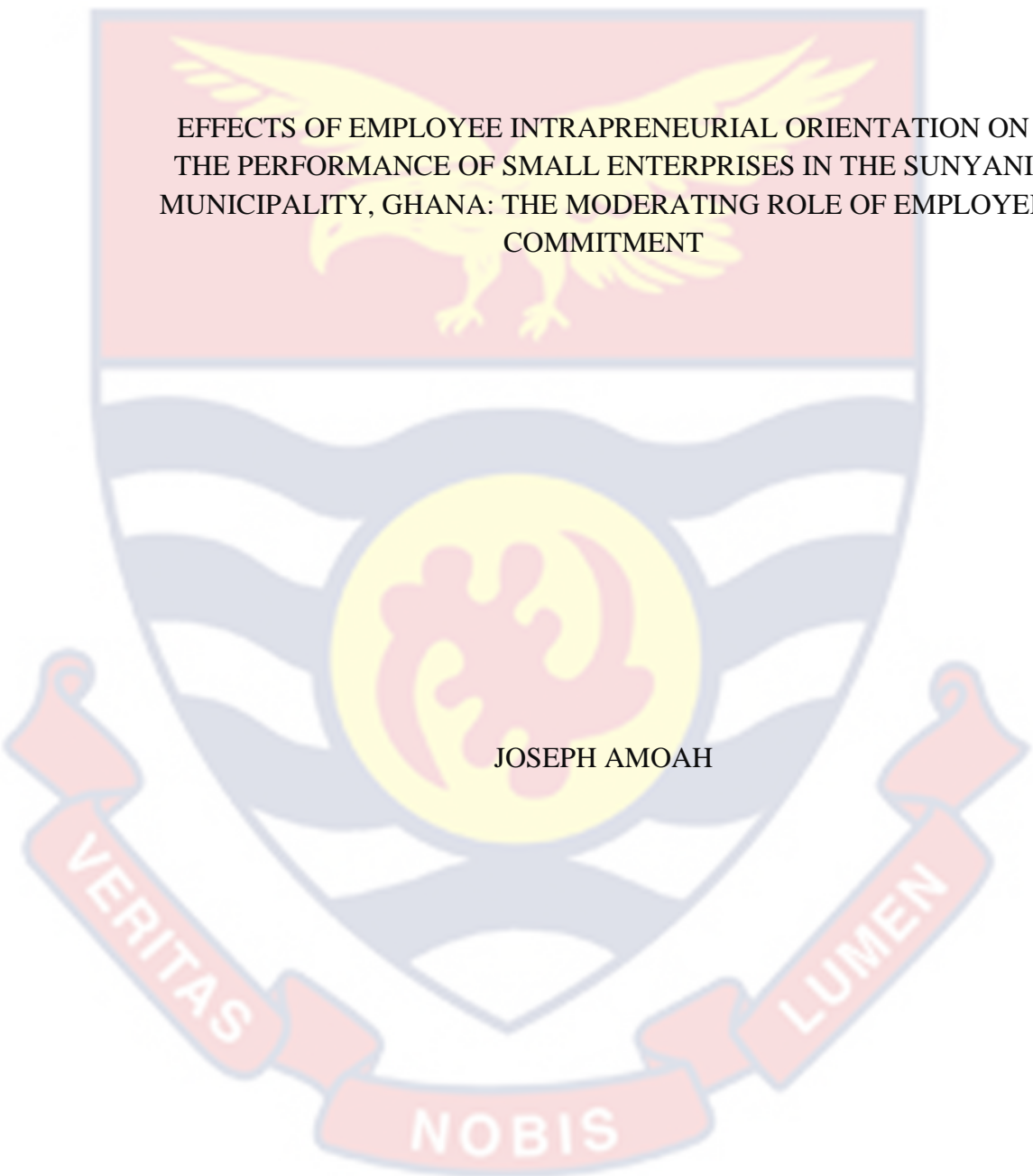


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The background features a large, faint watermark of the University of Cape Coast crest. The crest is a shield with a red top section containing a yellow eagle with wings spread. Below the eagle are three wavy blue and white horizontal stripes. In the center of the shield is a yellow circle containing a red stylized human figure. At the bottom of the shield is a red banner with the Latin motto "VERITAS LUMEN NOBIS" in white capital letters.

EFFECTS OF EMPLOYEE INTRAPRENEURIAL ORIENTATION ON
THE PERFORMANCE OF SMALL ENTERPRISES IN THE SUNYANI
MUNICIPALITY, GHANA: THE MODERATING ROLE OF EMPLOYEE
COMMITMENT

JOSEPH AMOAH

2023

UNIVERSITY OF CAPE COAST

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COMMITMENT

BY

JOSEPH AMOAH

This thesis submitted to the Centre for Entrepreneurship and Small Enterprise
Development of the School of Business, University of Cape Coast, in partial
fulfilment of the requirements for the award of Master of Commerce degree in
Entrepreneurship and Small Enterprise Development.

MARCH 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: Joseph Amoah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of this laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Dr. (Mrs.) Mavis S. Benneh Mensah

ABSTRACT

Researchers and practitioners continue to explore the drivers of firm performance. One relevant emerging research domain is the influence of employee intrapreneurial orientation on firm performance which has hitherto focused mainly on large enterprises in developed countries. Considering the critical role of small enterprises in national development and the numerous challenges that hinder their performance, this study sought to examine the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance in the Sunyani Municipality, Ghana and the possible moderating effect of employee commitment. The study adopted a quantitative research approach and a predictive research design. The convenience sampling technique was employed. Data were obtained through the administration of questionnaires using a sample size of 320 employees of small enterprises in the Sunyani Municipality. The results of structural equation modelling revealed that pro-activeness, risk-taking propensity, autonomy and competitive aggressiveness of employees had significant effects on the performance of small enterprises. Furthermore, employee commitment as a moderating variable has a significant effects on the relationship between pro-activeness and competitive aggressiveness of employees and small enterprise performance respectively. As a recommendation, small enterprise owners should reorganise their employees' activities to include more intrapreneurial activities and further focus on various aspects of commitment among employees as it has a significant effect on employee intrapreneurial orientation and small enterprise performance.

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DEDICATION

To my amazing family, Mr. John Amoah, Ms. Sarah Asmah, Ms. Grace Donkor, Gifty, Emmanuel, Kizito, Blessed, and Mbri.



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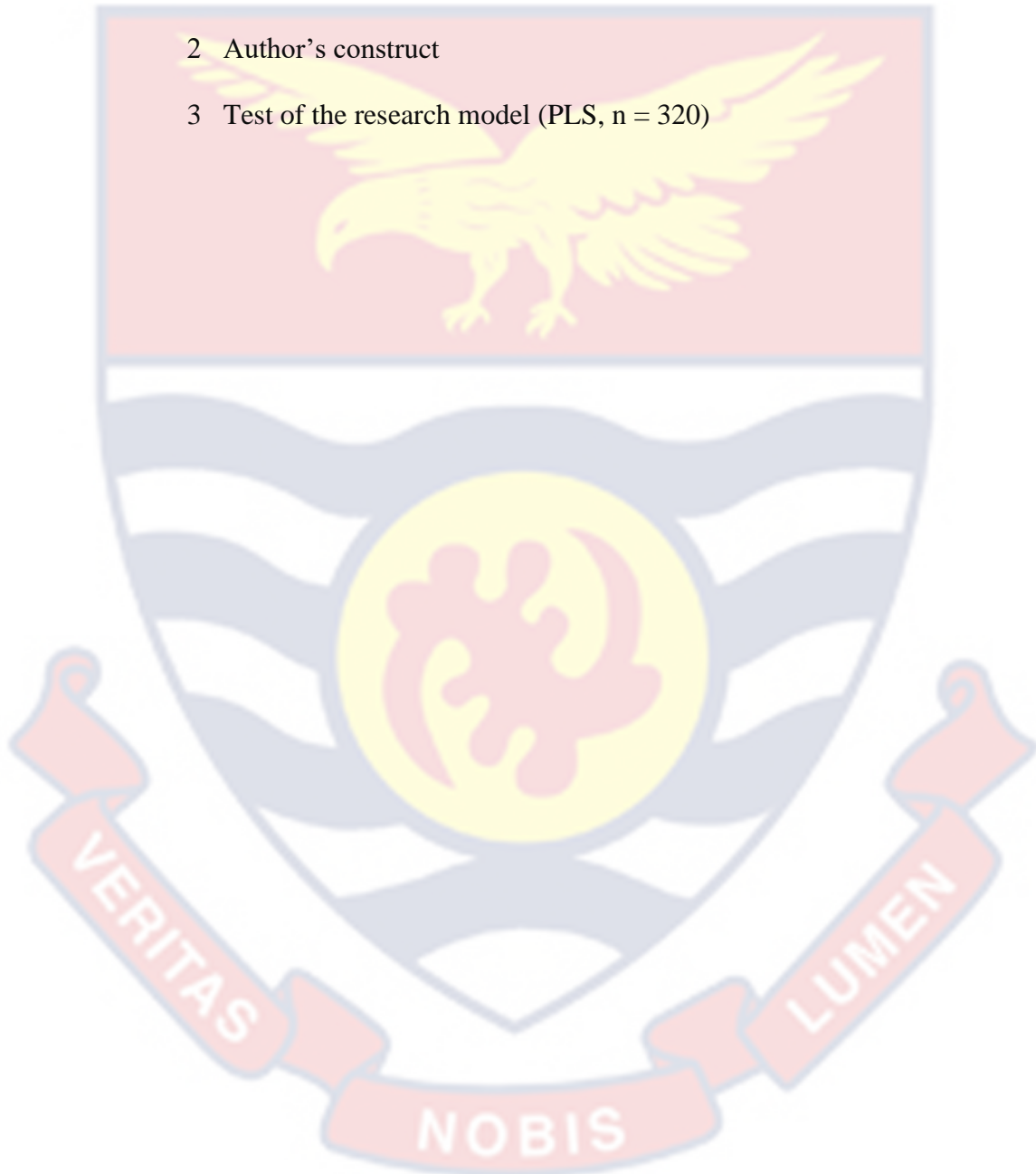
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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CE	Corporate Entrepreneurship
CSR	Corporate Social Responsibility
EA	Employee Autonomy
EC	Employee Commitment
ECA	Employee Competitive Aggressiveness
EI	Employee Innovativeness
EPA	Employee Pro-activeness
ER	Employee Risk-taking Propensity
EP	Enterprise Performance
GSS	Ghana Statistical Service
GDP	Gross Domestic Product
PLS-SEM	Partial Least Square Structural Equation Model
RBV	Resource-Based View
SBA	Small Business Administration
SCT	Social Cognitive Theory

CHAPTER ONE

INTRODUCTION

This study outlines and reports findings from examining the effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana, and the possible moderating role of employee commitment. The objective of this chapter, therefore, is to provide the background to the study, statement of the problem, the purpose of the study, research objectives and questions, hypotheses, the significance of the study, limitation of the study, and an outline of the entire study.

Background to the Study

Various organisations across the globe have realised the need for intrapreneurship among their employees to promote collective intrapreneurship in the organisation (Pandey, Gupta, & Hassan, 2021). Generally, one can argue that it is the employee(s) in the enterprise whose ideas and initiatives when utilised, help in building the organisation. Effectively advanced and implemented ideas are the foundation for competitive differentiation, problem-solving, and opportunity-finding and eventually build the intellectual capital that distinguishes organisations (North, 2015). Entrepreneurs introduce an unmatched set of human resources to their businesses, which is an integral part of the enterprise assets endowment (Siepel, Cowling & Coad, 2017).

A study by North (2015) which examined the new perspective of an individual's intrapreneurship demonstrated that there was a relationship between employees' extraversion, openness, self-perceptions, emotional intelligence, dynamism, risk-taking, idea proliferation, and their outputs. As

defined by Vargas-Halabi, Mora-Esquivel and Siles (2017), intrapreneurship is the process through which an individual or group of individuals, operating within the confines of an established firm, seeks out, pursues, and supports new solutions to find new organisations, revitalise existing ones, or introduce product and process innovation.

There are a certain set of skills, abilities, and behaviours that employees should learn in order to promote organisational intrapreneur (Neessen, Caniëls, Vos & Jong, 2019). This assertion resonates with the Social Cognitive Theory which theorises that individuals learn by observing others. And also, the environment in which one grows up affects his or her behaviour significantly (Bandura, 2001). Therefore, employees' quest to finding new solution to an organisation's challenges or revitalising existing ones are shaped by the environment. An individual has these inner beliefs, which are referred to as self-efficacy, within him or herself that propel him or her to have confidence in accomplishing a given task with expectations (Hollenbeck & Hall, 2004). When someone has a strong belief in the efficacy of their actions, they are said to respond (Bandura & Locke, 2003).

The outcome of employees' intrapreneurship is responsible for major companies' significant contributions in developed countries (Antoncic & Hisrich, 2003). Intrapreneurship can be viewed as entrepreneurship inside an existing organisation, which can be referred to as the organisation's behavioural intents and actions that are associated with deviations from the norm (Coulthard & Loos, 2007). The findings of the previous study support the notion that intrapreneurial orientation is a strong predictor of both absolute and relative

growth in a business. Similarly, Kakati (2003) observed that for both big and small organisations, intrapreneurial orientation is a critical determinant for survival and competitiveness. Successful organisations also create varied intrapreneurial competencies to support their business objectives and then achieve remarkable growth.

The RBV assesses the performance differences achieved by organisations according to their resources. According to Wernerfelt (1984), firms compete based on the resources and capabilities they possess. This position aligns with the Resource-Based View (RBV) Theory which states that a firm's performance is determined by the resources it has at its disposal and the way these resources are used enables the firm to perform well. The theory places more emphasis on effective resource management within different organizations than it does on the use of other competitiveness (Peteraf & Barney, 2003). An organisation's resources cannot be discussed properly without considering the various contributions of the employees. Employees' intrapreneurial skills such as pro-activeness, innovativeness, ability to take a risk, opportunity recognition, and others affect the performance of the organisation. When employees are well-groomed and they have the needed abilities, it would affect their performance. The findings of the study by Groenewald, Nieuwenhuizen and Schachtebeck (2019) on intrapreneurial orientation in small and medium-sized enterprises explored the employee level of intrapreneurship indicating that factors such as risk-taking, innovativeness, personal control, self-esteem and certain managerial components significantly related with the development of a small firm.

For effective performance of individuals and enterprises, employee commitment is now considered a natural process (Armstrong & Stephens, 2005). Employees and enterprises coexist mutually support one another to ensure their effective operation (Sagawa & Segal, 2000). According to Beltrán-Martán and Bou-Llusar (2018), this kind of relationship is the result of two things: first, the enterprises' encouragement, and second, the employees' contribution. The employee's contributions to the business are based on his or her commitment, performance, and involvement in all significant business-related decisions. Organizations make a lot of effort to encourage employee commitment. They are enhancing employee commitment by employing various techniques. It should come as no surprise that a key activity for a business survival is fostering employee commitment. Each employee aspires to be at his or her self-actualization level of achievement (Gopinath, 2020). As committed employees put in more effort and carry out their duties with devotion and dedication, it is essential for small enterprises in the competitive today's marketplace to train and retain committed employees (Maina, Namusonge & Karanja, 2018) and offer prospects to advance their knowledge, skills, and capacities.

The main source of income in every nation has a big impact on how much revenue people create (Blouin & Robinson, 2020). For instance, small businesses account for nearly 80 percent of all businesses in the Democratic Republic of the Congo, and 3.2 million individuals in Kenya work with small businesses that account for 20 percent of the country's GDP. Likewise, these businesses contribute 26 percent of the GDP and approximately 55 percent of

the jobs in South Africa (OECD, 2005). About 85 percent of enterprises in Ghana are small businesses, the majority of which are in the private sector. Ghana's gross domestic product (GDP) is primarily made up of small businesses to the tune of 70 percent (Ghana Statistical Service, 2010, as cited in Kwarteng & Li, 2015). Furthermore, Appiah, Aidoo, and Kodjiku (2019) estimated that 90 percent of businesses in Ghana are currently classified as small and medium-sized businesses. With reference to the ongoing discussion, this study seeks to assess how the practice of intrapreneurship by employees within an organisation can help promote performance.

Statement of the Problem

Globally, the contributions of small enterprises towards the development of those countries cannot be over-emphasised. For instance, in Nigeria, small enterprises account for 70 percent of employment while in Morocco, it accounts for about 90 percent of all industrial firms (Otman, 2021). Small enterprises have made major contributions to Ghana's GDP growth in recent years, guaranteeing employment, steady income, and development.

The growth of enterprises in every economy is very important as it has a direct relationship with the performance of the employee's skills and abilities (Marimuthu, Arokiasamy, & Ismail, 2009). For employees to give their best intrapreneurial competencies such as risk-taking, pro-activeness, autonomy, innovativeness, and competitive aggressiveness of employees should be in place.

It was evident from the literature that, emerging issues and lessons have been revealed by the comprehensive study of the pertinent literature, however,

there has been little research examining the impacts of these intrapreneurial skills on the performance of employees in small enterprises. Many studies have focused on the influence of intrapreneurial orientation on firm performance, most of them have been conducted using large businesses in developed nations (Peng & Shekshnia, 2001; Gartner & Birley, 2002). Researchers have focused more on investigating the impact of employees' intrapreneurial on enterprise performance (Afriyie, Lemayon, Melyoki, & Mariam-Nchimbi, 2020; Quaye, Acheampong, & Asiedu, 2015; Gotah, 2016; Dampsey, 2012).

According to studies, Ghana faces a problem with employee commitment within businesses (Oluyinka, Idemudiaa & Desouzab, 2015). Oluyinka et al. (2015) pointed out that rather than being committed to their work, the majority of employees frequently procrastinate, "working lotteries, reading newspapers at moments that they are intended to be working towards accomplishing the goals of the organisation, expressing disinterest or going to work late without authorization." When highly-rated employees perform poorly and other employees quit the business, employers are frequently concerned. Despite aggressively implementing equitable policies and human resource (HR) strategies to engage and retain employees, small enterprises are unable to comprehend why some employees lack commitment to their enterprises (Olson, Slater, Hult & Olson, 2018). Employees who are not motivated to reach their full potential and who are not committed to their employment may cost a valuable time and resources. Employee commitment is perceived as being lower in businesses, according to Owusu (2004), could serve as a wake-up call for Ghanaians to consider if the small enterprise sector should

focus more attention on various factors to enhance employee commitment levels.

