability required to execute the standard required for a task, display greater commitment and persistence. Ulrich, (1997) have explained that CMT variables as skills, abilities, confidence, capabilities and self-efficacy are significant to relations among job commitment, engagement, affect and citizenship behaviour. CMT is a key example in examining workplace behaviours, and its basic premise is on the norm of efficiency, according to which people will perform better if they are confident in their skills and ability (Stankov& Crawford, 1997).

The SST on the other hand, assumes that individuals can become interested in, display commitment and accomplish tasks effectively when they believe that they have the required skill sets and capability when they perceive that they are getting enough supports that equates to their efforts (Lakey& Orehek, 2011).Voleryand Tarabashkina, (2021) have explained that the perceptions that there is support and care from the organization can provoke positive work behaviours among employees. The core assumption of the SST

therefore is that supports foster affects and commitments, and such affects and commitments can result in persistence in positive work behaviours. The linkage between these theories, therefore, is that the availability of competent employees, coupled with the supports from the business organization, will foster the engagement and persistence in intrapreneurship.

Competence and Intrapreneurial Persistence

Prior studies have found that competence is positively and significantly related to entrepreneurial outcomes like persistence (e.g. Cardon & Kirk, 2015). But there are not many research involving intrapreneurial persistence that have been carried out. At most, more of the studies have investigated work behaviours, and not intrapreneurial outcomes per se. Notwithstanding, since competence positively predicted employee behaviour and other work-related attitudes (Ahmed et al., 2022), the tendency that it can positively predict intrapreneurial persistence is there as well. What this implies is that if employees in an organization believe that they have the skills and capacity to become intrapreneuers they will be more likely to persist in intrapreneurial behaviours. Drawing on CMT, this study argues that employees can interpret their competence to engage in intrapreneurship as a motivation to persist in the process (e.g.Pandey et al.,

2021Neessen et al., 2019). Competence can assist in shaping intrapreneurship and as well as the persistence of intrapreneurs in it. Thus, our model in this study considers competence a significant antecedent to intrapreneurial persistence, and it is along these lines, that we propose that there might be a positive association between competence and intrapreneurial persistence in manufacturing firms in Nigeria.

Hypothesis 1: Competence is positively and significantly associated to intrapreneurial persistence in manufacturing firms in Nigeria.

In anticipation that there will be a confirmation of a positive relationship between competence and intrapreneurial persistence as proposed in this study, this study adds to the literature by suggesting that organizational supports will mediate the relationship between competence and intrapreneurial persistence. However, there must be an influence of competence on organizational supports and of organizational supports on intrapreneurial persistence for such mediation to happen. We address these relationships between competence and organizational supports first, before the relationships between organizational supports and persistence in the following paragraphs.

Competence and organizational supports

Previous researches have established that competence is positively and significantly related to several organizational outcomes like growth and performance (e.g. Shetet *al.*, 2019). However, very limited research efforts have been carried out in the area of organizational supports. Notwithstanding, since competence positively predicted employee behaviour and other work-related attitudes (Malet *al.*, 2022), which in turn fosters greater organizational performance and success, there is the possibility that it can foster organizational supports. By implication, if the organization senses that they have employees that are competent,

they will be more likely to provide various supports in terms of finance, infrastructure and other social amenities. Arguing from the CMT, we assume that the organization can interpret the competence of their employees as a resource, and as such may decide to provide supports as forms of encouragement to them. Competence can awaken the organizations to encourage, motivate and care for their workforce by creating various forms of supports (Kareem & Hussein, 2020). It is based on this argument that we consider competence a significant antecedent to organizational supports, we propose that there might be a positive association between competence and organizational supports in manufacturing firms in Nigeria.

Hypothesis 2: Competence is positively and significantly associated to organizational supports in manufacturing firms in Nigeria.

