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[Cultivating Entrepreneurial Mindsets in Corporate Settings: The Strategic Role of HR in Promoting Intrapreneurship, Innovation, and Organizational Agility]

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ABSTRACT

This paper has discussed the strategic value of human resources (HR) in fostering presence of intrapreneurship, innovation and organizational agility in the corporate environment. The study was conducted using a mixed-methods approach and focused on the use of both open-ended surveys that provided numerical data related to 300 employees, 22 semi-structured interviews with HR professionals and intrapreneurial employees working in large organizations of different industries in Pakistan. The quantitative analysis provided substantial positive correlations among the HR support of innovation, intrapreneurial behavior, and the organizational agility being established by structural equation modeling. The qualitative results also pointed to the necessity of having leadership support, psychological safety, flexible working patterns and culturally open environment as a means towards allowing the employees to be able to participate in innovative and entrepreneurial practices. The synthesis of the quantitative and qualitative findings brought out the fact that the strategic HR practices do not only promote entrepreneurial activity at an individual level, but also act as fundamental tools to increase the level of responsiveness of an organization in the long term perspectives. This paper highlights how HR should exceed ordinary administrative functions, and become a strategic partner in encouraging innovation and agility. The findings also have practical implications in terms of redesign of reward system, the leadership development program with modules on transformational and servant leadership styles and the alignment of performance evaluations to objectives of innovation driven organizations.

Keywords: Agility, Corporate Innovation, Human Resource Practices, Intrapreneurship, Organizational Culture, Strategic HRM

Introduction

In the current dynamic business where there are technologies in place, as well as increased competition in the global markets, organizations are forced to innovate continually to retain the competitive edge. Enterprising mindset is one of the promising ways of promoting sustainable innovation when the employer chooses to instill an entrepreneurial mindset in its employees also, known as an intrapreneurship (Antoncic & Hisrich, 2023). Through intrapreneurship individuals are also empowered to think and behave in ways an entrepreneur would in their organizations and are encouraged to spot opportunities, suggest new solutions and manage transformational projects (Rigtering et al., 2020).

Human Resource Management (HRM) has taken a more strategic role in the promotion of intrapreneurship. However, historically regarded as an administrative role, HR has evolved into a strategic role that focuses on forming organizational culture, stimulating talent development, and establishing organizational agility (Gupta et al., 2022). In promoting experimentation, autonomy, and innovation by establishing systems and practices that reward these approaches in the workplace, HR can effectively facilitate the instillment of entrepreneurial television in the corporate organization (Anderson et al., 2023).

Even though there is an increasing awareness about the significance of intrapreneurship,

it becomes one of the challenges present in many organizations because of a strict command structure, a risk-averse culture, and incentives (Bamel et al., 2022). Therefore, it is of dire necessity to look into how the HR could specifically assist in intrapreneurial venture to advance organizational flexibility and achievement. The research attempts to dwell upon understanding the strategic role of HR in the formation of entrepreneurial mindsets, encouraging innovation, and establishing organizational agility in the corporate environments.

Research Background

Committed to entrepreneurial thought often conceived as intrapreneurship, has been accepted as one of the primary innovation enablers of organizational renewal and competitive advantage (Kuratko et al., 2021). The use of intrapreneurial activities helps the firms to exploit the talent available internally so that new products, services, and processes can be developed, so that when the market changes are experienced, the firms react proactively to match the changes (Felin et al., 2022). Organizational resilience and innovation performance usually perform at higher levels in organizations where intrapreneurial culture is implemented successfully (Gawke et al., 2019).

HRM is the key to this transformation as it provides an environment, which fosters creativity and self-government. Flexible work designs, lifelong learning experiences, and psychologically safe environments have been indicated as practices that stimulate employees to take entrepreneurial actions (Cai et al., 2019; Edmondson & Lei, 2014). Moreover, the development of HR practices that help to balance the individual and organizational interests may contribute to the ownership and motivation of employees, and resulting lasting innovative results (Gupta et al., 2022).

Recent research accentuates the presence of the HR in promoting agility in an organization, which is the ability to sense, respond, and predict changes in the market quickly (Gong et al., 2023). The contribution of the HR towards the creation of agile leadership, the facilitation of cross-function collaboration (e.g., abilities to operate in multidisciplinary teams), as well as in the feasibility of promulgating quick decision-making mechanisms have all been significant in intrapreneurship and in the generation of an eternal innovation culture (Muralidharan & Pathak, 2021). Nevertheless, how exactly the HR practices implement in intrapreneurial behaviour and organisational agility is a major lapse of knowledge especially in complicated organisational settings.