The Sunyani Municipality was selected for this study because it is a growing municipality when it comes to the start-up of small enterprises due to an increase in population, however, it is experiencing an increased small enterprise failure (Anokyewaa & Asiedu, 2019; Addaney, Akudugu & Asare, 2016). Moreover, hardly did these studies focus on the Sunyani Municipality. Although there are some studies that covered larger enterprises specifically in developed nations, however, the context may differ from the developing nations such as Ghana. Both large and small enterprises, particularly those in developed countries, have multifunctional systems that integrate and involve staff in a variety of ways and levels to guarantee the best possible exploitation and growth of their skills and competencies. Furthermore, the reviewed studies presented inconsistency concerning the measurement of intrapreneurial orientation at the employee level. For this reason, there has been little information about employee's intrapreneurial orientation on performance of small enterprises in Sunyani Municipal considering the moderating role of employee commitment. It is against this backdrop this study sought to examine the effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana: the moderating role of employee commitment.

Purpose of the Study

This study examined the effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana, and the possible moderating role of employee commitment.

Research Objectives

The main objective of the study sought to examine the effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana: the moderating role of employee commitment. The study was specifically designed to:

1. examine the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance.
2. analyse the effects of employee commitment on small enterprise performance.
3. assess the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees and small enterprise performance.

Research Questions

The following questions were formulated to guide the study.

1. What are the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance?
2. What are the effects of employee commitment on small enterprise performance?
3. What are the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking

propensity, autonomy, and competitive aggressiveness of employees and small enterprise performance?

Research Hypotheses

Arising from research objectives 1, 2, and 3, the following research hypotheses were formulated.

Hypothesis 1

H0: Employee innovativeness has no significant effect on small enterprise performance.

H1: Employee innovativeness has a significant effect on small enterprise performance.

Hypothesis 2

H0: Employee pro-activeness has no significant effect on small enterprise performance.

H1: Employee pro-activeness has a significant effect on small enterprise performance.

Hypothesis 3

H0: Employee risk taking propensity has no significant effect on small enterprise performance.

H1: Employee risk taking propensity has a significant effect on small enterprise performance.

Hypothesis 4

H0: Employee autonomy has no significant effect on small enterprise performance.

H1: Employee autonomy has a significant effect on small enterprise performance.

Hypothesis 5

H0: Employee competitive aggressiveness has no significant effect on small enterprise performance.

H1: Employee competitive aggressiveness has a significant effect on small enterprise performance.

Hypothesis 6

H0: Employee commitment has no significant effect on small enterprise performance.

H1: Employee commitment has a significant effect on small enterprise performance.

Hypothesis 7

H0: Employee commitment has no significant moderating effect on the relationship between employee innovativeness and small enterprise performance.

H1: Employee commitment has a significant moderating effect on the relationship between employee innovativeness and small enterprise performance.

Hypothesis 8

H0: Employee commitment has no significant moderating effect on the relationship between employee pro-activeness and small enterprise performance.

H1: Employee commitment has a significant moderating effect on the relationship between employee pro-activeness and small enterprise performance.

Hypothesis 9

H0: Employee commitment has no significant moderating effect on the relationship between employee risk taking propensity and small enterprise performance.

H1: Employee commitment has a significant moderating effect on the relationship between employee risk taking propensity and small enterprise performance.

Hypothesis 10

H0: Employee commitment has no significant moderating effect on the relationship between employee autonomy and small enterprise performance.

H1: Employee commitment has a significant moderating effect on the relationship between employee autonomy and small enterprise performance.

Hypothesis 11

H0: Employee commitment has no significant moderating effect on the relationship between employee competitive aggressiveness and small enterprise performance.

H1: Employee commitment has a significant moderating effect on the relationship between employee competitive aggressiveness and small enterprise performance.

Significance of the Study

The findings of the study will help fill the lacuna when it comes to studies on intrapreneurial studies in Ghana, specifically, Sunyani Municipality. Employers, in general, will use the outcome of this study to devise strategies that would help enterprises to grow as they would now know which of the employees' intrapreneurial orientations such as autonomy, innovativeness, proactiveness, risk-taking propensity, competitive aggressiveness, and others would give maximum outputs. It is hoped that the findings will also enhance the relationship between management and employees to ensure the proper provision of the needed training and working environment that encourages the development of intrapreneurial skills among employees.

The study will serve as feedback on small enterprises' efforts to maintain constant improvement in the field of intrapreneurship as a means to good performance. On a practical level, another goal of the research is to start constructing an evidence-based, conceptual case for businesses to focus on creating and supporting individual intrapreneurs. In addition, the study aims to help individual intrapreneurs have a better understanding of how to develop and

apply their capabilities more effectively within their organisations by increasing their awareness.

Finally, despite the fact that the effects of employee intrapreneurial orientations on enterprise performance have already been researched in some scenarios, this study represents a new effort to broaden the subject matter of research on employee intrapreneurial orientation, employee commitment and enterprise performance. The investigation of the factors linked to employee intrapreneurial orientations will provide theoretical clarifications to the body of knowledge on employee intrapreneurial orientations in enterprises.

Delimitations

According to Carlson and Lewis (2015), delimitations are the imposition of boundaries by a researcher in order not to direct the attention away from the scope of the study. The constantly changing environment presents several elements that can affect the performance of the small enterprise sector. Even though there are many Municipal Assemblies in Ghana, this study was limited to the small enterprises in Sunyani Municipal Assembly. There are several factors accounting for employee intrapreneurial orientation but this study examined risk-taking propensity, pro-activeness, autonomy, competitive aggressiveness, and innovativeness. It would be impossible for the researcher to cover all the municipal assemblies; however, the selected study area has the same requirement as compared to other municipals in Ghana, hence the results of the study can be generalised.

Limitations

The study cannot cover all the various municipals in Ghana for a better assessment of the issue at hand. The listed variables of employee intrapreneurial

orientation (risk-taking propensity, pro-activeness, autonomy, competitive aggressiveness, and innovativeness) are not the only factors that could affect small business performance; as a result, other factors should also be taken into account for future research. Additionally, obtaining data via a physical questionnaire was challenging because of the COVID-19 season, however, these limitations did not affect the overall of the study.

Definition of Terms

Employee Intrapreneurship: It is the process by which a person or group of employees, within an established organisation, recognise, pursue, and promote creative prospects and develop a new organisation, revitalising the organisation, or introducing a product and process improvements (Vargas-Halabi et al., 2017)

Small Enterprises: In this study, small enterprises are being used as a generic term to refer to micro, small and medium-sized enterprises as defined by Amarteifio and Frimpong (2019). Amarteifio and Frimpong (2019) defined small businesses as ventures which have employees between the ranges of 0 and 100. Specifically, they classified small businesses in micro-enterprises, small enterprises, and medium enterprises with employees of less than 5, 5 to 29, and 30 to 99 respectively.

Employee Innovativeness: As used in this study refers to the ability to create and use ideas or methods of operation within different areas of the business (Damanpour & Wischnevsky, 2006).

Employee Risk-taking Propensity: It is defined as the willingness of an employee to take advantage of opportunities although the likelihood of success

is unknown, acting bravely without understanding the consequences (Lumpkin & Dess, 1996).

Employee Pro-activeness: Refers to the attempts by an employee to prepare for the future by seeking new opportunities that may or may not be related to the present line of operations which enables him/her introduction of new products and brands ahead of the competition (Okpara, 2009).

Employee Autonomy: It is seen as a situation where the enterprise gives the employees the freedom to develop and implement new ideas (Leatherbee & Katila, 2020).

Employee Competitive Aggressiveness: This study utilises the definitions of Lumpkin and Dess (1996) and Abdullahi et al. (2019) to define competitive aggressiveness of employees as the creation of long-term strong competitive approaches by management targeted at attaining competitive business advantage through the engagement of employees.

Employee commitment: This refers to the degree to which an employee feels devoted to his or her enterprise (Akintayo, 2010).

Organisation of the Study

This study is composed of five chapters. Chapter one which served as the introductory chapter comprises the background to the study, the statement of the problem, the purpose of the study, research objectives, research questions, significance of the study, delimitation, limitation of the study and chapter outline and ended with the chapter summary. Subsequently, chapter two covers a review of literature relevant to this study. The literature presents a general overview of the subject matter, the theoretical review, the empirical review and

the conceptual framework. Chapter three discusses the research methods employed for this study. Chapter four covers the presentation of results and discussion of the findings of the data collected. Chapter five is the final chapter and it presents the summary and conclusions based on the results and discussion presented in chapter four. This chapter again presents recommendations for further research. It also highlights areas that needed to be researched to improve intrapreneurial orientation dimensions among small enterprises.

Chapter Summary

This chapter presented a background to the study. The study's background recognised the enormous contributions that small enterprises make to the development of many countries' economies and how employees' intrapreneurship can enhance the performance of these small enterprises. The discovery of the research gap through the statement of the problem was next presented, trailed by the research objectives as well as the research questions for the study. Through the background, this chapter also covered the contribution of the study concerning the existing framework of employee intrapreneurial orientation, management, employees, and policymakers. The chapter ended with the structure of the study and the chapter summary.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examines the related and pertinent literature on intrapreneurship, as well as how it may affect small enterprises' performances. This section was organised into four main categories. It starts with a conceptual review that comprises the concept of Intrapreneurship, employee innovativeness, employee risk-taking, employee pro-activeness, employee competitive aggressiveness, and employee commitment. The chapter further covers the theoretical review, empirical review, and conceptual framework.

Theoretical Review

The theoretical review explains the theories used for this study. This study used Social Cognitive Theory (SCT) and Resource-Based View (RBV). In each case, it examines how the theory relates to the current study. Variables derived from each theory were also identified and discussed thoroughly. There were also connections drawn on the links that exist among the variables. The importance of criticism was also emphasised.

Social Cognitive Theory: Social Cognition Theory is a learning theory that states that “individuals learn by observing others” (Bandura, 1986). Social psychologists say that the environment in which one grows up affects his or her behaviour significantly (Bandura, 2001). Bandura (2001) in his assessment claimed that a combination of the following three factors influences individual behaviour. The first is Personal, which is concerned with whether or not an individual has a feeling of self-efficacy and how high or low his or her sense of

self-efficacy is in relation to behaviour. Second is behavioural, which is concerned with the reaction that an individual receives after doing an activity (outcome expectation). The third is environmental, which refers to aspects of the environment or a specific setting that impacts an individual's capacity to execute a given task more effectively.

This theory was chosen to guide the study because the study aims at assessing how a person's self-efficacy and outcome expectations affect intrapreneurial behaviour in the workplace. The reason is that, while the environment is important when discussing an individual's behaviour, the individual's posture is more important. Self-efficacy refers to a person's belief in his or her skills and capacity to perform a task effectively. Bandura (1986) explained that self-efficacy is a judgment of what one can do with whatever abilities one possesses and not necessarily depending on the skills one possesses. Self-efficacy influences an individual's cognitive functioning and can anticipate, moderate and influence job behaviour (Wood & Bandura, 1989; Pajares & Graham, 1999; Usher & Pajares, 2006). This will help to ascertain how an employee's commitment to work would affect his or her desire to be intrapreneurial conscience.

Self-efficacy may be defined as a psychological transformation that occurs as a result of a shift in an individual's expectations (Bandura, 1997). According to Bandura (1982), people behave when they have strong efficacy beliefs that enable the effort to seem rewarding. These beliefs are also thought to have an impact on future behaviour in the context of both the inception and persistence of behaviour. An individual's self-efficacy is influenced by his or

her past experiences with success, intrinsic motivation acquired from mentors and role models learned through observation or reading books, emotional awareness acquired from guidance and exhortation from friends and family members, and other factors (Bandura, 1982; Muretta, 2005). A thorough examination of self-efficacy reveals either a "pull" or a "push" component in entrepreneurship. This helps to explain why self-efficacy is not a fixed characteristic (Hollenbeck & Hall, 2004). Pinchot (1999) proposes a set of skills, abilities, and behaviours that workers should learn in order to promote intrapreneurship. Self-efficacy was discovered as the most impacting skill on behaviour among the eleven skills suggested by Pinchot.

Resource-Based View (RBV) propounded by Wernerfelt (1984) is the most popular theoretical paradigm used to assess factors in the management literature that affect business performance (Saffu, Walker, & Mazurek, 2012; Rahman & Ramli, 2014). The theory postulates that “firms compete based on the resources and capabilities they possess”. By inference, the durability of the results of competitive advantage is therefore focused primarily on the expense of the resources and capabilities used to execute the strategy sought. The RBV principle promotes competitive advantage by demonstrating that performance outcomes are the result of business-specific resources and skills that are difficult to duplicate by other competitors, and thus provides a useful theoretical framework for understanding factors that affect company performance (Irwin, Hoffman, & Lamont, 1998; Rahman & Ramhi, 2014). Early resource-based economics research received little attention, but strategy researchers who sought to analyse variation in firm growth and performance at the organisational level

made significant advances (Rumelt & Lamb, 1984; Wernerfelt, 1984; Dierickx & Cool, 1989; Barney, 1986, 1991).

The RBV theory is based on two main assumptions. First, it examines the differences in enterprises based on their resources and capabilities, because some businesses within the same industry may accomplish specific tasks better than others depending on these resource variances (Dierickx & Cool, 1989; Barney, 1991). Secondly, there can be persistent resource differences between firms due to shortages and difficulties in acquiring or imitating those resources and capabilities (Barney, 1986, 1991; Reed & DeFillippi, 1990; Barney & Hesterly, 2012). This study focused on the first assumption to establish how enterprises can harness their internal resources including employees to increase productivity. While resource immobility prevents other firms from easily obtaining or imitating a firm's resources, it also means that a firm can find it difficult to sell any of its excess specific resources in the market (Lippman & Rumelt, 1982; Nelson & Winter, 1982). Comparatively, Barney (1991) pointed out that transferring such resources to related businesses within a business constitutes an appropriate approach because the marginal costs of using these resources within an existing sector are frequently minimal, but the advantages of employing them in another business unit might be large. As such, the RBV theory indicates the extent of diversification of an organisation and its output are significantly affected by its resource which includes human resources.

The theory of the growth of the firm is frequently viewed as providing a significant lineage for the theory of resource-based view (Kor & Mahoney, 2004). Penrose (1959) examined the relationship between firm resources and

firm performance in her study. The author stated that firms should be conceptualised as an administrative structure consisting of a collection of resources in a deviation from neoclassical microeconomics, and thus concluded that a company's growth is constrained by this crucial feature of a company.

RBV helps to put into the right perspective, the dynamic and innovation, especially in terms of how new resources are combined and sustained so that they can contribute many returns. Also, obtaining sustained and above-normal returns in comparison to competitors is the firm's ultimate goal when using a resource-based approach. For sustained higher returns, a set of resources that are not equally available to all enterprises must be combined into skills and capabilities (Mahoney & Pandian, 1992).

Resource-Based View theory has been criticised for its weakness by several authors (Priem & Butler, 2001; Connor, 2002; Kraaijenbrink, Spender, & Groen, 2010). The Resource-Based View, according to Priem and Butler (2001), ignores the effect of managerial decisions on performances. This explains that managers need to establish and acquire strategic tools that meet valuable, unusual, non-imitable, and non-substitutional requirements and how to develop an organisation as appropriate. Enterprises with the potential to incorporate best practices will be overtaken by a business that can improve that ability faster than a company that is best in practice (Collins, 2020). In particular, the RBV offers a great contextual framework for evaluating business performance in developing economies where enterprises face insufficient access to resources and skills (Saffu et al., 2012). With this, the analysis of the

Resource-Based View which postulates that the resources and capabilities of an enterprise are the primary predictors of success is adapted for this study.

Conceptual Review

The Concept of Intrapreneurship

Over the years, the emphasis of studies on intrapreneurship has been enhanced (Blanka, 2019). More emphasis has been placed on evaluating the term intrapreneurship from the perspective of an organisation. Intrapreneurship is also sometimes termed Corporate Entrepreneurship (CE). This is because the two concepts are closely interrelated, although several studies in this area have given different opinions on how these two approaches are not the same considering the various dimensions such as innovativeness, autonomy, pro-activeness, risk taking propensity, and competitive aggressiveness (Mokaya, 2012).

The term "intrapreneurship" was coined by Pinchot in 1978. He pointed out in his paper, called "intra-corporate entrepreneurship". Pinchot explains that intrapreneurship serves as a disruptive breakthrough, as it alters an organisation's status quo and hierarchy. Intrapreneurship was also later described in similar ways by Antoncic and Hisrich (2003) and Mokaya (2012) as a subject of "been entrepreneurially with characteristics of innovativeness, autonomy, pro-activeness, risk taking propensity, competitive aggressiveness, etc. in an existing firm". Afriyie (2020) also in his study viewed intrapreneurship as the process by which individual employees within an established firm take conscience initiatives to diverge from customary methods of working within the firm, to act proactively and creatively dependent on the resources of the firm in an operative manner to advance the firm and make it

competitive. Afriyie (2020) positioned that for enterprises to attain its stated goals, there is the need for employees to be innovative, pro-active and aggressively in competitions.

Dimensions of Employee Intrapreneurial Orientation

Employee Innovativeness

The long-term growth and success of small enterprises heavily depend on the innovativeness of the employees (Olokundun, Falola, Ibidunni, Ogunnaike, Peter, & Kehinde, 2017). The firm's capacity to recognize market demands is not guaranteed such a firm would be successful but rather its ability to involve employees' intrapreneurial skills to offer satisfying the needs of the customers (Carrier, 1994). The constantly changing demands of customers require employees to be more innovative to stand in the competitive market.