Organizational supports and Intrapreneurial persistence

Previous studies have established that organizational supports foster positive work behaviours and attitudes (e.g. Chouchane & St-Jean, 2023; Moghaddas et al., 2020). Regardless, there are limited studies that have explored the link between organizational supports and intrapreneurial persistence. Although, several empirical evidence suggests that supports fosters entrepreneurial behaviour (e.g. Menke, 2018; Tsakiridou, & Stergiou 2014). Hence, since organizational supports positively predicted work attitudes and behaviours, it is very likely that it will foster intrapreneurial persistence as well. What this implies is that the levels of supports that intrapreneurs get in the form of financial, social and infrastructure will motivate them to persist in their Intrapreneurial behaviours. In line with the SST, we argue therefore, that the more supports that intrapreneurs receive from their organizations; the more they are bound to

persist with such intrapreneurial behaviours. Thus, we propose that

Hypothesis 3: Organizational supports are positively and significantly associated to intrapreneurial persistence in manufacturing firms in Nigeria.

Competence and intrapreneurial persistence through organizational supports

Organizational supports involves the various activities and programs undertaken by the organization that encourages and motivates their employees to display positive productive behaviours like commitment, satisfaction, engagement, and involvement (Okwor, 2022). In line with Eisenberger et al. (1986), organizational supports to employees are essential for positive work outcomes. Also, many theories have suggested that support is essential for sustaining motivation, engagement and success in workplaces (Ryan & Deci, 2000).

Previous studies have found that organizations that encourage and support their employees tend to enjoy more commitment and affection from their employees (e.g. Moghaddas et al., 2020). Competence on the other hand, which involves the believe on one's set skills and capabilities will provoke commitment and engagement as well (e.g. Pandey et al., 2021 Neessen et al., 2019) It is based on these, that we argue that competence, blended with support will most likely lead to positive workplace behaviours. Thus, drawing upon the CMT and the SST, we expect that competence will foster intrapreneurial persistence among employees and that if the employees receive adequate encouragement and care in the forms of supports from the organization, their perseverance in intrapreneurship will be greater. We, therefore, hypothesize that:

Hypothesis 4: Organizational supports mediate the relationship between competence and intrapreneurial persistence in manufacturing firms in Nigeria.

METHODOLOGY

The participants of this study were intrapreneurs from medium-scale manufacturing firms selected from listings of small and medium-sized enterprises in Nigeria (SMEDAN & NBS, 2021). (For this study, we regard an intrapreneur as an employee of a firm who is involved in the innovation and development of products and services). We considered only employees in the Research and Development (R & D) departments of these firms. The choice of these employees is based on the reasoning that they are more likely to develop innovative products and services since they are involved in the R & D departments. The total population was 2266 intrapreneurs from 354 medium manufacturing firms. With a simple sample random sampling technique, we drew a sample of 340 intrapreneurs and sent emails of the self-administered questionnaire to intrapreneurs with a cover letter that invited and described the study to the participants and also assured them of confidentiality.

A total of 215 intrapreneurs responded to the questionnaire after two weeks that it was sent; we however sent out reminders to the intrapreneurs and waited for another one week. At the end of this period, we received responses from 82 more intrapreneurs, thus, the responses of a total of 297 intrapreneurs (i.e. 87.4%) were utilized in the study. 173 (i.e. 58.2%) of the intrapreneurs responded as males, while 124 (41.8%) of the intrapreneurs are female. 91 (i.e. 30.6%) of the intrapreneurs are between the ages of 18 and 22 years; 108 (i.e. 36.4%) of the intrapreneurs are between the ages of 23 and 27 years, while

98 (i.e. 33. 0%) are between 28 and above years.

Measures

Gender and age of the intrapreneurs of this study were utilized as the control variables. For gender, the scale was categorized as: 1 = Male, 2 = Female. For age, the scale categorized as 1 = 18 – 22 years, 2 = 23 -27 years, and 3 = 28 and above years. There is every possibility that these variables might have strong implications for intrapreneurs' intrapreneurial persistence.

Competence: The existing scale of competence as a facet of psychological empowerment, designed by Spreitzer (1995) was adopted in this study. The scale consisted of 3-items scale, and we did not make any modifications in the wording of the items because the instruments were administered to the employees to which the items fit. Sample items were “I am confident about my ability to do my job” and “I have mastered the skills necessary for my job”. All items were rated on a five-point Likert-type response ranging from strongly disagree and strongly agree. Our α was 0.86.

Organizational Supports: we developed a four-item scale with wordings from previous studies (e.g. Eisenberger *et al.*, 1986). The scale determines the extent to which the organization provides necessary

supports for their employees. Example of some of the items are “there is financial supports from the firm to accomplish projects” “the firm often provides every tools, including devices required to accomplish projects” there are rewards from the firm for outstanding performance. Our α was 0.80.