Research Problem

In spite of the fact that the strategic mission of HR as the driver of organizational performance is well established, little is known on how exactly HR is able to influence the development of entrepreneurial minds in organizations and foster intrapreneurship in the corporate environment. Companies are keen on introducing such innovation efforts without considering the cultural and structural obstacles that impede intrapreneurial behavior sufficiently (Antoncic & Hisrich, 2023). Moreover, despite the implementation of various interventions in HR designed to reinforce agility and creativity in several companies, there exist no coherent frameworks and empirical evidence that can facilitate these interventions (Gupta et al., 2022). There is thus an urgent need to understand how HR can achieve intrapreneurship and continue innovation in an organizational way that complies with the overall strategic goal.

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Objectives of the Study

1. To examine the role of HR practices in fostering an entrepreneurial mindset among employees in corporate settings.
2. To analyze how HR interventions promote intrapreneurship and support continuous innovation.
3. To explore the relationship between HR-driven intrapreneurship initiatives and organizational agility.

Research Questions

Q1. How do HR practices influence the development of entrepreneurial mindsets among employees?

Q2. What HR interventions are most effective in promoting intrapreneurship and innovation in corporate environments?

Q3. How does intrapreneurship facilitated by HR contribute to organizational agility and resilience?

Significance of the Study

The study has value in theory and practice as it helps in the gap between the studies of strategic HRM and intrapreneurship. The study provides executives with the opportunity to improve their HR leaders to develop or become centers of innovation and flexible thinking by highlighting HR practices that have proven most efficient in developing entrepreneurial attitudes. Moreover, the offered framework offers the direction of how the values entailing the notion of intrapreneurship may be embedded into the organizational DNA, thereby contributing to continuous adjustments to the conditions of the dynamic market (Bamel et al., 2022; Gong et al., 2023). Practically, the findings assisted the organisations to develop the HR policies and programmes that do not only attract and retain the talent, but also enable the internalisation of the employees as inhouse entrepreneurs. In that respect, innovation that is based on experimentation and learning can be achieved through creating an environment that is friendly to learning and experimentation and thereby allows firms to maintain innovation, enhance their competitive position, and ultimately organizational resilience (Cai et al., 2019; Felin et al., 2022). The research can therefore be of serious importance to HR professionals, organizational leaders, and researchers doing their work on the connection between human capital and innovation approaches.

Literature Review

Intrapreneurship and Entrepreneurial Mindsets in Organizations

There is also intrapreneurship or entrepreneurial behavior in the established organization, which has become an increasingly important instrument to create innovation and maintain competitiveness in changing markets (Antoncic & Hisrich, 2023; Kuratko et al., 2021). Entrepreneurial mindset is also an emergent characteristic of the employees as the employees waswilling to take initiatives, take risks, and break the existing norms in order to generate new value (McGrath & MacMillan, 2000; Morris et al., 2017). Empirical research of the recent decade demonstrated that companies that implement an intrapreneurial culture have an increased degree of organizational flexibility and market fluency (Rigtering et al., 2020; Felin et al., 2022).

Entrepreneurial mindset is more than the personal characteristics; it is an organizational

culture (Gupta et al., 2022). Intrapreneurs may be viewed as internal agents of change that use their creativity and freedom to implement new processes, products or services, and shift organizational capabilities in the process (Cai et al., 2019). Nevertheless, regardless of their value, intrapreneurial endeavors cannot be successful without supportive organizational environments formed through favored leadership styles and reward schemes and supportive frameworks (Muralidharan & Pathak, 2021; Bamel et al., 2022).

The Strategic Role of HR in Fostering Intrapreneurship

HR intrapreneurship support shifted and is no longer tied as much more to administrative support, but to more strategic-based support that involves the development of human capital as an innovative resource (Gupta et al., 2022; Gong et al., 2023). Such practice in HR as competency-based recruitment, constant learning, and rewarding performance are its strategic elements that are essential in enabling entrepreneurial behavior in organizations (Anderson et al., 2023; Hughes & Mustafa, 2022).

This research emphasizes matching the HR policy with the organizational innovation strategy to generate the culture of experimentation and risk-taking (Boon et al., 2019; Kuratko et al., 2021). As an example, flexible job designs and job autonomy have been identified to empower employees in the pursuit of innovative projects without the fear of failure (Gawke et al., 2019; Felin et al., 2022). Further, training based on transformational and servant types of leadership has a considerable effect on the psychological empowerment of the employees which is a major predictor of intrapreneurial intentions (Cai et al., 2019; Gong et al., 2023).

