

IMPROVEMENT OF INTRAPRENEURSHIP BEHAVIOR IN HIGHER EDUCATION

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Abstract: Educational Development Contribution is no longer the only source of income from universities. Universities are expected to have a Business Center as a solution to overcome financing problems and increase income as well as welfare for organizational members within the university. This Business Center can run if members of the organization have an entrepreneurial spirit and intrapreneurship behavior. This research aims to explore the transformational leadership style and entrepreneurial character as factors that can increase intrapreneurship behavior (Behavioral Intrapreneurship) in organizational members at a private university located in West Surabaya. The research uses a qualitative method with a case research approach and quantitative by the percentage method for descriptive analysis on each variable. In-depth interviews were conducted with key informants and questionnaires for other respondents. This is intended to be able to explore phenomena that exist in the field. The results of this research indicate that the rector at the university has a transformational leadership style while the lecturers and employees at the university have an entrepreneurial character and intrapreneur behavior. This research concludes that the transformational leadership style of the leader contributes to the formation of intrapreneurship behavior in the university environment.

Keywords: Intrapreneurship, Transformational Leadership, Entrepreneurial Character

Abstrak: Kontribusi Pengembangan Pendidikan bukan lagi satu-satunya sumber pendapatan dari perguruan tinggi. Perguruan tinggi diharapkan memiliki Pusat bisnis sebagai solusi untuk mengatasi masalah pembiayaan dan meningkatkan pendapatan serta kesejahteraan bagi anggota organisasi di lingkungan perguruan tinggi. Pusat Bisnis ini dapat berjalan jika anggota organisasi memiliki jiwa kewirausahaan dan perilaku intrapreneurship. Penelitian ini bertujuan untuk mengeksplorasi gaya kepemimpinan transformasional dan karakter wirausaha sebagai faktor yang dapat meningkatkan perilaku intrapreneurship (Behavioral Intrapreneurship) pada anggota organisasi pada sebuah perguruan tinggi swasta yang berlokasi di Surabaya Barat. Penelitian ini menggunakan metode kualitatif dengan pendekatan penelitian kasus dan kuantitatif dengan metode persentase untuk analisis deskriptif pada masing-masing variabel. Wawancara mendalam dilakukan dengan informan kunci dan kuesioner kepada responden lain. Hal ini dimaksudkan untuk dapat menggali fenomena-fenomena yang ada di lapangan. Hasil penelitian ini menunjukkan bahwa rektor di universitas memiliki gaya kepemimpinan transformasional sedangkan dosen dan karyawan di universitas memiliki karakter kewirausahaan dan perilaku intrapreneur. Penelitian ini menyimpulkan bahwa gaya kepemimpinan transformasional pemimpin berkontribusi terhadap pembentukan perilaku intrapreneurship di lingkungan universitas.

Kata Kunci: Intrapreneurship, Kepemimpinan Transformasional, Karakter Wirausaha

Preliminary

The movement of the country's economic direction from developing countries to developed countries, which is commonly referred to as a transitional economy, will encourage business actors to make growth their main goal. The application of management strategies is necessary for universities to survive and grow. (Handrimurtjahjo, 2012) Optimal use of resources is also one of the keys to survival and growth.

The ever-changing environment requires all organizations to always prepare and improve, as well as the Higher Education Industry. The external environment that continues to move dynamically encourages the internal environment to immediately improve so that it can continue to survive and develop, be creative and innovative in creating revenue, and capture market opportunities. (Handrimurtjahjo, 2012). This is also experienced by private universities in the West Surabaya area. To win the competition, the demand for quality improvement becomes an absolute thing to be fulfilled by universities. A university is obliged to maintain and improve the physical quality and the quality of learning in its environment. While this quality improvement also requires a lot of costs so that universities must be able to innovate to earn and increase revenue (revenue). Educational Development Contributions are no longer the only source of income from universities. Universities are expected to have a Business Center as a solution to overcome financing problems and increase income as well as welfare for organizational members within the university.

On the other hand, leadership style also has a significant contribution in managing human resources in an organization, including universities. Leadership style is a style in regulating other people to act as desired (Terry & Rue, 2012). This is in line with the opinion of Suwanto (2019), leadership styles are ways used by leaders to manage others. Meanwhile, according to Pasolong (2013) Leadership style is the art of regulating the behavior of subordinates, so that they can work in teams productively so that organizational goals can be achieved. Someone with a certain leadership character usually has a clear vision and mission, then conveyed it to their group until finally this leader's vision and mission will become the vision and mission of the group. According to Robbins & Coulter (2012) There are four types of leadership styles, namely Transformational Leadership, Transactional Leadership, Charismatic Leadership, and Visionary Leadership Style.

