Navigating the future workplace: intrapreneurship training and development for enhanced performance and organizational productivity

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ABSTRACT

The integration of artificial intelligence produces a significant transformation in the workplace, which presents obstacles to the performance of intrapreneurs and the productivity of the organisation, in response to disruptive technological developments. The objective of this paper is to examine the correlation between intrapreneurship development and training initiatives and the end result for organisational performance and productivity. By employing a simplified random sampling method and a quantitative research design, this study examines the intricacies of interdepartmental relationships and emphasises the importance of development and training programmes in equipping intrapreneurs to meet the challenges of the fourth industrial revolution. The collected primary data, which was structured using a 5-point Likert scale, were analysed using Statistical Package for the Social Sciences version 26. An intelligent strategy for increasing performance and productivity in order to gain a competitive edge, the study demonstrates that fostering and improving intradepartmental relationships is effective. This finding also indicates that training and development programmes focused on the implementation of advanced technologies significantly enhance the performance of intrapreneurs and the productivity of organisations. In order to adapt to the changing employment environment of the twenty-first century, the results underscore the necessity for organisations to give precedence to technical proficiency while cultivating an environment that promotes inventive thinking, action learning, and progress.

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Introduction

In the current business environment, which is marked by continuous disruption and increased competition due to the presence of artificial intelligence and the global pandemic, the concept of intrapreneurship has gained prominence as a viable approach for organisations aiming to cultivate a culture that promotes innovation, adaptability, and long-term expansion (Ashal, Crowther, & Martinez, 2023). This highlights the role of intrapreneurship training and development in fostering entrepreneurial potential within established organisational structures, a topic that has received considerable interest. Nevertheless, the complexities of how these training interventions directly affect the conduct of intrapreneurs and subsequently affect organisational productivity have not been thoroughly investigated.

The allocation of resources towards training and development provides numerous strategic advantages for the expansion and advancement of a business. This investment has resulted in increased competitive advantage and has brought attention to market disruption (Grant, 2021; Hitt, Ireland, & Hoskisson, 2016). This demonstrates that the contemporary business environment requires proficient intrapreneurs that possess the ability to identify novel avenues for substantial advancements and innovative thinking (Rivera, 2017). It is imperative to conduct a thorough investigation into the intricate correlation between intrapreneurship training...
and the development of a dynamic workforce that can drive organisational productivity to unparalleled levels. Through an exploration of the transformative capacity of customised training courses, our objective is to analyse the fundamental mechanisms that motivate intrapreneurs to generate ideas, innovate, and implement them with exceptional enthusiasm, thereby stimulating a concrete impact on the overall performance of the business. In order to bolster organisational competitiveness and gain a competitive edge in the market, it is imperative to identify and implement the necessary specialised training and development programmes. In order to effectively navigate the competitive landscape of both local and international markets, intrapreneurs are required to consistently cultivate novel proficiencies and enhance their existing skill sets. The research has the potential to enhance capacity building for the fourth industrial revolution through the improvement of proficiency in state-of-the-art technologies.

Through a thorough analysis of the complex relationship between intrapreneurial behaviours, training interventions, and organisational productivity, the objective of this study is to enhance current theoretical frameworks and provide practical insights for practitioners who aim to cultivate an intrapreneurial mindset that surpasses traditional boundaries and promotes a culture of continuous innovation and effectiveness.

This study contributed to the existing literature by introducing the concept of intrapreneurship training and development initiatives. It provided insights into the specific mechanisms by which these interventions can enhance employee engagement, foster creative thinking, and ultimately lead to a quantifiable increase in organisational productivity. The roadmap will enable businesses to effectively utilise intrapreneurial talent, leading to a future marked by resilience, adaptability, and a long-lasting competitive advantage. Furthermore, it will bring about a fundamental change in the way both academics and industry perceive and utilise the potential of intrapreneurship training. This will provide a detailed plan for achieving sustainable growth, fostering innovation, and ensuring long-term success in the ever-changing business environment. This suggests that a deficiency in training and development may lead to organisational challenges and intrapreneurship terminations (Watson, Dsouza, Ribiere, & Lindic, 2021; Tucker, 2002) due to the incapacity to effectively utilise advanced, technologically advanced machinery, which has a detrimental effect on performance and productivity. According to Blanchard (2018), it can be inferred that the absence of a comprehensive training and development strategy inside a corporation goes beyond the mere identification of training needs for enhancing performance and productivity. It encompasses a deficiency in the organisation of the training timetable, attendees, location, financial resources, and approach. This strategy can facilitate the synchronisation of creative aptitude, performance, and productivity, while also ensuring that objectives and missions are unambiguous and prioritised. According to Naim and Lenka (2018), the training and development strategy provides and enhances the decision-making framework for innovation-driven businesses in order to optimise performance and productivity.