Intrapreneurial Persistence: We used the 6-item entrepreneurial persistence scale developed by Cardon & Kirk (2015), Examples of the item are “I continue to work on hard projects even when others oppose me,” “I can think of many times when I persisted with work when others quit” and “No matter how challenging my work is, I will not give up.” Our α was 0.88.

Overall measurement model fit

In order to determine the acceptability of the overall model fit of this study, we performed a Confirmatory factor Analysis (CFA) using AMOS 24.0. The model consisted of three latent variables representing Competence, organizational supports and intrapreneurial persistence. We discovered that there was an acceptable model fit because all the indices: $\chi^2 = 264.9$; $df = 199$; $\chi^2/df = 1.33$; GFI = 0.926, CFI = 0.988; AGFI = 0.906, TLI = 0.986; RMR= 0.45; RMSEA = 0.33, were adequate (e.g. Hair *et al.*, 2010).

Convergent validity and discriminant validity

The factor loadings are significant and are way above the acceptable value of ≥ 0.6 on their corresponding constructs. We established that there was convergent validity (CV) because we found the average variance extracted (AVE) is ≥ 0.50 . We also established acceptable discriminant validity (DV) for the data because the square root of the AVE is greater than the correlation of

the latent variables in the CFA (Fornell & Larcker, 1981), see in Table 1.

Composite reliability and Cronbach's alpha reliability

Our data met every criteria required for a reliable scale (Table 1); according to Hair et al. (2010), a reliable scale should have a Cronbach's alpha and composite reliability that are ≥ 0.70 and ≥ 0.60 , respectively; and that the factor loadings of the items should be ≥ 0.50 .

Table 1: Confirmatory factor analysis

Variables	Indicators	Loading	Convergent and Discriminant validity check				Reliability test	
			AVE	DV	MSV	MaxR(H)	CR	Cronbach alpha
Competence	COM1	0.90	0.740	0.860	0.125	0.926	0.921	0.864
	COM2	0.88						
	COM3	0.82						
Org. Supports	GOV1	0.80	0.644	0.802	0.168	0.879	0.879	0.803
	GOV2	0.80						
	GOV3	0.79						
	GOV4	0.82						
Persistence	PERST1	0.87	0.774	0.879	0.227	0.954	0.954	0.880
	PERST2	0.87						
	PERST3	0.88						
	PERST4	0.89						
	PERST5	0.90						
	PERST6	0.87						

Note(s): AVE = Average variance extracted. DV = Discriminant Validity. CR = Composite Reliability. MSV = Maximum Shared Variance

RESULTS AND DISCUSSIONS

The mean, standard deviations and bivariate correlations among the variables of this study is presented on Table 2. The table showed that there was a positive correlation between Competence and intrapreneurial persistence and with organizational supports respectively.

Table 2. Mean, standard deviation and bivariate correlations among variables

Variables	Mean	SD	1	2	3	4	5
Gender	1.58	.494					
Age	2.02	.799	.231**				
Competence	16.46	3.210	.349**	.278**			

Identifying	13.78	4.844	.347**	.377**	.267**		
Persistence	21.79	7.148	.426**	.241**	.382**	.452**	.411**

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

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

Hypotheses testing

Our study's hypotheses were tested with the Hayes PROCESS Macro 3.5 (Model 4 – Hayes, 2018). We applied a bias-corrected 5,000 resample bootstraps to determine the direct and indirect effects (Hayes, 2018). The results of our analyses are presented on Figure 2. This consists of the direct and total effects, while the analyses of the indirect effect are presented in Table 3.

Influence of Competence on intrapreneurial persistence

As shown in Figure 2, the regression model presented sufficient evidence to support hypothesis 1. That competence has a statistically significant direct relationship with intrapreneurial persistence ($\beta = 0.4258$, $p=0.0002$). Also, the result of the

total effect as presented in the figure, showed sufficient evidence that supports hypothesis 4. ($\beta = 0.5432$, $p \leq 0.000$), that there is a statistically significant (positive) total effect of competence and organizational supports on intrapreneurial persistence.

Impact of competence on organizational supports

In testing hypothesis 2, i.e., the direct relationship between competence and the mediating variable was tested. Findings show that competence was significantly related (positive) with organizational supports ($\beta = 0.2522$, $p \leq 0.000$). The above is the coefficient of the direct effect between competence, on organizational supports, and they indicated that hypothesis 2 was supported.

