Assessing the Impact of Personal Value Orientations on Sustainable Intrapreneurial Intentions of Employees in the Fast-Moving Consumer Goods Industry

DOI: 10.36108/ljerhrm/6202.60.0110

[1] Odunayo Paul SALAU
odunayo.salau@oouagoiwoye.edu.ng
[1, 3, 4]Department of Employment Relations and Human Resource Management
Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria. +2347035509442

[2] Titilayo Joy OWOLABI
owolabit@babcock.edu.ng
Department of Business Administration and Marketing
Babcock University, Ilishan, Ogun State, Nigeria.

[3]Opeyemi Olunike JOEL
opeyemi.joel@oouagoiwoye.edu.ng

&

[4] Adebukola DAGUNDURO
adebukola.dagunduro@oouagoiwoye.edu.ng

Abstract

Family, culture, religion and workplace context shape personal values. These fundamental drivers affect human behaviour and moral decisions, but there is little information regarding their impact on sustainable intrapreneurial intentions of employees in business environments. The reason behind individuals thinking and acting as entrepreneurs, either in isolation or in groups, in organisations, is a major issue to researchers and leaders who wish to encourage innovation internally. This research paper examined the connection between personal value orientations and sustainable intrapreneurial intentions of employees. It examines the role of values in determining the attitudes, behaviours, and decision-making in the workplace. A survey design was adopted, involving a sample of 300 respondents drawn from selected Fast-Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria. A structured questionnaire (soft and hard copies) was used to collect data and Structural Equation Modelling (SEM) was used to analyse the data. Findings indicate that four dimensions of core personal values, namely; conservativeness, openness to change, self-enhancement and self-transcendence have a significant correlation with sustainable intrapreneurial intentions. The study revealed that conservation significantly influences employees' sustainable intrapreneurial intentions, with a path coefficient of $\beta = 0.198$, $t = 2.599$, and $p = 0.010$, indicating a positive and statistically significant relationship. The effect of openness to change on sustainable intrapreneurial intentions was positive and significant ($\beta = 0.135$, t 2.220, p 0.027). The analysis proved that there is a significant correlation between sustainable intrapreneurial intentions and self-enhancement ($\beta = 0.186$, $t = 3.333$ and $p = 0.001$). Self-transcendence significantly influenced sustainable intrapreneurial intentions ($\beta = 0.317$, $t = 4.212$, $p = 0.001$). The structural model reveals that self-enhancement ($\beta = 0.278$, $p < 0.001$), openness to change ($\beta = 0.244$, $p < 0.001$), and self-transcendence ($\beta = 0.216$, $p = 0.009$) significantly predict personal values, with 46.6 percent of the variance in personal values ($R^2 = 0.466$). The strongest *predictors were self-transcendence (universalism and benevolence) and conservation (conformity and security), while the weakest predictor was openness to change. Practically, this study provides valuable insights into how aligning employees' personal values with organisational goals can enhance intrapreneurial behaviour and drive innovation within the FMCG sector.*

Keywords: Personal Value, Sustainable intrapreneurial intentions, Orientation, Beliefs, Attitudes

1. Introduction

Values shape and guide individual behaviour because they reflect people's beliefs about what is right and wrong and influence the positive goals they pursue in life (Abid & Polo, 2025; Iftikhar & Haq, 2022), which may also affect employees' sustainable intrapreneurial intentions within organisations. Sources of values include family, philosophy, history, culture, religion, economy, society, politics and organisation (Alexandra, Martin, Susan, Micheal & Ingrid, 2018; Samer, 2015). Personal value is significant to an individual, organisation and the society at large because it represents an integral component of decision making, which directs human behaviour and conduct (Martins & Perez, 2026). The influence of personal value on organisational outcomes can also be justified as direct thorough analysis of consequence of individual, organisational, institutional, social and cultural level (Agba, 2023; Köhn, et al. 2025; Gómez-Jorge, et al. 2025; Purc, et al. 2025).

According to Ye, Xie and Zheng (2023), personal values are deeply rooted on the motivation that guides and justifies individual altitudes, actions, and opinions. Values are used to analyse underlying motivations of specific behaviours and attitudes that expresses what is important to people in their lives. Schwartz and Bilsky (1987) referenced in Samer (2015) postulated value as the concepts and beliefs about desirable end states or behaviours that transcend specific circumstances, evaluate behaviours and events and ordered by relative importance. He opined that values are expected to increase our awareness of the significant roles in the way we think, feel and act and eventually assist us to know and lead ourselves in the workplace. Personal value system is a relatively stable perceptual framework which shapes and influences the overall nature of individual's behaviour (Ammeer, et al. 2022; Dada, et al. 2023; Genty, 2016).

Values have been defined as enduring beliefs concerning what is desirable and which influences individual thought and actions. However, values differ in that they are acquired through socialisation and cognition, whereas needs are more biological in nature (Atolagbe, et al. 2023; Garçon, et al. 2022). Thus, values are closer to actual behaviours because they are shaped by norms and are used to guide actions. Although needs and values are both part of the subconscious, values are more cognitive and accessible making them easier to verbalise than needs, providing additional justification for their measurement and use in research (Aydin, et al. 2024). Many studies have substituted values in place of needs for workplace settings.

Organisations are expected to focus on employees' value because of the pervasive and strategic influence of values on individuals' interpersonal decision making and performance behaviour (Hemingway, 2005). Nevertheless, organisations are expected to align personal values with organisational values in order to synergise both values for optimum organisational performance (İrengün & Arıkboğa, 2015). However, employees' sustainable intrapreneurial intention can be seen to have a link with an employee personal value because at the organisational level, values are believed to be a key component of organisational culture that accounts for the successful management of organisations (Purc, et al. 2025). As a result, value is being believed to be a major determinant of human behaviour (Iftikhar & Haq, 2022). It is however pertinent to investigate the influence of personal values on employee sustainable intrapreneurial intention because in this 21st century, intrapreneurship is perceived to be one of the dynamic approaches that help organisations attain better competitive position (Vargas-Halabí, Mora-Esquivel, and Siles, 2017).

There have been limited studies on how personal values as opposed to cultural values can influence decision making of intrapreneurs (Köhn, et al. 2025; Gröber, et al. 2023; Phuong, 2022). More so, the survival and sustainability of organisations in this century that is characterised by increasing competitive pressure, volatile business environment, rapid technological advancement, and the demand of globalisation which necessitate organisations to embrace intrapreneurial behaviours among their employees (Lajçi, 2025; Martins & Perez, 2026). Individuals thinking and acting entrepreneurially either independently or in group within the organisation have been a crucial question for researchers and organisations seeking to promote entrepreneurial activities (Alexander, Martin, Susan, Michael and Ingrid, 2018; Agba, 2023).