Effective training and abilities are necessary to execute everyday operations in order to achieve organisational objectives and intrapreneurial actions (Rivera, 2017). Nevertheless, there exists a scarcity of diverse skillsets and enough intrapreneurship training, resulting in adverse consequences for both productivity and overall performance. At the organisational level, it is necessary to have professional management intrapreneurs who can provide answers to challenges and projects related to prices, product quality, and market trends. According to Farrukh et al. (2021), it may be argued that a high-performance work structure incentivizes intrapreneurs to exhibit extra-role behaviours that require training and development, as it fosters the growth of employees' innovative capacity. The acquisition of problem-solving, innovation, and entrepreneurial thinking skills is necessary for all of these endeavours. Numerous organisations encountered difficulties in ensuring this, as seen by the COVID-19 pandemic across various industries. This study serves as a reminder of the need for targeted training and development initiatives to effectively address forthcoming employment obstacles. The cohort of intrapreneurs generally operates within production organisations and exhibits limited qualifications or capabilities in executing duties related to technological improvement and utilisation (Sadri & Sadri, 2014). The economic lockdown resulting from the COVID-19 pandemic has underscored the necessity for manufacturing firms to undergo a shift in their everyday operations towards occupational interests. In the context of cross-functional abilities, the enhancement of teamwork, competencies, and skills has been suggested by scholars such as Gryphon et al. (2012) and Scott and Reynolds (2010). According to Drucker (1985), the presence of fresh, creative, and inventive scientific skills in a market necessitates the inevitability of change. Studies emphasise the need to incorporate technical vocational education and training (TVET) and cultivate intrapreneurship behaviour and attitudes in order to tackle emerging challenges in business and the workplace (Adeniyi, 2021; Weber et al., 2014). It is worth mentioning that enterprises that allocate resources towards training, cultivate intrapreneurs, and acknowledge the necessity of training in response to external shifts are more inclined to experience growth and attain a dominant position in the contemporary market (Rivera, 2017). According to Farrukh et al. (2021) and Mahmoud et al. (2021), the presence of a conducive environment can significantly improve the performance of intrapreneurs, leading to increased productivity and growth. This study examined the impact of training and development on individual performance and organisational productivity in Nigeria, in response to the insufficient skills required to successfully fulfill duties in the modern workplace. The training and development initiatives that have been selected will prioritise the firm’s goals and objectives, with the aim of enhancing the competencies that are currently lacking in terms of creativity and innovation inside the organisation.

The objective of this study was to establish correlations between variables such as training and development that influence the performance and productivity of intrapreneurs. The predicted outcomes of the study are expected to provide support for organisational culture and strategies aimed at enhancing workplace efficiency and performance, while also offering insights into the management of intrapreneurship. Furthermore, the study examined the training and development frameworks employed by manufacturing firms.
in Lagos, Nigeria, and their inherent significance in enhancing the intrapreneurs' capacity to deliver value to stakeholders and customers. The second part of the study aims to examine the impact of training and development on the performance and organisational productivity of intrapreneurs. This will be achieved by integrating various concepts that provide a deeper understanding of both theoretical and practical aspects. The third section presents the research methodology, which is then followed by the analysis and the study's findings. We engage in deliberations and analysis, and ultimately culminate with suggestions, avenues for future research, and constraints.

The main objective was bolstered by the subsequent secondary objective: to investigate if training and development have a significant impact on intrapreneurship performance and productivity.

**Literature Review**

This section discussed different concepts such as Intrapreneurship, Training and development, and Organisational performance to help understands the interrelatedness between concepts as regards providing insight to the topic and answering the research objective.

