

Review of: "Effect of Organisational Factors on Intrapreneurial Behaviour of Public University Academicians in Malaysia"

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Potential competing interests: No potential competing interests to declare.

It is an interesting topic, though not my direct area of research interest. Hence, my comments will largely be general, based on the quality of a good research paper. A good research paper is easily read and understood by any academic from any discipline.

Besides several grammatical corrections and clarity of language, my major concerns include:

- Introduction is too brief and does not establish the main purpose, significance, and major objectives of the study or offer some new and significant insights. Statements made in the section are not supported with robust evidence. One or two references do not make it robust.
- Background could have been included in the introduction. The acronym HEI is not explained. Any paradigm shift is a huge step, and it takes years to make it happen. If a paradigm shift is noted in academia, it has to be robustly supported, not just by one reference.
- Reading the problem statement, I failed to establish what really is the problem. If the current research does not provide adequate information on the effect of organisational factors on the intrapreneurial behaviour of academics in Malaysia – so what? What gap does this create? What problem does this generate? Answering such questions provides information about the problem and its impact, thereby establishing the significance of the current study.
- Under the research objectives, the author(s) state that the main aim of the research is to assess the effect of selected organisational factors on the intrapreneurial behaviour demonstrated by academics in Malaysia – what are those selected factors? Why were they selected? What is their significance based on current research? It is not clear.
- Research objectives need to focus with specificity on what is being examined, for example:
 - To assess the impact of management support on intrapreneurial behaviour of academics in Malaysia
 - To examine the influence of organisational culture on intrapreneurial behaviour of academics in Malaysia
 - To study organisational structure and its impact on intrapreneurial behaviour of academics in Malaysia
 - To study the relationship between intrapreneurial activity and intrapreneurial behaviour of academics in Malaysia
 - To assess the impact of gender as a moderating variable.
- Literature review and hypotheses development could be combined to create better clarity and linkage with research objectives. Each research objective, with evidence from published literature, should highlight the gap and thus propose

the current hypothesis. The literature review and hypotheses should lead to a proposed conceptual framework.

- Research methodology must suggest why a particular research design is selected. How it has been used in the past in similar studies? What is the literature evidence of its use and success? This establishes the appropriateness of the methodology and research design.
- There should be a discussion about the survey instrument. What measures are being used to assess what? What is the evidence from published literature?
- What methods are being used to analyse the data, and why are they considered appropriate?
- There are similar headings at two different places. 'Results and Discussion' on page 9 and page 18.
- Results should be just results, linking each hypothesis and test outcomes.
- A section titled 'Discussion and Conclusion' should highlight holistic results, outcomes from each hypothesis testing its relationship with the current literature, and what new insights it generates. The discussion has to connect with the current literature to identify what gap existed and how the current study fills that gap. There is hardly any reference in the current discussion and conclusion.
- The theoretical and managerial contributions of the study are weak as they do not connect with any existing literature to highlight what is new in the current study.