Despite this large body of research and many significant findings, several questions concerning employee sustainable intrapreneurial intentions continue to puzzle researchers in organisational behaviour. For example, what underlying mechanisms are driving differences in employee sustainable intrapreneurial intentions? Also, how can the comprehensiveness of employee sustainable intrapreneurial intention measures and individual difference measures be increased? In other words, how can researchers explore individual differences in employee sustainable intrapreneurial intentions while maintaining external validity? Finally, how do individual differences relate to preferences for specific combinations of sustainable intrapreneurial intentions? Given these limitations, this study will add to the literature by taking a profile approach to understand the connection between values and job attributes. The profile approach has been used successfully in other areas of organisational psychology to investigate the interaction of different individual attributes on various aspects of the environment (Barrick & Mount, 1993; Gröber, et al. 2023; Martins & Perez, 2026; Agba, 2023; Purc, et al. 2025). Hence, this study focused on the impact of selected variables of personal values on employee sustainable intrapreneurial intentions namely openness to achievement, stimulation, self-direction, benevolence and conformity. Based on the problem statement, the following research questions were formulated for this study:

i. in what way does conservation value orientation impact employee sustainable intrapreneurial intention?
ii. how does openness to change orientation influence employee sustainable intrapreneurial intention?
iii. does self-enhancement value orientation impact employee sustainable intrapreneurial intention?
iv. in what way does self-transcendence value orientation influence employee sustainable intrapreneurial intention?
v. How do personal value orientations influence employees’ sustainable intrapreneurial intentions in the fast-moving consumer goods industry?

2. Literature Review

2.1 Personal Value Orientations

Personal value orientations are the long held beliefs that influence the attitudes and behaviours of individuals in organisational contexts. Personal values are defined by Rokeach as the set of beliefs that a particular mode of conduct or end-state is preferable, which is lasting (Rakeach, 1973 in Schwartz, 2012), whereas Schwartz and Bilsky (1987) define them as universal values that affect decision-making in various settings (Samer, 2015). On the same note, Huseyin and Yildiz (2018) define personal values as internal criteria, which influence the behavior of individuals, especially in entrepreneurial and work settings. HRM-wise, these definitions underscore the fact that the values of employees determine their behaviour at work, commitment, and alignment to organisational objectives. Personal value orientations are essential factors that influence the attitude of employees towards innovation, sustainability, and intrapreneurship in an organisational context. According to the research, values like openness to change, self-transcendence, and achievement play a critical role in entrepreneurial intentions and innovative behaviour (Ammeer et al., 2022; Gröber et al., 2023). In the context of HRM systems, the correlation of employee values and organisational culture can positively affect performance and engagement, especially in manufacturing and service industries (Samer, 2015; Salau et al., 2018). Moreover, personal values lead to resilience, creativity, and uncertainty decision-making, which are necessary in intrapreneurial actions (Holland and Shepherd, 2013; Purc et al., 2025; Genty, 2016).

Schwartz (2012) classified values into ten, namely self-direction, stimulation, hedonism, achievement, power, security, conformity, tradition, benevolence, and universalism. Lajçi (2025) however, re-categorised them into four, namely openness to change, self-transcendence, self-enhancement and conservation. More so, Scott (1965) as referenced by Huseyin and Yildiz (2018) identified 12 fundamental values in his scale namely; Intellectualism, kindness, social skills, loyalty, academic achievement, physical development, status, honesty, religiousness, self-control, creativity and independence. Another classification of personal values was done by Rokeach (1973), which include self-respect, freedom, social power, and so on, as referenced by Ye, Xie and Zheng (2023). However, Schwartz theory of personality is the most elaborate and empirically validated theory of value structure and content (Purc, et al. 2025). Thus, it is on this premise that we will be investigating the influence of Schwartz classification of personal values on the sustainable intrapreneurial intention of employees. Moreso, we assume that investigating the influence of each type of the value on sustainable intrapreneurial intention will be needful because each type has their independent motivational goals and actions taken in pursuit of each type of goal have psychological, practical, and social implications which often conflict or may be compatible with the pursuit of other value types (Martins & Perez, 2026).

2.2 Sustainable Intrapreneurial Intentions

Sustainable intrapreneurial intentions are the readiness of the employees to initiate innovative and environmentally or socially responsible projects in the current organisations. According to Falola et al. (2018), intrapreneurial engagement is defined as the active participation of employees in innovation and organisational renewal. Lajci (2025) considers intrapreneurship as a form of entrepreneurial behaviour on the individual level inside a company, whereas Aydin et al. (2024) conceptualise sustainable intrapreneurial intentions as a combination of entrepreneurial action and sustainability objectives. These definitions, through an HRM prism, focus on employee-led innovation in line with organisational sustainability goals. Empirical research has shown that organisational support, learning culture, and individual orientation are factors that affect sustainable intrapreneurial intentions. As an example, supportive HR practices and high-performance work systems increase confidence and motivation of employees to participate in intrapreneurial activities (Phuong, 2022; Ye et al., 2023). The intrapreneurial activities of employees in manufacturing and FMCG industries can help to achieve innovation, cost-effectiveness, and environmental performance (Omolabi et al., 2018; Iftikhar and Haq, 2022). In addition, individual entrepreneurial orientation and job fit also play an important role in translating intention to behaviour (Köhn et al., 2025; Martins and Perez, 2026).

2.3 Personal Values and Intrapreneurship Link

Personal values and intrapreneurship are interconnected based on behavioural and motivational theories. Values are defined as drivers of corporate social entrepreneurship by Hemingway (2005) and predictive of entrepreneurial orientation by Garçon et al. (2022). In the same way, Brandstätter (2011) attributes personality traits and values to entrepreneurial propensity and outcomes of innovation. These definitions, as viewed in the HRM perspective, indicate that the internal value system of employees plays a major role in their disposition towards intrapreneurial activities. Empirical evidence indicates that employees exhibiting high pro-innovation and pro-social values are more apt to start and maintain intrapreneurial activities. Achievement, self-direction and benevolence are values that boost creativity and recognition of opportunities in organisations (Wang et al., 2013; Gomez-Jorge et al., 2025). In production settings, HR-employee value congruence encourages an innovative and flexible culture (Atolagbe et al., 2023; Dada et al., 2023). Also, value alignment among workers and organisations enhances dedication and leads to sustainable innovation results (Purc et al., 2025).

2.4 HRM Systems and Intrapreneurial Development

Human Resource Management (HRM) systems are strategic in enhancing intrapreneurship intentions among the workers. Phuong (2022) considers high-performance work systems as HR practices aimed at improving the skills and motivation of employees, whereas Abid and Polo (2025) define talent development as a process of entrepreneurial development in companies. Egwakhe et al. (2024) also conceptualise the development of the HR-driven entrepreneurial mindset as a mix of competence and organisational support. These definitions highlight the HRM role in the development of intrapreneurial behaviour. Training, performance management, and leadership development are some of the HRM practices that have a great impact on the ability of employees to be innovative. Learning culture and continuous development programs increase the performance of innovation and adaptability in the manufacturing industries (Atolagbe et al., 2023; Alake et al., 2024). Moreover, the HR systems that encourage autonomy, creativity, and knowledge sharing stimulate employees to develop innovative ideas in organisations (Falola et al., 2018; Salau, 2023). Sustainability objectives should also be incorporated into the employee roles of the effective HRM frameworks, thus aligning the intrapreneurial activity with the organisational strategy (Agba, 2023).