**Intrapreneurship**

According to Kuratko, Goldsby, and Hornsby (2018) and Kenney & Mujtaba (2007), intrapreneurship in the twenty-first century can be seen as revolutionary actors with the ability and potential to change organisational culture through innovative products and services that address challenges associated with organisational development and growth. This might aid in developing an innovative culture for entrepreneurial activity and talent exploration (Luke & Stephan, 2017). Gifford and Libba Pinchot first used the term “intrapreneur” in 1978 to describe an individual's intra-corporate entrepreneur (Hadad & Cantaragiu, 2017). It was once thought of as a college within the context of an entrepreneurial theory to promote organisational stability and performance (Stopford & Baden-Fuller, 1990). Additionally, it was studied in literature in relation to how employees' behaviour altered in response to various organisational factors (Rigterg & Weitzel, 2013; Skarmeas et al., 2016). As a result, the rise of intrapreneurs who actively promote innovation and entrepreneurial behaviour boosts organisational performance and productivity. This could be so in an organisation where the system and culture promote the strategic policy for optimal performance. This is consistent with Farrukh, et al (2021) that high performance working system motivates employees to be an innovative risk taker and proactive which could aid performance and productivity. Intrapreneurs' inventive abilities are stimulated by entrepreneurs' conscious attempts to develop them in this area (Olokundun et al., 2017). To satisfy the stakeholders, it might also be described as a calculated risk-taker with a proactive mindset for innovation and creativity. Azami (2013) defines an intrapreneur as a creative or inventor who is driven and zealous to transform an idea into a successful commercial reality and who is willing to accept the risk of absolving failure and learning from the hurdles. To ensure that an entrepreneur's aims are realized, intrapreneurs monitor the latter's progress by looking for opportunities to add value to the firm's brand through new goods, services, innovative processes, or management techniques (Azami, 2013). To achieve the aims, the low implementation of organisational culture of training and development must be re-introduced for different challenges and roles to avert future occurrence of Covid-19 era experience. Hence the current study focus, to provide through literature the need for training and development with strategies that will promote innovation, creativity and organisational performance. According to Pinchot, it refers to business strategies that encourage innovation and creativity for the benefit of the individual, the organisation, and the clientele (Pinchot, 2010). Application of the strategies is a skill embedded in a qualified intrapreneurs who must have undergone different training and development, either on the job or externally for self-performance and organisational productivity.

**Training and Development**

Training and development can be defined as the process of preparing and equipping intrapreneurs for both task at hand and future challenges to be performed at the acceptable optimal level (Ologunowa et al., 2015). Both concepts are regarded as an enhancement for excellent performance and strategic fit attainment with respect to the job specification. Every organisation should give priority to her human resource training and development if the organisational goals and development plan were to be achieved for human resource dynamism. This is a major function of human resource in an organisation, to identify during the induction training, employee’s weakness and strength to future train for optimal use and productivity. Basically, training and development is to increase intrapreneurs efficiency which will lead to increase in both individual and organisational performance, noting that lack of growth, and intrapreneurship redundancy is a result of poor or lack of training and development policy or opportunity (Castano et al., 2016; Mohanty, 2006). It is instructive to highlight that growth and development in any organization are because of proper and continual training and development programs for the intrapreneurs, as human resource is the most dynamic of the factors of production (Ologunowa et al., 2015). This is consistent with Industrial Training Fund Decree of 1971, established to train workers for commercial and industrial establishments (Okoh, 1998). The intrapreneurship training is necessary and motivated as the world changes due to technological development, the internet of things, the fourth industrial revolution, and the Covid-19 epidemic. By educating employees on the latest technological trends and practices, companies can optimise production methods, streamline operations, and remain competitive in the global market (Allioui & Mourdi, 2023). The initiatives could facilitate adoption and integration of modern technologies and automation systems within manufacturing processes. The absence of training for the intrapreneurship job requirements intimidates the job holder to take calculated risk because of the unknown outcome (McDowell, 2017), whereas this is an open eye for fresh innovation and creativity.
If organisational objectives, efficiency, effectiveness, and development plan are to be fully realised, training of the intrapreneurs cannot be undervalued. Training and development are crucial instruments for gaining a competitive advantage for both the individual and the organisation. This is consistent with Subrahmanyam and Azad (2020) who posited that employees training and development is a motion set up to cause upgrading dimension of abilities, learning and competency needed to discharge duties viably and efficiently. Although, fourth industrial revolution has caused work disruptions that increase employee turnover or compel organisations and individuals to pursue creative and innovative learning (Groscurth, 2018). Organisations are still finding their feet and power to engage their employees in creative and system thinking that will generate multiple effects in performance and productivity (Ramaswamy & Gouillart, 2010). This explains the organisation's training requirements in relation to her goals, how strategic and important such training is at the time, and whether it is required for an organisation or an individual to carry out a task or execute a job specification. The organisational need for training, which is viewed as a shortage in intrapreneurs' knowledge, skill, and attitudes against task requirements, can be quantified by performance appraisals that identify workers' deficiencies.