Robbins & Coulter (2012) Transformational leadership is a leadership style that provides an example to followers so that they are able to make followers put the interests of the organization above personal interests. Transformational leadership focuses on the process of interaction between leaders and subordinates that encourage the self-development of each other. A transformational leader will always try to develop the team in a better direction and can work more productively. The right leadership style in an organization can encourage the creation of intrapreneurship behavior.

Hult, Snow, and Kandemir (2003) in (Farrukh et al., 2019) said that entrepreneurship is a sign of a significant situation for the challenges of developing competitiveness. Two ways to complete the role of entrepreneurship are: first, entrepreneurial capabilities are needed in the organization. Second, the ability to learn and focus on the market is something that must be developed in forming an entrepreneurial culture in the organization (Hult et al., 2003).

Intrapreneurship is an entrepreneurial process within the organization, which produces innovative and creative activities for organizational development such as developing new products, new distribution methods, new strategies in facing competition, and other breakthroughs. (Valka et al., 2020). This is also corroborated by (Antoncic & Antoncic, 2011) who argues that Intrapreneurship is an innovative activity and always pursues existing opportunities. Intrapreneurship also means how to manage a company through an innovative approach, dare to take risks, be able to provide motivation, and have the ability to provide compensation. (Mardia et al., 2021).

The speed of decision-making in an established company is largely determined by strong leadership and integrity. This includes preparing employees who have an entrepreneurial spirit equipped with good ethics and emotional control. (Mardia et al., 2021).

An employee when applying intrapreneurship behavior will tend to have a mindset as a business actor no longer as an employee. This mindset has the potential to trigger a conflict of interest so that if it is not followed by ethics, high integrity, and good

mental control, it is likely that the company will be harmed due to efforts to gain personal and group benefits. (Soriano and Martínez, 2007) in (Mardia et al., 2021).

Previous research revealed a positive impact of transformational leadership/TL (Transformational Leadership) and authentic leadership on IB (Intrapreneurial Behavior), while a negative relationship between transactional leadership and Intrapreneurial Behavior was found. In addition, mediation analyzes were performed using the bootstrap function of SmartPLS. The results show that the association between Transformational Leader, authentic leadership, and intrapreneur behavior is mediated by PE (psychological empowerment). (Farrukh et al., 2019). Another thing that has a role in growing intrapreneurship behavior in the organization is the character of the members of the organization. (Hellriegel & John W. Slocum, 2011). Antoncic and Hisrich (2001: 498) in (Valka et al., 2020) states that intrapreneurship is an entrepreneurial process within an organization that results in innovative activities such as "new business ventures, new products, services, technology, administrative techniques, strategies, and competitive attitudes." Intrapreneurship is a product of human capital, namely "the sum of the knowledge, skills, and abilities of individuals in the organization's human resources" (Alpkan et al., 2010:733) in (Valka et al., 2020). An employee's intrapreneurial behavior is "voluntary" employee behavior aimed at the perception of opportunities, generation of ideas, creation of new products, as well as the development of new business lines" (Valsani et al., 2016: 133) in (Valka et al.,

2020). In the special case of educational institutions, Boon et al. (2013) in (Valka et al., 2020) His exploratory results show the importance of individual factors such as proactiveness, innovation, and risk-taking in intrapreneurial behavior. Similarly, intrapreneurship is conceptualized as an entrepreneurial spirit within an organization. Intrapreneurship behavior includes three main dimensions: innovation, risk-taking, and proactiveness. Innovativeness is an individual's tendency to create new ideas; risk-taking is defined as an individual's tendency to take risks to benefit the organization, and proactive is the anticipation and action taken against future needs, challenges, and changes that lead to new opportunities (Letonja et al., 2016; Valsania). et al., 2016) in (Farrukh et al., 2019). Intrapreneurship has a significant influence on organizational performance. (Guth and Ginsberg, 1990) in (Mardia et al., 2021). (Badoiu et al., 2020) The results show that intrapreneurial projects can arise in companies whose top managers support corporate entrepreneurship non-actively. Employee intrapreneurial behavior can emerge despite the lack of time and resources available to undertake projects. In addition, work wisdom and mutual trust and the quality of the relationship between employees and top managers are the most valuable factors for intrapreneurs

Research on Intrapreneurship Behavior has not been widely carried out, especially in the public sector such as in the Higher Education Industry, so the authors are interested in exploring Intrapreneurship Behavior in members of private higher education organizations, namely lecturers and employees. This study aims to explore the transformational

leadership style and entrepreneurial character as factors that can improve intrapreneurship behavior in organizational members at a private university located in West Surabaya.

