

https://dspace.org/

Intrapreneurship as an enabler to improve performance in the video entertainment industry: A Pay-Tv African Context

Ngwenya, Sibongile

2024

University of the Witwatersrand, Johannesburg

https://hdl.handle.net/10539/44351

Ngwenya, Sibongile. (2024). Intrapreneurship as an enabler to improve performance in the video entertainment industry: A Pay-Tv African Context [Master's dissertation, University of the Witwatersrand, Johannesburg].WireDSpace.https://hdl.handle.net/10539/44351

Downloaded from a DSpace repository. https://dspace.org/

Intrapreneurship as an enabler to improve performance in the video entertainment industry: A Pay-Tv African Context

A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfillment of the requirements for the degree of Master of Management in Entrepreneurship and New Venture Creation

Sibongile Ngwenya
0113179x

Supervisor
Prof Boris Urban

Wits Business School
29 February 2024

ABSTRACT

This research study investigated the relationship between intrapreneurship and two internal factors within an organisation organisational that lead to improved business performance. The organisational internal factors that were investigated are management support and organisational culture. The theoretical background to the study was adopted and grounded on the theory of corporate entrepreneurship, while the study focuses on Pay-Tv within the African context for a giant media player MultiChoice Group. The study was based on a quantitative approach, implementing existing instruments and analysing a sample of two hundred and seventy-one (271) employees.

The results presented a significant and positive relationship exists between the organisational culture and intrapreneurship and A positive relationship exists between management support and intrapreneurship.

This study contributes to the research theory of corporate entrepreneurship by recognizing the influence and importance of the organisational internal factors in improving business performance within the Pay-Tv industry. The study Industry players, industry employees, and academic practitioners Intrapreneurship principles a practice that can be implemented to facilitate and encourage the adoption of intrapreneurship to drive overall improved business performance. The study is relevant to the industry players who seek to remain entrepreneurial, and competitive and contribute to the industry's sustainability into the future.

Key words: Intrapreneurship; Organisational Culture; Management Support Business Performance; Innovation; Pay-Tv

DECLARATION

I, Sibongile Ngwenya, declare that this research report is my work except as indicated in the references and acknowledgments. It is submitted in partial fulfillment of the requirements for the degree of Master of Management in the Field of Entrepreneurship at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Sibongile Ngwenya

Signed at ……Wilgeheuwel……

On the …29th…. day of …February..…… 2024.

DEDICATION

I dedicate this research to my loving husband and my son Sibusiso for their unwavering love and support throughout this journey. You have been my source of strength, inspiration, and support. Thank you for allowing me the space and time to miss precious family moments while I focused on my studies over and above work. I’m truly grateful and appreciate you very much.

ACKNOWLEDGEMENTS

I would like to acknowledge and thank my supervisor, Professor Boris Urban for his guidance, advice, and support during my study journey. Secondly, I would like to thank all the lecturers, the programme manager, and the administration support staff for their assistance and guidance.

Thirdly, I would like to thank my tutor for his patience and commitment throughout this journey, and most importantly for helping me with the research data and analysis, statistics has never been so cool.

Lastly, I would like to thank MultiChoice Group for allowing me to perform the study in-house. I am also grateful to all their employee who committed their precious time to respond to my survey.