Organizational Agility And HR Practices

The ability to quickly respond to both internal and external change has become a strategic resource that is considered to be a key to success in the volatile environment (Doz & Kosonen, 2010; Gong et al., 2023). HR is central in enabling agility by means of the practices that encourage a flexible attitude, approaches, constant feedback, and decentralization of decision-making (Bamel et al., 2022). Research indicates that HR-enabled digital transformation, including the HR digitalization and data analytics, contribute to improved organizational agility by providing a higher rate and quality of decision-making (Gong et al., 2023; Felin et al., 2022). Also, an environment that makes the employees feel more encouraged to express new ideas without the fear of punishment leads to even greater responsiveness of the organizations (Edmondson & Lei, 2014; Muralidharan & Pathak, 2021).

Reward Systems and Motivation for Innovation

The use of reward systems is the major component that encourages employees to take certain actions in the context of intrapreneurial behavior (Hughes & Mustafa, 2022). In as much as money matters, non-financial rewards are also significant such as appreciation, development opportunities, and the ability to learn which has been proved to be as equally or even better than financial rewards at instilling an innovative culture that would last long (Antoncic & Hisrich, 2023; Kuratko et al., 2021). According to the recent research, it is also necessary to align the reward systems with the objectives of innovation because the employees should feel a direct correlation between their input in the context of intrapreneurship and the personal rewards (Gawke et al., 2019; Rigtering et al., 2020).

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This integration motivates the staff to be more proactive and also to explore new ideas, even under unstable circumstances.

Cultural Enablers and Leadership

Organizational innovation and intrapreneurship highly depend on leadership style. Transformation leaders encourage employees to go beyond egoistic aims to organizational ones and create a culture that encourages innovativeness and risk ability (Cai et al., 2019; Hughes & Mustafa, 2022). On the same note, servant leadership which is concerned with power distribution and employee development has been correlated to more innovative work behavior (Muralidharan & Pathak, 2021). The culture of the organization, which includes communal values and conventions, also has another dramatic impact on the desire of employees to participate in intrapreneurship (Antoncic & Hisrich, 2023). The entrepreneurial culture must be nonrestrictive, education-seeking, and flexible in order to promote the spirit of entrepreneurship throughout all ranks (Gupta et al., 2022; Felin et al., 2022). Nonetheless, numerous companies find it challenging to change established cultures to more innovation- and risk-taking ones, which emphasizes the requirement of change management initiatives on a large scale that should come through the HR (Bamel et al., 2022).

Barriers to Implementing Intrapreneurship

Even though there are definite advantages, a number of obstacles impede effective development of intrapreneurship. Strict hierarchy, risk-adverse culture, and failure to receive support of the top management can discourage initiatives of the employees (Antoncic & Hisrich, 2023; Rigtering et al., 2020). Moreover, the lack of resource allocation and the imprecise innovation measurement may serve as the factors that demotivate the employees to explore innovations (Kuratko et al., 2021; Gupta et al., 2022). It has also been studied that in the absence of psychological safety and trust employees would not display behaviors that are considered risky or out-of-context with the standard norms (Edmondson & Lei, 2014; Muralidharan & Pathak, 2021). These results indicate that intrapreneurship development cannot take place only through structural and procedural changes; yet, the culture must also change deeply with the assistance of strategic HR practices.

Research Methodology

Research Design

The study included a mixed-methods research design by using both quantitative and qualitative methodologies to learn as much as possible about the capacity of HR practices to encourage intrapreneurship, innovation, and organisational agility within corporate environments. The quantitative part is supposed to test relationships established between HR practices, intrapreneurial behaviour and organizational agility based on survey data and the qualitative part is assumed to delve into the experiences and perceptions of both HR professionals and the employees thorough semi-structured interviews. Such a triangulation increased richness and validity of findings (Creswell & Plano Clark, 2018).

Survey and Sample

The population to be sampled in this research is the HR managers, middle-level and top managers and employees within the large corporate organizations (generally more than

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500 personnel) operating in different sectors, such as technology, manufacturing, and services, in Pakistan. Organizations that are established as implementing innovation and agility initiatives was selected using a multi-stage purposive sampling so as to select the sample.