Research methods

The research method used in this study is a qualitative method with a case study approach at a private university in West Surabaya and using a quantitative method using the percentage method for descriptive analysis on each variable. It is intended to be able to explore existing phenomena. The research subjects are about 40 lecturers and employees who are active in campus activities. The questionnaires returned and analyzed were 21 respondents. Data were collected from internal sources within the university. In addition, this study conducted in-depth interviews and several observations. Through in-depth interviews, researchers were able to examine further explanations of the responses given by participants. Interviews were recorded and then transcribed. Data was also obtained through a questionnaire.

The variables used in the quantitative descriptive analysis are Intrapreneur Behavior, Transformational Leadership, and Entrepreneurial Character. Intrapreneurship is used to describe entrepreneurial behavior within organizational boundaries (Farrukh, Ying, and Mansori, 2016) in (Farrukh et al., 2019). In the literature, the terms used for entrepreneurship in existing organizations include entrepreneurial orientation or corporate entrepreneurship, which causes some misperceptions when studying them (Mustafa et al., 2015; Valsania et al., 2016); therefore, it is imperative to clarify

that corporate entrepreneurship and entrepreneurial orientation occur at the organizational level and are monitored and planned in a “top-down” process (Edu Valsania et al., 2014) in (Farrukh et al., 2019). More specifically, the behavior of innovative, risk-taking and proactive employees in an organization is called Intrapreneurship Behavior. Thus, the indicators used in this study to measure intrapreneur behavior are: innovative, risk-taking, and proactive. To measure indicators, the question items in the questionnaire were adapted from Miller's Corporate Entrepreneurship scale (Miller, 1983).

According to Soegiarto (2016); (Hellriegel & John W. Slocum, 2011); Bass and Riggio (2006) in (Puspita, 2016), a leader with a transformational leadership style has the following characteristics:

- 1) Idealized Influence/charisma. Ideal/charisma influence is the behavior of a leader who can make himself a role model for all employees.
- 2) Individualized Consideration is a form of behavior that always provides support to employees, actively communicates in two directions, acts not only as a leader but also as a teacher and coach.
- 3) Inspirational Motivation is a form of leader behavior that motivates employees by providing challenges in their work accompanied by providing clear expectations of the goals to be achieved.
- 4) Intellectual Stimulation is a behavior that invites employees to see a problem from a different perspective and always think positively and innovatively in solving problems and challenges they face. Thus, the researcher decided that the indicators used to measure the

transformational leadership variables were: Idealized Influence/Charisma, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration. For measuring indicators in the statement items in the questionnaire, adapted from the MLQ (Multifactor Leadership Questionnaire) developed by Avolio & Bass in 1995 (Bass & Riggio E, 2006).

According to Supiana (2016) in (Naibaho & Sitinjak, 2020) Entrepreneurial character is a certain trait that is inherent in a person and is manifested in attitudes. According to Wahyudi (2012) in (Naibaho & Sitinjak, 2020), indicators of entrepreneurial character, namely: (1) Enthusiastic. Love what you do so you become passionate about doing your job. (2) Independent. Able to make choices and make their own decisions. (3) Have market sensitivity. Has a sense of being sensitive to changes that occur in the market, to be able to see any gaps or opportunities that exist. (4) Creative and Innovative. A business actor is required to always be curious, imaginative, creative, and innovative. They must also be able to provide innovative ideas and realize these ideas. (5) Taking into account the Risk. In carrying out its activities, a business actor has calculated the profit and loss. (6) Persevering and persevering. Persistence can be interpreted as an attitude that is not easily discouraged even though it has failed. (7) High Ethical Standards. (8) Always uphold ethics in every decision making. Researchers decided to use the same entrepreneurial character indicators in this study.

The validity of the data was tested using the Triangulation Technique. The triangulation technique was carried out to test whether the information obtained at the time of the interview was relevant to the data obtained from observation. (Moleong, 2010, p. 330) in(Puspita, 2016).

According to Miles and Huberman in Sugiyono (2015, p.369) in(Puspita, 2016) Qualitative data analysis is carried out interactively and takes place continuously until it is complete. 3 stages of activity in data analysis, namely: data reduction, data presentation, and data verification.