2.5 FMCG Sector and Manufacturing Context

The Fast-Moving Consumer Goods (FMCG) industry is typified by high competition, speedy product cycles, and ongoing innovation requirements. Omolabi et al. (2018) define corporate entrepreneurship in FMCGs as internal innovations as a way of maintaining competitiveness, and Iftikhar and Haq (2022) emphasize the importance of the role of leadership and employee engagement in performance. On the same note, Alake et al. (2024) define business model innovation as the key to resilience in changing markets. Agile and innovative workforce practices are highlighted in these definitions, as viewed through the HRM lens. The intrapreneurial intentions of employees in manufacturing and FMCG industries are important in realizing sustainability and competitive advantage. The leadership support and technological capability, as well as talent management, are organisational factors that affect the results of innovation (Alake et al., 2024; Agba, 2023). Besides, the HR practices that facilitate employee engagement and value alignment increase the productivity and sustainability performance (Salau et al., 2018; Iftikhar and Haq, 2022). Although there is increased interest, few studies have directly explored the effects of personal value orientations on sustainable intrapreneurial intentions in manufacturing settings and this reflected a definite research gap and a need to conduct more research.

2.6 Theoretical Synthesis

The Schwartz Theory of Basic Human Values, postulated by Shalom H. Schwartz in 1992, offers a solid theoretical foundation to the explanation of the role of personal value orientations in developing sustainable intrapreneurial intentions. The theory presumes that people are directed by universal dimensions of value like openness to change, self-enhancement, conservation and self-transcendence that dictate their attitudes and behaviours in situations. These values also influence the way employees view innovation, sustainability, and risk-taking in an organisational context (at least in the HRM context), and hence their readiness to participate in intrapreneurial activities. The theory also assumes that values are relatively constant yet they can be stimulated or strengthened by organisational activities, and thus they are important in explaining employee behaviour in dynamic industries like manufacturing and FMCGs. In practice, according to the theory, an individual whose values match those of openness to change and self-transcendence is likely to come up with sustainable innovations through intrapreneurship. In this regard, within the manufacturing and FMCG industries, HRM processes like training, leadership, and performance management can be used to reinforce the orientation towards such values, and thus make the employees highly motivated to pursue sustainable intrapreneurship. This has been found to be consistent with the findings that value congruence between the organisation and its employees leads to innovative activities, engagement, and performance.

2.7 Development of Research Hypotheses

2.7.1 Conservation Value Orientation and Sustainable intrapreneurial intention

Conservation value orientation includes conformity and security values. The defining goals of conformity value are the restraint of actions, inclinations, and impulses that can upset or harm others and violate social expectations or norms. At the same time, that of security is the stability of relationships and harmony (Iftikhar & Haq, 2022; Purc, et al. 2025). Conformity value emphasises that individuals inhibit inclinations that might disrupt and undermine smooth interaction and group functioning. In contrast, security value encourages safety and harmony from the individual level to organisational and or national level (Shwartz, 2012). Itzkovich and Klein (2017) asserted that the more the worker felt his/her colleagues were kind, got along with them and were happy with the relationships in their department or organisation, the more the workers were satisfied. These feelings, in turn, can lead to increased levels of intrapreneurial behaviours. Therefore, we hypothesise that:

$H_{1:}$ *conservation value orientation relates positively with sustainable intrapreneurial intention.*

2.7.2 Openness to Change Value Orientation and Sustainable intrapreneurial intention

Openness to change is the combination of stimulation and self-direction values. The goal of stimulation value orientation includes novelty and challenge in life while that of self-direction is independent thought, action choosing and creativity as posited by Schwartz (2012). Both values probably share the same goals which foster adventure-seeking, risk-taking, change advocacy, novelty and stimulating experiences. Jaen and Linan (2013), however, described intrapreneurship as the activities of an organisation to foster innovations and risk-taking, which are some of the fundamental goals of stimulation and self-direction value orientations. This can also be justified from the perspective of Vojko and Zlalko (2013) that personal value influences innovative behaviour. Nevertheless, employees' that believe and exhibit innovativeness, creativity, and idea generation are believed to possess intrapreneurial behaviour. More so, when an employee is encouraged to utilise his autonomy and independence, i.e. independence thought and action choosing without taking approval from the superior, such employee will be motivated and enthusiastic in putting to use their distinctive capabilities and creativities (Falola et al., 2018; Dada, et al. 2023). Extant literature also posited that employees with these types of values, when encouraged by organisations, will foster innovation and commitment (Ye, Xie & Zheng, 2023; Alake, et al. 2024). So, therefore, we hypothesized that:

H_2: *Openness to change value orientation impact sustainable intrapreneurial intention.*

2.7.3 Self Enhancement Value Orientation and Sustainable intrapreneurial intention

Self-enhancement, according to Schwartz (2012), includes achievement and power values. Schwartz (1999) defines achievement value as the attainment of personal success through demonstrating competence based on social standards. It entails an individual possession of success drive to achieving goals, capability for competence, effectiveness and efficiency. Power value is the individual instinct to exercise control or dominance over resources which can be categorised as employee empowerment (Schwartz, 2012). Employees' with power value when encouraged by the organisation are always motivated and willing to utilise their distinctive capabilities and creativity, thus fostering intrapreneurship intention (Sharma & Kaur, 2011). Intrapreneurship as a concept is described as the development of new things in an already existing organisation that will potentially lead to new ventures, new services, new products, new strategies and competitive advantage (Heuer & Liñán, 2013; Iftikhar & Haq, 2022; Purc, et al. 2025). More so, Falola, Salau, Olokundun, Oyafunke-Omoniyi, Ibidunni and Oludayo, (2018) briefly described intrapreneurship as a process where an employee identifies and utilises opportunities by being innovative, risk-taking and proactive to create new products, services and processes that will enhance organisational performance and competitiveness. Quite a number of beliefs (value) exist that can make an employee exhibit sustainable intrapreneurial intentions. However, self-efficacy which is an individual belief that he or she is capable of successfully executing a given task is fundamental and one of the critical characteristics of an intrapreneur (Wang, Ellinger and Wu, 2013; Ye, Xie & Zheng, 2023). Schwartz (2012) further identified the goal of achieving value as the process of demonstrating competence to achieve personal success and power as dominance over resources. We, therefore, hypothesise that:

H_3: *There is a significant relationship between self-enhancement value orientation and employee sustainable intrapreneurial intention.*

2.7.4 Self-Transcendence Value Orientation and Sustainable intrapreneurial intention

Self-transcendence consists of universalism and benevolence values. Understanding, appreciation, tolerance and protection for all people and nature form the basis for universal value while preserving and enhancing relationships is the goal of benevolence (Schwartz, 2012; Ye, Xie & Zheng, 2023). Both values promote cooperative and supportive social relations in the organisation or society.

