

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.

This study contributes to the understanding of how to foster an innovative and intrapreneurial culture in academic institutions, particularly in the context of Malaysia. It provides valuable insights for policymakers, university administrators, and academics themselves, namely the understanding of organizational factors, the role of intrapreneurial attributes, gender as a mediator variable, and the empirical evidence, which contributes to Social Psychology and Education Psychology.

According to the findings, we see evidence of organizational factors such as recognition of intrapreneurial activity, managerial support, and flexible organizational structure that have a significant effect on intrapreneurial behaviour. At the same time, gender is shown to act as a mediating variable in the relationship between the three organizational factors and intrapreneurial behaviour. Thus, the study suggests that an academician with adequate intrapreneurial attitude may be demotivated to innovate in their respective research and teaching activities if his/her institution does not provide adequate support.

However, the study references the following limitations: The gender did not show a significant mediating effect in the relationship between recognition of intrapreneurial activity and intrapreneurial behaviour, and a good environment and support from an academic institution will not be enough if an academician does not have intrapreneurial attributes. The same limitations have time constraints on data collection and on financial support for investigation. On the other hand, the sample is limited; the study involves 250 respondents, which, while substantial, may not fully represent the diversity of academicians in Malaysia or in other countries. At the same time, the study relies on an online survey questionnaire, which may be subject to biases such as social desirability bias or recall bias, and considers only four organizational factors and the mediating role of gender. There may be other factors influencing intrapreneurial behaviours that were not considered. As a cross-sectional study can show correlations but cannot establish causality, and the study goes a step further by examining the mediating role of gender, adding another layer of complexity to the analysis and making the findings more nuanced.

Regarding the study's strengths, the investigation considers multiple organizational factors that might influence intrapreneurial behaviours, providing a comprehensive understanding of the issue. The study addresses a timely and relevant issue - fostering an innovative and intrapreneurial culture in academic institutions. The findings could have important implications for policymaking and practice in this area. Other strengths consider the intrapreneurial attributes of the academicians and acknowledge the role of individual characteristics in intrapreneurial behaviours, which adds depth to

the analysis. Obviously, the study goes a step further by examining the mediating role of gender, adding another layer of complexity to the analysis and making the findings more nuanced based on a survey of 250 respondents from four universities, even though providing empirical evidence to support its findings, enhancing the credibility and reliability of the results. Overall, the study is conducted in the context of Malaysia, contributing to the understanding of intrapreneurial behaviours in this specific cultural and institutional context. This could be particularly useful for academics and policymakers in Malaysia.

Considering the methodology, the methods used in the study appear to be reliable and valid. However, it's important to note that these are just statistical indicators. The actual reliability and validity would also depend on other factors such as the appropriateness of the measures used, the sampling method, and the handling of the data.

Referring to the results and the discussion, we observed that the hypotheses posit a positive relationship between various organizational factors (managerial support, flexible organizational structure, favourable organizational culture, and recognition of intrapreneurial activity) and the intrapreneurial behaviour of academicians. These hypotheses were supported with significant relationships. The gender presents a significant moderating influence on the relationship between managerial support and intrapreneurial behaviour. However, its influence on the relationship between flexible organizational structure and intrapreneurial behaviour, and between favourable organizational culture and intrapreneurial behaviour, was negatively significant. Simultaneously, gender did not influence the relationship between the recognition of intrapreneurial activity and intrapreneurial behaviour. The study successfully achieved its research objectives and identified the organizational factors affecting intrapreneurial behaviour, examining the significance of their effect, and identified the most critical factor, and proposed a model of the determinants of intrapreneurial behaviour. However, the proposed model will require slight changes due to the insignificant effect of two factors (recognition of intrapreneurial activity and self-efficacy) on intrapreneurial behaviour in the presence of gender as the moderating factor. These findings provide valuable insights into the factors influencing intrapreneurial behaviour among academicians in public universities, particularly in the context of Malaysia. They also highlight the importance of considering gender as a moderating variable in such studies.

According to the conclusions, this study provides valuable insights into the factors influencing intrapreneurial behaviour among academicians in public universities, particularly in the context of Malaysia. They also highlight the importance of considering gender as a moderating variable in such studies. However, as with any study, these conclusions should be interpreted considering the study's limitations. Future research could build on these conclusions by exploring other potential influencing factors and their interrelationships.

We suggest to authors to amplify the sample dimension and consider more and other organizational factors in future investigations to identify other influencing factors and relationships.