Results and Discussion

Robbins & Coulter (2012), states that transformational leadership is a leadership style that provides an example to followers so that they can make followers put the interests of the organization above personal interests. Transformational leadership focuses on the process of interaction between leaders and subordinates that encourage the self-development of each other. A transformational leader will always try to develop the team in a better direction and can work more productively. The right leadership style in an organization can encourage the creation of intrapreneurship behavior. Research conducted by (Farrukh et al., 2019) also extends the literature and theory by advocating that to nurture intrapreneur behavior in organizations, decision-makers should not only promote authentic and transformational leadership traits but should also work to foster a work environment that can provide autonomy and empowerment to their

employees. This sense of authority will help employees exhibit some extra-role behaviors, such as intrapreneur behavior. In addition, the results of this study also form a mechanism for Psychological Empowerment in which leadership style also influences intrapreneur behavior. The results of this study support our argument that to nurture employees, intrapreneur behavior needs to be empowered. Thus, this study confirms our proposition that to generate intrapreneurial behavior, Transformational leadership can play an important role through the proposition of empowerment which is the cornerstone of leadership theory. Another theoretical contribution of this research may be that Transformational Leadership can be seen as more instrumental in enhancing intrapreneur behavior than other leadership styles (the effect size of Transformational Leadership is higher than other types of leadership). The results of observations made in the field show conformity with existing theories and are strengthened by the previous research. In the following, the results of the field observations carried out are presented. The presentation begins by showing brief demographic data from the lecturers and employees under study. Then proceed with reducing data, presenting and verifying data in the field.

Characteristics of Respondents

The respondents used in the study were 21 respondents, consisting of 9 people or 42.86% women and 11 respondents or 57.14% men. The last education level is S3 5.6%, S2 66.7%, S1 16.7%, D3 5.6%, and SMA 5.6%.

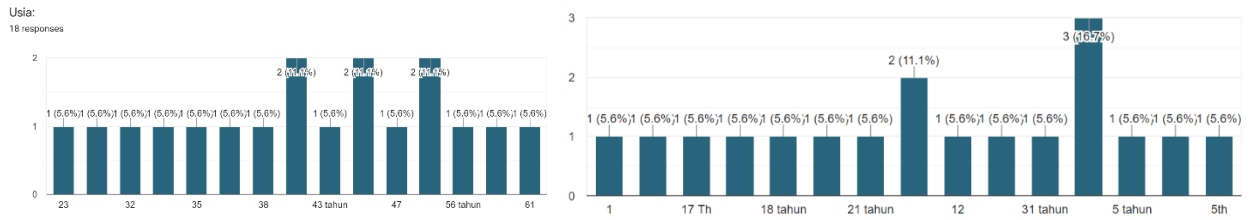


Figure 1: Age and Length of Work

Data reduction

Respondents' responses were obtained through a questionnaire made using a Likert scale and distributed to respondents to then be compiled into tabulated form. Respondents answered statements related to 3 variables, namely Transformational Leadership, Entrepreneurial Character, and Intrapreneur Behavior. The Transformational Leadership variable consists of 4 indicators, namely: Charismatic, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. As well as the results of the interviews which were then written in direct sentences between the researcher and several key

informants. Keyformants in this observation are the Dean of the Faculty of Economics and Business, Vice-Rector II, and Head of Finance, Facilities, and Infrastructure.

Data Presentation

Questionnaires were distributed to 40 lecturers and employees who are active in campus activities but only 21 questionnaires were returned and filled out in full. The variables used in this observation are measured by the indicators mentioned in the previous section of this paper. The answers to all the questionnaires received were then compiled into a table and presented below.

Table 1: Intrapreneur Behavior

<i>Intrapreneur Behavior</i>	Strongly agree	Agree	Neutral	Do not agree	Strongly Disagree
Innovative	24.41	44.06	23.21	7.16	1.20
Dare to take risks	24.58	49.20	18.27	7.95	0.00
Proactive	19.03	39.28	22.63	17.85	1.20

Table 1 above shows the results of the questionnaire related to Intrapreneur Behavior in the studied universities. It appears that most of the respondents stated that they are innovative, it can

be seen from the results of the answers that most of them agreed. The same thing also happened to the indicators of taking risks and being proactive.

Table 2: Transformational Leadership

<i>Leadership Leadership</i>	Strongly agree	Agree	Neutral	Do not agree	Strongly Disagree
Charismatic	34.01	49.67	10,20	6.13	0
Inspirational Motivation	27.62	43.80	20.96	7.62	0
Intellectual Stimulation	19.98	51.44	20.94	7.62	0
Individual Considerations	11.57	52.39	26.51	9.53	0

Table 2 shows the results of the questionnaire related to Transformational Leadership. The results show that most respondents agree that the rector shows

charismatic indicators as well as indicators of Inspirational Motivation, Intellectual Motivation, and Individual Consideration.