Employees' with this kind of values will be tolerant of different ideas and beliefs, possess good understanding about life, foster equality, and avoid conflict, thus creating a positive working relationship. This type of value also fosters harmonious and cordial relationships between superiors and subordinates, which often trigger innovative ideas. A positive working relationship with one another irrespective of the grade level and designation provide platforms to persevere and create an environment that motivates innovative activities and entrepreneurial dispositions within an organisation (Armstrong and Taylor 2014; Ye, Xie & Zheng, 2023). Therefore, we hypothesise that:
H_4: *Self-transcendence value orientation positively affects employee sustainable intrapreneurial intention*

Personal value orientation has been identified as an important factor that affects the way in which employees' attitudes and behavior towards innovation and sustainability at work. Based on value-oriented theories, it can be noted that people are guided by their personal internal beliefs such as openness to changes, achievement, and self-transcendence, which make them ready to undertake entrepreneurial activities and promote sustainability (Schwartz, 2012; Huseyin & Yildiz, 2018). From the perspective of research results, individuals with pronounced pro-environmental and achievement value orientations tend to show a positive correlation with innovative behavior and intrapreneurial intentions (Ammeer et al., 2022; Garçon et al., 2022). Within organisations, especially manufacturing, and FMCG companies, when HRM approaches are aligned with employees' value orientations, the levels of engagement, innovation, and sustainability increases (Atolagbe et al., 2023; Salau et al., 2018). Also, personal value orientations affect decision-making processes when faced with uncertainties and motivate employees to implement innovations for business development and environmental improvement purposes (Holland & Shepherd, 2013; Purc et al., 2025). However, there is not enough research on the influence of personal value orientations on sustainable intrapreneurial intentions in manufacturing context. Therefore, we hypothesise that:
H_5: *Personal values orientation positively affect employees' sustainable intrapreneurial intentions*

3. Methodology

This study employed a survey design, observing the responses of sampled subjects at a single point in time without any attempt to manipulate or control them. Given the difficulty involved in studying the entire population, a sample was selected for intensive study and analysis. The population for this research comprised staff from selected Fast-Moving Consumer Goods (FMCG) companies in Lagos State. This included various categories of staff, ranging from junior and senior staff to team leaders and management personnel. A sample size of 300 workers was drawn from all selected firms, departments, and levels of authority within the organisations. The respondents were selected using simple random sampling so that each respondent had an equal opportunity of being selected. Both the management and staff were picked randomly. A visit to each department was done and questionnaires were distributed as such. The sampling was selected randomly to limit the chances of bias and enhance the sample reliability.

The respondents were selected due to the fact that they would have to clearly state their values and demonstrate the awareness of the subject under study. They are supposed to be conversant with the ideas and inquiries posed. The questionnaire was well constructed in order to collect the required data. The measurement was done on a five-point Likert scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD). The questionnaire was divided into two parts. The initial questionnaire section was a personal description of age, sex, marital status, education, and professional qualification. The second part consisted of questions that were dependent on the personal value dimensions of Schwartz. The ten personal value dimensions by Schwartz are different in societies and cultural orientations. Smith and Schwartz (1997) demonstrated that the Schwartz Value Survey (SVS) values could be clustered into seven orientations on the societal level that were cultural in nature and the original ten dimensions were cross-culturally relevant. Later studies used the values presented by Schwartz in other settings, such as those in the work place (Ros et al., 1999; Schwartz, 1999). The present research correlated the personal needs of the Theory of Work Adjustment (TWA) with the values of Schwartz, which is a universally known and cross-validated scale of individual values. To summarise, this paper will rely on two primary methods of evaluating the basic values: the Schwartz Value Survey (SVS) and the Portrait Values Questionnaire (PVQ), both of which are summarized in Table 1.

Table 1: Schwartz Value Survey & Portrait Values

S/N	Variables		Sub-variables	No of items	Source
1	Personal Values	Personal Focus: This process involves regulating how individuals' express personal interests and characteristics.	Self Enhancement • Achievement • Power	5	Bilsky, Janik& Schwartz, 2011; Davidov et al., 2008; Schwartz, 2006.
			Openness to Change • Stimulation • Self-Direction	5	
		Social Focus: This process involves regulating how individuals relate socially to others and affect them.	Conservation • Conformity • Security	5	
			Self-Transcendence • Universalism • Benevolence	5	
2	Employee Sustainable intrapreneurial intentions			5	

Source: Field Work (2026)

Measures of sustainable intrapreneurial intentions were derived out of entrepreneurial behaviour scale created by Stull and Singh (2005) and Liñan and Chen (2009). The scale had 6 items, three of which addressed innovation and the other three risk-taking. The validity of the instrument was evaluated to make sure that the difference in response was due to real difference between the staff and the management. The content and construct validity were investigated. In the case of content validity, the items that were developed by the researcher were reviewed by experts. Confirmatory Factor Analysis (CFA) of the measurement model was used to measure construct validity. Products that were not doing well were edited or eliminated. Table 2 presents the factor loadings and measurement characteristics, which suggests that the items were adequate (Fornell and Larcker, 1988).

Table 2: Factor Loadings and Measurement Properties of Various Constructs Used

Variables	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Accept if…………	>0.7	>0.7	>0.7	>0.5
Emp_Intrap_ Intentions	0.803	0.803	0.871	0.628
Personal Values	0.702	0.714	0.829	0.619
Conservation	0.706	0.701	0.818	0.530
Openness to Change	0.738	0.751	0.804	0.589
Self Enhancement	0.741	0.745	0.727	0.572
Self-Transcendence	0.774	0.786	0.868	0.687
Average Mean	0.744	0.750	0.820	0.604

Source: Field Work (2026)

To ensure clarity, the results of the field survey were also given in tables, indicating the distribution of number of questionnaires and the number of responses by individual opinion. SmartPLS -SEM was used in testing the research hypotheses, with bootstrapping and the algorithmic methods of path coefficients, t-statistics, and the values of R2. SmartPLS-SEM was selected as it can simultaneously process several independent and measured variables even in the case of multicollinearity (Hair, Ringle, and Sarstedt, 2011).

4. Results

This study examined the relationships between psychological and behavioural constructs with each other in the Fast-Moving Consumer Goods (FMCG) sector being a fast growing industry in Nigeria. We concentrated on four dimension of values such as conservation, openness to change, self-enhancement and self-transcendence and their effect on sustainable intrapreneurial intentions of employees within the chosen FMCG companies. We sent out 300 questionnaires, 274 of them were returned and were taken as valid to be analysed. These data have been used to draw the statistical assessment presented in Table 3.

Table 3: Response Rate from The Selected FMCGs Firms

S/N	Selected Firms	No. of Questionnaire Distributed	No. of Completed Questionnaire	Percentage of Questionnaire used for Analysis
1	FMCGs'A'	165	146	53.3%
2	FMCGs'B'	135	128	46.7%
Total		300	274	100%

Source: Field Work (2026)

The demographic summary of the sample is presented in Table 4. The total sample consisted of 189 males (69%) and 85 females (31%). In terms of age, the respondents were relatively young. Specifically, 47 respondents (16.7%) were between 18 and 30 years old; 138 (50.4%) were aged between 31 and 42 years; while 89 respondents (32.5%) were aged 43 years and above. Regarding educational qualifications, 16 respondents (5.8%) had only a secondary school certificate, 196

(71.5%) were graduates, and 62 (22.7%) held postgraduate degrees. In terms of work experience, 52 respondents (19%) had less than five years of experience; 145 (52.9%) had between 5 and 10 years; 37 respondents (13.5%) had between 10 and 15 years; while 40 respondents (14.6%) had 16 years of work experience or more (see Table 4).