In the quantitative survey, it is expected that the sample size was about 300 respondents so that the confinement or statistical imperative and relatedness was achieved (Hair et al., 2021). In the qualitative part, the thematic saturation was attained among 20-25 participants (HR leaders, intrapreneurial employees) (Guest et al., 2020).

Data Collection Procedure

This research was conducted on the basis of a mixed-methods study combining both the qualitative data gathering (through interviews) and quantitative research (through surveys) to embrace both the scope and depth of findings. The quantitative data were collected by use of a structured electronic questionnaire, which was administered to workers and HR personnel in big corporate firms of different industries. The standardized scales in the question included were perceived HR support of innovation, intrapreneurial behavior, and organizational agility as well as demographic data as a moderator. With reference to the qualitative element, semi-structured interviews were used among 22 participants (HR leaders and employees characterized as intrapreneurs in their organizations). The interviews addressed their experience of HR activities, organizational culture, the support of their leaders, and their belief about challenges that ultimately impeded the development of entrepreneurial mindset. I used the audio recording format in the interviews in which each lecture had 45 to 60 minutes and participants accepted to be recorded as a way of ensuring accuracy. Using the combination of the two methods, the study triangulated results and created an in-depth insight into the effect of HR on intrapreneurship and organizational agility.

Data Analysis

The Statistical Package for the Social Sciences (SPSS) Version 28 and structural equation modeling (SEM) using AMOS were used to analyze quantitative data to test the hypothesized relationships between variables. Descriptive statistics were used to describe the participant characteristics and important constructs, correlation and regression analyses were used to determine the magnitude and nature of the relationship between HR practices, intrapreneurial behavior, and organizational agility. SEM helped to test the complex direct and indirect effects and gave a great support to the conceptual framework. Verbatim transcripts of qualitative data used in interviews were analyzed using the thematic analysis method with six stages as given by Braun and Clarke (2006) as familiarization, coding, theme development, and refinement. The qualitative data were coded with the help of the NVivo software that helped to identify patterns and the rising themes. The combination of the quantitative and qualitative results allowed the interpretation of the ways of the HR practices shaping the intrapreneurship and innovation processes in organizations to be full-fledged.

Validity and Reliability

Some measures were taken to ascertain that the study was valid and reliable. In the quantitative part, construct validity was supported by adopting other validated and established measurement scales used in past studies, whereas, reliability was determined

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by Cronbach alpha coefficients, which must be above 0.70 as acceptable internal consistency was acceptable. Construct validity was further established through the employment of the SEM that resulted in the confirmation of the measurement model. Member checking was used to increase credibility in the qualitative phase; as participants checked and validated summaries of the interviews to ascertain the quality and the truthfulness in the interviews. The issue of transferability was conceded on the aspect of rich and elaborate descriptions of the organizational contexts so that the reader could ascertain the revision of the findings on their specific settings. Dependability and confirmability were sustained through preservation of an audit trail making a record of all the analytic decisions and coding. These steps in combination with others allowed making sure that the results of the research were reliable, repeatable, and properly represented the experiences that the participants have and their views.

Results and Analysis

Demographic Profile of Respondents

To contextualize the quantitative findings, a demographic analysis was conducted on the 300 survey respondents. Table 1 summarizes key demographic characteristics.

Table 1. Demographic Profile of Survey Respondents (N = 300)

| Demographic Variable | Frequency | Percentage (%) |
|-----------------------|-----------|----------------|
| Gender | | |
| Male | 174 | 58.0 |
| Female | 126 | 42.0 |
| Age | | |
| 25–34 years | 112 | 37.3 |
| 35–44 years | 138 | 46.0 |
| 45 years and above | 50 | 16.7 |
| Organizational Tenure | | |
| 1–5 years | 98 | 32.7 |
| 6–10 years | 134 | 44.7 |
| More than 10 years | 68 | 22.6 |

Table 1 gave the demographic nature of those who participated in the survey (N = 300). In terms of gender, most of the respondents were male (58 percent), as female respondents comprised 42 percent of the respondent group. This gender-wise composition showed that there was a male tendency in the respondent sample that was an indication of the usual corporate environment in Pakistan. Concerning age, the highest number of respondents were within the 35–44 years category (46%), 25–34 years group (37.3%), and the respondents aged 45 years and above (16.7). This age group implied that most of the respondents were in the mid career phase, which is accompanied by the increased degree of responsibility in organization, as well as participation in strategic activities like innovation and inside entrepreneurship.