Covin and Miles (1999), defined innovation as the propensity for an individual to seek out novel concepts and test them out before rivals. In their submission, they suggested that innovation is necessary for intrapreneurship to exist. Several researchers support the findings since most components of intrapreneurial orientation suggest, especially new venture, new business venturing, self-renewal, and strategic renewal are all irrelevant since they all converge on the larger concepts of innovation (Aarakit & Kimbugwe, 2015; Neessen, Caniëls, Vos & De Jong, 2019; Afriyie, 2020).

Moreover, the contribution of innovation to a firm's output cannot be underestimated as some authors have established the link between innovation and firm performance. Bradmore (1996) suggests that successful

implementation of new ideas as means of enhancement of firm performance can be achieved through innovation. The findings of Robertson and Yu (2001) revealed that the collection of information and proper utilisation of this is very crucial to creating customised solutions and this can be achieved through innovation.

Employee Risk-taking

There are several arguments among scholars on the existence of some amount of uncertainty in business. This is because it is believed that even in the daily operations of a business, there is a possibility that the customers will not be satisfied in one way or another. Lumpkin and Dess (1996) define risk-taking as venturing into the unknown. Weber and Milliman (1997) observed that an individual has a propensity to be attracted to or repelled by alternatives in making decisions that they may consider to be more or less risky.

Risk-taking in business assumes a posture that shows some risk tendency, reduces risk perception and contributes to more risky conduct (Sitkin & Weingart, 1995). It has been observed that intrapreneurs are very close to entrepreneurs in terms of uncertainty and expectations of risk (Matthews, Schenkel, Ford, & Human, 2009). Moreover, intrapreneurs present greater levels of risk aversion as compared to entrepreneurs (Martarena, 2013).

Employee Pro-activeness

By nature, proactive people believe that they can affect a change in their settings (Crant, 2000). To influence the environment, such individuals tend to take action rather than passively observe and respond to events around them

(Bateman & Crant, 1993). A proactive personality increases the drive to learn by engaging and learning from training experiences as calculated by one's desire (Major, Turner, & Fletcher, 2006). As a result, proactive employees who strive to maximise their productivity at work are more likely to feel knowledgeable and prepared to take action. Being proactive is taking the initiative and working to explore new avenues or markets (Lumpkin & Dess, 1996) and describes an action to be taken in anticipation of an action (Afriyie, 2020).

A study of university professionals in a private company in Costa Rica conducted by Vargas-Halabi (2017) found that proactivity is a relatively high intrapreneurship construct used by many researchers. Gawke, Gorgievski and Bakker (2019) also note that in an intrapreneurship business, workers will proactively combine existing resources to produce a new product. Conclusively, all aspects of a firm require some level of proactiveness, especially at the employee level.

Employee Competitive Aggressiveness

One of the key challenges confronting small enterprises is the issue of poor performance and survivability due to the unstable business environment of the industries they find themselves in (Gamage Ekanayake, Abeyrathe, Prasanna, Jayasundara, & Rajapakshe, 2020). They, therefore, recognised that it is important for firms to adopt appropriate business techniques that guarantee their existence and success in the sector specifically at the employee level. Due to its role in gaining an advantage over rivals and outperforming them, competitive aggressiveness has become a crucial topic in business research (Lumpkin & Dess, 1996; Stambaugh, Yu, & Dubinsky, 2011).

Competitive aggressiveness refers to the propensity of a firm to directly and intensely challenge its competitors to achieve entry or improve its position, that is, to outperform industry rivals in the marketplace (Lumpkin & Dess, 1996; Abdullahi, Kunya, Bustani, & Usman, 2019). Similarly, Palazzeschi, Bucci, and Fabio (2018) defined competitive aggressiveness as the proactive engagement in challenging relevant business competitors for sustainability. Narrowing this initiative, employees of small enterprises must be aggressive in their work to present the firm with a competitive advantage. This involves a worker's desire to be creative rather than rely on established competitive techniques (Lumpkin & Dess, 1996), employee efficiency, increased spending on marketing, and quality improvement (Abdullahi et al., 2019). This study adopts the definitions of Lumpkin and Dess (1996) and Abdullahi et al. (2019) to refer to the competitive aggressiveness of employees as the invention of long-term study of competitive strategies by management aimed at gaining competitive business advantage through the influence of employees.

Employee Autonomy

Today's business climate encourages intrapreneurial activity because it is intensely competitive. Businesses must then allow employees the flexibility to develop and implement ideas (Leatherbee & Katila, 2020). As intrapreneurial practices increase, employees will be given more freedom to define their jobs and the decision-making process is decentralised (Sebora et al., 2010; Meynhardt & Diefenbach, 2012). Globocnik and Salomo (2015) found that giving employees autonomy increases their sense of self-efficacy. Therefore, organisational structure should include autonomy and flexibility, especially in

strategy formulation, for an effective intrapreneurial climate (Pandey et al., 2020).

Bodie (2017) indicated that because employees must abide by regulations, autonomy does not imply no rules and free resignation. However, when employees are aware of their limitations and given the opportunity, they become more innovative, passionate, and ultimately more productive. Autonomy is the extent to which a job gives an employee the freedom and independence to choose how and when to arrange their work, according to Winch and Addis (2021). Autonomy was defined by Lumpkin and Dess (1996) as the independent action of a person or group in conceiving of, developing, and realising an idea or a vision. Leskinen (2011) asserts that the presence of autonomy encourages employees to raise pertinent issues to gather data for strategic and operational decision-making.

Employee Commitment

The creation of commitment among employees is very important and has been given a great deal of attention in research because without it, achieving a firm's strategic objectives will become challenging (Brisco & Claus, 2008; Fugate et al., 2009). Practitioners frequently relate commitment to key organisational outcomes like turnover, performance at work, absenteeism, job satisfaction, and punctuality (Mathieu & Zajac, 1990). The desired implications of employee commitment have encouraged firms to actively seek out ways to promote commitment among their workers (Bateman & Strasser, 1984).

Employee commitment has been defined in various ways (Ongori, 2007; Akintayo, 2010; Zheng, 2010). The common theme among these definitions is

that employee commitment is a bond or the linkage of the employee to the organisation. Employee commitment is viewed by Ongori (2007) as an emotional reaction to the entire organisation and the level of affection or loyalty that employees feel towards it. Additionally, Akintayo (2010) defines employee commitment as the degree to which the employee feels devoted to their organisation. Allen and Meyer's (1990) three-component conceptualisation of commitment were adopted for this study. They labelled commitment as affective or attitudinal, continuance or behavioural, and normative commitment. An employee may be seen to experience each component of commitment to varying degrees, according to the three-component conceptualisation (Kamfer, 1989). Every element evolves as a result of various experiences and their effects on employees' behaviour.

Employee identification, involvement, and emotional attachment to a firm are all parts of affective commitment (Luthans, 2002). Employee identification, involvement, and emotional bonding show that an organisation values them and has put them in a position where they can help the organisation achieve its objectives. Allen and Meyer (1990) discovered that job experiences that foster emotions of comfort and personal competence in the organisation were the best predictors of affective commitment. Employees with strong affective commitments stick with the business because they want to, while those with strong continuation commitments do so out of necessity, according to Allen and Meyer (1990). According to Meyer and Allen (1991), employees who have experiences at work that are in line with their expectations and meet their basic requirements have a stronger affective commitment to the business than those who have less satisfactory experiences.

The concept of continuance commitment entails making a commitment based on the costs an employee would incur by leaving an organisation. Regarding perceived financial benefits received in one's existing position against alternative work alternatives, continuation commitment is more important (Eisenberger, Fasolo & Davis La-Mastro, 1990). Employees may become more committed to staying with the organisation after they realise, they have made investments or "side bets" that would be lost if they left, or they may realise there are few comparable options available (Meyer, Allen & Smith, 1993). The degree of continuance commitment is based on how much this exchange relationship benefits the employee, which may be considered an effect of the relationship of exchange between the employee and the organisation (Kamfer et al., 1994).

Normative commitment is defined by Ridwan, Mulyani and Ali (2020) as the responsibility and obligation felt by members of an organisation. Employees believe it is their duty to aid the organisation in achieving its objectives. Age or duration of service are not limitations on how long these employees can work for a firm. Employees that have a normative commitment feel obligated to stick with their firm and that people should be devoted to them (Cohen & Kirenmey, 1995). An employee with a normative commitment is typically discouraged from quitting an organisation by these feelings of duty and devotion. According to Wiener (1982), people with a strong need for affiliation will commit themselves to an organisation most fully if it provides a nurturing environment.

Small Enterprises

Generally, there is no recognised legal definition for small enterprises, according to Peprah, Mensah, and Akosah (2016), and its description often depends on the country. Small Business Administration (SBA) researchers in the United States have described a small enterprise as an organisation with fewer than 500 employees (SBA, 2014). Augustine and Asiedu (2017) indicated that a single factor is not sufficient to define small enterprises. Contrary, a study on investment readiness and access to external finance among Ghanaian Small and Medium-size Enterprises by Amarteifio and Frimpong (2019) used a single factor to define SMEs. The researchers argued that the consideration of valuing fixed assets will pose a problem since the mode of accounting system employed by enterprises will vary from one to the other as well as continuous depreciation in the exchange rate offer makes such definitions obsolete.

They recognize the employee base approach to be feasible and effective because firms can be easily be identified by the number of employees. In this study, small enterprises are being used as a generic term to refer to micro, small and medium-sized enterprises as defined by Amarteifio and Frimpong (2019). They defined small businesses as ventures which have employees between the ranges of 0 and 100. Specifically, they classified small businesses in micro-enterprises, small enterprises, and medium enterprises with employees of less than 5, 5 to 29, and 30 to 99 respectively.

Small enterprises are important contributors to the employment and growth of most economies (Augustine & Asiedu, 2017; Ayandibu & Houghton, 2017; Ikupolati et al., 2017). It has been estimated that small enterprises

represent about 99 percent of all businesses and they are the major source of employment for more than 60 percent of the available workforce of the European Union (Berger et al., 2017). Such contributions are not different in the Ghanaian economy. According to the Ghana Statistical Service (GSS), the small enterprise sector represents 92 percent of businesses which indicates the largest proportion of the businesses in the country (GSS, 2015; Amoah & Amoah, 2018). Again, the industry employs more than 60 percent of the working population in the nation and accounts for more than 22 percent of Ghana's GDP (GSS, 2010).

A study conducted by Adusei and Tweneboah-Koduah (2020), revealed that the small enterprise sector currently represents about 92 percent of all businesses in Ghana and accounts for about 70 percent of Ghana's GDP. This shows an improvement in the sector's contribution to the country as compared to the findings of the GSS in 2010. Several policy initiatives have been introduced to strengthen the sector's job creation functions in recognition of their essential role.

Among other importance of the small enterprise sector includes; firstly, assisting the large enterprises. In certain areas of activity, small enterprises support large companies that they are better able to supply. That is, when small enterprises are automatically dissolved, large businesses will be required to engage in further activities that might not be beneficial for these businesses. Activities like the provision of raw materials and the selling of final products made by large businesses are evolving more successfully within the context of small businesses. The government also acknowledges the importance of small

enterprises. Therefore, they provide daily benefits for small enterprises, such as easier access to loans and preferential tax treatment (Augustine & Asiedu, 2017).

Lastly, versatility and innovation are preferred by small enterprises. Small enterprises were due to many technical processes and inventions. According to Martin-Rios and Pasamar (2018), large companies are less adaptive than small businesses since they prefer to concentrate on refining the existing product to produce more of it and gain from the multidimensional economy in general. Smaller firms concentrate on creating new goods or services to remain competitive, and as a result, can react to shifting consumer wants more quickly. Small businesses are essential to shaping a nation's economy and might be seen as an appealing mechanism. As a result of its favourable social and economic benefits, this sector is regarded as one of strategic importance to the economy.

Despite the similarity in small enterprises' contributions across nations, they are defined differently around the world. The details of the specified size of a small enterprise are given by the country in which a business operates. Depending on the region, the size or categorisation of a business as a small enterprise may be dependent on several features. The characteristics include annual revenue, the number of employees, and the number of assets owned by the firm or some combination of these characteristics.

Small Enterprise Performance

The measure of small enterprise performance could be complex and challenging and these challenges are usually different from those of large organisations (Hassan & Hart, 2016). The degree to which an enterprise fulfils its goals and creates value from an entrepreneurial activity in light of the internal and external environment is referred to as enterprise performance (Wu, 2009; Hassan & Hart, 2016). Similar to this, a firm's performance measures how well or poorly it is performing concerning the goals it has been assigned. Bature and Hin (2017) define firm performance as the actual financial or non-financial results of a firm's attempts to achieve its stated objectives and aims.

Similarly, Davidson and Wiklund (2013) argue that companies' success can be evaluated in many ways, with sales, jobs, assets, market share, physical production and profit as the most commonly used metrics. There is, however, no agreement on the best performance metrics, so researchers use measures that make it easy to collect data. This means researchers must take into consideration the availability of the needed data, especially the primary and secondary data.

A study conducted by Ankrah and Mensah (2015) on measuring performance in small enterprises in the manufacturing industry in Ghana also revealed that the most performance measurement systems by small enterprises are personal performance and customer satisfaction. Performance measurements for small enterprises, such as performance measurements in large organisations, are still not well known (Ankrah & Mensah, 2015). Also, a study conducted by Essel, Adams, and Amankwah (2019) on the effect of entrepreneur, firm, and institutional characteristics on small-scale firm

performance in Ghana simultaneously employed the size of employees and monthly sales growth as indicators for firm performance, although the justification for the selection of the indicators was not stated.

Based on the suggestion from the literature, this study used growth in sales and growth in net profits as the measurements or indicators of small enterprises' performance. This is based on the reason that sales as a measurement for small enterprises' performance are widely used in empirical performance studies (Davidson & Wiklund, 2013). Moreover, according to Byrne, Delmar, Fayolle, and Lamine (2016), sales figures are relatively easily accessible and the provision of such information is convenient for most workers. Other indicators such as the total value of assets are vulnerable to variations over time and closely tied to the capital intensity of the industry due to certain factors such as changes in the exchange rate (Davidson & Wiklund, 2013).

Empirical Review

This section reviews the findings of most recent related studies on the “effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana.” It further the similarities, gaps and contradictions in such studies.

A study by Giang and Dung (2021) aimed at establishing the link between a company's internal Corporate Social Responsibility (CSR) policies and performance, with employee intrapreneurial behaviour, strategic renewal behaviour patterns, and new business venture behaviour serving a moderating effect. The study randomly selected 607 employees from 33 pharmaceutical

companies in Ho Chi Minh City, Vietnam. A Partial Least Square Structural Equation Model was used to analyse the data (PLS-SEM).

The study found that internal CSR initiatives at the firm had a favourable and significant impact on firm performance. Employee strategic renewal behaviour and new business venture behaviour are two intrapreneurship activities that help to control the relationship between internal CSR practices and firm performance. Companies would need to develop the internal CSR application architecture and methods to support the commitment to intrapreneurship. Through the moderating function of employee intrapreneurial behaviour, the article provided the driving mechanism of internal CSR on company performance.

In a study conducted in Ghana, Afriyie, Melyoki, and Nchimbi (2020) investigated how employee perceptions of their efficacy affected small business intrapreneurial behaviour. A standardised questionnaire was used to survey 234 employees from small businesses in Ghana's fresh fruit juice processing sector to gather data. Analyses of the data were performed. The results demonstrated that employees believed their sense of self-efficacy to be significantly related to their intrapreneurial behaviour. However, they also noted that self-efficacy was not a necessary prerequisite for intrapreneurial behaviour to take place. In the practice of such behaviour, a firm's attributes are of utmost importance. That is, while employee self-efficacy is a key factor in determining how they behave intrapreneurial, employee self-efficacy is strengthened by firm resources. These findings had policy significance for the support of small businesses in Ghana and comparable settings. The study has advanced the understanding of

intrapreneurship in small businesses by demonstrating that intrapreneurship is not necessarily correlated with specific personality traits. The importance of additional elements such as commitment and leadership style that strengthen these qualities must be considered.

Similarly, in the study by Neessen, Caniëls, Vos, and De Jong (2019), the importance of employees' intrapreneurial behaviour on the performance of organisations was examined. However, the researchers discovered that literature on intrapreneurship has been disorganised and, therefore, there was a need to integrate the overview of the characteristics and behaviours of intrapreneurial employees in the performance of the organisation. Yet, the study based on a systematic literature review and proposed a new definition of intrapreneurship which highlights on multilevel nature of intrapreneurship. Moreover, they proposed a comprehensive model of intrapreneurship in which they integrate the new definition, dimensions, and determinants applicable to individual employees. They discovered that innovativeness, pro-activeness, risk-taking, opportunity recognition/exploitation and internal/external networking were important behavioural dimensions of intrapreneurship. The study further revealed that a specific skill set, a sense of their capabilities, personal knowledge, prior experience, the relationship with the company, motivation, satisfaction, and goals are all drivers of intrapreneurial behaviour. The researcher narrowed the source of papers to articles published only in ISI-certified journals. While this was done to ensure the accuracy of the articles used, there was a risk that the researcher might have omitted good-quality articles that may have not been published in ISI journals.

In an attempt to examine the relationship between employees' organisational commitment and their performances, the impact of work-life balance on employee commitment was examined in a study by Darko-Asumadu, Sika-Bright, and Osei-Tutu (2018), which social workers found to be interesting. It is critical to assess a person's dedication when working in the banking industry because doing so can interfere with social interactions. The study's goals were to learn more about how employees felt about commitment and the connection between work-life balance and commitment. With 115 employees responding to questionnaires and seven employees taking part in interviews, the study used a descriptive cross-sectional survey methodology. The study discovered among other things, that single employees were better at managing their roles in work and family than their married colleagues. Women also reported having greater conflict between their personal and professional lives than men. Due to their dissatisfaction with paternity leave, study leaves, and part-time work, there was a modest positive association between work-life balance and commitment among employees. According to the study's findings, employee commitment was not significantly impacted by work-life balance regulations. To improve work-life balance, it was advised that bankers make use of paternity leave, study leave, and part-time work. In order to handle both domains and perform well at work, industrial social workers should also train bankers on how to balance their professional and social duties.

