

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

Justyna Bugaj<sup>1</sup>

<sup>1</sup> The University of Dabrowa Gornicza

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University entrepreneurship has been the subject of research by various authors for over 20 years. It is a complex issue because it can be studied directly and indirectly, and it concerns both the university (its activity on the market, including cooperation with stakeholders in the immediate and distant environment) and its employees (in various categories, types, etc.). It can be studied from a regional, national, and international perspective; it can be compared (with specific criteria) or presented in the form of a case study analysis. Therefore, the topic of the effect of organisational factors on intrapreneurial behaviour of public university academicians in Malaysia is important and relevant. However, the text needs to be reconsidered as far as the following aspects are concerned: The structure of the article is too detailed. Some notions need to be defined more accurately, including:

- academic entrepreneurship – what it means, how it manifests itself, what questions were asked of research staff (and whether research/didactic staff also took part in the study);
- organizational factors – what they mean, what is such a factor and what is not;
- intrapreneurial behavior – what it means, what kind of behaviors it encompasses;

On what basis were only 4 determinants of the organizational factor selected?

- They are all too broad and highly dependent on each other. There is no justification for the decision to choose such a broad approach, e.g., why the organizational structure was examined when it is known from other (business) research that it has an impact on entrepreneurship, and in public universities, it is very difficult to change and does not depend on employees. Hence, it needs a separate study rather than wishful thinking. In fact, in universities, the only aspects that can be studied are management support and organizational culture - because this is something that employees have an influence on. Moreover, the conclusion that two factors (recognition of intrapreneurial activity and self-efficacy) show an insignificant effect on intrapreneurial behavior in the presence of gender as the moderating factor is not supported by the study carried out here.
- Resource-Based Theory and McGregor's X and Y Theory were used as the basis of research. Both were heavily criticized as not working in current business organizational systems, let alone in universities. Why were they selected for this research, then?
- Figure 2 does not depict the model for the study. It does not show the research strategy or the time horizon. What were

the grounds for such a research choice?

- The choice of staff for the study must be justified. Why were academic staff included? Why weren't administrative-support staff included, although no entrepreneurship at the university would be possible without them?
- Can the model of the determinants of intrapreneurial behavior among academicians in public universities actually be applied, given the lack of information from other employee groups from the university?

Such a study would be better illustrated by presenting 4 case studies and comparing entrepreneurship between universities. The results could help in the development of entrepreneurial attitudes among staff. In a collective approach, they cannot be utilized for the purposes presented by the authors.

The bibliography is good; however, it does not sufficiently present international research on the entrepreneurship of academic staff. There are no criteria for analysis derived from them, and it is not clear what actually constituted each research category.

Limitations must be rewritten.

Other errors must be corrected, e.g., the text refers to 10 hypotheses, but it only gives 5.

The strength of the article lies in the literature review and interpretation of statistical data. The weakness, however, lies in the research assumptions, the selection of research criteria, and even the research procedures in the case of studying the issue of scientists' entrepreneurship.