As to the organizational tenure, most respondents had worked in their organizations between 6 and 10 years there (44.7%), which constitutes a rather long period of the working experience and being accustomed to the specifics and peculiarities

of the given organization policies and culture. The great share of all the participants (32.7%) included persons with 1 to 5 years of service experience, which implies that many employees were fairly new and could still be at the birth of the intrapreneurial mindset. In the meantime, 22.6% of the respondents exceeded 10 years of tenure an indicator of the level of highly experienced people who offered a reflection of long-term changes and organizational agility. This pattern of the demographic distribution predetermined the high degree of the representation of views of employees of various career stages and experience levels. It made sure that different cross-section of the employees provided the analysis regarding HR practices, intrapreneurial behavior and organizational agility.

Demographic Profile of Survey Respondents (N = 300)

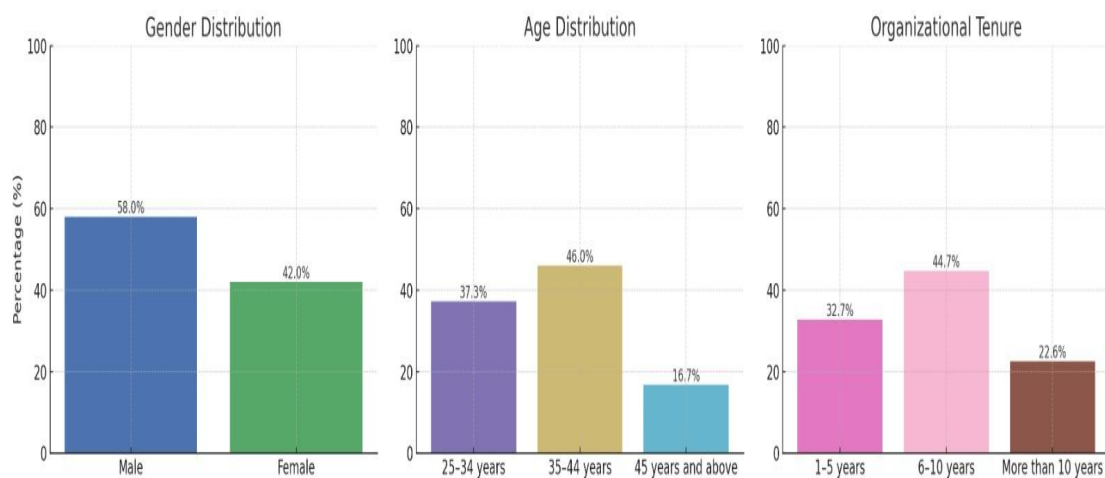


Figure1. Demographic Profile of Survey Respondents (N = 300)

Descriptive Statistics of Key Variables

Table 2 presents descriptive statistics for the core constructs: HR support for innovation, intrapreneurial behavior, and organizational agility.

Table 2. Descriptive Statistics of Core Constructs (N = 300)

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|---------------------------|------|--------------------|---------|---------|
| HR Support for Innovation | 4.12 | 0.68 | 2.50 | 5.00 |
| Intrapreneurial Behavior | 3.98 | 0.72 | 2.20 | 5.00 |
| Organizational Agility | 4.05 | 0.65 | 2.80 | 5.00 |

Table 2 contained the descriptive statistics of the three main constructs under investigation that are HR support of innovation, intrapreneurial behavior, and organizational agility. The findings suggested that the HR support of innovation initiative also had the highest mean score ($M = 4.12$, $SD = 0.68$) implying that the respondents on average also felt that their organizations were supporting their innovation initiatives strongly. Intrapreneurial behavior came next with a mean of 3.98 ($SD = 0.72$), suggesting that a number of employees were identified to be actively involved in entrepreneurial actions in their organizations but this action was just a little bit lower than the HR support regarded as perceived. The average score in the case of organization agility was 4.05 ($SD = 0.65$), and it should be noted that the participants felt that their organizations

are flexible and able to react promptly to the change in the environment. The low standard deviations of the constructs indicated that there was a moderate acceptance of participants to the seven practices and results of organization. There was also a wide range of perceptions which was reflected by the minimum and maximum values also. There was no uniformity in the perceptions as differing experiences were reported in different organizations and departments. These descriptive results corroborated the fact that HR is a major contributor to the establishment of the culture of innovation and agility, which also coincided with the observed strong correlations in further correlation and SEM analyses.