Additionally, a Nigerian study by Olokundun et al. (2017) found that encouraging intrapreneurship in Nigerian businesses will play a significant part in inspiring staff members and providing a stage for them to use their original

and innovative faculties to enhance innovative performance. Olokundun et al. (2017) asserts that this will produce a productive organisational work environment that supports Nigerian firms. The high rate of small and medium-sized business migration in Nigeria at the time the survey was being done was the motivation for the establishment of the study. The study's main objective was to demonstrate that small businesses in Nigeria may function innovatively when they engage in intrapreneurship activities.

Again, a study by Muhammad, Chong, and Shaheen (2016) conducted in Pakistan aimed at investigating the impact of personality traits on intrapreneurial behaviour and showed a very interesting result. A total of 306 workers from higher education institutions were included in the research. With the aid of SmartPLS software, the structural equation modelling approach was used to analyse the data. Extroversion, openness to new experiences, and emotional stability were found to be positively associated with intrapreneurial behaviour, while conscientiousness and agreeableness were found to negatively influence intrapreneurial behaviour patterns. In the context of Higher Education Institutions (HEIs), the study's conclusions had various significance. The management of higher education institutions should take proactive measures to guarantee that staff possesses personality qualities that have demonstrated a substantial impact on intrapreneurial behaviour in this study to increase intrapreneurial behaviour in the institutions.

It was suggested that throughout the recruiting process, senior management should consider and prioritise applicants with greater degrees of extroversion, openness to experience and emotional stability. But out of all the

characteristics, extroversion and emotional stability are the most revealing signs. Therefore, encouraging more intrapreneurial behaviour may be facilitated by employing staff members who exhibit high levels of extroversion and emotional stability, which will ultimately aid increase performance. This study was among the earliest in the field of intrapreneurship, with an emphasis on the micro-level underpinnings of intrapreneurial behaviour.

Similarly, a study in Uganda by Aarakit and Kimbugwe (2015) explored the relationship between intrapreneurial orientation and firm performance and stated that there exists a significant and positive relationship between intrapreneurial orientation (innovativeness, pro-activeness, and risk-taking propensity) and firm performance. Aarakit and Kimbugwe (2015) further indicated that to significantly boost the performance of the company, the intrapreneurial abilities of employees in small enterprises need to be strengthened.

Relatedly, Felicio et al. (2012) conducted a study on the effect of intrapreneurship on corporate performance with innovativeness, risk/uncertainty, risk/challenges, competitive energy, proactivity, and autonomy as the supportive factors of intrapreneurship while firm size and age periods served as indicators for firm performance. Using a survey of 217 medium-sized Portuguese companies and a confirmatory analysis method based on structural equation modelling (SEM), the study discovered that intrapreneurship's multidimensional framework is verified and affected by the essential role of proactivity and innovative intervention, linked to the challenge of risk propensity for intrapreneurs. The autonomy given to entrepreneurs, their

competitive energy and the risk of uncertainty associated with their initiative and their innovation potential is less important within the context of intrapreneurship (Felicio et al., 2012).

To expand it further, Cetin (2011) also studied 211 employees in Turkey's information industry to determine the role of self-efficacy and its level of control in the process of intrapreneurship. It was discovered that employees with high self-efficacy were more successful in intrapreneurial processes and activities, especially in terms of innovation. Comparing employees' entrepreneurship with intrapreneurship, it was found that workers with strong self-efficacy might act intrapreneurial more, with the owner-manager bearing the burden of resource supply for any intrapreneurial activity. In that environment, workers must have a "can-do" attitude, however, in entrepreneurship, strong self-efficacy alone may not be sufficient for entrepreneurial activity. That notwithstanding, the Turkish setting may be different from that of Ghana. For these reasons, results from Ghanaian studies may vary. Furthermore, Cetin's (2011) research did not take into account employees in small enterprises. As a result, studies on employee self-efficacy and intrapreneurial behaviour in small businesses are only a few.

In the area of employee commitment, Ulabor and Bosede (2019) examined the effects of employee commitment on organisational performance in some selected fast-food outlets in Osun State. Using both descriptive and inferential statistics with a survey of 100 fast-food outlets in the Osun State, the findings revealed that employee commitment is significant to organisation performance. Profitability, increased in sales, and increased in customers'

patronage were used to measure organisational performance, and it was observed that employee commitment influences all the variables.

From the literature, it was noticeable that extensive research into the pertinent literature had uncovered new issues and lessons. These research under examination were mostly carried out in developed nations. A few research have been done on intrapreneurship in Ghana, specifically in the Sunyani Municipality. As revealed from the literature above, extroversion, openness to new experiences, and emotional stability were positively associated with intrapreneurial behaviour, but conscientiousness and agreeableness had the opposite effect.

The studies showed disagreement/inconsistency concerning the measurement of intrapreneurial orientation at the employee level. While Afriyie et al. (2020) used three dimensions in measuring the intrapreneurial orientation of employees, Soriano, Felício, Rodrigues, and Caldeirinha (2012) considered the use of more than three-dimensional measurements namely; pro-activeness, risk-taking propensity and innovativeness are mostly used; however, it cannot be generally concluded as the formerly used measurement of the intrapreneurial orientation of employees. This is because some researchers believe that the use of the three dimensions limits the scope of the field of intrapreneurship (Neessen et al., 2019). Contributing to the view Afriyie et al. (2020) stated that a detailed description of some dimensions proposed by Antoncic and Hisrich (2003) such as new venture, business venture and self-renewal could culminate into innovativeness.

It was established that the outcome of employee intrapreneurial behaviour was paramount as it affects the assessment of organisations' performance. As it can be seen from the literature, there were no studies on employee intrapreneurship orientation that specifically assessed the moderating effects of employee commitment to intrapreneurship.

Conceptual Framework

The conceptual framework describes how the “effects of employee intrapreneurial orientation on the performance of small enterprises, the moderating role of employee commitment” was explored by the researcher. Based on the two theories which were adopted for the study and the various findings from the various literature, the researcher came up with the following conceptual framework to show the effects of the independent variables (innovativeness, pro-activeness, risk-taking, autonomy, and competitive aggressiveness), moderating variable (employee commitment) on the dependent variable (firms' performance).

The goal was to understand the role of an intrapreneurial orientation at the lower levels within the enterprise where it is believed that the examination of this construct is particularly appropriate given its innovativeness, pro-activeness, risk-taking, autonomy, and competitive aggressiveness nature (Groenewald et al., 2019; Aarakit & Kimbugwe, 2015) and the potential impact it may have on the performance of an enterprise considering a possible moderating role of commitment of employee. This is indicated in Figure 1.

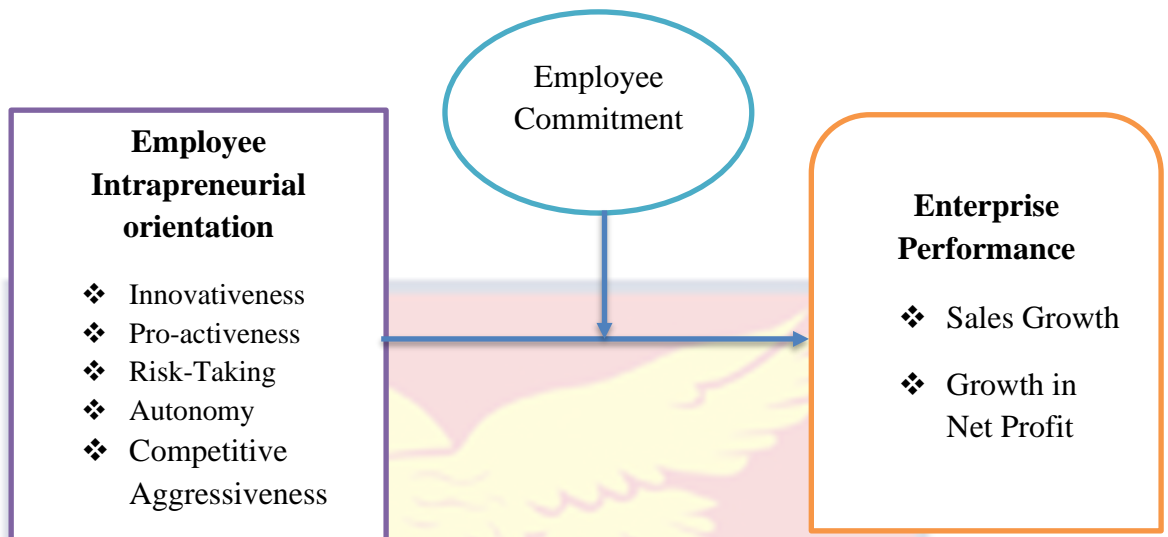


Figure 1: Effects of Employee Intrapreneurial Orientation on the Performance of Small Businesses: The Moderating Role of Employee Commitment.

Source: Author's own construct, (2022)

It can be observed from Figure 1 that giving the employee intrapreneurship as innovativeness, pro-activeness, risk-taking, autonomy and competitive aggressiveness, the general performance of an employee would be determined by the level of his or her commitment to work. In this model, it was hypothesised that if the level of intrapreneurship of the employees with dimensions of innovativeness, pro-activeness, risk-taking propensity, autonomy and competitive aggressiveness is high with all other things being equal, then it would be expected that the performance would increase and this would confirm the Felicio et al. (2012) study which found that intrapreneurship in corporate performance with innovativeness, risk/uncertainty, risk/challenges, competitive energy, proactivity, and autonomy as the supportive factors of intrapreneurship were good indicators for firm performance.

Furthermore, it was hypothesised that if employee commitment to work is high, then it would be expected that the performance of enterprise will also increase. In the study by Ellinger et al (2013), it was revealed that there was a positive relationship between employee commitment and organisational performance. Hence, it was found that the financial success of these firms is influenced by both corporate culture and organisational dedication. Lastly, it was hypothesised that if employee commitment to work as a moderating variable increase, then it would be expected that the relationship between the various dimensions of employee intrapreneurial orientation (innovativeness, pro-activeness, risk-taking propensity, autonomy and competitive aggressiveness) and the performance of enterprise will be strengthened positively.

Chapter Summary

The emphasis of this chapter was on review of related works done by other writers focusing on the constructs of the study. It began with a theoretical review which reviewed two main theories, followed by detailed explanations of all major concepts such as intrapreneurship, innovativeness, pro-activeness, autonomy, risk-taking propensity, competitive aggressiveness, and small enterprise used in the study. Finally conceptual framework was carved for the study which was founded on the literature review and theoretic assumptions.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the research methods that were employed in the research. It, therefore, identifies how the research was undertaken and the justification for each approach, as well as the research design, study area, population, sampling procedure, data collection instruments, data collection procedures, data processing and analysis, and ethical issues.

Research Philosophy

The design, method, and scope of social science research have been impacted by some theoretical approaches. Over the years, social science research has been influenced by five main ideas, according to Saunders, Lewis, and Thornhill (2016): Critical realism, interpretivism, postmodernism, pragmatism, and post-positivism. This study adopted a post-positivist paradigm. In this case, it is believed that a post-positivist paradigm encourages methodological pluralism. This paradigm rejects the positivist paradigm that a researcher can be an independent observer of the social world. Post-positivists argue that the ideas, and even the particular identity of a researcher influences what they observe and therefore impacts upon what they conclude (Cohen, Manion & Morrison, 2017). This philosophy was known to be critical realism and it is one of the most popular types of post-positivism. A critical realist claims that science may investigate a reality that exists regardless of our views of it; nevertheless, the difference between them and other critical realists is that the post-positivist critical realist recognises that all observations are imperfect

and prone to mistakes and that all theories are subject to revision (Wildemuth, 1993). A critical realist, then, questions our ability to know reality with certainty (Trochim & Donnelly, 2001).

Research Approach

There are three primary approaches to research, namely quantitative, qualitative, and mixed approaches, according to Neuman (2014), Creswell (2014), and Saunders, et al. (2016). While the qualitative approach deals with minute details of social reality, the quantitative approach allows the researcher to explore relations between variables (Ofori & Dampson, 2011). According to Neuman (2014), the method of data collection and analysis can also be utilised to distinguish between the two approaches. For instance, the quantitative research approach relies heavily on questionnaires for data gathering and analysis, but the qualitative research approach allows for the use of interviews for data collecting. According to Sekaran and Bougie (2016) and Saunders et al. (2016), the third approach, a mixed-method approach, combines the two previous approaches.

This study employed a quantitative research approach. This is a result of the study's structure and objectives which requires to gather numerical data for the current study, which was then analysed. The study required that findings be applied to the entire population. According to Tashakkori and Teddlie (2010), quantitative approach is frequently seen as deductive since broad conclusions about the characteristics of a population can be drawn from the testing of statistical hypotheses. Lincoln, Lynham, and Guba (2011) are also of the view that the quantitative approach to research aims to produce generalisable theories

and hypotheses that can be tested in a variety of contexts. The criteria stated earlier were taken into consideration before selecting between a quantitative and a qualitative research approach.

Research Design

According to Sekaran and Bougie (2016), a research design is a strategy or a manual that outlines how data relevant to a particular study should be gathered, measured, and analysed. Kusi (2006) also defined research design as a plan for undertaking a systematic exploration of the phenomenon of interest. The predictive research design was used since this study is focused on defining the features of the problem through the presentation of facts and features of the individuals, groups, and circumstances. This design provided the researcher with a lot of information from quite a small sample of individuals. Also, a predictive research design gave the researchers a more realistic image of the course of events and attempted to characterize each respondent's unique view and attitude based on the data acquired at the time the study was done.

Study Area

As one of Ghana's 260 Metropolitans, Municipalities and District Assemblies (MMDAs), the Sunyani Municipality is a one of the 12 Municipalities and Districts in the Bono region, with Sunyani serving as its capital. Legislative Instrument (LI) 1473, which was enacted on March 10th, 1989, founded the Municipality. The Sunyani Municipality Assembly encompasses 506.7 km² of territory in total. It is situated between Latitudes 7°20'N and 7°05'N and Longitudes 2°30'W and 2°10'W in the centre of the Bono Region. The economy of the municipality used to be predominantly agrarian. It

enjoys food security throughout the year, and its capital serves as a major market centre for a large number of agricultural products like maize, cassava, plantain, yam, cocoyam and vegetables which are produced in the region. Currently, about 20 to 50 percent of agricultural lands in the municipality are under cultivation. Most crop farmers also engage in the production of small ruminants and poultry. However, based on data from the 2010 Population and Housing Census, 65.7 percent of households in the municipality are into non-agricultural activities with the remaining 34.3 percent into agricultural activities. This is attributable to the fact that most inhabitants of the municipality are urban dwellers.

The municipality is linked to a considerable number of financial institutions. These include both banks and non-bank financial firms such as microcredit firms. The Ghana Commercial Bank, Barclays Bank, Zenith Bank, Eco Bank, Star Assurance, Vanguard Insurance, Excel Microfinance, Noble Dream Financial Service, and Opportunity Savings and Loans are prominent examples of these financial and non-financial organisations in the district. By providing loans to qualified borrowers and supporting investments, these financial institutions contribute to raising the standard of living for residents in the district. Despite the numerous characteristics, the Sunyani Municipality was selected for this study because it is a growing municipality when it comes to the start-up of small enterprises due to an increase in population, however, it is experiencing an increased small enterprise failure (Anokyewaa & Asiedu, 2019; Addaney, Akudugu & Asare, 2016). The figure below shows the map of Ghana indicating Sunyani Municipality.

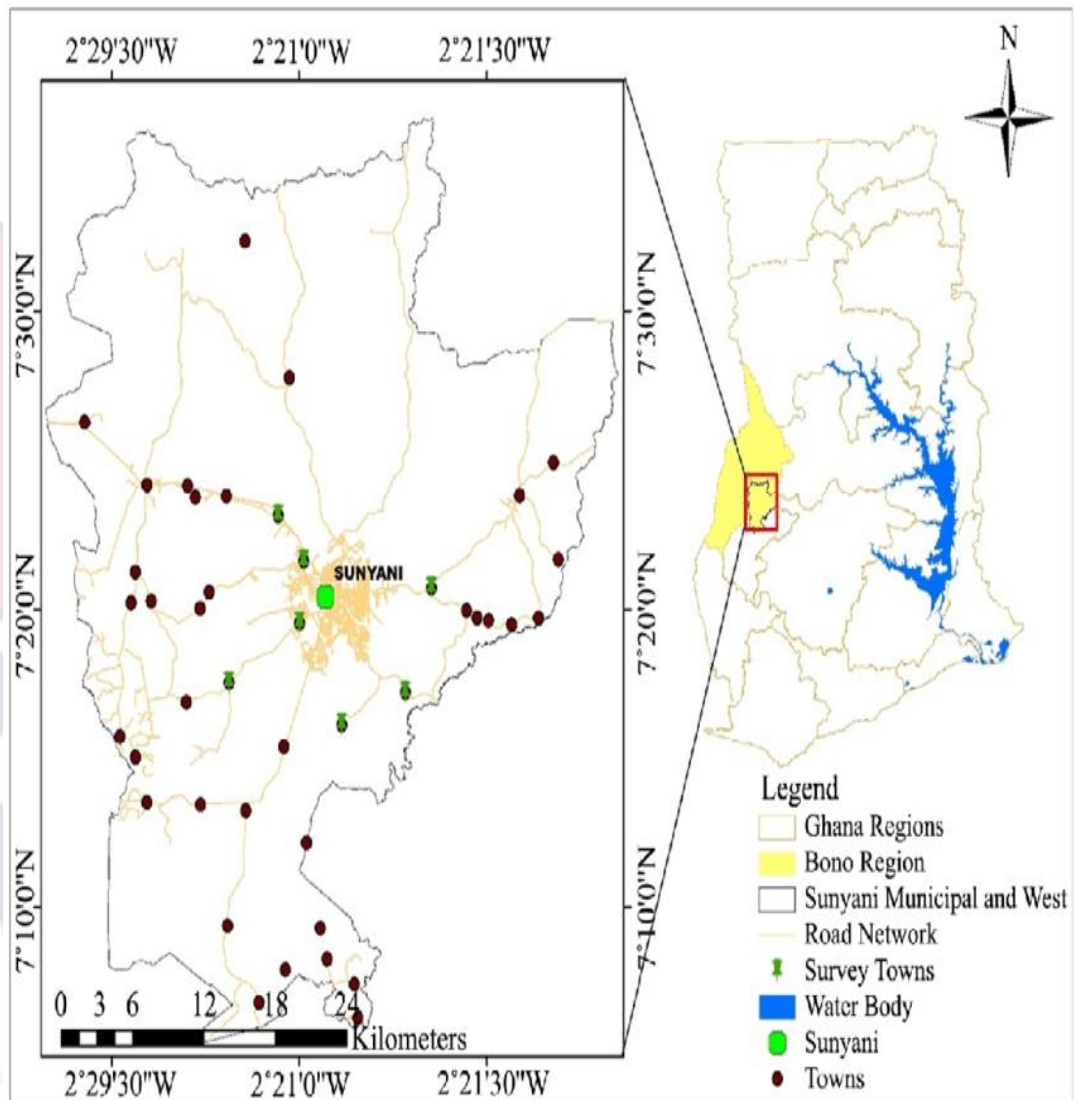


Figure 2: District map of Sunyani Municipality

Source: Ghana Statistical Service, (2014)

Population

A population is viewed as a collection of factors, events, individuals, or groupings of phenomena that are the subject of a research-based examination, according to Ngechu (2004). The population for this study was made up of 1,882 employees of small enterprises in the Sunyani municipality.