Organisational Performance

Organisational performance in twenty-first-century manufacturing companies refers to the overall effectiveness, efficiency, and achievement of strategic objectives within the organisational framework (Lombardi, 2019). This encompasses the ability of a manufacturing company to effectively utilise its resources, optimise its operations, and achieve its intended goals and targets in a rapidly evolving global business landscape. It includes various aspects such as production efficiency, product quality, innovation, sustainability, market competitiveness, financial viability, employee satisfaction, and customer satisfaction, all of which are essential for the long-term success and sustainability of the manufacturing organisation in the contemporary business environment. Performance is viewed from the perspective of the organisation as a significant aspect to demonstrate organisational culture and behaviour of the intrapreneur effectively performing her task to provide quality goods and services to maximise productivity (Griffin, 2012; Auwalu, 2017). To do this for the organisation, intrapreneurs are burdened with strategic and important tasks that are essential within the company as a guiding force for success, leading to high productivity and the development of the company and its employees. It might be an entrepreneurial strategy pursued within the organisation (Gaertner, 2014), with the acceptance of adaptable suggestions from intrapreneurs (Nery, 2014) on how staff members can operate entrepreneurially within the organisational structure for the best performance (Gundogdu, 2012).

By establishing small and medium-sized businesses to promote industrial development and the development of an indigenous entrepreneurship culture, the approach helps the economy grow and create new jobs. Also promote the adoption of sustainable manufacturing practices, including environmentally friendly production techniques, waste reduction strategies, and energy-efficient processes. By prioritising sustainability, manufacturing companies contribute to environmental conservation efforts and demonstrate their commitment to responsible business practices, thereby improving their corporate image and attracting environmentally conscious consumers and investors. This has a favourable impact on Nigerian intrapreneurs' efforts to deliver results that would satisfy their organisation and fit their inventive style. It was discovered that 48% of all industrial output in terms of value added is produced by SMEs, which employs 87.9% of the workforce in the private sector (Umar, 2020; Eniola, 2014). This may be due to the high intensity enterprises' strong orientation, supported organisational structures, and values that encourage intrapreneurship. It is important to remember that organisations must closely abide by the environmental support systems and resources that will encourage entrepreneurial actions (Azami, 2013). Different factors are seen as major reasons that led to the collapse of the SMEs from forty-one million to thirty-nine million in 2021, such as increment on loan interest rate from the Central Bank of Nigeria from 11.5% to 14%, inflation that affects exchange rate. Even though MSMEs accounted for 6.2% of external trade in 2021, government still could not help the collapsed as GDP dropped by 3.5% same year because of globalisation problem in 2021 (Radda, 2022). These factors affect SMEs performance and productivity in no small measures that some must shut down their businesses.

Research and Methodology

Research Design

To get first-hand information from the respondents on their capacity for growth and development, as well as the value it brought to their performance in their various departments of manufacturing organisations. The study used a quantitative design cross-sectional survey method to elicit primary data/information related to the study variables from the selected firm’s sample. Due to longevity (4 decades), existence, and minimal intrapreneurship turnover, two industrial enterprises in the south-west of Nigeria had their intrapreneurs studied. Participation was limited to permanent employees of both companies to measure their performance and productivity in terms of training and development.

Sampling Technique

Due to its ease of use and importance in generalizing the results to the public, a straightforward random procedure was utilized to choose the participants (Sekaran & Bougie, 2016). It was employed because of the Covid–19 and restriction in the vehicular activities. It is a process of getting the right information from the people with right frame of mind at the time about training and development as regards performance and productivity of the organisations.
Measurement

Additionally, a self-reported questionnaire was designed and used, which was divided into two sections: section A for demographic data, and section B for the factors which were studied under two subheadings. The measurement is based on 5-point Likert scale with 1 point denoting ‘strongly disagree’ and 5 points denoting ‘strongly agree.’ to measure level of the participants agreement. 101 of the 210 administered instruments were returned due to difficulties in reaching the study participants and permanent staff at the firms within the time frame (Covid-19 economic lockdown) posting a recovery of approximately 50%. All the response were valid because of educational level of the respondent and the sample properties are discussed in the analysis section Pre-test conducted through pilot study to ascertain validity of the instrument in terms of language, causality or structural problems while modifications were made. Cronbach Alpha reliability recorded at 0.773 value and above in all, meaning that the research instrument is reliable (Kumar, 2011).