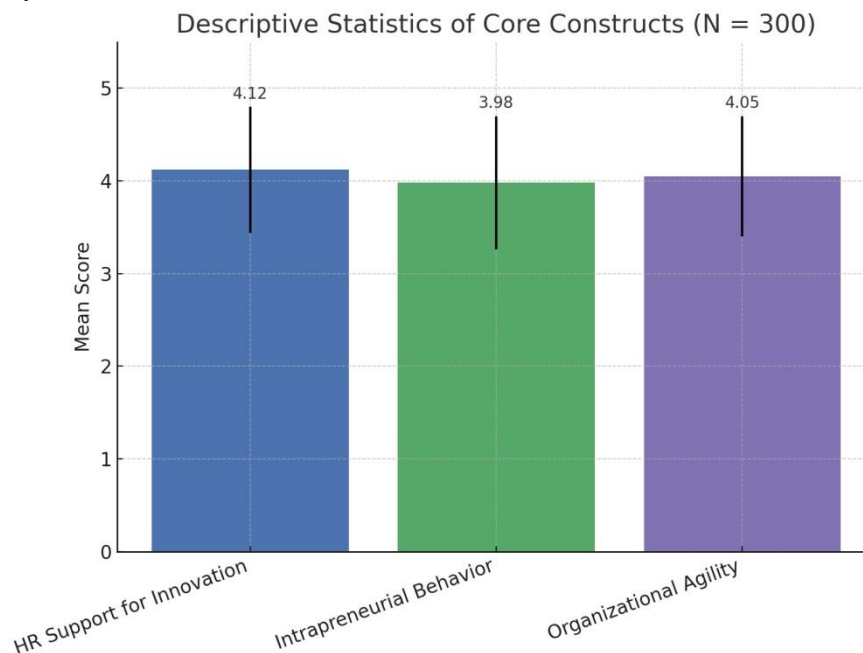


Figure 2. Descriptive Statistics of Core Constructs (N = 300)

Correlation Analysis

To assess the relationships among the key variables, Pearson correlation analysis was conducted. Results are shown in Table 3.

Table 3. Pearson Correlations Among Key Variables

| Variable | 1 | 2 | 3 |
|---------------------------|--------|--------|------|
| HR Support for Innovation | 1.00 | | |
| Intrapreneurial Behavior | 0.67** | 1.00 | |
| Organizational Agility | 0.64** | 0.71** | 1.00 |

Note. $p < .01$.

A summary of Pearson correlations between HR support of innovation, intrapreneurial behavior and organizational agility was provided in Table 3. Correlation analysis showed that all the three constructs were highly and positively and statistically significant correlated. Precisely, HR support towards innovation had profound correlation with intrapreneurial behavior ($r = 0.67$ and $p < 0.01$), which implies that the higher the level of perceptions towards the level of HR support with regard to innovation, the more employees are likely to embrace entrepreneurial activities within the company. Moreover,

the role of HR support of innovation also had substantial positive relationship with the organizational agility ($r = 0.64$, $p < .01$), which in turn showed that HR support of innovation contributed directly to organizational agility and responsiveness. Lastly, organizational agility also had a high correlation with intrapreneurial behavior ($r = 0.71$, $p < .01$) yet again supporting the notion that greater organizational agility can be achieved when organizational members participate in intrapreneurial activities as this would enable organizations to be more agile and to be in a better position to accommodate the changes in the environment. Such high correlations justified the hypothesized relationships in the research and indicated the significance of strategically designed HR interventions in fuelling individual and organizational performance.