Sample and Sampling Procedure

A sample is the significant percentage of the population that is chosen for the study, according to Ofori and Dampson (2011) and Sekaran and Bougie (2016). Saunders et al. (2016) advanced that the use of sample surveys rather than a census is justified because it is challenging to cover the entire population when working with a large population. This indicates that when a huge population is concerned, sample surveys enable a researcher in conducting studies most effectively. Estimation of sample size in research using Krejcie and Morgan is a commonly employed method in determining the sample size for a study. Krejcie and Morgan (1970), Advisors (2006), Saunders et al. (2009), and Sekaran and Bougie (2010) used the following formula to determine sampling size: $S = X^2NP(1-P)/d^2(N-1) + X^2P(1-P)$

Where S = required sample size

X^2 = the table value of chi-square for one degree of freedom at the desired confidence level

N = the population size

P = the population proportion

d = the degree of accuracy expressed as a proportion

Per Krejcie and Morgan's (1970) as cited in Sekaran and Bougie (2010) table for estimating sample size, a sample size of 320 was required to reflect a cross-section of a population of 1,882 employees (Salloum, 2018; Azman, Abdul-Samad, & Ismail, 2013). Three hundred and twenty (320) participants were chosen based on the convenience sampling procedure from the population to make up the sample size.

In particular, small enterprises operated only by the owner managers as at the data collection period were excluded from the study. This was because the study mainly focused on the employees of the small enterprises. Furthermore, all employees available at the enterprises as at the time of the data collection were included. This means employees were not selected on the basis of random but rather their availability and accessibility for the researcher.

Table 1: Distribution of Small Enterprise Employees in Sunyani

Municipality		
Sector	Employees	Percent
Service	1,082	57.5
Handicraft	112	6.0
Agro-Industrial	152	8.1
Agro-Processing	373	19.8
Garment & Textile	49	2.6
Food, Drug and Beverages	41	2.2
Farm Base	73	3.9
Total	1,882	100.0

Source: Sunyani municipal assembly (2022)

Data Collection Instruments

Utilising tools and methods for data collection is a requirement for gathering information for a study. A questionnaire was employed in this study to collect data from the respondents. A questionnaire is a written document that contains a series of questions (Neuman & Kreuger, 2003). Neelankavil (2007) indicated that surveys ensure that the data collected is more uniform, consistent,

and unbiased. While assuring greater anonymity, they also offer respondents privacy and ease during completion. Both closed-ended and open-ended questions were included in the questionnaire. Closed-ended questions only allow specific answers, such as "yes" or "no," "Likert-type," and others. The use of a questionnaire enables a large number of respondents to be surveyed within a short time. The above factors provided the basis for the researcher to choose a questionnaire instead of an interview or any other research instrument for this study.

The questionnaire was grouped into four sections, thus A to D. Section A contained data on the background characteristics of the respondents. Section B captured data relating to employees' intrapreneurial orientation (Innovativeness, pro-activeness, risk-taking propensity, autonomy, and competitive aggressiveness) using a 7-Point Likert scale, where 1 = least form of agreement and 7= highest form of agreement. Section C solicited information on employee commitment using a 7-Point Likert scale, where 1 = least form of agreement and 7= highest form of agreement. Sections D solicited information on enterprise performance using a 7-Point Likert scale, where 1 = least form of agreement and 7= the highest form of agreement.

Pre-Test

Pallant (2016) indicated that pre-tests are vital ahead of the main survey for the preceding reasons. First, they make sure that the measurement scale, directions, and questions are all accurate. Twenty employees of small enterprises in the Berekum Municipality participated in a pilot study. The outcome of the pre-test enabled the researcher to fine-tune the questions before

going into the field. According to Polit and Hungler (1993), the validity of an instrument is the degree to which an instrument measures what it intends to measure. When an instrument precisely achieves the goal for which it was created and measures what it is expected to represent, it is considered to be valid (Patton, 2002). To check the validity of the questionnaire, relevant literature was used extensively. Content and face validity was established after subjecting the instrument to thorough scrutiny by some lecturers and colleague researchers. The reliability of data is determined by how consistently it is collected (Wallen & Fraenkel, 2001). The degree to which the study's results hold up over time is what determines an instrument's reliability. To check the consistency of the instruments, the Cronbach alpha was run from the pilot study, and the result obtained is displayed in table 2 below.

Table 2: Reliability Analysis of Constructs

Constructs	Cronbach's Alpha
Employee Intrapreneurial Orientation	
<i>Employee Innovativeness</i>	0.872
<i>Employee Pro-activeness</i>	0.873
<i>Employee Risk-taking Propensity</i>	0.882
<i>Employee Autonomy</i>	0.735
<i>Employee Competitive Aggressiveness</i>	0.850

Employee Commitment	0.867
Enterprise Performance	0.885

Source: Field survey, (2022)

Ethical Consideration

Awases (2006) contends that ethics are primarily concerned with morality and deal with questions of right and wrongdoing in communities, societies, and groupings. According to Edginton et al. (2012), the fundamental ethical requirements for research are that participants are fully informed about the purposes, methods, and benefits of the study, give informed consent and maintain their right to object to the study at any time. According to this assertion, the participants were informed of the study's purpose, the guarantee of privacy, and their opportunity to withdraw. The researcher applied to IRB-UCC to seek ethical clearance and was given an ID (UCCIRB/CHLS/2021/88).

Data Collection Procedures

To facilitate the administration of the questionnaire, the researcher applied for ethical clearance. Afterward, an introductory letter was given from the University of Cape Coast and the researcher sent it to the various small enterprises where data collection was done. After the consultation with the managers of the enterprises, they gave their nod and a date was scheduled for the data collection. Individuals were chosen from enterprises in the Sunyani Municipality. For distribution to respondents, copies of the approved and pre-tested questionnaires were printed and given to the employees. Only employees who were present at the post on the days of the distribution exercise received questionnaires. Respondents were assured that their identities would be

disguised and that all information provided would be kept in strict confidence. Additionally, they received a guarantee that no data would be shared. Because the researcher rarely managed to reach the majority of respondents at all times, the information gathering process from respondents took a month and two weeks. Additionally, constant communication was established to remind the respondents on the need and purpose of the research and how important it is to make the questionnaires available for collection on the specific date they were given by the researcher.

Data Processing and Analysis

Raw data obtained is generally hard to interpret unless polished, coded, and analysed (Mugenda & Mugenda, 2003). This study used the Structural Equation Model software specifically the Partial Least Square (SMART PLS 3.2.8). The SMART PLS application is well known for modeling in marketing-oriented studies (Jung & Park, 2018; Hair, Black, Babin, & Anderson 2018), particularly for assessing hypothesised models (Ahrholdt, Gudergan, & Ringle 2019; Ringle, Wende & Becker, 2015) as well as for handling complex predictive-models (Hair et al., 2018). The Statistical Package for Social Sciences (SPSS version 25.0) was used for coding and data entry (data preparation), while SMART PLS 3.2.8 was utilised for data processing. The kind of statistical tool chosen to analyse each research question has been explained in the following.

Research questions one and two aimed to examine the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance and analyse the effects of employee commitment on the performance of small

enterprises respectively. Both data were analysed using the Structural Equation Model. Furthermore, research question three aimed to assess the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees and small enterprise performance, and the SEM-PLS was used to analyse the data.

Chapter Summary

The chapter emphasised on the approaches employed in achieving the purpose of this study. It has revealed the study area and the reason for choosing that area, the population, sample for the study and the sampling procedures used. For analysis sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with ethical standards.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter provides the results and discussion based on the examination of the data collected on the effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana, and the examination of a possible moderating role of employees' commitment between employee intrapreneurial orientation and small enterprise performance. The main sections covered in this chapter include the background characteristics of respondents, employee intrapreneurial orientation, employee commitment, the performance of small enterprises, and the challenges of employee intrapreneurship.

Background Characteristics of Respondents

In order to put the study within a context, the background characteristics of the respondents were analysed. The characteristics included respondents' age, sex, highest educational qualification, main activities of the respondents' enterprise, and the number of years that respondents have been working with the enterprise. Descriptive analysis of all data Tabled 3 to 7 capture the distribution of respondents' background characteristics. A descriptive analysis of all data was conducted to provide a general overview of the research findings. Specifically, frequencies and percentages were generated for categorical data while the mean, standard deviation, and in some cases skewness and kurtosis were computed for numeral data. Skewness and kurtosis of normally distributed data should be within the +2 to -2 range (Garson, 2012).

The majority of the respondents (60.9%) were under the age group below 30 years whereas 29.4% fell within the age ranges of 30 and 40 years. The age distribution shows that majority of the respondents were within the active working-age group (less than 30 years). The mean age of the respondents was 1.58 with a standard deviation of 0.917. The age distribution of the respondents was not normally distributed as shown with skewness of 2.024 and kurtosis of 4.137. The implication is that such respondents may be motivated to advance in their careers. This age category according to Greg and Wadsworth (1999) tends to change jobs and employers relatively frequently. Boules and Gelfand (2009) also indicated that younger employees are likely to stay with their employers because of their perception that they have an opportunity for career advancement and growth. However, older employees tend to have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts and thus tend to stay with their employers more frequently (Drafke & Kossen, 2002). Table 3 presents the age distribution of the respondents.

Table 3: Distribution of the Respondents by Age Range

Categories (Years)	Frequency	Percent (%)	Mean	SD	Skewness	Kurtosis
Less than 30	195	60.9				
30 – 40	94	29.4				
41 – 50	11	3.4				
51 – 60	12	3.8				

Above 60	8	2.5				
Overall Score	320	100	1.58	0.917	2.024	4.137

Source: Amoah (2022) n = 320

About 57.2% of the respondents have been working within the ranges of 1 and 5 years, whereas 19.7% of the respondents have been working less than a year. The mean number of years of work was 2.15 years with a standard deviation of 0.910. Furthermore, the number of years of work of the respondents was not normally distributed as indicated with skewness of 1.263 and kurtosis of 2.170. Table 4 indicates the number of years of work of the respondents.

Table 4: Distribution of the Respondents by Number of Years of Work

Categories (Years)	Frequency	Percent (%)	Mean	SD	Skewness	Kurtosis
Less than 1 year	63	19.7				
1 - 5 years	183	57.2				
6 - 10 years	51	15.9				
11 - 15 years	10	3.1				
16 - 20 years	13	4.1				
Above 21 years	0	0.0				
Overall Score	320	100	2.15	0.910	1.263	2.170

Source: Amoah (2022) n = 320

The respondents worked in different sectors of the economy. Half of the respondents (50.3%) are service providers, whereas 14.7% of the respondents engaged in agro-processing. About 10.0% and 9.1% engaged in agro-industrial

and handicraft respectively. Table 5 shows the enterprise activity distribution of the respondents.

Table 5: Distribution of the Respondents by Enterprise Activity

Categories	Frequency	Percent (%)
Service	161	50.3
Handicraft	29	9.1
Agro-Industrial	32	10.0
Agro-Processing	47	14.7
Garment and Textiles	16	5.0
Food, Drug, and Beverages	12	3.8
Farm Base	23	7.2
Total	320	100

Source: Amoah (2022) n = 320

The study examined the gender composition of the respondents. This was to show how well each gender group is represented in the study. The majority of the respondents (66.6%) were females, while 33.4 % were males. This means that females are likely to dominate the small enterprise sector in the Sunyani Municipality. The gender distribution of the respondents in the Sunyani Municipality sampled for the study is shown in Table 6.

Table 6: Distribution of the Respondents by Sex

Categories	Frequency	Percent (%)
Male	107	33.4
Female	213	66.6
Total	320	100

Source: Amoah (2022) n = 320

About 51.6% of the respondents had obtained a Senior High School level of education. This was followed by 23.8% who had obtained a Junior High School level of education. This shows that employees with high educational levels are more likely to be inspired by the working environment, prestige, and positions, while those with lower levels of education are more motivated by job security, bonuses, and allowances. Table 7 presents the educational qualification of the respondents.

Table 7: Distribution of the Respondents by Educational Qualification

Categories	Frequency	Percent (%)
Post Graduate Degree	3	0.9
First Degree	11	3.4
Higher National Diploma	16	5.0
Senior High School Certificate	165	51.6
Junior High School Certificate	76	23.8

None	49	15.3
Total	320	100

Source: Amoah (2022) n = 320

Employee Intrapreneurial Orientation

The various dimensions of employee intrapreneurship orientation were examined. To address this, respondents were to indicate their level of agreement regarding innovativeness, pro-activeness, risk-taking propensity, autonomy, and competitive aggressiveness as elements of employee intrapreneurial orientation. Descriptive statistics such as means, standard deviations, skewness, and kurtosis were used to analyse the data. Respondents expressed their level of agreement on intrapreneurial orientation on a 7-point Likert scale. A mean score of less than 1.85 is considered very low, 1.86-2.71 is considered low, 2.72-3.57 is considered quite low, between 3.58 and 4.43 is considered moderate (average), 4.44-5.29 is considered quite high, 5.30-6.15 is considered high, and above 6.15 is considered very high (Pimentel & Pimentel, 2019). Skewness and kurtosis of normally distributed data should be within the +2 to -2 range (Garson, 2012).

As used in this study, the innovativeness of employees refers to the ability of an employee to create and use ideas or methods of operation within different areas of the business (Damanpour & Wischnevsky, 2006). Table 8 presents the summary of the results of respondents' level of innovativeness in small enterprises within Sunyani Municipality.

Table 8: Innovativeness among Employees in Small Enterprises

Employee Innovativeness	N	Mean	SD	Skewness	Kurtosis
I help my enterprise introduce new lines of products or services.	320	4.21	2.02	-0.158	-1.204
I am motivated to be creative and innovative in my work	320	4.79	1.90	-0.404	-1.107
I always seek new ways that will add value to the enterprise	320	4.93	1.67	-0.287	-1.271
I actively seek new market	320	4.40	1.95	-0.152	-1.111
I get time for learning and developing innovative ideas during my daily routine	320	4.48	1.83	-0.254	-0.845
Overall Score		4.56		-0.256	-0.759

Source: Amoah (2022)

(M - Mean, SD - Standard deviation)

The respondents were consistent in their expression of their opinions of the level of innovativeness of employees in small enterprises. They expressed quite a high level of innovativeness with regards to being motivated to be creative and innovative in their work ($M = 4.79$, $SD = 1.90$) and always seeking new ways that will add value to the enterprise ($M = 4.93$, $SD = 1.67$). Furthermore, the issue of getting time for learning and developing innovation during daily routine ($M = 4.48$, $SD = 1.83$) was expressed quite high. However,

an average level of innovativeness concerning their ability to help their enterprises introduce new lines of products or services ($M = 4.21$, $SD = 2.02$). The issue of actively seeking a new market ($M = 4.40$, $SD = 1.95$) was also expressed averagely. The respondents generally perceived quite a high level of innovativeness among employees of small enterprises ($M = 4.56$). Innovativeness among employees was normally distributed with skewness of -0.256 and kurtosis of -0.759 .

This section describes the level of pro-activeness among employees of small enterprises within Sunyani Municipality. According to Okpara (2009), the pro-activeness of an employee refers to the attempts by an employee to search out new chances that may or may not be relevant to the current line of business to position oneself for the future and introduce new products and brands before the competition. Table 9 presents the summary of the results of respondents' level of pro-activeness in small enterprises.

Table 9: Pro-activeness among Employees in Small Enterprises

Employee Pro-activeness	N	Mean	SD	Skewness	Kurtosis
I am not over-awed by any new situation	320	3.87	1.78	0.294	-0.906
I take the initiative as an employee and others follow.	320	4.06	1.76	0.198	-0.975
I am motivated to be creative in my work.	320	4.84	1.89	-0.348	-1.088

I focus on developing new ways even if the existing ones are effective.	320	4.65	1.93	-0.387	-0.978
I am encouraged to proactively monitor changes in the business environment.	320	4.63	1.89	-0.423	-0.948
Overall Score		4.41		-0.328	-0.616

Source: Amoah (2022) (M - Mean, SD - Standard deviation)

The respondents generally perceived an average level of pro-activeness among employees of small enterprises (M = 4.41). Furthermore, they expressed an average level of pro-activeness with regards to taking the initiative as an employee and others follow (M = 4.06, SD = 1.76) and not the issue of being over-awed by new situations (M = 3.87, SD = 1.78). Quite a high level of pro-activeness was expressed on the issues of being motivated to be creative in their work (M = 4.84, SD = 1.89) and focusing on developing new ways even if the existing ones are effective (M = 4.65, SD = 1.93). Relatedly, being encouraged to proactively monitor changes in the business environment (M = 4.63, SD = 1.89) was also rated quite high. Pro-activeness among employees was normally distributed with skewness of -0.328 and kurtosis of -0.616.