Table 3: Entrepreneurial Character

Entrepreneurial Character	Strongly agree	Agree	Neutral	Do not agree	Strongly Disagree
Enthusiastic	36.53	57.13	6.37	0.00	0
Independent	38.10	47.57	6.37	7.97	0
Sensitive to the market	30.98	54.75	8.35	5.98	0
Creative and Innovative	25,40	60,30	12.70	1.60	0
Taking Risks	33.33	60.33	3.20	3.20	0
Persistent	26.97	56.33	13.50	3.18	0
High Ethical Standards	28.55	50.00	16.50	4.80	0

Table 3 above shows the results of the questionnaire on the Entrepreneurial Character variable in the universities studied. It appears that most of the respondents stated that they have entrepreneurial character as measured by indicators of being passionate, independent, sensitive to the market, creative and innovative, taking into account risk, being persistent, and having high ethical standards. This is indicated by the answers of most of

the respondents who agreed. which can be seen from the results of the answers that most of them agree.

Data verification

In this section, the results of interviews with predetermined key informants will be compared or verified with the results of the questionnaire that has been carried out then examined using existing theories and from previous research.

Idealized Influence/Charismatic

All keyformants in the interview stated that the rector is a leader who has an example and is admired by members of the organization in many ways. Humility, his simple attitude despite having many achievements. Lecturers and employees can emulate these traits. Lecturers and employees respect, shy, and admire the rector because they are considered to have a wise nature in every decision making and resolve conflicts that exist in the university environment. The rector does not only think about the continuity of the university but also thinks about the sustainability and welfare of its lecturers and employees. The rector also has a strong sense of kinship with lecturers and employees, does not view lecturers and employees as subordinates but treats them as friends.

The results of the interview with the key informants show conformity with the results of the description analysis which shows that most of the respondents agree with the statement items of the Idealized Influenced indicator in the questionnaire, so it can be said that the rector of the university studied has an inherent character in this indicator. This is also corroborated by (Bass & Riggio E, 2006) which states that the character of Transformational Leadership in the form of idealized influence appears in the character of a leader who has an attitude that can be exemplary, admired, respected, and trusted and has attractiveness. (Bass & Riggio E, 2006) also argues that transformational leaders will always

motivate and provide encouragement for employees to realize organizational goals which are the embodiment of the employee's leadership ability development process. (Robbins & Coulter, 2012) also stated that transformational leadership has indicators of idealized influence. Research conducted by (Nilwala et al., 2017); (Pitoyo & Sawitri, 2017) also shows the results that idealized influence is one indicator of several transformational leadership indicators.

Inspirational Motivation

The three key informants from the interviews stated that the Rector took a different approach in motivating lecturers and employees, according to their respective characters and fields. The Rector is also an inspiration for lecturers and employees in completing assignments. The Rector encouraged lecturers and employees to maximize their work, work, and motivated lecturers and employees to generate income for the university. This has an impact on the emergence of enthusiasm, enthusiasm, and optimism in lecturers and employees. Lecturers and employees feel that they own the university in line with expectations for the university to grow and develop. Every time he holds a meeting with lecturers and employees, the Rector often reminds the lecturers and employees of the university's common goals and then asks the lecturers and employees' ability to realize the company's goals.

The results of interviews with key informants as mentioned above show conformity with the results of the description analysis which also shows that most of the respondents agree with the Inspirational Motivation indicator statement items in the questionnaire, so it can be said that the rector of the university studied has an inherent character. this indicator. This is also corroborated by (Bass & Riggio E, 2006) which state that one of the indicators of Transformational Leadership is inspirational motivation. The same thing was conveyed by (Robbins & Coulter, 2012) and strengthened in research conducted by (Nilwala et al., 2017); (Pitoyo & Sawitri, 2017); (Deinta et al., 2015), and (Puspita, 2016).

This is by the characteristics of inspirational transformational leadership, namely the leader inspires and motivates followers through challenging tasks, inspires optimism and enthusiasm, the leader has members who are involved in planning for a better future, the leader expresses his expectations clearly and wants his followers to commit. to achieve common goals. (Pitoyo & Sawitri, 2017).

Intellectual Stimulation

All key informants said that the approach taken by the Rector in solving problems was to conduct negotiations according to their respective fields of work. The result of this negotiation is an idea, solution or just an opinion from an employee

lecturer which is then accommodated by the Rector and then negotiated again until the expected solution is reached. The Rector tries to accommodate all ideas or opinions from lecturers and employees even if they have differences with his opinion. The Rector will even approve an opinion that is considered better than his opinion. The results of the interview with the key informants show conformity with the results of the description analysis which also shows that most of the respondents agree with the Inspirational Motivation indicator statement items in the questionnaire, so it can be said that indeed the rector of the university studied has an inherent character in this indicator. As stated by (Bass & Riggio E, 2006) about intellectual stimulation transformational leadership that leaders try to give encouragement to their members to be creative in looking at a problem, state assumptions, face existing conditions with new perspectives and be innovative. The leader gathers new solutions and ideas from members. This is also corroborated by (Bass & Riggio E, 2006) which state that one of the indicators of Transformational Leadership is intellectual stimulation. (Robbins & Coulter, 2012) also stated that one of the indicators in transformational leadership is intellectual stimulation. As also stated by (Nilwala et al., 2017); (Pitoyo & Sawitri, 2017); (Deinta et al., 2015), and (Puspita, 2016) in their research, that intellectual

stimulation is an indicator of transformational leadership.