Ethical consideration

Strict compliance to the standard was maintained based on the dictate of the Covid-19 period, gatekeepers and informed consent to the firms and respondents respectively were strictly adhered to. The research was limited to mono design, manufacturing firms and a region of the country because of the Covid-19. In analysing the data, Statistical Package for Social Sciences was employed to test the formulated hypothesis and Analysis of Variance. The data was coded and cleaned, and analysis was performed using the returned questionnaire.

Analysis

Due to Covid-19 global Pandemic, the study experienced challenges on the data collection because of halt in human and vehicular movement, therefore, administration of questionnaire experienced low turnout of respondents as many of them were not physically available at work. The analysis was based on the 101 returned instrument from the total number of 210 questionnaire administered because of constraints of the period which made it difficult to access the organisation for reasonable data collection. The data set were screened, and few outliers were expunged based on error in filling of sections and the valid 101 instrument was analysed. The analysis reveals that more males were employed as an intrapreneurs in the manufacturing sector as 63.8% were males, while 36.2% are females, this is in support of the literature that only in some conditions will women be proactively engage in manufacturing job except for the professional staff in term of innovation than men (Kanter, 1984). Majority of the respondents were educated with 17% having school leaving certificate; 6.4% with National Diploma/National Certificate of Education; 24.5% have Higher National Diploma or bachelor’s degree; 31.1% of the respondents have master’s degree, while 21% are PhD holders, this is consistent with the view of Pinchot (1985) that intrapreneurship orientation for performance and efficiency can be influenced by educational level. Majority are married workers; 79.8% are married, 17% were single respondents and only 3.2% are either divorced or widowed. Majority of the respondents 62.9% have spent more than 20 years in their respective organisation, followed by those who have spent 5 years (19.1%), while 18% have spent 6 to 20 years, this is in line with Pinchot (1985) assertion that performance, organisational productivity, and relationship could be enhanced as the intrapreneurship already have sense of belongingness in the organisation thereby handle work as their own as a form of Japanisation. Majority of the available respondent at the time of study 58.7% were from the finance department, this is because of the sensitivity of the department to the organisational sustenance, production 18.2%, Human resource 13.9%, engineering is 04.9%, and 4.3% were in logistics.

Hypothesis Testing

The study hypothesis was stated in null form and tested using regression analysis at 0.05 level of significance.

\( H_0: \) Training and development do not drive intrapreneurship performance and organisational productivity.

Independent variable = Training and development
Dependent variable = Intrapreneurship performance and organisational productivity.

Table 1 shows the regression analysis on intrapreneurship training and development as it enhances intrapreneurship and organisational productivity.

### Table 1: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.451&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.204</td>
<td>.195</td>
<td>.68555</td>
</tr>
</tbody>
</table>

<sup>a</sup> Predictors: (Constant), Training and development

The regression analysis findings on how training and development affect intrapreneurship performance and organisational productivity are summarized in Table 1. Training and development, intrapreneurship performance and organisational productivity have a good correlation with each other (\( r = 0.451 \)). Training and development accounted for 20.4% of the variance in intrapreneurship performance and organisational productivity in manufacturing firms, according to the coefficient of determination (R2) of 0.204, demonstrating that organisations can support intrapreneurship decision-making (Farukhet al., 2021). Given the...
findings ($r = 0.451, R^2 = 0.204, p = 0.05, F (1,92) = 23.517, = 0.732, and t = 4.849$), it is concluded that training and development have a significant impact on intrapreneurship performance and organisational productivity. It shows that there is an effect of training and development on the organisational performance and productivity. Generally, it was discovered that, lack of constant training and development has restricted many firms in Nigeria context from global market presence and strategically affects bilateral and international trade with nations (Abdullahi, Jakada & Kabir, 2016). Therefore, organisational dynamics and diversity management is essential for growth and economic development. The study's analysis of variance for the regression analysis in Table 1 is shown in Table 2.