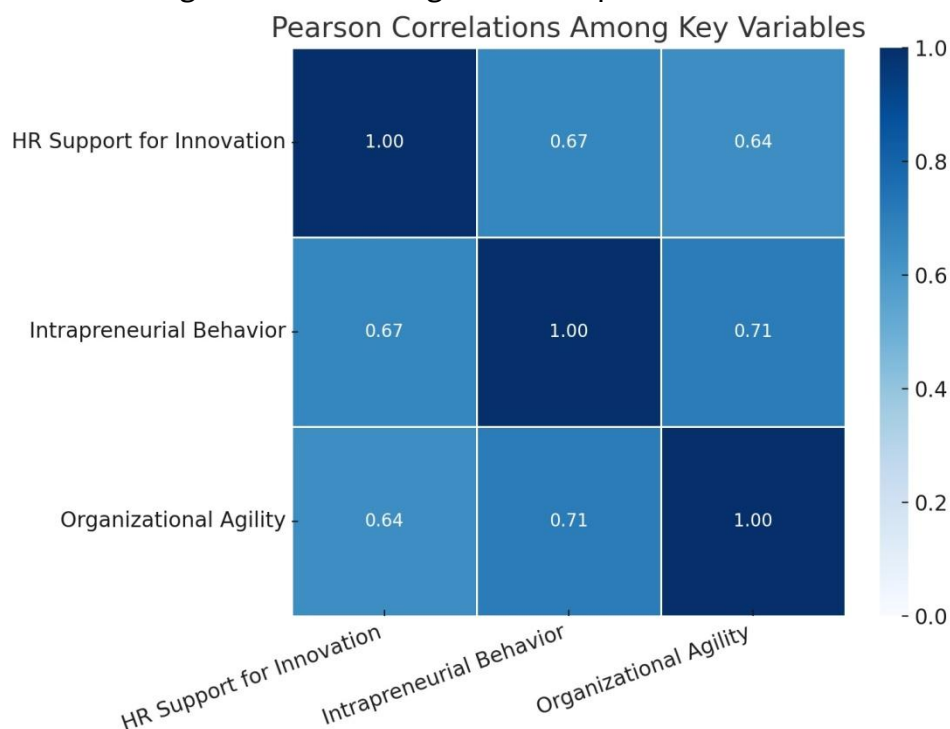


Figure 3. Pearson Correlations Among Key Variables

Structural Equation Modeling (SEM) Analysis

SEM was performed to test the hypothesized model linking HR support for innovation, intrapreneurial behavior, and organizational agility. The model fit indices indicated a good fit ($\chi^2/df = 2.08$, CFI = 0.95, TLI = 0.93, RMSEA = 0.052).

Key findings included:

HR support for innovation had a significant direct effect on intrapreneurial behavior ($\beta = 0.58$, $p < .001$).

HR support for innovation also had a significant direct effect on organizational agility ($\beta = 0.40$, $p < .001$).

Intrapreneurial behavior had a significant direct effect on organizational agility ($\beta = 0.49$, $p < .001$).

These results suggested a partial mediation effect, where intrapreneurial behavior partly explained the relationship between HR support and organizational agility.

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Thematic Analysis of Qualitative Data

Semi-structured interviews were conducted with 22 participants, and thematic analysis identified three primary themes.

Theme 1: HR Practices and Support Structures

HR practices, which were flexible work arrangements, innovation-related training, and recognition system, were described by the respondents as critical in enhancing intrapreneurial behavior. One HR leader stated,

"When employees feel supported and see that risk-taking is rewarded, they naturally start thinking like entrepreneurs within the company."

Theme 2: Leadership and Cultural Dynamics

It was noted severally that leadership support and organizational culture is important. The respondents responded that leaders who demonstrate openness, promote experiments, and are tolerant to failure play an important role in the innovation. For example, an employee noted,

"Our leadership constantly pushes us to try new approaches without fearing mistakes, which has created a vibrant innovation culture."

Theme 3: Barriers to Intrapreneurship

A few of the participants listed their source of barriers as hard performance measures, middle level management resistance, and limited resource availability. These counteracted factors stood as barriers in employees taking part in innovative activities. An employee mentioned,

"We have ideas, but rigid approval processes and budget restrictions make it hard to implement them."

Integrated Interpretation

The combined evaluation of the quantitative and qualitative results produced a congruent story: HR facilitation of innovation is the key factor in facilitating intrapreneurial behaviour, to which organizational agility is a contributing factor. Although these relationships were statistically supported through quantitative results, the qualitative knowledge provided the real-life and worldview factors needed to achieve successful implementation. The statistics indicated that, in order to become as agile as possible, organizations should not only implement HR policies that are supportive, but should also foster leadership patterns and cultural practices that foster constant experimentation and learning.

Discussion

The results of the study offered strong evidence to prove strategic decision-making HR capabilities in terms of developing entrepreneurial attitudes, encouraging intrapreneurship, and agility within an organization in the corporate environment. The considerable positive correlations, which were identified between HR support of innovation, intrapreneurial behavior and organizational agility, resonated well with the previous studies, with the conclusion that HR practices used as potential enablers of organizational transformation can be regarded as fundamental (Gupta et al., 2022; Gong et al., 2023). HR support of innovation and intrapreneurial behavior had high mean scores implying that employees had a general feeling that their organisations were supportive of new ideas as well as internal entrepreneurial activities. This output supported the

previously obtained pieces of evidence that HR interventions, including flexible design of work, constant learning opportunities, and performance-based rewards, can provide a favorable environment regarding intrapreneurship (Boon et al., 2019; Anderson et al., 2023). Moreover, the close association between HR support and organizational agility showed that organizational agility could be imminently attained when it allowed some of its employees to innovate, which was echoed with Bamel et al. (2022) and Doz and Kosonen (2010).

