

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

Sílvio Manuel da Rocha Brito¹

¹ Instituto Politécnico de Tomar

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This study contributes to the field of Organizational Psychology, a subfield of psychology. Organizational Psychology focuses on the behaviour of individuals in a workplace setting, and it involves the application of psychological theories and principles to organizations. In the face of this, the study specifically investigates the intrapreneurial behaviour of academics in Malaysia, examining how various organizational factors influence this behaviour. It also explores the mediating role of gender in the relationship between these organizational factors and intrapreneurial behaviour. This type of research is crucial in Organizational Psychology as it helps to understand how to foster innovation and entrepreneurship within organizations, which can ultimately lead to improved performance and productivity. Facing intrapreneurship, the act of behaving like an entrepreneur while working within a large organization, is a key area of interest in this field. Understanding the factors that promote or hinder intrapreneurial behaviour can provide valuable insights for organizational development and management practices. Therefore, this study significantly contributes to the advancement of knowledge in Organizational Psychology.

At the same time, the work shows us some contributions; one of them is the finding of seven factors that have a significant effect on innovation and proactiveness, of which praise and recognition by organisations ranked as the most significant factor. On the other hand, other significant factors were found, including flexible working hours, bonuses for the achievement of milestone targets, enhanced promotional opportunities, job enrichment, compensation based on motivation, and career growth opportunities.

Nevertheless, the study had some constraints that limited it. We refer to time and financial constraints. Simultaneously, the study takes a comprehensive approach by considering multiple organizational factors that could influence intrapreneurial behaviour. This allows for a more nuanced understanding of the dynamics at play. With 250 respondents from 4 universities, the study has a relatively large and diverse sample size, which can enhance the reliability and generalizability of the findings. Meanwhile, it acknowledges that individual attributes, such as an intrapreneurial attitude, can also play a role in intrapreneurial behaviour. This recognition of the interplay between individual and organizational factors adds depth to the analysis. The work goes a step further by examining the mediating role of gender. This adds another layer of complexity to the analysis and can provide insights into how gender dynamics may impact intrapreneurial behaviour. As strengths, this study has practical implications for academic institutions aiming to foster an innovative and intrapreneurial culture. They can use these insights to develop strategies and policies that effectively encourage

intrapreneurial behaviour among their staff, contributing to the literature on intrapreneurship in academic settings, a relatively under-researched area. The findings can serve as a foundation for future research in this field.

About methodology, this research adopts a positivist philosophy and a deductive approach, which are appropriate for a quantitative research design. This allows for objective measurement and analysis of data. The use of a structured questionnaire for data collection ensures that the same information is obtained from all respondents, enhancing the reliability of the data. The online survey method allows for a wide reach and convenience for respondents. The use of simple random probability sampling ensures that every member of the population has an equal chance of being selected, which enhances the representativeness of the sample. The use of the Rao soft calculator for sample size determination is a rigorous method that considers the margin of error, response distribution, and confidence level. This enhances the precision of the study. The use of reliability, descriptive, correlation, and regression analysis provides a comprehensive examination of the data. This allows for a thorough understanding of the relationships between variables. The response rate of 45.45% is relatively good for an online survey, which often have lower response rates compared to other methods. The careful handling of data, including checking for missing information and repetitive responses, enhances the accuracy of the analysis. Overall, this methodology demonstrates a thoughtful and rigorous approach to research design, data collection, and analysis. It provides a solid foundation for reliable and valid findings.

According to the results and further discussion, this work is scientifically robust and noteworthy for several reasons. One of them fell in descriptive analysis, providing a comprehensive descriptive analysis of the respondents' demographic information, allowing for a clear understanding of the sample characteristics, which is crucial for interpreting the results and assessing their generalizability. Considering a validity assessment, the work conducts a thorough assessment of the measurement model, examining indicator reliability, convergent validity, and discriminant validity. This ensures that the constructs used in the study are valid and reliable. On the other hand, we see a convergent validity where the study takes a rigorous approach to assessing convergent validity, examining the outer loading of each indicator, and eliminating those with values below 0.40. This enhances the validity of the constructs and the overall robustness of the study. The use of established statistical tools such as SPSS and SmartPLS for data analysis adds credibility to the study. These tools are widely recognized for their robustness in handling complex statistical analyses. Considering the internal consistency of the study, the same considers Cronbach's alpha, a measure of internal consistency, ensuring that the items and constructs used in the study are consistently measuring the same construct. The model assessment is another of those reasons above, as a two-stage model assessment using SmartPLS allows for a thorough examination of both the measurement (outer) model and the structural (inner) model, pointing to a comprehensive approach that ensures that the study's findings are based on a solid statistical foundation. Overall, the methodology employed in this study demonstrates a high level of scientific rigor, enhancing the credibility and reliability of the findings. The detailed presentation of the results allows for a clear understanding of the study's outcomes and their implications. The study's approach to data analysis and model assessment sets a good example for future research in this field. Referring to the conclusions of the study, we find that they are well-articulated and provide valuable insights into the intrapreneurial behaviour of academicians in Malaysia; we consider that the work effectively tests the hypotheses using SmartPLS, providing clear and reliable results. However, it would be beneficial to provide more detailed information on the statistical significance (p-values) and effect sizes of the

relationships to give a clearer picture of the strength and importance of these relationships. Considering gender as a moderating variable, the study interestingly considers gender as a moderating variable. While it found that gender has a significant effect on the relationship between organisational factors and intrapreneurial behaviour, it could be helpful to delve deeper into this aspect; exploring how and why gender influences these relationships could provide more nuanced insights. If it recognises intrapreneurial activity, gender does not significantly influence the relationship between recognition of intrapreneurial activity and intrapreneurial behaviour. This is an interesting finding that goes against some common assumptions. It would be beneficial to further discuss and interpret this result in the context of the existing literature, and while the study concludes that all research objectives have been satisfactorily achieved, it would be useful to provide a more detailed discussion on how each objective was met and the implications of the findings for each objective. About the proposed model, the new model of determinants of intrapreneurial behaviour, it would be interesting to see this model tested in future research and to compare its predictive power with existing models. Overall, the study provides a valuable contribution to the field. The criticisms above are intended to suggest areas where the work could be even further strengthened and provide direction for future research. Finally, we suggest to authors to expand the demographic variables; it means in future research could consider other demographic variables such as age, ethnicity, and years of experience. These variables could also influence intrapreneurial behaviour and provide a more nuanced understanding of the dynamics at play. Adopting a cross-sectional design if the authors provide insights into how intrapreneurial behaviour and its influencing factors change over time will be welcome. Another suggestion is increasing the qualitative approach because will deep insights and experience of the subjects through interviews or focus groups. We think that if authors study different contexts outside of Malaysia, it will enhance the generalization of the findings and, at the same time, appeal to intervention programs to turn effective intrapreneurial behaviours enhance, could be tested in further research. Considering four organizational factors, this future research could explore other potential influencing factors, such as organizational policies, resources availability, or leadership styles. It's important to continue building on this research to develop effective strategies for fostering innovation and entrepreneurship in academia.