The level of risk-taking among employees of small enterprises in Sunyani Municipality is described in this section. The risk-taking propensity of an employee can be defined as the willingness of an employee to take advantage of opportunities although the likelihood of success is unknown, acting bravely

without understanding the consequences (Lumpkin & Dess, 1996). Table 10 shows the summary of the results of respondents' level of risk-taking propensity of employees in small enterprises.

Table 10: Risk-taking Propensity among Employees in Small Enterprises

Employee Risk-taking Propensity	N	Mean	SD	Skewness	Kurtosis
I take bold decisions necessary to achieve the enterprise's objective.	320	4.42	1.96	-0.294	-1.077
I understand risk-taking and how it works.	320	4.81	1.92	-0.372	-1.162
I consider risk-taking as a positive attribute.	320	4.82	1.87	-0.363	-0.954
I am encouraged to explore and develop new ideas	320	4.85	1.72	-0.245	-1.103
Overall Score		4.73		-0.137	-1.277

Source: Amoah (2022)

(*M* - Mean, *SD* - Standard deviation)

The respondents seemed consistent with their responses to employees considering risk-taking as a positive attribute ($M = 4.83$, $SD = 1.88$) and employees being encouraged to explore and develop new ideas ($M = 4.85$, $SD = 1.72$) as they were rated quite high. Additionally, the issue that employees understand risk-taking and how it works ($M = 4.81$, $SD = 1.92$) was also rated quite high, whiles "taking bold decisions necessary to achieve the enterprise's

objective" ($M = 4.42$, $SD = 1.96$) was averagely rated. Employee risk-taking propensity had the mark of 4.73 as its overall mean score. In general recognition, the level of employee intrapreneurial orientation among small enterprises in the Sunyani Municipality in terms of employee risk-taking propensity was quite high. Risk-taking propensity among employees was normally distributed with skewness of -0.137 and kurtosis of -1.277.

This section describes the level of autonomy among employees of small enterprises within Sunyani Municipality. Employee Autonomy is seen as a situation where the enterprise gives the employees the freedom to develop and implement new ideas (Leatherbee & Katila, 2020). Table 11 shows the summary of the results of respondents' level of autonomy of employees in small enterprises.

Table 11: Autonomy among Employees in Small Enterprises

Employee Autonomy	N	Mean	SD	Skewness	Kurtosis
I am not given the freedom to act.	320	3.42	1.84	0.152	-1.123
I am allowed to deal with problems and opportunities.	320	4.39	1.80	-0.126	-1.007
I am quite independent.	320	4.24	2.01	-0.047	-1.199
Overall Score		4.02		-0.242	-0.693

Source: Amoah (2022)

(*M* - Mean, *SD* - Standard deviation)

The results show that responses concerning the issue that employees are quite independent ($M = 4.24$, $SD = 2.01$) and being allowed to deal with problems and opportunities ($M = 4.39$, $SD = 1.81$) were both averagely rated. However, the issue of not being given the freedom to act ($M = 3.42$, $SD = 1.84$) was rated quite low. The respondents generally perceived an average level of autonomy among employees of small enterprises as reflected by the overall mean score of 4.02. Autonomy among employees was normally distributed with skewness of -0.242 and kurtosis of -0.693.

This section describes the level of competitive aggressiveness among employees of small enterprises within Sunyani Municipality. Lumpkin and Dess (1996) and Abdullahi et al. (2019) define competitive aggressiveness of employees as the creation of long-term strong competitive approaches by management targeted at attaining competitive business advantage through the engagement of employees. Table 12 shows the summary of the results of respondents' level of competitive aggressiveness of employees in small enterprises.

Table 12: Competitive Aggressiveness among Employees in Small Enterprises

Employee	Competitive	N			Skewness	Kurtosis
Aggressiveness			Mean	SD		
I watch competitors' business strategies to react against them promptly.		320	3.69	1.94	0.108	-1.403

I try hard to take customers from competitors	320	4.00	1.90	0.046	-1.247
I have adequate resources to compete aggressively.	320	3.74	1.86	0.222	-1.031
I find ways to differentiate work from co-workers and competitors.	320	4.52	1.69	-0.360	-0.722
Overall Score		3.99		-0.062	-0.871

Source: Amoah (2022)

(M - Mean, SD - Standard deviation)

The respondents were consistent in expressing their opinions on the level of competitive aggressiveness of employees in small enterprises. They expressed an average level with regards to watching competitors' business strategies to react against them promptly ($M = 3.69$, $SD = 1.94$) and having adequate resources to compete aggressively ($M = 3.74$, $SD = 1.86$). Similarly, the respondents indicated an average level of competitive aggressiveness on the issue of trying hard to take customers from competitors ($M = 4.00$, $SD = 1.90$). However, the statement concerning finding ways to differentiate work from co-workers and competitors ($M = 4.52$, $SD = 1.69$) was rated quite high. The respondents generally recognised an average level of competitive aggressiveness among employees of small enterprises as evidenced by the overall mean score of 3.99. Competitive aggressiveness among employees was normally distributed with skewness of -0.062 and kurtosis of -0.871.

Employee Commitment to Work

The various aspects of commitment among employees of small enterprises were analysed. Respondents were to indicate their levels of commitment in terms of affective, normative, and continuance commitment. Descriptive statistics such as means, standard deviations, skewness, and kurtosis were used to analyse the data. Respondents expressed their level of agreement on the commitment to work on a 7-point Likert scale. A mean score of less than 1.85 is considered very low, 1.86-2.71 is considered low, 2.72-3.57 is considered quite low, between 3.58 and 4.43 is considered moderate (average), 4.44-5.29 is considered quite high, 5.30-6.15 is considered high, and above 6.15 is considered very high (Pimentel & Pimentel, 2019). Skewness and kurtosis of normally distributed data should be within the +2 to -2 range (Garson, 2012).

This section describes the level of affective commitment among employees of small enterprises within Sunyani Municipality. According to Luthans (2002), affective commitment involves the employee's identification, involvement, and emotional attachment to an organisation. Table 13 shows the summary of the results of respondents' level of affective commitment to work.

Table 13: Affective Commitment among Employees in Small Enterprises

Affective Commitment	N	Mean	SD	Skewness	Kurtosis
I feel a strong sense of belonging to my enterprise.	320	4.88	1.93	-0.594	-0.821

This enterprise has a great deal of personal meaning to me	320	5.22	1.53	-0.459	-0.909
I enjoy discussing my enterprise with people outside it.	320	4.54	1.93	-0.418	-0.922
I feel as if this enterprise's problems are my own.	320	4.68	1.83	-0.496	-0.670
Overall Score		4.83		-0.429	-0.799

Source: Amoah (2022)

(M - Mean, SD - Standard deviation)

The respondents expressed quite a high level of affective commitment to work concerning their sense of belonging to the enterprise ($M = 4.88$, $SD = 1.93$) and enjoying discussions about their enterprise with people outside it ($M = 4.54$, $SD = 1.93$). Similarly, the respondents perceived quite high a level of affective commitment to work with regard to feeling as if their enterprise's problems are their own ($M = 4.68$, $SD = 1.83$). The concern of "whether the enterprise has a great deal of personal meaning to them" ($M = 5.22$, $SD = 1.53$) was also rated quite high. In general recognition, the level of affective commitment to work among employees of small enterprises in Sunyani Municipality was quite high (4.83) per the suggestion given by Pimentel and Pimentel (2019). Affective commitment among employees was normally distributed with skewness of -0.429 and kurtosis of -0.799.

The level of normative commitment among employees of small enterprises in Sunyani Municipality is described in this section. Ridwan, Mulyani and Ali (2020) defined normative commitment as the duty and accountability felt by members of an organization. Table 14 shows the summary of the results of respondents' level of normative commitment to work.

Table 14: Normative Commitment among Employees in Small Enterprises

Normative Commitment	N	Mean	SD	Skewness	Kurtosis
I believe that a person must always be loyal to his/her enterprise.	320	5.31	1.90	-0.793	-0.625
I think that people must stay with their enterprise for long.	320	4.67	1.81	-0.352	-0.971
I was taught to believe in the value of remaining loyal to one enterprise.	320	5.07	1.76	-0.693	-0.586
Jumping from enterprise to enterprise seems unethical to me	320	4.76	2.04	-0.564	-0.985
Overall Score		4.95		-0.490	-0.676

Source: Amoah (2022)

(*M* - Mean, *SD* - Standard deviation)

The issue with regard to “a person always being loyal to his/her enterprise” ($M = 5.31$, $SD = 1.90$) was rated high while the issue concerning “being taught to believe in the value of remaining loyal to one enterprise” ($M = 5.07$, $SD = 1.76$) was rated quite high by the respondents. Additionally, the respondents indicated quite a high level of normative commitment to work about the belief that people must stay with their enterprise for long ($M = 4.67$, $SD = 1.81$) and that, jumping from enterprise to enterprise seems unethical to them ($M = 4.76$, $SD = 2.04$). The respondents generally recognised quite a high level of commitment to work in terms of normative commitment among employees of small enterprises as presented by the overall mean score of 4.95. Normative commitment among employees was normally distributed with skewness of -0.490 and kurtosis of -0.676.

The level of continuance commitment among employees of small enterprises in Sunyani Municipality is described in this section. A continuation commitment is a commitment based on the costs an employee would incur by leaving a company. This is more about anticipated financial benefits obtained from one's current position in comparison to other work alternatives (Eisenberger et al., 1990). Table 15 shows the summary of the results of respondents' level of continuance commitment to work.

Table 15: Continuance Commitment among Employees in Small Enterprises

Continuance Commitment	N	Mean	SD	Skewness	Kurtosis
Staying with my enterprise is a matter of necessity as much as desire.	320	4.32	1.91	-0.321	-0.988
I am afraid of what might happen if I quit my job without having another one.	320	4.49	1.94	-0.155	-1.304
I feel that I have few options to consider leaving this enterprise.	320	3.86	1.97	0.007	-1.353
One of the few consequences of leaving this enterprise would be the scarcity of available alternatives.	320	4.11	1.92	-0.125	-1.124
Overall Score		4.20		-0.095	-0.877

Source: Amoah (2022)

(M - Mean, SD - Standard deviation)

The respondents expressed an average level of continuance commitment on the premise that “staying with the enterprise is a matter of necessity as much as desire ($M = 4.32$, $SD = 1.91$)”. Furthermore, they expressed an average level of continuance commitment as they indicated that one of the few consequences

of leaving this enterprise would be the scarcity of available alternatives ($M = 4.11$, $SD = 1.92$). On the issue of having few options to consider leaving the enterprise ($M = 3.86$, $SD = 1.97$), respondents expressed an average level. However, the respondents expressed quite a high rate of being afraid of what might happen if they quit their jobs without having another one ($M = 4.49$, $SD = 1.94$). The respondents generally recognised an average level of commitment to work in terms of continuance commitment among employees of small enterprises as shown by the overall mean score of 4.20. Continuance commitment among employees was normally distributed with skewness of -0.095 and kurtosis of -0.877.

Effects of Employee Intrapreneurial Orientation on Small Enterprise Performance with the Moderating role of Employee Commitment

The first, second and third research objectives sought to examine the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance, analyse the effects of employee commitment on the performance of small enterprises, and assess the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees and small enterprise performance.

In light of this, this section answers the first research question, “what are the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance?” And the second research question states “what are the effects of employee commitment on the performance of small enterprises?” As well as the

third research question posits “what are the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees and small enterprise performance?” The direction, strength, and level of significance of the path coefficient (gammas) estimated by PLS, as shown in Figure 3, were evaluated to test the research objectives.

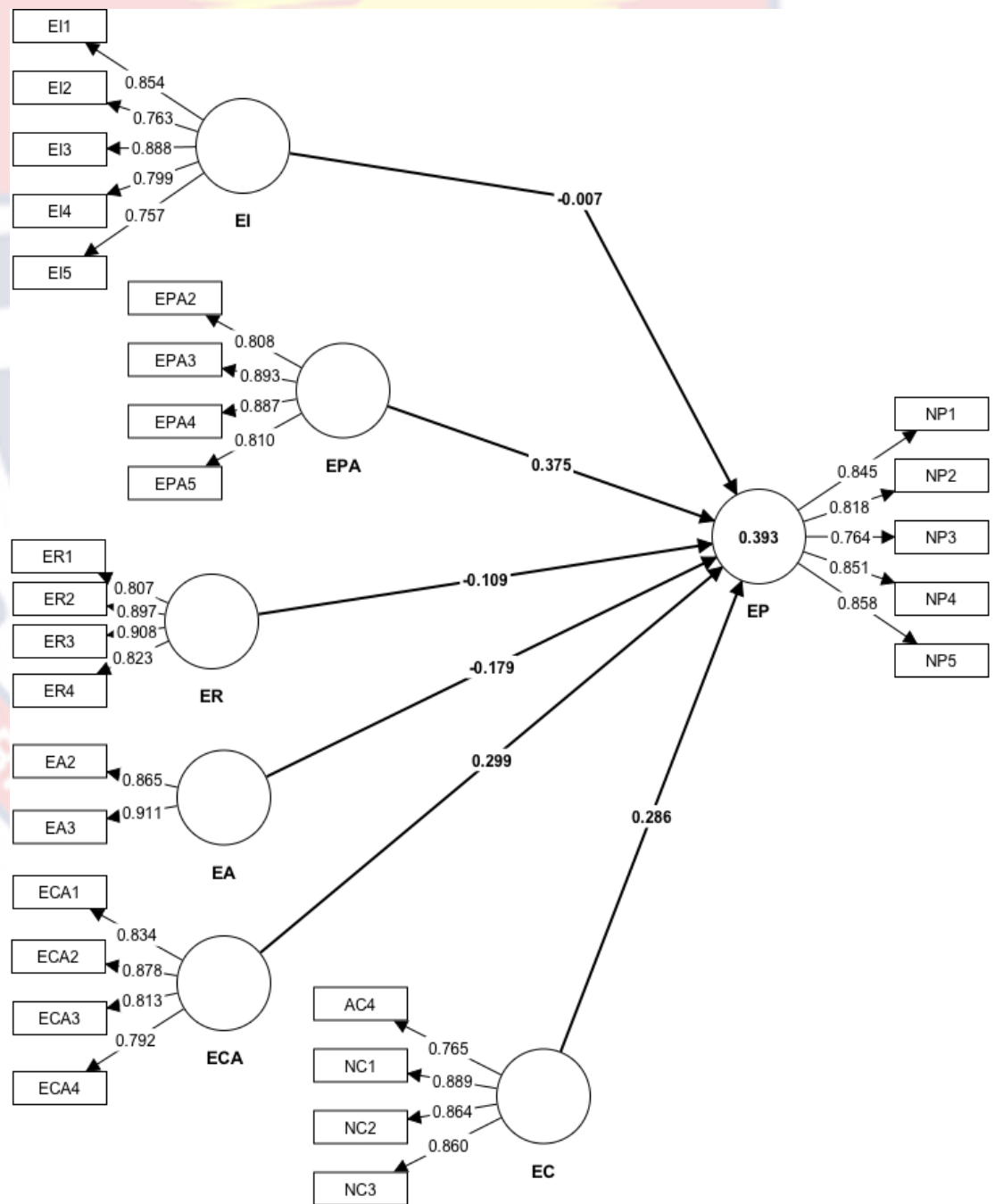


Figure 3: Test of the research model (PLS, n = 320)

Measurement Model

It is vital to take into account the Structural Equation Modeling (SEM) compliances with different reliability and validity tests before relying on the results. Convergent and discriminant validity tests were used to evaluate construct validity.

Reliability

The individual factor reliability in Partial Least Square Structural Equation Modeling (PLS-SEM) can be evaluated by looking at the loadings of the relevant factors on their relevant latent constructs, as recommended by Wong (2013). More shared variance between the construct and its measurements than the error variance is implied by higher loadings. The threshold of 0.50 suggested by Hulland (1999) was adapted in the current investigation for the retention of variables. In PLS, the loadings of the various factors on the various latent constructs are evaluated to understand how reliable the factors are. A close examination of the factor loadings revealed that none of the employee commitment and the dimensions of intrapreneurial orientation indicators had unsatisfactory factor loadings (0.7). Figure 3 shows the investigation's finalised model.

Fornell and Larcker's (1984) as cited in Wong (2013) were used to estimate composite reliability in accordance with Cronbach's alpha to determine the reliability of each variable. Over Cronbach's alpha, this metric is preferable. Since it employs the item loadings discovered within the nomological network, it provides a better estimate of the variation shared by the corresponding

indicators (Hair, Anderson, Babin, & Black, 2010). The dimensions of employee intrapreneurial orientation (innovativeness, risk-taking propensity, autonomy, pro-activeness, and competitive aggressiveness), employee commitment, and enterprise performance constructs' composite factor reliability coefficients ranged from 0.882 to 0.919, which is within the range recommended by Hair et al (2010). Similar to what Wong (2013) suggested, an explanatory study can be considered appropriate if the composite reliability is around 0.6. Table 16 displays the factor loadings, Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE) values that were determined using PLS algorithms.