Table 4: Demographic Characteristics (Population = 274)

Variables	Items	Frequency	Percent
Gender	Male	189	69%
	Female	85	31%
Age	18-30	47	16.7%
	31-42 years	138	50.4%
	43 years and above	89	32.5%
Educational Status	SSCE	16	5.8%
	Graduates	196	71.5%
	Post-Graduates	62	22.7%
Years of Work Experience	less than 5 years	52	19%
	5 to 10 years	145	52.9%
	11 to 15 years	37	13.5%
	16 years and above	40	14.6%

Source: Field Work (2026)

The relationships among the selected variables were hypothesised based on the extant literature.

i. H_1: Conservation positively affects employees' sustainable intrapreneurial intentions.
ii. H_2: Openness to Change positively affects employees' sustainable intrapreneurial intentions.
iii. H_3: Self Enhancement positively impact employees' sustainable intrapreneurial intentions.
iv. H_4: Self-Transcendence positively impact employees' sustainable intrapreneurial intentions.
v. H_5: Personal values orientation positively affect employees' sustainable intrapreneurial intentions

PLS-SEM was employed to test the structural model and its associated constructs. Both direct and indirect effects were calculated using SmartPLS software. Table 2 and Table 3 show the significance values and t-values of the entire path coefficients and the tables also show the same values. The coefficients, p-values, and t -values were computed using bootstrapping as recommended by Dijkstra and Henseler (2015). Bootstrapping also offered the general evaluation of the model fit and aided in the checking of the strength of the paths and the explanatory strength (R^2 values) of the model.

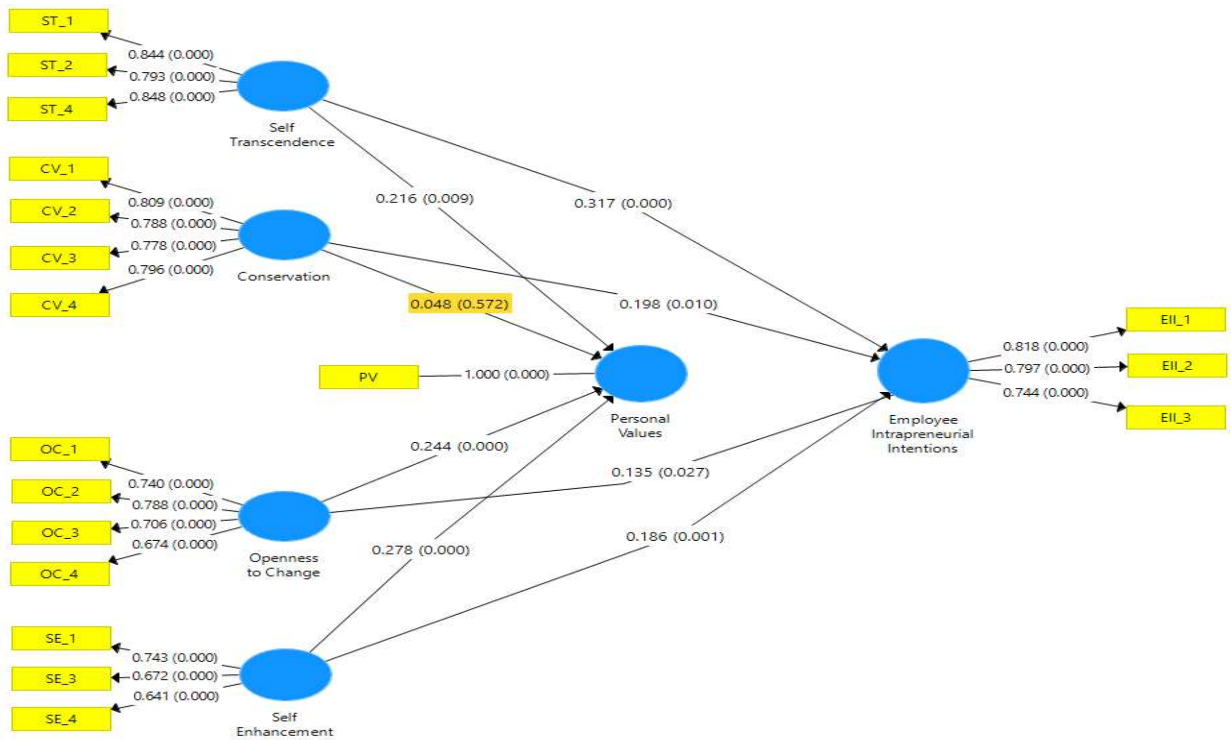

Figure 1: Path Co-efficient and P-avlues for Personal Values and Employees' Intrapreneurial Intentions

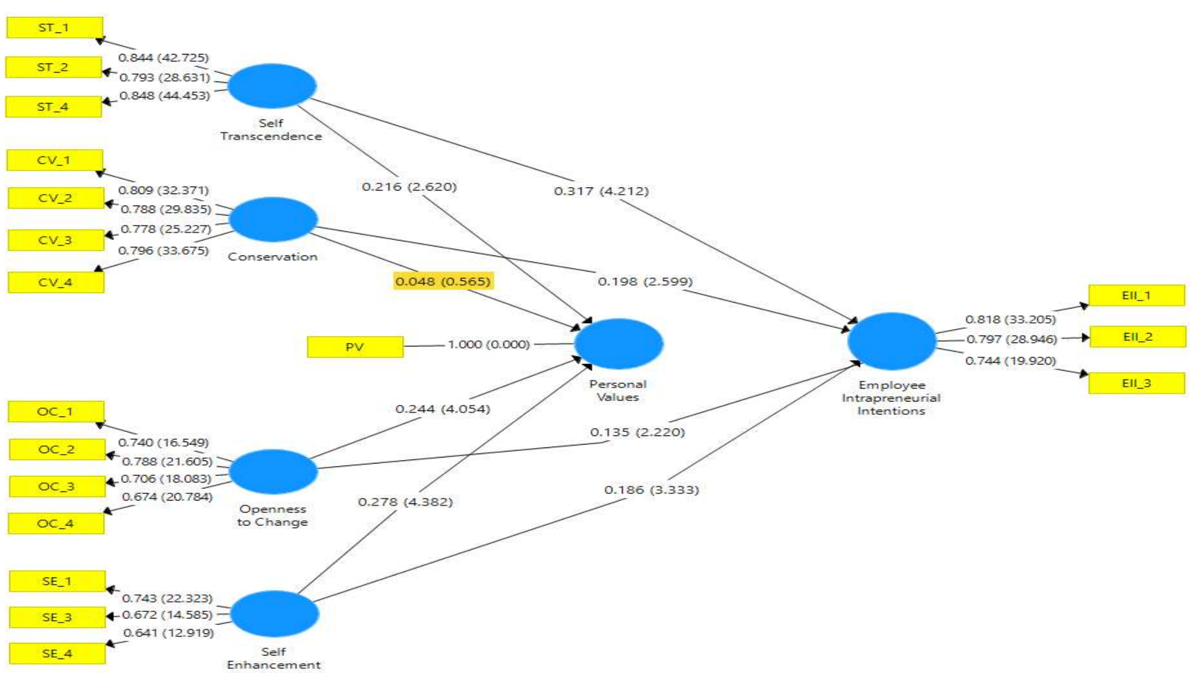

Figure 2: Path Co-efficient and T-Values for Personal Values and Employees' Intrapreneurial Intentions