Table 2: analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>11.053</td>
<td>1</td>
<td>11.053</td>
<td>23.517</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>43.238</td>
<td>92</td>
<td>.470</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>54.291</td>
<td>93</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance and productivity
b. Predictors: (Constant), Training and development

Regression analysis using the ANOVA (overall model significance) method demonstrated that training and development boost organisational productivity and intrapreneurship performance. This is to affirm the position of Toubasi and Al-Haddad (2022). This is explained by the statistically significant at the 95% confidence level F-value (23.517) and p-value (0.000). This indicates that the regression model fits the data well, indicating that the data acquired established the model's capacity for prediction in the study.

Table 3: Regression coefficients.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>(Constant)</td>
<td>.512</td>
<td>.412</td>
<td>1.242</td>
</tr>
<tr>
<td></td>
<td>Training and development</td>
<td>.732</td>
<td>.151</td>
<td>.451</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Performance and productivity

+Performance and productivity = 0.512 + 0.732 Training and development……… Eq. (iii).

As shown by the training and development regression coefficient results, training and development is statistically significant at the 95% confidence level because the p-value is less than 0.05 and the t-value is larger than 1.96 (= 0.525, t = 3.516, p = 0.000). This result is noteworthy since its p-value (0.000) is lower than the study's chosen level of significance (0.05). The finding implies that with the firm’s policy and proper channel of the training culture to the specific area of training needs, organisations could experience optimal performance and productivity that may spur expansion. This is consistent with Wan and Liu's (2021) assertion that management effectiveness could predict firm's success, and it shows that training and development are highly important and can be utilized to predict intrapreneurship performance and organisational productivity. It could also play a pivotal role in fostering sustainable growth, innovation, and competitiveness in the nation's industrial landscape. A unit increase in training and development will result in a 0.525 unit increase in organisational productivity and intrapreneurship performance. It implies that meeting the material and man needs of departments after the training and development will not only increase performance and productivity but brings a new challenges, innovation and competitive advantage to become a market leader. This is congruent with Griffin et al. (2021), and Scott and Reynolds (2010) who founds that specialised training could enhance cross-functional competencies, skills, work attitudes, and cooperation.

Discussion

The findings in this study shows that 63.8% of the participants agreed that there is effective training and development program in their organisation ($M = 2.37, SD = 1.02$); 92.6% agreed that intrapreneurship training and development is an organisational culture with systemic process in their companies ($M = 2.81, SD = 0.71$); this is consistent with Kiziloglu (2021) that found a significant impact of organisational culture on organisational performance as a result of managers involvement in identifying the firms mission and key objectives to focus on the approaches and strategies that aids the achievement of specific goals and objectives.

75.5% agreed that organisational specific training develops their individual intrapreneurial efficiency ($M = 3.01, SD = 0.82$); 42.6% not agreed that on the job training is better than external training ($M = 1.39, SD = 1.31$) and 38.3% also disagreed respectively, alternatively, 84.0% agreed that internal training and development promote skills transfer and succession plan ($M = 2.93, SD = 0.68$); 87.2% agreed that training and development is a drive for optimum performance and productivity ($M = 2.94, SD = 0.69$), consistent with Kumar, Rao, Chakravarty, Thyagaraju and Soman (2023) that effective training and development enhance efficiency and
organisational success. 79.8% agreed that training and development enhances strategic competitiveness and organisational advancement (M = 3.07, SD = 0.68); 84.0% agreed that training and development develop intra-departmental relationship (M = 2.99, SD = 0.71).

Conclusions

The objective of this study was to establish correlations between variables such as training and development that influence the performance and productivity of intrapreneurs. The findings of the study indicate that in the twenty-first century, it is imperative for companies to adhere to their training and development culture and strategy in order to sustain their competitive edge. According to Bian et al. (2020), the statistical findings align with the organisational culture and training and development policies, which have been shown to positively impact performance and productivity outcomes in practical settings. According to Duradoni and Fabio (2019), it can be inferred that intrapreneurs require continuous training and development in order to cultivate adaptability, inventiveness, and creativity, hence enabling them to effectively market novel concepts, goods, or services. According to Zeng, Phan, and Matsui (2015), it is important to acknowledge that training and development initiatives place significant focus on quality control protocols, product standardisation, and adherence to international manufacturing standards. The emphasis on improving quality plays a significant role in the creation of standardised and superior products, bolstering the standing of Nigerian manufacturing firms, and fostering their acceptability in both local and international markets. Despite the substantial investments made by Nigerian manufacturing organisations in the training and development of intrapreneurs, the levels of creativity, innovation, and strategy exhibited by individuals in Nigeria are comparatively lower than those observed in other continents. This impeded their adherence to technological trends and practices, impeded the enhancement of production processes, limited operational efficiency, and diminished their competitiveness in the worldwide market. The limited comprehension of leaders regarding the cultivation of intrapreneurship capabilities through training and development, in light of the disruptions caused by COVID-19 and the fourth industrial revolution (Rivera, 2017), coupled with a failure to identify the specific type of training required and the corresponding needs, contributes to this phenomenon.