Table 16: Factor Loadings, Cronbach's Alpha, Composite Reliability, and AVE

Variables	Factor loadings	Cronbach's alpha	Composite reliability	AVE
<i>Employee Innovativeness</i>		0.872	0.907	0.662
EI1	0.854			
EI2	0.763			
EI3	0.888			
EI4	0.799			
EI5	0.757			
<i>Employee Pro-activeness</i>		0.873	0.913	0.724
EPA2	0.808			
EPA3	0.893			
EPA4	0.887			
EPA5	0.810			

Employee Risk-taking Propensity 0.882 0.919 0.739

ER1 0.807

ER2 0.897

ER3 0.908

ER4 0.823

Employee Autonomy 0.735 0.882 0.789

EA2 0.865

EA3 0.911

Employee Competitive Aggressiveness 0.850 0.898 0.688

Employee Competitive Aggressiveness

ECA1 0.834

ECA2 0.878

ECA3 0.813

ECA4 0.792

Employee Commitment 0.867 0.909 0.715

Employee Commitment

AC4 0.765

NC1 0.889

NC2 0.864

NC3 0.860

Enterprise Performance 0.885 0.916 0.685

Enterprise Performance

NP1 0.845

NP2 0.818

NP3 0.764

NP4 0.851

NP5

0.858

Source: Amoah (2022)

Convergent Validity

The degree to which items assessing the same category agree is known as convergent validity, according to Rouibah, Ramayah, and May (2011). The inspection of variance that was extracted for each factor was used to evaluate the evidence of convergent validity (Hair et al., 2010). According to Hair et al. (2010), convergent validity is proven if the variance-extracted value is greater than 0.50. The findings showed that the variance taken from Table 16 in the range of 0.662 to 0.789 satisfies Wong's (2013) suggested criterion for convergence validity. The findings indicated that the scale had convergent validity.

Discriminant Validity

Hassan, Fuccio, Bruno, Pagano, Spada, and Dulbecco (2012) defined discriminate validity as the level of variation between any given construct and the other constructs in a model. Similar to this, Wong (2013) recommended that the 'square root' of the AVE of each latent variable should be higher than the correlations between the latent variables. By using the test described by Fornell and Larcker (1984) as cited in Hilkenmeier, Bohndick, Bohndick, and Hilkenmeier (2020), to compare pair-wise correlations between components with variance extracted values for the constructs constituting each potential pair, discriminant validity was evaluated. Constructs with an AVE loading larger than 0.5, which indicates that at least 50% of measurement variation was captured by the construct, are considered to have adequate discriminating

validity (Hassan et al., 2012). Furthermore, if the diagonal elements are substantially higher than the off-diagonal values in the respective rows and columns, discriminating validity is established. The square root of the AVE score for each construct is represented by the diagonal elements. According to Hassan et al. (2012), all of the constructs have square roots of AVEs that are greater than square correlations, demonstrating discriminant validity. Since the items load more strongly on their own than others, the result shown in Table 17 in Appendix A demonstrates appropriate discriminant validity.

Structural Model Analysis

A PLS path model is composed of two components. A measurement model that connects the observable variables to their latent variables is the first. The second is a structural model that links certain endogenous latent variables to other latent variables (employee intrapreneurial orientation) (enterprise performance). The structural model is also referred to as the inner model, and the measurement model is the outside model (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). Path coefficients are computed in the Partial Least Squares (PLS) method to assess structural models. Because uniformly distributed data are not necessary for PLS. The average variance is calculated and evaluated using an R-squared computation for dependent latent variables (Wong, 2013).

Finding the degree to which the model matches the hypothesized connection of the squared multiple correlations (R^2) for each dependent construct in the model is the first thing that PLS offers. The R^2 calculates the percentage of a construct's variation that can be explained by the model (Wixom & Watson, 2001). The ability of the model to predict its manifest variables from the indirectly related latent variables, or the redundancy index, can be used to

evaluate the quality of the structural model for each endogenous block (Chantelin, Vinzi & Tenenhaus, 2005). Prediction-oriented measures, such as R^2 , are used to assess PLS models because the goal of PLS is to maximise the variance explained rather than fit (Hassan et al., 2012). The statistically significant difference of each path coefficient is assessed using a bootstrap approach with 1000 sub-samples following Wong's (2013) recommendations. According to Cohen (1988) and Hair et al. (2014), f -square values larger than or equal to 0.02 are regarded to be small, larger than or equal to 0.15 is regarded to be medium, and larger than or equal to 0.35 is regarded to be high. The hypothesised path coefficients and their bootstrap values, or "t" values, are displayed in Table 18 of Appendix A.

The study sought to establish the relationship between employee innovativeness and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. From the results, a unit change in employee innovativeness brings about a 0.057 change in enterprise performance making other variables constant. The causal relationship between employee innovativeness and enterprise performance was insignificant among small enterprises within the Sunyani Municipality with ($t = 0.908, p = 0.364$). This shows that employee innovativeness has no significant effect on enterprise performance. Therefore, the study fails to reject the null hypothesis which states that "employee innovativeness has no significant effect on small enterprise performance." Referring to Table 18 in Appendix A, 0.003 is the f square value, and to interpret this, we say employee innovativeness has a small effect size of 0.3 percent on the performance of small enterprises. This implies that effect size

of innovativeness of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

Whiles other researches such as Tuan, Nhan, Giang and Ngoc (2016) and Al Naqbia, Alshuridehb, AlHamadc and Barween (2020) in the area of innovativeness of employee and enterprise performance have established positive relationships, employees of small enterprises within the Sunyani municipality expressed the opposite which indicates that the relationship between innovativeness and enterprise performance is insignificant. For instance, a study by Tuan et al. (2016) revealed that the higher the level of innovation activities is demonstrated by employees, the greater the innovative performance is. Which means the larger level of process, marketing and creative innovation activities are, the higher level of enterprise performance is likely to be. However, employees of small enterprises in the Sunyani Municipality demonstrated a contradicting opinion as the findings indicated insignificant relationship between innovativeness of employees and enterprise performance. This means certain activities such as getting for learning and developing innovative during daily routine by the employees do not positively affect the performance of the enterprises. The findings above support the view of Domi, Keco, Capelleras and Mehmeti (2019) which intimated that innovativeness of employees do not significantly influence the performance of tourism small and medium-sized enterprises in Albania.

The study sought to establish the relationship between employee pro-activeness and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. From the results, a unit change in employee pro-activeness brings about a 0.302 change in enterprise performance making other

variables constant. The causal relationship between employee pro-activeness and enterprise performance was significant with ($t = 3.117, p = 0.002$). This shows that employee pro-activeness has significant effect on enterprise performance. Therefore, the study rejects the null hypothesis which states that “employee pro-activeness has no significant effect on small enterprise performance.” Referring to Table 18 in Appendix A, 0.041 is the f square value, and to interpret this, we say employee pro-activeness has a small effect size of 4.1 percent on the performance of small enterprises. The finding implies that effect size of pro-activeness of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

The findings confirm the studies by Boohene, Marfo-Yiadom and Yeboah (2012) and Wanjau, Mung’atu, Gichira and Wambugu (2015). Wanjau et al. (2015) revealed that pro-activeness of employee is a major predictor of firm performance of agro processing small and medium-sized enterprises in Kenya in terms of growth and profitability. This means performance of enterprises could benefit from the level of pro-activeness given to their employees. Similarly, Boohene et al. (2012) positioned that pro-activeness has a positive significant relationship on the performance of enterprise. Furthermore, the findings are in line with Resource-Based View Theory which suggests that long term competitive advantage lies primarily in enterprises creating bundles of resources that competitors find difficult to substitute or initiate without great efforts.

The study sought to establish the relationship between employee risk-taking propensity and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. The causal relationship between employee

risk-taking propensity and enterprise performance was significant with ($t = 2.126, p = 0.034$). This shows that employee risk-taking propensity has significant effect on enterprise performance. Therefore, the study rejects the null hypothesis which states that “employee risk-taking propensity has no significant effect on small enterprise performance.” Referring to Table 18 in Appendix A, 0.019 is the f square value, and to interpret this, we say employee risk-taking propensity has a small effect size of 1.9 percent on the performance of small enterprises. This implies that effect size of risk-taking propensity of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

The findings above corroborate Boabeng and Li (2018) position that risk taking propensity portray by employees of enterprises has a significant influence on the performance of enterprises. This means activities such as taking bold decisions, the understanding of risk-taking by employees and knowing how risk-taking works all could positively to extent have effect on the performance of enterprises. Jung et al. (2020) pointed that empowering leadership and commitment of employees to enterprise change via risk-taking behaviour was very importance.

The study sought to establish the relationship between employee autonomy and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. The causal relationship between employee autonomy and enterprise performance was significant with ($t = 2.913, p = 0.004$). This shows that employee autonomy has significant effect on enterprise performance. Therefore, the study rejects the null hypothesis which states that “employee autonomy has no significant effect on small enterprise

performance.” Referring to Table 18 in Appendix A, 0.036 is the f square value, and to interpret this, we say employee autonomy has a small effect size of 3.6 percent on the performance of small enterprises. This implies that effect size of autonomy of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

These findings support Sofijanova and Zabijakin-Chatleska (2013) study, which concluded that employee empowerment as a basic dimension of employee involvement which refers to allowing employees greater freedom, autonomy, and self-control over their work is a fundamental predictor of organizational performance. It is then required of enterprises to give employees the freedom to develop and implement ideas (Leatherbee & Katila, 2020). Similarly, Yu et. al. (2019) also indicated that autonomy given to employee is correlated with better performance of family businesses in the United States in a dynamic environment. Employees of small enterprises should be given the opportunities in decision making and problem solving.

The study sought to establish the relationship between employee competitive aggressiveness and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. From the results, a unit change in employee competitive aggressiveness brings about a 0.417 change in enterprise performance making other variables constant. The causal relationship between employee competitive aggressiveness and enterprise performance was significant with ($t = 5.650, p = 0.000$). This shows that employee competitive aggressiveness has significant effect on enterprise performance. Therefore, the study rejects the null hypothesis which states that “employee competitive aggressiveness has no significant effect on small enterprise performance.”

Referring to Table 18 in Appendix A, 0.113 is the f square value, and to interpret this, we say employee competitive aggressiveness has a small effect size of 11.3 percent on the performance of small enterprises. This implies that effect size of competitive aggressiveness of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

The above findings are in agreement with Linyiru and Ketyenya (2017), which revealed that competitive aggressiveness employed by employees is a key determinant of performance of state corporations in Kenya. Relatedly, Aigboje (2018) positioned that competitive aggressiveness of employees among small and medium-sized enterprises in the hotel industry in Port Harcourt, Nigeria has a significant positive relationship with enterprise profitability which generally reflects in the overall performance of the enterprise. There is the need to ensure consistency competition through provision of adequate resources and differentiate work from competitors.

The study sought to establish the relationship between employee commitment and enterprise performance by the use of path analysis as shown in Table 18 in Appendix A. From the results, a unit change in employee commitment brings about a 0.332 change in enterprise performance making other variables constant. The causal relationship between employee commitment and enterprise performance was significant with ($t = 5.143, p = 0.000$). This shows that employee commitment has significant effect on enterprise performance. Therefore, the study rejects the null hypothesis which states that “employee commitment has no significant effect on small enterprise performance.” Referring to Table 18 in Appendix A, 0.129 is the f square value, and to interpret this, we say employee commitment has a small effect size of

12.9 percent on the performance of small enterprises. This implies that effect size of commitment of employees on small enterprise performance is regarded as small as suggested by Cohen (1988).

The above findings are in agreement with that of Ulabor and Bosede (2019). Ulabor and Bosede (2019) revealed that commitment by employee can trigger increased sales, increased profitability, encouraged persistent customers' patronage and since these are the factors that determines organisational performance, then it can be inferred that employee commitment is germane to the performance of an organisation. Hence, factors such as nature of work, length of service and management style which also influence commitment of employee have been strategically positioned and applied in activities of fast-food outlets in the Osun State to increase the commitment of employees which ultimately results in the performance of enterprises. Additionally, Gul (2015) indicated that enhancing employee commitment is vital for effective functioning of an organisation, and to make the organisation grow and expand at a faster pace.

The study sought to determine the moderating effect of employee commitment on the relationship between employee innovativeness and enterprise performance. According to the findings, a change in employee commitment causes a 0.015 change in the relationship between employee innovativeness and enterprise performance while all other variables remain constant. The moderating effect of employee commitment on the relationship between employee innovativeness and enterprise performance was insignificant with ($t = 0.222, p = 0.825$). This shows that the moderating effect of employee

commitment has no significant influences on the relationship between employee innovativeness and enterprise performance. As a result, the study fails to reject the null hypothesis which states that “employee commitment has no significant moderating effect on the relationship between employee innovativeness and small enterprise performance.” Based on Table 18 in Appendix A, the f square has a value of 0.000. The results infer that employee commitment as a moderating variable has zero effect size on the relationship between employee innovativeness and the performance of small enterprises. This implies that effect size of employee commitment as a moderating variable on the relationship between employee innovativeness and the performance of small enterprise is regarded to be small as suggested by Cohen (1988).

The study sought to determine the moderating effect of employee commitment on the relationship between employee pro-activeness and enterprise performance. According to the findings, a change in employee commitment causes a 0.419 change in the relationship between employee pro-activeness and enterprise performance while all other variables remain constant. The moderating effect of employee commitment on the relationship between employee pro-activeness and enterprise performance was significant with ($t = 4.297, p = 0.000$). This shows that the moderating role of employee commitment significantly influences the relationship between employee pro-activeness and enterprise performance. As a result, the study rejects the null hypothesis which states that “employee commitment has no significant moderating effect on the relationship between employee pro-activeness and small enterprise performance.” Based on Table 18 in Appendix A, the f square has a value of 0.055. The results infer that employee commitment as a moderating variable has

a small effect size of 5.5 percent on the relationship between employee pro-activeness and the performance of small enterprises. This implies that effect size of employee commitment as a moderating variable on the relationship between employee pro-activeness and the performance of small enterprise is regarded to be small as suggested by Cohen (1988).

The study sought to determine the moderating effect of employee commitment on the relationship between employee risk-taking propensity and enterprise performance. According to the findings, a change in employee commitment causes a 0.045 change in the relationship between employee risk-taking propensity and enterprise performance while all other variables remain constant. The moderating effect of employee commitment on the relationship between employee risk-taking propensity and enterprise performance was insignificant with ($t = 0.402, p = 0.688$). This shows that the moderating effect of employee commitment has no significant influences on the relationship between employee risk-taking propensity and enterprise performance. As a result, the study fails to reject the null hypothesis which states that “employee commitment has no significant moderating effect on the relationship between employee risk-taking propensity and small enterprise performance.” Based on Table 18 in Appendix A, the f square has a value of 0.001. The results infer that employee commitment as a moderating variable has a small effect size of 0.1 percent on the relationship between employee risk-taking propensity and the performance of small enterprises. This implies that effect size of employee commitment as a moderating variable on the relationship between employee risk-taking propensity and the performance of small enterprise is regarded to be small as suggested by Cohen (1988).

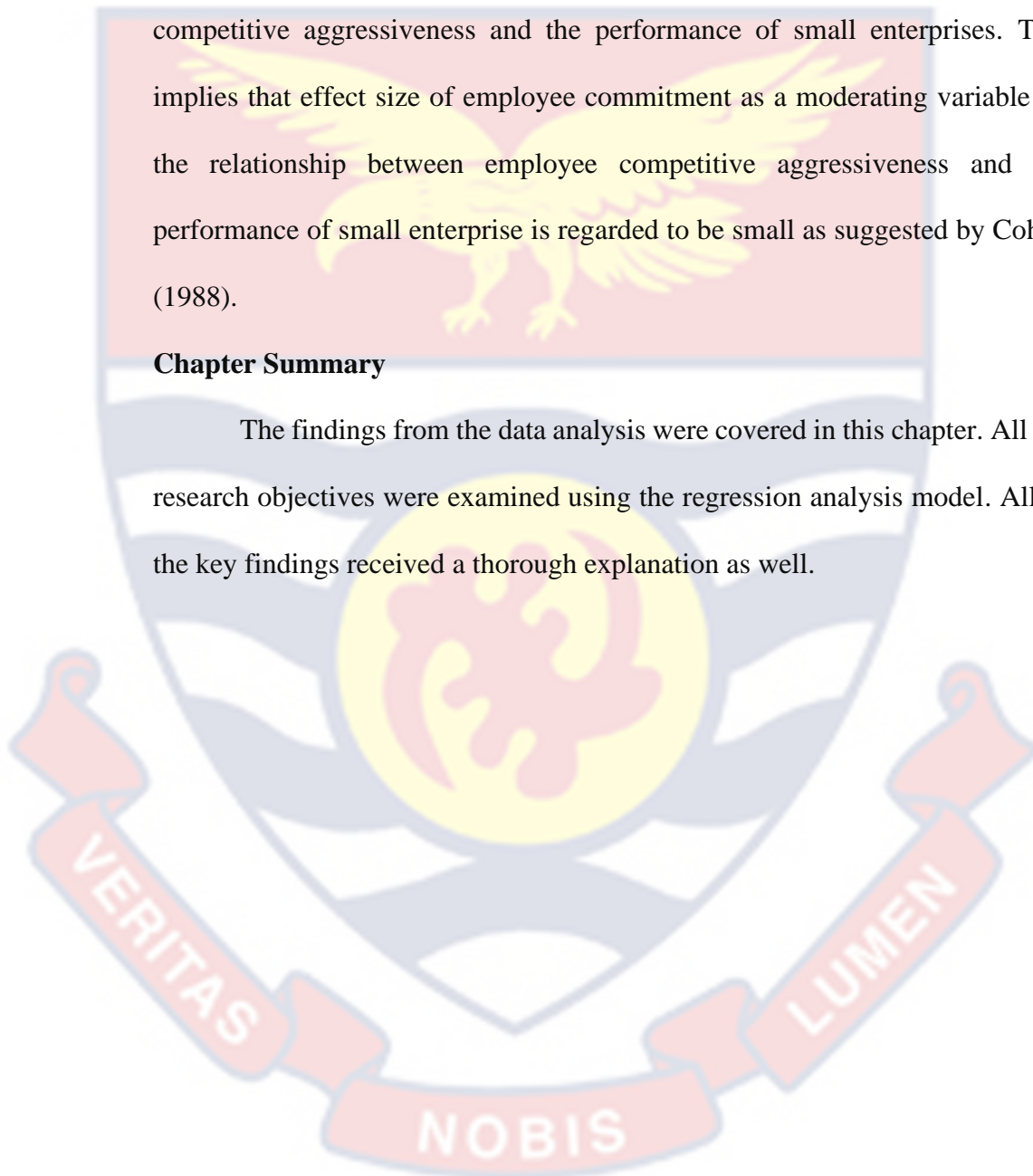
The study sought to determine the moderating effect of employee commitment on the relationship between employee autonomy and enterprise performance. The moderating effect of employee commitment on the relationship between employee autonomy and enterprise performance was insignificant with ($t = 1.795, p = 0.073$). This shows that the moderating effect of employee commitment has no significant influences on the relationship between employee autonomy and enterprise performance. As a result, the study fails to reject the null hypothesis which states that “employee commitment has no significant moderating effect on the relationship between employee autonomy and small enterprise performance.” Based on Table 18 in Appendix A, the f square has a value of 0.010. The results infer that employee commitment as a moderating variable has a small effect size of 1.0 percent on the relationship between employee autonomy and the performance of small enterprises. This implies that effect size of employee commitment as a moderating variable on the relationship between employee autonomy and the performance of small enterprise is regarded to be small as suggested by Cohen (1988).