The results of the model's goodness-of-fit suggest that all the conditions for Structural Equation Modeling (SEM) were satisfactorily met, and the relationships among the variables were statistically significant. As shown in Figures 2 and 3, all indicators demonstrated strong loadings in the reflective model, indicating positive relationships between observed indicators and their respective latent variables. The outer loadings reflected the strength of correlation between each indicator and its associated latent construct. In the path coefficient model summary, an R^2 value of 0.544 indicates that 54.4% of the variance in employees' sustainable intrapreneurial intentions is explained by personal values, which is considered substantial in assessing the model's explanatory power and overall fit. Furthermore, the Fornell-Larcker Criterion for discriminant validity confirmed the distinctiveness of the constructs, as presented in Table 5. The standardised parameter estimates, along with the R^2 and adjusted R^2 values of the proposed model, are reported in Tables 5 and 6, respectively.

Table 5: Fornell-Larcker Criterion of Discriminant Analysis

	Conversation	Emp_Intrap_ Intentions	Openness to Change	Personal Values	Self Enhancement	Self-Transcendence
Conversation	0.793					
Emp_Intrap_ Intentions	0.666	0.787				
Openness to Change	0.694	0.584	0.728			
PersonalValues	0.573	0.755	0.576	0.711		
Self Enhancement	0.668	0.617	0.574	0.501	0.689	
Self-Transcendence	0.587	0.690	0.646	0.606	0.543	0.627

Source: Field Work (2026)

The Fornell-Larcker criterion in Table 5 confirms discriminant validity, as each latent construct shares more variance with its indicators than with other constructs—e.g., self-transcendence ($\sqrt{AVE}$ = 0.829) is higher than its correlations with others. These results affirm earlier findings by Brandstätter (2011) and Burger (2011), who advocated for a comprehensive framework integrating both personal focus (self-enhancement, openness to change) and social focus (self-transcendence, conservation) in predicting innovative behaviour. The current study builds on this by offering empirical validation within the context of Nigeria's FMCG sector, reinforcing the work of Atolagbe et al. (2023) on the role of learning culture, values, and innovation in professional firms.

Table 6: Standardised Parameter Estimates of the Model

Independent Variables	=>	Dependent Variables	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Decision
Conservation	=>	Emp_Intrap_ Intentns	0.198	0.076	2.599	0.010	Supported
Conservation	=>	PersonalValues	0.048	0.085	0.565	0.572	Not Supported
Openness to Change	=>	Emp_Intrap_ Intentns	0.135	0.061	2.220	0.027	Supported
Openness to Change	=>	PersonalValues	0.244	0.060	4.054	0.000	Supported
Self Enhancement	=>	Emp_Intrap_ Intentns	0.186	0.056	3.333	0.001	Supported
Self Enhancement	=>	PersonalValues	0.278	0.063	4.382	0.000	Supported
Self-Transcendence	=>	Emp_Intrap_ Intentns	0.317	0.075	4.212	0.000	Supported
Self-Transcendence	=>	PersonalValues	0.216	0.083	2.620	0.009	Supported

Model Fit Summary

		Rule of Thumb	Remarks
SRMR	0.055	<0.08	Acceptable
D_ULS	1.887		
Chi square	910.144		Highly Satisfactory
NFI	0.976	>0.9	Acceptable
GFI	0.948	>0.9	Acceptable

Variance/Predictive Matrix

Variables	R- Square	R- Square Adjusted
Emp_Intrap_ Intentions	0.544 (54.4%)	0.538
Personal Values	0.466 (46.6%)	0.459

Source: Field Work (2026)

The study revealed that conservation significantly influences employees' sustainable intrapreneurial intentions, with a path coefficient of $\beta = 0.198$, $t = 2.599$, and $p = 0.010$, indicating a positive and statistically significant relationship. This finding aligns with the work of Heuer and Liñán (2013) and Schlaegel and Koenig (2014), who emphasised that individuals with strong conservation values, such as commitment to tradition and security, tend to innovate within structured environments. It also resonates with Agba (2023) who highlighted that strategy-focused and value-conscious employees drive sustained innovation in traditional industries like pharmaceuticals. Thus, conservation does not hinder intrapreneurship but rather facilitates stable, risk-aware innovation.

The effect of openness to change on sustainable intrapreneurial intentions was positive and significant (β= 0.135, t 2.220, p 0.027). The result affirms that flexible and adaptive workers are disposed to entrepreneurial behaviour. Bilsky, Janik, and Schwartz (2011) attributed openness to innovation orientation and loyalty. Falola et al. (2018) have discovered that organisations with a culture of openness make employees own ideas and champion change internally. These results imply that individuals with a higher appreciation of autonomy and novelty are more likely to be engaged in intrapreneurial activities in dynamic industries such as FMCGs.

The analysis proved that there is a significant correlation between sustainable intrapreneurial intentions and self-enhancement (β= 0.186, t = 3.333 and p = 0.001). This confirms the opinions that ambitious, high-achieving, and self-successful workplace behaviour is motivated by proactive, innovative workplace behaviour (Schwartz and Boehnke, 2004; Abid and Polo, 2025). The motivation of entrepreneurial behaviour in established organisations was also noted by Gomez-Jorge et al. (2025) and Omolabi et al. (2018) to have a role in personal accomplishment. Those employees that possess high self-enhancement values will thus be willing to make calculated risks in order to enhance performance and be recognised.

Self-transcendence significantly influenced sustainable intrapreneurial intentions (β = 0.317, t = 4.212, p = 0.001). This implies that individuals with the importance of altruism, social justice and common good are highly intrapreneurial. This supports the results of Hemingway (2005) and Samer (2015), who discovered that robust moral beliefs and social orientation drives innovation that can be of benefit to systems, processes, or communities. It is also consistent with Phuong (2022) and Egwakhe et al. (2024) who associated value-oriented behaviours with corporate social entrepreneurship. Therefore, organisations that have social missions can benefit through highly self-transcendent employees.