Individualized Considerations

The three key informants stated that the Rector paid attention to lecturers and employees in developing performance by providing opportunities for lecturers and employees to attend seminars or training that support their career development. The Rector interacts with lecturers and employees personally. This arises because the Rector is close and always cares about the concerns and conditions of university lecturers and employees. The Rector also gives authority to lecturers and employees in carrying out their respective tasks under their respective main task function. The Rector will take over several tasks if it is felt that there are extraordinary circumstances or there is no progress in solving problems in one of the work units.

The results of the interview with the key informants show conformity with the results of the description analysis which shows that most of the respondents agree with the individualized consideration indicator statement items in the questionnaire, so it can be said that the rector of the university studied has an inherent character in this indicator. This situation is following the characteristic theory of individualized consideration according to (Bass & Riggio E, 2006) who said that "leaders train and pay attention to employees' need for achievement, encourage two-way

communication exchange, interactions with followers are personal and leaders delegate authority to followers to develop followers." (Bass & Riggio E, 2006) also argues that transformational leaders will always motivate and provide encouragement for employees to realize organizational goals which are the embodiment of the employee's leadership ability development process. (Robbins & Coulter, 2012) also stated that transformational leadership has indicators of individualized consideration inherent in the character of a transformational leader. Research conducted by (Nilwala et al., 2017); (Pitoyo & Sawitri, 2017), and (Puspita, 2016) also shows the results that idealized influence is one indicator of several transformational leadership indicators.

Entrepreneurial Character

According to Supiana (2016) in (Naibaho & Sitinjak, 2020) Entrepreneurial character is a certain trait that is inherent in a person and is manifested in attitudes. The entrepreneurial character that is inherent and related to business success is the character of self-confidence, courage to take risks, leadership, business motivation, and persistence and patience in running a business. (Maisaroh, 2019).

The results of interviews with key informants also show that lecturers and employees have entrepreneurial characteristics with varying levels. This can be seen from the results of the analysis of the description of the distributed

questionnaires, where most of the respondents gave answers agreeing or strongly agreeing for all indicators. The entrepreneurial characteristics possessed by lecturers and employees based on research results are enthusiasm, dare to take risks, sensitivity to the market, creativity, and innovation have high ethical standards and persistence.

The first characteristic, enthusiasm, appears in the picture to be always enthusiastic about something related to entrepreneurship, both with the spirit of attending seminars on entrepreneurship or directly carrying out business or business activities. This spirit is also seen when expressing a willingness to do everything needed to be successful in business. This is following what was conveyed by (Mariotti, 2010) that an entrepreneur must have a passionate character, have empathy, discipline, never give up, continue to learn, be creative and brave, flexible, honest, patient, and responsible. This is also in line with the research results (Naibaho & Sitinjak, 2020).

Character courage to take risks can be seen from their courage to undergo a work rhythm that is different from the work rhythm of most people at certain times, for example at the time of accreditation or when preparing the required documents. They do not think about their health and safety and persist even though the rhythm of work

exceeds the work of normal people. In line with what was conveyed by (Howard et al., 2016) that a successful entrepreneur has the character to dare to take risks. Research conducted by (Howard et al., 2016); (Farrukh et al., 2016); (Maisaroh, 2019) also shows the same result.

The next entrepreneurial character is independent. This character is illustrated when the informant states that he can always make his own decisions, without depending on others and always tries to solve problems with all his abilities. In line with what was conveyed by (Howard et al., 2016) that a successful entrepreneur has an independent character and believes in himself. This is also supported by research conducted by (Howard et al., 2016); (Farrukh et al., 2016); (Maisaroh, 2019).

The next entrepreneurial character that will be discussed is innovative and creative. Informants interviewed thought that he was a creative and innovative person. The condition of the university is supportive for employee lecturers to innovate in completing assignments and to create revenue for the university. The rector's attitude plays a big role here, where the rector provides incentives for lecturers and employees to think and act creatively and innovatively. This result is by what was conveyed by (Mariotti, 2010) and (Howard et al., 2016) that an entrepreneur must be

creative and innovative. As also mentioned by (Tarumasely, 2021) in his research that an entrepreneur must have a creative and innovative character. (Farrukh et al., 2016); (Maisaroh, 2019); (Novie Noordiana Rachma Yulia & Wilsna Rupilu, 2020); (Naibaho & Sitinjak, 2020) also stated that innovative and creative are the characters that enhance the success of an entrepreneur.

