

# 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.

First of all, thank you for giving me the opportunity to review your interesting paper that proposes and empirically tests a conceptual model that explains how organizational factors affect intrapreneurial behavior of academicians, proposing gender as a moderator in this relationship.

I think that the topic is highly relevant for the scientific discussion concerning research policy and the entrepreneurial university (although I will suggest extending the definition of intrapreneurial behavior of academicians so that this aspect is taken into consideration), and your work is overall well-written and methodologically robust. I am providing below some comments that might be useful for you to further refine the paper:

(i) Once again, I think that the topic is highly relevant to contribute to the debate on the organizational renewal that higher education institutions are experiencing, in terms of their missions (both teaching and research, as well as the third mission - which consists of generating a social and economic impact in their surrounding context), and to better understand to what extent intrapreneurship is actually nurtured in academic institutions. Nevertheless, I would suggest reflecting better on the definition of intrapreneurial behavior of academicians you adopted. In the introduction section, you argue that "[...] in academia, it refers to the tendency of an academician to bring innovation and embrace technology in teaching and research, as well as in-class and outside-class activities and sharing information with students and colleagues." Nevertheless, the reference you provide in support of your definition seems not to be specifically focused on academic institutions, thus making your argument weak, and in some sense blurred. In the theoretical background, on the one hand, you provide a very comprehensive definition of intrapreneurship (and the conceptual distinction from corporate entrepreneurship is much appreciated to make the concept clear), but on the other hand, you leave the definition of intrapreneurial behavior of academicians quite blurred. Moreover, in the methodology section, you have not specified the scales used to measure the latent variables, making it hard for the reader to understand which items you actually used to measure the intrapreneurial behavior of academicians. I would suggest to reflect deeply on this aspect, perhaps connecting the phenomenon with the concept of "intrapreneurial university," which is taking momentum in the scientific conversation (I will provide some references that might be useful for you in this sense). Not less importantly, you should cite the published studies that delved into intrapreneurial behavior of academicians, so that you can clarify better which gap you are addressing, as well as the novelty and relevance of your work.

(ii) The idea to propose a theory-driven conceptual model by grounding it in resource-based theory and McGregor's Theory of X and Y is much appreciated. Potentially, it is an interesting value added for your paper, since it gives you the opportunity to provide theoretical grounding to your model by proposing theories that have been extensively used in organizational behavior, but much less in higher education institutions. Nevertheless, I would suggest making this connection clear. So far, it might be hard to understand how these theoretical underpinnings guided you in the development of the conceptual model: although both theories are very well explained, what is missing is how these are illuminating you in forecasting the variables you proposed as organizational antecedents of entrepreneurial behavior of academicians, as well as the relationships between the variables you proposed.

(iii) Using the onion model (Saunders, Lewis, and Thornhill, 2019) to depict the research design is much appreciated, and it makes your methodological rigor unquestionable. Nevertheless, as a very minor comment, I would suggest reframing the opening paragraph of the research design to make it smoother and easier to read. In this vein, perhaps you might consider using "epistemological stance" instead of "philosophy of research" to refer to positivism.

(iv) Not less importantly, I would suggest reflecting a little bit deeper on the theoretical implications of your research. It is important to make the "delta" (i.e., how you are extending current research) clearer. However, for so doing, you should clearly position your work into the scientific conversation of intrapreneurial behavior of academicians. I strongly believe your work is promising specifically because it builds on theories that belong to organizational behavior to explain intrapreneurship within higher education institutions with a promising organizational angle. Finally, I would suggest reflecting on the generalizability of your findings beyond the Southern region of Malaysia, or, alternatively, to depict the specific features of this context (that maybe make it unique).

(v) There are a few typos and inaccuracies present in the list of references. It might be beneficial to review the entire list to rectify them.

I hope these comments might be useful for you to further improve your work, which is much interesting and promising.

Good luck 😊

Suggested references:

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