The structural model reveals that self-enhancement (β = 0.278, p <0.001), openness to change (β= 0.244, p <0.001), and self-transcendence (β= 0.216, p =0.009) significantly predict personal values, with 46.6 percent of the variance in personal values (R^2 = 0.466). This supports the view of Lajçi (2025) and Gröber, et al. (2013) that personal values are shaped by internal motivation and social awareness. A good fit was also illustrated by the model, with SRMR=.055, NFI=.976, and GFI=.948 which are above the recommended values (Hair et al., 2014; Martins and Perez, 2026). These findings prove that the research model is both statistically and theoretically sound.

The results validate and enlarge the literature that has been developed so far because they reveal that conservation, openness to change, self-enhancement, and self-transcendence have a direct and indirect effect on sustainable intrapreneurial intentions of employees. These dimensions of value are always associated with entrepreneurial behaviour in organisations which are in line with the works of Alake et al. (2024), Blanco Gonzalo et al. (2024), Garcon et al. (2022), Aydin et al. (2024), Salau (2023), Martins and Perez (2026), and Ye, Xie and Zheng (2023). All these researches highlight the role of personal values in influencing the entrepreneurial preferences. Moreover, Martins and Perez (2026) and Iftikhar and Haq (2022) also found that value-based motivation is a predictor of proactive and innovative behaviour in companies.

The findings also resonate with Phuong (2022) who discovered that the job attributes including security and managerial support were popular among people with strong conservation and openness

-to-change values. This was strengthened by Grober et al. (2023) who demonstrated that collectivist-oriented employees prefer team-based compensation to individual rewards, which implies that the individual values determine the work preferences and motivation systems. Aydin et al. (2024) affirmed that self- transcendence (universalism and benevolence) is one of the most predictive dimensions of value in workplace behaviour and conservation (conformity and security). The results also indicate that interpersonal and social relations significantly determine the perceived benefits of their input to employees, which supports the claim that personal values are the primary predictors of intrapreneurial intent in organised organisational cultures.

5. Conclusion

This study provides empirical evidence that shows that personal values, i.e. conservation, openness to change, self-enhancement, and self-transcendence influence the sustainable intrapreneurial intentions of employees working in the Fast-Moving Consumer Goods (FMCG) sector. The results support the theoretical hypothesis that personal values not only are internal sources of behaviour, but also strategic keys to innovation and organisational flexibility. The findings are in line with the earlier studies that values influence attitudes and behaviours that determine job roles, innovation preparedness and task orientation. Therefore, to cultivate the intrapreneurial capacity of employees, organisations need to know, congruent, and internalise these value orientations into organisational policies, communication, and leadership behaviours.

Based on such findings, the Human Resource Managers, Talent Development Units, and It is recommended that HR managers and top management in FMCG and manufacturing firms deliberately integrate personal value assessments into recruitment, training, and performance systems to strengthen employees' sustainable intrapreneurial intentions. Specifically, employees should be selected and developed based on value dimensions such as openness to change, self-enhancement, conservation, and self-transcendence through structured psychometric tests, value-based interviews, and continuous training programmes that reinforce innovative and ethical behaviours. HR departments should also design reward and recognition systems that encourage employees who demonstrate strong value-driven intrapreneurial actions, while supervisors should embed these value orientations into daily performance feedback and coaching. This approach can be implemented through policy integration, periodic value alignment workshops, and leadership support to ensure that employees' personal values are consistently aligned with organisational sustainability and innovation goals.

6. Recommendations

Organisational Development Consultants in FMCG firms are advised to develop structured Values Based Engagement Frameworks (VBEFs). Such frameworks must involve periodic reviewing of the prevailing value dimensions of the employees and incorporation of such information into customised intrapreneurial development programmes. In particular, Training and Development departments are encouraged to work with Industrial-Organisational Psychologists to include value based simulations, mentorship programmes and cross-functional innovation challenges which attract different value orientations - that is, stability among high-conservation and autonomy or recognition among high-openness and self-enhancement people. This practice will develop creative potential of employees, create an environment where they feel safe psychologically, decrease the level of internal conflict, and enhance team synergy.

In the case of the FMCG industry, where fast innovation, responsiveness to customers and internal flexibility is the main feature, matching the corporate strategy to the personal values of employees provides a sustainable competitive advantage. Value- mapping exercises must be integrated into the strategic planning, performance appraisal and intrapreneurship programs by the executive leadership teams and innovation taskforces. With harmony between values like self-transcendence and self-enhancement and organisational objectives, FMCG companies may anticipate a greater employee commitment, reduced resistance to change, and better innovation performance. Finally, the alignment improves the performance of individuals and the agility of firms, which allows FMCGs to act in advance in response to market volatility, customer expectations, and sustainability needs.

7. Limitations and Suggestion for Further Studies

Although the study provides useful information on the correlation between individual values and sustainable intrapreneurial intentions in the FMCG industry, it has weaknesses. To begin with, the cross-sectional design only records data at one moment in time and cannot be used to infer causal relationships. Second, the study involved a sample of a few FMCG companies in Lagos State, and this could not be generalised to other regions or other industries with varied cultural or operational conditions. Also, the use of self-reported data could introduce bias in response especially in the measurement of value orientations and behavioural intentions. Future research may take a longitudinal design to track the effect of a shift in the values of individuals on the intrapreneurial behaviour in the long run. Ostrom and Iacobucci (1995) also recommend that researchers should replicate and test the model in other organisational situations, sectors and in other cultural settings to verify its strength and suitability. Additionally, it may be beneficial to include qualitative methods like in-depth interviews or case studies to deepen the comprehension through the discovery of subtle situation-specific insights into the manifestation and cultivation of personal values in intrapreneurial ecosystems.

Conflict of Interest

We humbly declare that there is no conflict of interest.

References

Abid, K., & Polo, F. (2025). Talent development through intrapreneurship: a human-capital approach in French SMEs. *European Journal of Training and Development*, *49*(9), 952-974.

Agba, E. T. (2023). Exploring the Influence of Strategy Implementation on the Performance of Pharmaceutical Firms in Nigeria. *International Journal of Social Sciences and Management Research*, *9*(3), 1-12.

Alake, O. R., Adegbuyi, O., Babajide, A. A., Salau, O. P., Onayemi, O. O., Joel, O. O., & Adesanya, O. D. (2024). Business model innovation and SMEs' resilience: technological roadmap in Nigeria. *Business: Theory and Practice*, *25*(2), 614-624.

Ammeer, M. A., Haddoud, M. Y., & Onjewu, A. K. E. (2022). A personal values view of international entrepreneurial intention. *International Journal of Entrepreneurial Behaviour & Research*, *28*(3), 577-601.

Atolagbe, T. M., Worlu, R., Adeniji, A. A., Salau, O. P., Ogbari, M., Ibidunni, A. S., & Edewor, O. (2023). Demystifying learning culture and innovation performance of professional firms in Nigeria. *International Journal of Business and Globalisation*, *35*(4), 387-403.

Aydin, Š., Knezović, E., Bičo, A., & Smajić, H. (2024). Age, entrepreneurial and sustainable intrapreneurial intentions: the mediating role of individual entrepreneurial orientation. *Journal of Enterprising Communities: People and Places in the Global Economy*, *18*(1), 94-113.