The persistent character is shown when the informant has to finish the job but is then constrained by one thing or another but keeps trying until the job is finally completed. This is also an indicator of an innovative and creative character because surely the informant will try to find various alternative solutions that exist to overcome the obstacles that arise at the same time. (Howard et al., 2016); (Mariotti, 2010) also said that one of the characteristics of a successful entrepreneur is to be persistent and continue to seek solutions to any problems that arise. (Farrukh et al., 2016); (Maisaroh, 2019); (Novie Noordiana Rachma Yulia & Wilsna Rupilu, 2020); (Naibaho & Sitinjak, 2020) also strengthen this opinion through the results of their research which state that the characteristics of successful entrepreneurs include having a persistent nature.

The market-sensitive character emerges from the

informants' ability to see opportunities that arise from every existing situation, for example with the emergence of the idea to create an online shopping platform as a forum for marketing MSME products around universities and MSMEs managed by lecturers and employees during the pandemic. The ability to understand business marketing is also seen when formulating a new student recruitment strategy. As stated by (Howard et al., 2016) that a successful entrepreneur can seize opportunities in every situation.

The character of high ethical standards is shown by the reluctance of informants to plagiarize the work of others. Another thing that becomes an indicator is paying attention to the impact of each decision made on others. In line with the results of research conducted by (Naibaho & Sitinjak, 2020) which states that one of the indicators of entrepreneurship is upholding ethics.

Intrapreneurship Behavior

Performance improvement in the organization is a plural thing to aim for regardless of the form of the organization. The external environment that is constantly changing and moving towards a borderless environment requires good organizational performance to grow and develop. Adaptive, innovative, unique, and sustainable are things that must be developed in an organization in the face

of increasing global competition. This can be more easily achieved through the development of Intrapreneurship behavior within the organization. (Ireland, Covin and Kuratko, 2009) in (Mardia et al., 2021). If the intrapreneur culture has been realized, then employees can act as agents of change in the company. They can explore new ideas for company development and feel that their ideas will be accommodated and realized by the company, so this will boost the company's financial performance. (Alpkan et al., 2010) in (Mardia et al., 2021).

Intrapreneurship also offers several benefits to organizations, including increased performance (Agca et al., 2012; Rigtering and Weitzel, 2013; Urbano et al., 2013), growth (Antoncic and Hisrich, 2001; Bierwerth et al., 2015), sustainable competitive advantage/ability (Agca et al., 2012), organizational renewal, business roaming, increased flexibility (Rigtering and Weitzel, 2013), improving reputation, and increasing organizational knowledge (Kuratko et al., 2004). At the individual level, intrapreneurial activities can increase personal resources such as optimism or self-efficacy, and work involvement (Gawke et al., 2017) in (Valka et al., 2020). To achieve this result, organizations must establish an intrapreneurship-oriented environment.

(Valka et al., 2020) One interesting finding is the lack of influence of external factors on intrapreneurial behavior in general. Of the five factors included in the study,

only unfavorable dynamics and changes (which include changes in funding provided to universities) appear to influence engagement in intrapreneurial activities. However, management officers emerge as more sensitive to external challenges than academics, suggesting that greater contact with industry and market conditions can help to develop the strategic vision of entrepreneurship identified by Kearney and Meynhardt (2016) as necessary to respond to external changes. It was also found that age, gender, and educational level influence intrapreneurial behavior directly or indirectly through risk-taking and trust in superiors, confirming some previous studies and contradicting others. Women in the academic sector are less likely to be intrapreneurs due to higher risk aversion than their male counterparts. Contrary to other studies (Adachi and Hisada, 2017; Kacperczyk, 2012) in (Valka et al., 2020), we found that older employees had higher levels of intrapreneurial behavior than their younger counterparts. Employees who have taken a leadership or support roles in any intrapreneurial activities that occur at their university consequently exhibit higher levels of intrapreneurial behavior.

The Intrapreneurship Behavior Indicators used are as disclosed by (Farrukh et al., 2019) namely: innovative, risk-taking, and proactive employee behavior in an organization. These three indicators are present in the informants and all respondents. The results of the descriptive analysis of the questionnaire showed that most of the

answers agreed with the questions in the questionnaire.