Lastly, the study sought to determine the moderating effect of employee commitment on the relationship between employee competitive aggressiveness and enterprise performance. The moderating effect of employee commitment on the relationship between employee competitive aggressiveness and enterprise performance was significant with ($t = 2.669, p = 0.008$). This shows that the moderating role of employee commitment significantly influences the relationship between employee competitive aggressiveness and enterprise performance. As a result, the study rejects the null hypothesis which states that “employee commitment has no significant moderating effect on the relationship

between employee competitive aggressiveness and small enterprise performance.” Based on Table 18 in Appendix A, the f square has a value of 0.022. The results infer that employee commitment as a moderating variable has a small effect size of 2.2 percent on the relationship between employee competitive aggressiveness and the performance of small enterprises. This implies that effect size of employee commitment as a moderating variable on the relationship between employee competitive aggressiveness and the performance of small enterprise is regarded to be small as suggested by Cohen (1988).

Chapter Summary

The findings from the data analysis were covered in this chapter. All the research objectives were examined using the regression analysis model. All of the key findings received a thorough explanation as well.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. Four subgroups have been established for this chapter. The first segment offers a comprehensive overview in three sections, thus precise study objectives, methodology-related components including the research design, sampling techniques, instrumentation, processing, and analysis of data and findings, are covered. The second segment covers the various conclusions drawn from the key findings. The third section, in contrast, offers some policy suggestions for resolving problems shown by the study. The conclusion offered future research areas.

Summary

This research work was to examine how employee intrapreneurial orientation affects the performance of small enterprises in the Sunyani Municipality and the possible moderating effect of employee commitment on the relationship between employee intrapreneurial orientation and the performance of small enterprises. Three objectives were developed to achieve the overall objective to: examine the effects of innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees on small enterprise performance; analyse the effects of employee commitment on small enterprise performance; assess the moderating effects of employee commitment on the relationship between innovativeness, pro-activeness, risk taking propensity, autonomy, and competitive aggressiveness of employees and

small enterprise performance. Sunyani Municipality was chosen for this investigation since it is a growing municipality when it comes to the start-up of small enterprises due to an increase in population and the rampant experience of small enterprise failure (Anokyewaa & Asiedu, 2019; Addaney, Akudugu & Asare, 2016).

The quantitative research approach was employed for the research, which was supported by post-positivist research philosophy. Given the characteristics and relationships present within the variables evaluated as well as the necessity to test hypotheses, a quantitative research technique and the predictive research design were used for the study. This method was found suitable since it allowed the researcher to study current behavioural patterns, the causes behind them, and the implications they have. Questionnaires were used to get information from enterprise employees. The reliability and validity of the study instrument used for the main data collection were tested beforehand at Berekum Municipality.

Following Krejcie and Morgan's (1970) as cited in Sekaran and Bougie (2010) sample size determination table, 320 employees were sampled from 1,882 employees of small enterprises in the Sunyani Municipality using the convenience sampling technique. Research analytical tools like standard deviations, frequencies, means, and Structural Equation Model were used. The key findings of the study were:

1. It was found that employee pro-activeness, employee risk-taking propensity, employee autonomy, and employee competitive aggressiveness had significant effects, at $\alpha = 0.002$, $\alpha = 0.034$, $\alpha = 0.04$,

and $\alpha = 0.000$, on the performance of small enterprises respectively.

While employee innovativeness had insignificant effect on the performance of small enterprises.

2. Furthermore, it was found that employee commitment has a significant effect, at $\alpha = 0.000$, on the performance of small enterprises.
3. The analysis also revealed that employee commitment as a moderating variable has significant effects, at $\alpha = 0.000$ and $\alpha = 0.008$, on the relationship between pro-activeness and competitive aggressiveness of employees and small enterprise performance respectively. While employee commitment had insignificant effects on the relationship between innovativeness, risk-taking propensity and autonomy of employees and the performance of small enterprises.

Conclusions

Based on the summary of key findings, the study established that employees of small enterprises in the Sunyani municipality in the Bono Region showed affirmation that pro-activeness, risk-taking propensity, autonomy, and competitive aggressiveness significantly influence the performance of small enterprises. This implies that employees are more likely to engage in activities such as taking the initiative as an employee and others follow and also focus on developing new ways even if the existing ones are effective in order to increase the level of pro-activeness. To ensure a positive influence of risk-taking propensity on the performance of the enterprises, employees must consider taking bold decisions necessary to achieve the enterprise's objectives and must understand the concept of risk-taking and how this concept works and can be

applied in the contexts of the enterprise. This will provide them with knowledge on how the concept can maximize the output of the enterprise. Furthermore, the change in performance as a result of autonomy given to employee means that small enterprises allow employees to deal with problems and opportunities and the issue of having a quite independent employee. The discovery of the significant relationship between competitive aggressiveness of employees and small enterprise performance means that employees of small enterprises in the Sunyani Municipality watch competitors' business strategies to react against them promptly and also, employees are provided with adequate resources to compete aggressively. However, the indication that innovativeness of employee has insignificant effect on the performance of small enterprises draws attention on the creative skills presented or exhibited by employees within their enterprises. The result implies that the degree of innovative activities such as introducing new lines of products or services, been motivated to be creative and innovative at work, and actively seeking new market are not exhibited by employees.

The study again established that the commitment level exhibited by employee has a significant influence on the performance of small enterprises in the Sunyani municipality. The findings implies that the employee having a great deal of personal meaning of the enterprise, a strong sense of belonging, and enjoys discussing the enterprise with people outside it may have positive implications on the performance of the enterprise. Alternatively, some commitment indicators such as the believe that a person must always be loyal to his or her enterprise, and the thinking that people must stay with their

enterprise for long can cause a positive change in the performance of enterprises.

Furthermore, the study discovered a significant moderating effect of commitment of employee on the relationship between pro-activeness and competitive aggressiveness of employees and small enterprise performance. This finding implies that commitment level indicated by employees of small enterprise can strengthen the relationship between pro-activeness and competitive aggressiveness of employees and small enterprise performance. With this, employees must see jumping from enterprise to enterprise as unethical, therefore, employees must believe in the value of remaining loyal to one enterprise and also must stay with their enterprises for long. These may enable the employees to proactively monitor changes in the business environment and again be creative in their works which can improve the performance of their enterprises.

Recommendations

With regard to the study's outcome, these recommendations have been submitted. With the revelation that employee pro-activeness, employee risk-taking propensity, employee autonomy and employee competitive aggressiveness had significant effects on the performance of small enterprises in the Sunyani municipality, it is recommended that small enterprise owners pay more attention to the above dimensions of employee intrapreneurial orientation and reorganise their employees' activities to include more intrapreneurial activities as they have a significant positive effect on the performance of small enterprises. The management of small enterprises could increase the level of

competitive aggressiveness and proactiveness among employees by providing adequate resources to compete aggressively and encouraging employees to find ways to differentiate work from competitors and co-workers. This will further enable employees to introduce new line of products and/or services which can increase the performance of the enterprise.

Again, employees could be encouraged to watch competitors' business strategies to respond to them promptly. This can present enterprises with ideas on how to remain competitive as they react to the actions of their competitors in the marketplace. In addition, owners should adopt the practice of encouraging employees to not be over-awed by any new situation. Rather, motivating them to be creative in their work and providing employees with adequate resources to compete aggressively to increase proactiveness and competitive aggressiveness levels among employees will lead to the performance of small enterprises.

Lastly, small enterprise owners should encourage employees to proactively monitor changes in the business environment and also motivate employees to be creative in their work. Since employee commitment as a moderating variable has a significant effect on the relationship between proactiveness and competitive aggressiveness of employees and small enterprise performance. This could be done by ensuring that employees do not feel that staying with the enterprise is a necessity as much as a desire. Moreover, teaching the value of remaining loyal to one enterprise and making employees feel as if the enterprise's problems are their own will boost small enterprise performance.

Suggestions for Further Research

The following suggestions have been made regarding the study.

- Employees and owner-managers make up the two main categories of an enterprise's workforce. Any future study of this nature should involve the entire workforce as they may present different approaches and opinions towards the study. For better decision-making, this will make it possible to obtain more insightful and credible findings.
- The study also employed a quantitative approach, which restricts respondents' ability to share their opinions on critical subjects. Any future studies of this kind would be beneficial to use qualitative or mixed approaches research. This will provide a wider range of expression of opinions by the employees.
- Again, the other elements of employee intrapreneurial orientation such as employee involvement, employee empowerment, employee relation, and employee reward could also be taken into consideration for future studies to establish the performance of small enterprises. This is as a result of the focus of the study on only five dimensions suggested by literature namely; employee innovativeness, employee pro-activeness, employee risk-taking propensity, employee autonomy, and employee competitive aggressiveness.
- Lastly, further research should also address the impact of employee intrapreneurial orientation on other important outcomes of enterprises such as work quality and job satisfaction. This is because ensuring survival of an enterprise and maintaining competitive advantage does

not solely depends on the various dimensions of enterprise performance used in this study. Therefore, dimensions such as job satisfaction, customer satisfaction, work quality, etc can be consider in further research.



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APPENDICES

APPENDIX A: DISCRIMINANT VALIDITY AND PATH COEFFICIENTS

Table 17: Fornell-Larcker Criterion for Discriminant Validity

	Employee Autonomy	Employee Commitment	Employee Competitive Aggressiveness	Employee Innovativeness	Enterprise Performance	Employee Pro- activeness	Employee Risk-taking Propensity
Employee Autonomy	0.888						
Employee Commitment	0.485	0.846					
Employee Competitive Aggressiveness	0.509	0.433	0.830				
Employee Innovativeness	0.585	0.468	0.579	0.814			
Enterprise Performance	0.267	0.464	0.519	0.377	0.828		
Employee Pro-activeness	0.556	0.499	0.682	0.664	0.532	0.851	
Employee Risk-taking Propensity	0.449	0.444	0.586	0.617	0.401	0.781	0.860

Source: Amoah (2022)

Table 18: Path Coefficients along with their Bootstrap Values, 'T' values

	Hypothesis Number	Original Sample (Beta)	Sample Mean (M)	StandDev	T Statistic (O/STERR)	P-values	f-Square	Decisions
EI -> EP	1	0.057	0.055	0.062	0.908	0.364	0.003	Not Supported
EPA -> EP	2	0.302	0.296	0.097	3.117	0.002	0.041	Supported
ER -> EP	3	-0.167	-0.162	0.079	2.126	0.034	0.019	Supported
EA -> EP	4	-0.195	-0.181	0.067	2.913	0.004	0.036	Supported
ECA -> EP	5	0.417	0.418	0.074	5.650	0.000	0.113	Supported
EC -> EP	6	0.332	0.326	0.065	5.143	0.000	0.129	Supported
EC and EI -> EP	7	0.015	0.014	0.069	0.222	0.825	0.000	Not Supported
EC and EPA -> EP	8	0.419	0.422	0.098	4.297	0.000	0.055	Supported
EC and ER -> EP	9	0.045	0.038	0.113	0.402	0.688	0.001	Not Supported
EC and EA -> EP	10	-0.121	-0.119	0.068	1.795	0.073	0.010	Not Supported
EC and ECA -> EP	11	-0.242	-0.238	0.091	2.669	0.008	0.022	Supported

Source: Amoah (2022)

N = (320)



APPENDIX B: SURVEY QUESTIONNAIRE

UNIVERSITY OF CAPE COAST
 COLLEGE OF HUMAN AND LEGAL STUDIES
 SCHOOL OF BUSINESS

CENTRE FOR ENTREPRENEURSHIP AND SMALL ENTERPRISE
 DEVELOPMENT

QUESTIONNAIRE

Dear Sir/Madam,

This research instrument is designed to assess the “effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana: and to examine a possible moderating role of employees’ commitment between employee intrapreneurial orientation and firm performance”. Any information given would be treated with the utmost confidentiality. Please select the appropriate options for the items by checking their corresponding boxes.

Section A: Background of Respondents

Please tick (✓) in the appropriate column

1. Age (years) of respondent:

- a. Less than 30 [] b. 30 – 40 [] c. 41 – 50 []
 d. 51 – 60. [] e. Above 60 []

2. Sex of respondent:

- a. Male [] b. Female []

3. Highest Educational Qualification:

- a. Post Graduate Degree [] b. First Degree []
 c. Higher National Diploma [] d. Senior High School []
 e. Junior High School [] f. None []

Other specify.....

4. What is your enterprise’s main activity?

a. Manufacturing [] b. Wholesale service []

c. Retail service [] d. Service providers/hospitality []

Others specify.....

5. Number of years working with the enterprise:

a. Less than 1 year [] b. 1 – 5 years []

c. 6 – 10 years [] d. 11 – 15 years []

e. 16 – 20 years [] f. Above 21 years []

Section B: Employee Intrapreneurial Orientation

Please indicate the extent to which you agree with the following statements on employee intrapreneurial orientation on a 7-point Likert scale, **where 1 = the least form of agreement and 7= the highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

Number	Items	1	2	3	4	5	6	7
	Employee Innovativeness							
6.	I help my enterprise introduce new lines of products or services.							
7.	I am motivated to be creative and innovative in my work							
8.	I always seek new ways that will add value to the enterprise							
9.	I actively seek new market							
10.	I get time for learning and developing innovative ideas during my daily routine							
	Employee Pro-activeness							
11.	I am not over-awed by any new situation							
12.	I take the initiative as an employee and others follow.							

13.	I am motivated to be creative in my work.								
14.	I focus on developing new ways even if the existing ones are effective.								
15.	I am encouraged to proactively monitor changes in the business environment.								
	Employee Risk-taking Propensity								
16.	I take bold decisions necessary to achieve the enterprise's objective.								
17.	I understand risk-taking and how it works.								
18.	I consider risk-taking as a positive attribute.								
19.	I am encouraged to explore and develop new ideas								
	Employee Autonomy								
20.	I am not given the freedom to act.								
21.	I am allowed to deal with problems and opportunities.								
22.	I am quite independent.								
	Employee Competitive Aggressiveness								
23.	I watch competitors' business strategies to react against them promptly.								
24.	I try hard to take customers from competitors.								
25.	I have adequate resources to compete aggressively.								
26.	I find ways to differentiate work from co-workers and competitors.								

Section C: Employee Commitment

Please indicate the extent to which you agree with the following statements on employee commitment on a 7-point Likert scale, **where 1 = the least form of agreement and 7= the highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

Number	Items	1	2	3	4	5	6	7
	Affective Commitment							
27.	I feel a strong sense of belonging to my enterprise							
28.	This enterprise has a great deal of personal meaning to me							
29.	I enjoy discussing my enterprise with people outside it							
30.	I feel as if this enterprise's problems are my own							
	Normative Commitment							
31.	I believe that a person must always be loyal to his/her enterprise							
32.	I think that people must stay with their enterprise for long							
33.	I was taught to believe in the value of remaining loyal to one enterprise							
34.	Jumping from enterprise to enterprise seems unethical to me							
	Continuance Commitment							
35.	Staying with my enterprise is a matter of necessity as much as desire							
36.	I am afraid of what might happen if I quit my job without having another one							
37.	I feel that I have few options to consider leaving this enterprise							
38.	One of the few consequences of leaving this enterprise would be the scarcity of available alternatives							

Section D: Enterprise Performance

Please indicate the extent to which you agree with the following statements on enterprise performance on a 7-point Likert scale, **where 1 = the least form of agreement and 7= the highest form of agreement**. Please tick (√) the option that reflects your level of agreement.

Number	Items	1	2	3	4	5	6	7
	Sales Growth							
39.	My enterprise has been experiencing an increase in sales in general							
40.	No or low sales returns has been recorded in recent years							
41.	My enterprise has lesser account receivable days							
42.	Sales per customer have increased in recent years							
43.	My enterprise usually enjoys quantity discounts from its suppliers							
	Growth in Net Profit							
44.	Net profit before tax my firm has been increasing for the past years							
45.	Operating expenses for my enterprise have been prudently managed for the past years.							
46.	Provision for bad debt has been made by my enterprise over the years							
47.	Loss arising out of trade has been minimised in my enterprise over the years							
48.	Gains have increased in my enterprise over the years							

THANK YOU

APPENDIX C: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMAN AND LEGAL STUDIES
SCHOOL OF BUSINESS
CENTRE FOR ENTREPRENEURSHIP AND SMALL ENTERPRISE
DEVELOPMENT

TO WHOM IT MAY CONCERN

Mr. Joseph Amoah, Masters of commerce student reading Entrepreneurship and Small Enterprise Development at UCC Business School. His research topic is “effects of employee intrapreneurial orientation on the performance of small enterprises in Sunyani Municipality, Ghana: the moderating role of employee commitment”. He wants to collect data for his research from your enterprise.

We shall be grateful if you could help him with the necessary assistance he may need.

Thank you.

Signed

Dr. Edward Nii Amar Amarteifio

HEAD