Blanco González Tejero, C., Ulrich, K., & Ribeiro-Navarrete, S. (2024). Personal factors and innovative training as influential elements in the intrapreneurial trend. *Management Decision*, *62*(10), 2969-2985.

Brandstätter, H. (2011), "Personality aspects of entrepreneurship: a look at five meta-analyses", *Personality and Individual Differences*, Vol. 51, pp. 222-230.

Dada, A. E., Adegbuyi, O. A., Ogbari, M. E., Salau, O. P., Atolagbe, T. M., Onayemi, O. O., & Oladotun, A. O. (2023). Envisaging the impact of entrepreneurial culture on venture creation among undergraduate students of selected universities in Nigeria. *Sustainability*, *15*(15), 11862.

Dijkstra, Theo K. and Henseler, Jörg. 2015. "Consistent Partial Least Squares Path Modeling," *MIS Quarterly*, (39: 2), 297-316.

Egwakhe, J. A., Omonijo, O. S., Bamidele, A. G., & Umukoro, E. J. (2024). Organisational Outcomes: Entrepreneurial Mindset and Entrepreneurial Competence Combined Effect. *International Journal of Academic Reserach in Economics and Management Sciences*, *13*(2).

Falola, H., Salau, O., Olokundun, M., Oyafunke, C., Ibidunni, A., & Oludayo, O. (2018). Employees' Intrapreneurial Engagement Initiatives and its Influence on Organisational Survival, *Business Theory and Practice, 9,*https://doi.org/10.3846/btp.2018.02

Garçon, M. M., Nassif, V. M. J., & Lima, T. J. S. D. (2022). Individual social entrepreneurial orientation in Brazil: measurement and the predictive role of personal values and attitude toward social change. *Journal of Entrepreneurship in Emerging Economies*, *14*(2), 340-360.

Genty, K.I. (2016). Moderating role of training transfer in determining entrepreneurial performance among micro, small and medium enterprises owners in Lagos State, Nigeria. A PhD. Thesis Submitted to the Discipline of Human Resource Development, Department of Professional Development and Continuous Education, University Putra Malaysia.

Gómez-Jorge, F., Bermejo-Olivas, S., Díaz-Garrido, E., & Soriano-Pinar, I. (2025). Success in entrepreneurship: the impact of self-esteem and entrepreneurial orientation. *International Entrepreneurship and Management Journal*, *21*(1), 1-43.

Gröber, M., Freisinger, E., Henkel, S., & Heidenreich, S. (2023). How valuable are personal values? Investigating personal values and their effect on entrepreneurial performance. *International journal of entrepreneurial venturing*, *15*(6), 534-559.

Hair, J. F., Hult, G. T. M., Ringle, C.M. & Sarstedt, M. (2014). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage Publication, Los Angeles.

Hemingway, C. A. (2005). Personal Values as a Catalyst for Corporate Social Entrepreneurship, *Journal of Business Ethics*, 60 (3).

Holland, D. V., and Shepherd, D. A. (2013). Deciding to Persist: Adversity, Values, and Entrepreneurs' Decision Policies, *Entrepreneurship Theory and Practice, 37(2)*

Huseyin, A. & Yildiz, D. (2018). The Role of Personal Values in Social Entrepreneurship, *Universal Journal of Educational Research 6(1*): 83-90, http://www.hrpub.org DOI: 10.13189/ujer.2018.060107.

Iftikhar, A., & Haq, M. A. U. (2022). Igniting the Harmonious Passion among Fast Moving Consumer Goods Companies' Frontline Employees: The Role of Relationship-oriented Leadership. *Journal of Marketing Strategies*, *4*(2), 305-326.

Köhn, P., Wolff, S., Ruf, P. J., Moog, P. M., & Strina, G. (2025). From intention to behaviour: how individual entrepreneurial orientation and job fit influence employee intrapreneurship in SMEs. *Creativity and Innovation Management*, *34*(3), 740-759.

Lajçi, R. (2025). Measures of individual-level intrapreneurship: a scoping review. *Review of Managerial Science*, 1-33.

Martins, I., & Perez, J. P. (2026). Individual entrepreneurial orientation: analyzing what we know, what we need to know, and future directions. *Journal of Small Business Management*, *64*(1), 1-50.

Omolabi, I., Amosa, J. R., & Suleiman, A. A. (2018). Corporate entrepreneurship: challenges of entrepreneurial development in fast moving consumer goods companies in South-West Nigeria. *Fountain University Osogbo Journal of Management*, *2*(2).

Phuong, T. H. (2022). High performance work system and intrapreneurial behaviour: the role of relational psychological contract, self-efficacy and boundaryless career orientation. *Организационная психология*, *12*(1), 9-26.

Purc, E., Laguna, M., & Moriano, J. A. (2025). Entrepreneurs' personal values and the innovative behaviour of their employees: A cross-level mechanism. *Creativity Research Journal*, *37*(3), 377-394.

Rokeach, M. (1973) in Schwartz, S. H. (2012). An Overview of the Schwartz Theory of Basic Values. *Online Readings in Psychology and Culture, 2* (1) https://doi.org/10.9707/2307-0919.1116

Salau, O. P. (2023). Workforce diversity and Sustainability of Small and Medium Enterprises (SMEs) in Southwest. *Covenant Journal of Business and Social Sciences*, 13-13.

Salau, O., Osibanjo, A., Adeniji, A., Ojebola, O., Oludayo, O., Falola, H., & Atolagbe, T. (2018). datasets on employee value proposition (evp) and performance of selected fast moving consumer goods (FMCGs) firms in Nigeria. *Data in brief*, *19*, 1907-1911.

Salau, O., Oludayo, O., Falola, H., Olokundun, M., Ibidunni, S., & Atolagbe, T. (2018). Integrated datasets on transformational leadership attributes and employee engagement: The moderating role of job satisfaction in the Fast Moving Consumer Goods (FMCG) industry. *Data in brief*, *19*, 2329-2335.

Samer, M. (2015). The Role of People's Values in the Workplace, *International Journal of Management and Applied Science, 1, (9).*

Schwartz & Bilsky (1987). in Samer, M. (2015) The Role of People's Personal Values in the Workplace, *International Journal of Management and Applied Science, 1(9).*

Scott, W.A. (1965) as referenced byHuseyin, A &Yildiz, D. (2018). The Role of Personal Values in Social Entrepreneurship, *Universal Journal of Educational Research 6(1*): 83-90, http://www.hrpub.org DOI: 10.13189/ujer.2018.060107

Vojko P. & Zlatko (2013). Innovativeness of IT Managers - Exploring Influences of Personal Values on IT Managers' Innovativeness, *Procedia Technology*, 9

Wang, Y. L., Ellinger, A. D., & Wu, Y. J., (2013). Entrepreneurial Opportunity Recognition: an empirical study of R&D personnel. *Management Decision, 51(1–2*).

Ye, D., Xie, W., & Zheng, L. (2023). Unleashing intrapreneurial behaviour: exploring configurations of influencing factors among grassroots employees. *Behavioural Sciences*, *13*(9), 724.