These quantitative results were also reinforced by the qualitative findings as it gave in-depth, contextual information. The participants indicated the essentiality of leadership in creating a psychologically safe environment that leads to experimentation and risk-taking. This result was consistent with past research stressing that transformational and servant paces of leadership are crucial in the development of innovative work behavior and intrapreneurial activity (Cai et al., 2019; Muralidharan & Pathak, 2021). The focus on trust and open communication as well as recognition as the essential factors to develop an entrepreneurial culture also matched the research conducted by Edmondson and Lei (2014), who highlighted the issue of psychological safety as the prerequisite condition to emerging learning and innovation.

Besides, the established organizational barriers to intrapreneurship including strong hierarchies, risk-averse cultures, and performance evaluation policies which did not support intrapreneurship, were identified in the study. These issues corresponded with what Kuratko et al. (2021) claimed as most of the old organizational structures inhibited creativity as well as reduced the behavior of employees to be involved in intrapreneurial activities. Also, the inability to allocate resources and having top management support, which was recorded during the interviews, confirmed the findings made by Rigtering et al. (2020) and Antoncic and Hisrich (2023), that organizational support plays a key role in transforming the idea generated into a practical project.

Therefore, intrapreneurial behavior had a large mediating influence on the association between HR support and agility, which indicates that the development of an entrepreneurial mindset is not a by-product of HR practices but a strategic instrument of achieving agility. Such conclusion is supported by the recent literature stating that intrapreneurship serves as an interface between the employee empowerment and the organizational responsiveness and adaptation (Felin et al., 2022; Hughes & Mustafa, 2022). Organizations can use internal creativity to gain constant renewal and flexibility in the market as they push their employees to be internal entrepreneurs.

Moreover, the integrated analysis indicated that recognition and developmental opportunities in form of non-financial rewards proved to be more effective than determinants of merely financial rewards when used in maintaining intrapreneurial behavior. The observation confirmed the statement in the work of Hughes and Mustafa (2022) and Gawke et al. (2019) who argued that when it comes to innovative work, intrinsic motivators are critical to long term commitment to their endeavors.

In general the research highlighted the practice of taking an integrated approach to HR that does not only adopt formatted policies to stimulate innovation but is also proactive in creation of a positive culture, consistency of the reward with the aims of innovation, and building leadership whose potential in promoting intrapreneurial

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activities. Entering this way, it is possible to increase the ability of the organizations to innovate over time and thus gain competitive advantage in an ever-changing and unpredictable business environment (Antoncic & Hisrich, 2023; Kuratko et al., 2021).

Conclusion

This paper has illustrated that HR practices are an important strategy in nurturing the development of entrepreneurial minds, stimulating intrapreneurship, and providing new organizational nimbleness within the corporate welt. The quantitative results supported the existence of close positive correlations between HR support of innovation, intrapreneurial behaviour and organizational still agility, whereas the qualitative evidence emphasized the significance of the top management as a supporting factor in terms of internal entrepreneurship, cultural openness, and psychological safety. Such findings indicate that HR should play a proactive role to connect policies, reward mechanisms, leadership training with the requirement of innovation to get enhanced chances of employees showing initiative and engaging in experimentation and promoting organizational nimbleness. In spite of the prevalence of some barriers like hierarchical rigidity and risk-aversion cultures, the paper points out clearly that strategic HR interventions may make the organizations more dynamic and resilient organizations in a better position to handle the complexities of the business world in contemporary times.

Recommendations

According to the findings of a study, the organizations are advised to inculcate HR strategies that are directly targeted at enhancing an intrapreneurial behavior and innovation. The entrepreneurial pursuits of the employees must be maintained by companies through ensuring that flexible work structures are set up and continuously learned as well as reward systems that pay importance on intrinsic motivators and extrinsic motivators. The leadership programs must focus on transformational and servant style of leadership to instill trust and psychological safety and allow employees to share innovative ideas and execute without fearing any consequences of failure. Moreover, companies are encouraged to constantly improve and modify performance measures in order to encourage innovations to extend long-term instead of short-term outcomes. Institutionalization of these practices helps institutions to sustain intrapreneurship and agility, creating a culture based on the same which delivers an improved competitive positioning and growth in more volatile markets.

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