One of the proactive attitudes shown is in academic activities where the Dean and Head of Study Program always take the initiative and actively adjust conditions in study programs and faculties following changes in existing regulations, especially if needed without waiting for instructions from the leadership. This behavior is supported by the Rector's leadership style which never blames any input or breakthrough in problem-solving. The frequency of meetings with the Rector has decreased a lot during this pandemic, but the Rector always tries to increase the intensity of the meetings whenever he feels there is an opportunity to visit. Interaction via online for coordination is also carried out as a solution during the pandemic. In line with what was written by Antoncic and Hisrich (2003) in (Mardia et al., 2021) argues that there are eight indicators of Intrapreneurship, namely: (1) New business creation. New business creation is an important indicator. This can be done by redefining the company's goals. (2) Product Innovation. An intrapreneur is an innovator because he will always think about product innovations that may be produced. (3) Process Innovation. An Intrapreneur is also a process innovator because he will always try to find ways to find new ways of effective and efficient production process activities. (4) Self-update. Intrapreneurship means being able to do self-renewal, transforming to be better than when the organization was born. (5) Dare to take risks. One indicator of Intrapreneur behavior is the courage to take risks, willingness to take the time and use

their skills and abilities to realize new ideas. (6) Proactive. Proactive here is being able to be the first or initiating steps in organizational development, not just reacting to competitors' strategies. (7) Have a competitive spirit. Having a competitive spirit is one indicator of intrapreneurs, eagerness to compete against competitors in the market.

The character of this innovative behavior is seen in every way of solving problems, both at the employee level and at the university level. The results of the descriptive analysis show that most of the respondents answered agree and strongly agree with each indicator. This behavior is developing well, one of which is because the Rector fully supports every innovation idea from lecturers and employees. This support is in the form of perfecting innovative ideas to financial support. The most serious challenge for innovation development in universities is the lack of supporting resources, such as human resources that meet certain qualifications to funding. Constraints like this are often overcome by trying to make maximum use of existing resources followed by being prepared to accept the risks that may arise along with the decisions taken. The drive for innovation emerged as a form of contribution to the university, considering that this university is also a place for work for informants. The most motivating factor for the emergence of creativity for informants is the desire to advance the work unit that is their responsibility and advance the university in general. The ideal way to increase motivation for employee

lecturers is to provide rewards and appreciation for lecturers and employees who are considered creative and innovative so that they can be a motivator for other employee lecturers. This is as the result of research from (Farrukh et al., 2019); (Simarmata, 2014) which states that one form of Intrapreneur behavior is innovative. (Skills, 2014) also mentions in his book that one of the intrapreneur behaviors is innovation.

Character the courage to take risks is also owned by lecturers and employees. In the description analysis, it appears that the answers in the questions on the questionnaire lead to it. Most were answered with an agreed answer. The results of interviews with key informants also showed the same results. An example of this risk-taking behavior is when there are additional activities that require you to work more than normal working hours for days that are at risk of health and safety problems on the way home. Another example is when making activity with limited resources with a high target reach, they are certainly dealing with the risk of the planned activity failing. (Skills, 2014) also mentions in his book that one of the behaviors of intrapreneurs is the courage to take risks. This is also by the results of the study (Farrukh et al., 2019) and (Simarmata, 2014) which states that one indicator of intrapreneurship behavior is the courage to take risks.

Conclusion

The results of this study indicate that the rector's

transformational leadership style has contributed to the growth and development of intrapreneurship behavior in lecturers and employees in the university environment. This is in line with the results of research from (Deinta et al., 2015) which states that there is a significant relationship between the transformational leadership style of the direct supervisor on the intrapreneur behavior of employees in the company. Study (Farrukh et al., 2019) also stated that transformational leadership influences intrapreneurship behavior in the university environment.

Another result of this study is to show that the entrepreneurial character also contributes to the formation of intrapreneurship behavior in the university environment. This is following research conducted by (Farrukh et al., 2016) which states that the entrepreneurial character has a positive influence on intrapreneurship behavior in the university environment. Other research by (Pirhadi et al., 2021) also has the same result, which shows the influence of entrepreneurial character on entrepreneurial behavior. While on the other side (Schmutzler et al., 2019) also show the same research results by considering the influence of the environment as a moderating variable. This study has several limitations in the number of samples and the area studied. Therefore, further research should be carried out

with a larger number of samples and a wider research area.

As a form of practical implications based on the findings that the emergence of entrepreneurial behavior among lecturers and employees is triggered by the leadership style of superiors. The results of this study also show that transformational leadership plays an important role in the emergence of intrapreneurship behavior so it is important for university leaders to improve their transformational leadership through various leadership training. The results of this study also show that the entrepreneurial character of lecturers and employees can also trigger the emergence of intrapreneurship behavior in lecturers and employees, so that the stimulus to hone this character needs to be increased, for example by providing rewards and appreciation for creative and innovative lecturers and employees. Financial incentives for the realization of innovation programs initiated by lecturers and employees also need to be increased.

This study uses a qualitative approach, for further research can be used a quantitative approach with different industries and can add another dimension of leadership style as an additional variable.

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