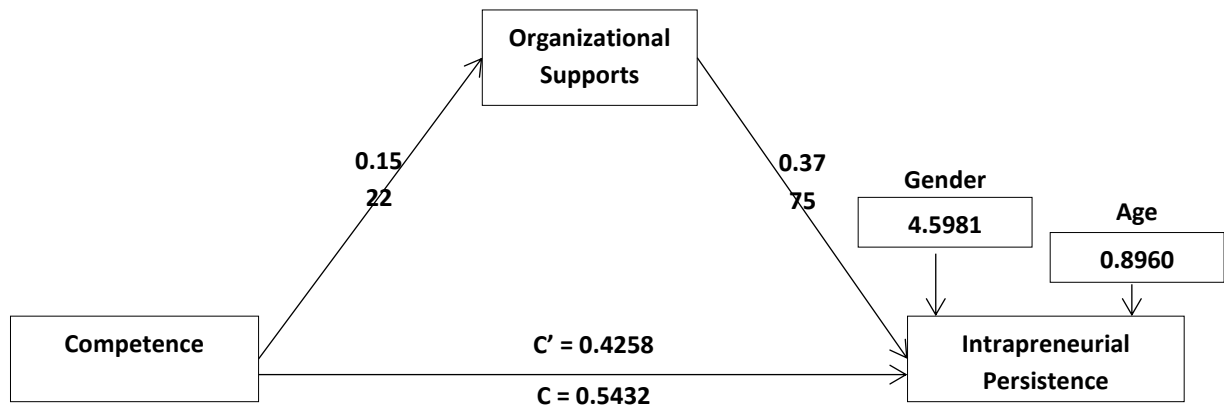


Figure 2 Results of the Structural Model

Source: outputs of Authors' computations from PROCESS V. 3.0

Table 3: Mediation Analysis.

Path	Indirect effects	Bias-Corrected 95% CI	
		Lower	Upper
Competence → Organizational supports → Persistence	0.374	0.4150	0.1308

Source: Extracted from PROCESS V 3 outputs

Impact of the mediating variable on intrapreneurial persistence

Concerning Hypothesis 3, our results showed that organizational supports significantly (positive) influenced intrapreneurial persistence ($\beta = 0.3775$, $p < 0.0000$). Hence, the hypothesis 3 was supported. The results of the covariates show that gender significantly predicts intrapreneurial persistence ($\beta = 4.5981$, $p = 0.0000$), and age of the employees also serves as a significant predictor of intrapreneurial persistence as well ($\beta = 0.8960$, $p = 0.0000$).

Indirect effect

The influence of competence on intrapreneurial persistence via the mediator

For Hypotheses 4, the influence of competence on intrapreneurial persistence through a parallel mediation involving organizational supports was tested. We utilized the bootstrapping method in examining the indirect effect. Table 3 shows that the effect of competence on intrapreneurial persistence through organizational supports was positive and statistically significant ($\beta = 0.374$, $p < 0.001$) of 95% bias-corrected confidence interval. The bootstrapping mediation test demonstrated that organizational

supports mediate the path through which competence influences intrapreneurial persistence. Thus, hypothesis 4 was supported.

Discussion

Employees with entrepreneurial traits require perseverance to withstand the threats and challenges inherent in the organization to succeed as intrapreneurs (Salisu et al., 2020). This study aimed at examining the effects of two factors on intrapreneurial persistence. The study examined the specific relationship between competence and intrapreneurial persistence, both directly, and indirectly as it is mediated by organizational supports. Previous studies have shown that competence is strongly related to intrapreneurial persistence (Pandey et al., 2021; Neessen et al., 2019), but since organizational supports has been shown in the literature to influence employees' entrepreneurial behaviours, (Chouchane & St-Jean, 2023; Moghaddas et al., 2020), we intended to examine how both variables work together in their influence on intrapreneurial persistence.

The findings of the study showed that it may be very important to include organizational supports in a study of intrapreneurial persistence because intrapreneurs need the supports,

involvement and encouragement from their organizations to be able to channel their actions appropriately toward their goals and pursuits. Excluding organizational supports in a study like this might result in us, missing out on a complete understanding of how important organizational supports are in intrapreneurship. This study provides some empirical support for speculations that organizational supports are important in intrapreneurship. Hence, the major contribution of this study is that every aspect of organizational supports mediates the relationship between competence and persistence intrapreneurship.