Based on the findings of this study, it is evident that on-the-job training alone does not fully optimise performance and productivity. However, the utilisation of contemporary technology and tools has the potential to boost these outcomes (David, 2022). This, in turn, can facilitate the seamless integration of modern technologies and automation systems into manufacturing processes. Therefore, it seems external training suitable, potentially because of the facilitator's and training's excellence in terms of innovation and uniqueness. Mahmoud et al. (2021) suggest that the supposed intrapreneur's low performance may be due to their lack of developmental training, which is a result of their fear of the unknown. Hence, the provision of training and development opportunities has the potential to enhance employee happiness, facilitate career progression, and foster professional development in the manufacturing industry. Following their training, intrapreneurs may want to depart for a more competitive business that offers improved compensation and working circumstances. In order to prevent this, organisations should raise employee morale, cultivate a healthy work culture, and improve overall retention rates by investing in the development of their staff (Dyer, 2023). This will result in reduced recruitment costs and the maintenance of a talented and experienced team. This study successfully identified a calculative risk that, through meticulous preparation, has the potential to enhance performance, productivity, and the economic worth of the company. The human resources department, with the cooperation of the finance department, must allocate financial resources and make informed risk decisions for training and development (Cascio & Boudreau, 2010). The decision-making process of the board of directors may be impeded by their limited professional skills and credentials, which may hinder their ability to assess the necessity of training and development initiatives and evaluate their impact on the organisation.

While the findings of this study, which specifically focus on manufacturing firms, provide valuable theoretical and managerial perspectives, it is vital to acknowledge that their applicability to other organisational contexts, such as the service sector, may be limited. The obtained results are necessary but inadequate as they solely assess the survey methodology and the chosen companies from a single state, potentially impacting the representativeness and generalizability of the findings. Subsequent investigations could explore qualitative or mixed methodologies and, indirectly, the public sector to conduct a comprehensive analysis, albeit the aforementioned constraints. Further investigation is required to explore additional factors that could enhance the success of intrapreneurship and the productivity of organisations. This study exclusively focuses on the Nigerian environment, so the results may differ based on organisational and cultural dynamics in various settings. This presents an opportunity for more study to be conducted in any developing country during a period when the organisation can be more readily accessible without any obstacles.

This study offers valuable insights into the crucial role of intrapreneurship training and development in improving performance and organisational efficiency as businesses negotiate the difficulties of the changing workplace.

The significance of responding to technology changes and cultivating a culture of creativity is emphasised by the recommendations. Organisations can enhance their prospects for success in the dynamic landscape of the fourth industrial revolution by placing emphasis on the technical competence of intrapreneurs and matching educational curriculum with the demands of the future employment market.
The study proposes enhancing organisational initiatives to effectively address the technical proficiency of intrapreneurs in order to effectively navigate the problems posed by the fourth industrial revolution and future employment opportunities. In order to foster students’ entrepreneurial attitudes and cultivate employable and technologically proficient graduates for the 21st century, it is imperative for educational institutions across the nation to integrate action learning, innovation, and creative thinking learning methodologies into their curricula. Given the inevitability of new technology, operational methods, and change, firms should not solely depend on internal or on-the-job training to impart creativity and innovation skills. This study posits that it is imperative for businesses to prioritise training and development as a fundamental principle and integral component of their organisational culture in order to mitigate the issue of “if you don’t train them, don’t blame them.” Adeniyi et al. (2022) and Doan (2022) propose the integration of curriculum that foster innovative and creative thinking inside the Nigerian technical education system as a means to enhance organisational performance. It is imperative for educational institutions across the nation to integrate action learning, innovation, and creative thinking learning methodologies into their curricula in order to cultivate graduates who possess the necessary skills and knowledge to thrive in the contemporary day, with a particular emphasis on sophisticated technology.

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