The focus of this study is on the involvement of the organization, whose supports determine the levels of intrapreneurial actions of the employees. Thus, our focus here is on organizational supports, which only intrapreneurs can report on. The definition we adopted for organizational supports and the theory of how the supports fit into our conceptual model, are built around the arguments that the nature of the relationships existing between managers and their employees will determine the extent to which a firm or its employees will persist in a project. We found significant relationships between organizational supports and intrapreneurial persistence. This is consistent with findings from Chouchane et al. (2023) that organizational supports are important to commitments, job satisfaction and engagement. We concur with previous scholars that there is a need for further research to explore the impact of various organizational supports on intrapreneurship. Our findings are in tandem with results from Chouchane et al. (2023) that organizational supports are an important driver of intrapreneurial behaviour.

Another contribution of this study concerns the impact of competence on intrapreneurial persistence. Although these results may not appear startling because of

the strong evidence that has appeared in the literature concerning competence, it makes a lot of sense as shown in Chouchane et al. (2023) that it is the organizational supports that will determine whether the intrapreneurial activities will continue or not. The way that we understand this result is such that everything is hinged on the distinctions between conceptualizations of competence and organizational supports. Whereas competence would motivate and spur an intrapreneur to persist in their goal pursuit because of the beliefs that inculcate in them that they can accomplish a task with their skills, the encouragements from the organization will determine whether they would pursue such goals. After all, the actions of the intrapreneurs affect the organization, and if the organizations do not buy into the ideas or activities of the intrapreneurs, the projects might terminate, not minding the levels of competence or beliefs that the intrapreneur has in their ability to accomplish tasks. As Barba-Sánchez, and Atienza-Sahuquillo, (2017) explains, the quality of supports that exists between a business and employees can predict the business's persistence.

Implications for Future Research

This study found support for a mediating impact of organizational supports in the relationship between competence and intrapreneurial persistence, suggesting a relevance organizational supports in intrapreneurship. It must be noted that persistence can be detrimental because some goals pursuits by intrapreneurs might be borne out of subjective and not objective convictions which according to DeTienne, (2010) is a problem in entrepreneurship. Thus, persistence becomes useful only when intrapreneurs are still able to promote opportunities and develop viable business ideas regardless of the challenges that they face in the organizations. Persistence can also assist intrapreneurs to distinguish themselves from imitators or other employees that do not possess any of such

traits and withstand pressures from their managers or other employees to give up on their goals pursuits. Notwithstanding, persistence according to Cardon, et al. (2015: 16), is “a failing course of action also commits and uses up resources and involves opportunity costs for the entrepreneur and other resources of the firm, which is considerably less functional.” Thus, lack of support has been reasoned to be bad because they can result in demoralizing, and can result in a cost to both the intrapreneurs’ goal and the firm as well (Chouchane et al., 2023). There is a need for more understanding of how organizational supports, competence, and intrapreneurial persistence relate to garner more knowledge of how such persistence in intrapreneurship impacts the intrapreneurs’ goals pursuit and their organizational goals as well. It is also crucial because it will assist in determining if an optimal equilibrium exists for competence, organizational supports, and intrapreneurial persistence.

Limitations

The current study focuses majorly on manufacturing intrapreneurs, although, future studies can focus on service intrapreneurs and intrapreneurs in other field as well to verify the study outcome. There is also a limitation of country constraint here because the current study is centered on just a single developing economy in sub-Saharan Africa. Generalization of the findings of the current study should therefore be done with caution, and further research that involving a larger coverage, and possibly comparing data from developed and developing economies should be conducted. This will further improve and develop the research in this area. Another issue that might have affected the findings of the current study was the research instrument adapted to measure intrapreneurial persistence. To the best of our knowledge, there are limited researches that have investigated

intrapreneurial persistence; rather entrepreneurial persistence has been highly studied, so we adopted the scale. However, there might be bias since both intrapreneurship and entrepreneurship are different concept. Therefore, we suggest that future studies should focus on developing a scale on intrapreneurial persistence as this will further develop the concept.

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