TABLE OF CONTENTS

ABSTRACT I

DECLARATION II

DEDICATION III

ACKNOWLEDGEMENTS IV

TABLE OF CONTENTS V

LIST OF TABLES VII

LIST OF FIGURES VII

CHAPTER 1: INTRODUCTION 1

1.1 INTRODUCTION 1

1.2 THEORETICAL BACKGROUND TO THE STUDY 1

1.3 CONTEXT OF THE STUDY 3

1.4 PROBLEM STATEMENT 4

1.5 RESEARCH PURPOSE, RESEARCH QUESTION, AND AIMS OF THE STUDY 6

1.6 THEORETICAL DEFINITION OF TERMS 6

1.7 CONTRIBUTION OF THE STUDY 7

2 CHAPTER 2: LITERATURE REVIEW 1

2.1 INTRODUCTION 1

2.2 CORPORATE ENTREPRENEURSHIP 1

2.2.1 DIMENSIONS OF CORPORATE ENTREPRENEURSHIP 2

2.2.2 TYPES OF CORPORATE ENTREPRENEURSHIP 3

2.2.1 SUCCESS DRIVERS FOR CORPORATE ENTREPRENEURSHIP 4

2.3 THEORETICAL FRAMEWORK: INNOVATION AMBIDEXTERITY FRAMEWORK. 4

2.3.1 INTRAPRENEURSHIP 6

2.3.2 INTRAPRENEURSHIP AND ORGANIZATION CULTURE 8

2.3.3 INTRAPRENEURSHIP WITHIN THE VIDEO ENTERTAINMENT INDUSTRY 9

2.3.4 INTRAPRENEURSHIP AND EMPLOYEE PERFORMANCE 11

2.4 THEORIES 12

2.4.1 A CONCEPTUAL MODEL OF CORPORATE ENTREPRENEURSHIP FOR ORGANISATION PERFORMANCE 12

2.4.2 PORTER AND LAWLER'S EXPECTANCY THEORY? 13

2.5 INTRAPRENEURSHIP AND BUSINESS PERFORMANCE 14

2.6 INTRAPRENEURSHIP, INNOVATION, AND SUSTAINABILITY 15

2.7 INTRAPRENEURSHIP AND ORGANISATIONAL CULTURE 16

2.8 CONCEPTUAL FRAMEWORK OF HYPOTHESES 17
2.9 CONCLUSION OF LITERATURE REVIEW 17

3 CHAPTER 3: RESEARCH METHODOLOGY 18
3.1 INTRODUCTION 18
3.2 RESEARCH METHODOLOGY /PARADIGM 18
3.3 RESEARCH DESIGN 19
3.4 POPULATION AND SAMPLE 20
3.1.1 POPULATION 20
3.1.2 SAMPLE AND SAMPLING METHOD 20
3.5 THE RESEARCH INSTRUMENTS 21
3.6 PROCEDURE FOR DATA COLLECTION 22
3.7 DATA ANALYSIS AND INTERPRETATION 22
3.8 RELIABILITY 22
3.9 ETHICS 22
3.10 CONCLUSION 23

4 CHAPTER 4: PRESENTATION OF RESULTS 24
4.1 INTRODUCTION 24
4.2 DEMOGRAPHIC PROFILE OF RESPONDENTS 24
4.3 INTRAPRENEURSHIP 26
4.4 ORGANISATIONAL CULTURE 29
4.5 EMPLOYEE REWARD 29
4.6 MANAGEMENT SUPPORT 30
4.7 AUTONOMY OF WORK 31
4.8 ORGANISATIONAL BOUNDARIES 33
4.9 CORRECTIONAL ANALYSIS 33
4.10 CONCLUSION 35

5 CHAPTER 5: DISCUSSION OF THE RESULTS 36
5.1 INTRODUCTION 36
5.2 DEMOGRAPHIC PROFILE OF RESPONDENTS 36
5.3 INTRAPRENEURSHIP 38
5.4 ORGANISATIONAL CULTURE 39
5.5 EMPLOYEE REWARD 40
5.6 MANAGEMENT SUPPORT 40
5.7 AUTONOMY OF WORK 41
5.8 ORGANISATIONAL BOUNDARIES 43
5.9 CORRELATION ANALYSIS 44

5.10 DISCUSSION PERTAINING TO HYPOTHESIS 1: THE RELATIONSHIP BETWEEN INTRAPRENEURSHIP AND ORGANIZATIONAL CULTURE 47
5.11 DISCUSSION PERTAINING TO HYPOTHESIS 2: THE RELATIONSHIP BETWEEN INTRAPRENEURSHIP AND MANAGEMENT SUPPORT 50
5.12 CONCLUSION 52

6 CHAPTER 6: CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS 55
6.1 INTRODUCTION 55
6.2 CONCLUSIONS OF THE STUDY 55
6.3 IMPLICATIONS AND RECOMMENDATIONS 56
6.4 LIMITATIONS OF THE STUDY 58
6.5 SUGGESTIONS FOR FURTHER RESEARCH 58

7 REFERENCE LIST 61

APPENDIX A: ONLINE QUESTIONNAIRE QUESTIONS 75

APPENDIX B: CONSISTENCY MATRIX 81

APPENDIX C: 84

LIST OF TABLES

Table 1: Sampling of Respondents 20
Table 2: Level of Innovation and Innovativeness 27
Table 3: Organisation's Rewards for Innovation 30
Table 4: Work Discretion 31
Table 5: Multivariate tests effects on intercept and intrapreneurship 33
Table 6: Tests of between-subjects effects sources being corrected model, intercept, errors, intrapreneurship, total and corrected total 33
Table 7: Correlations 34
Table 8: Multivariate tests effects on intercept and management support 34
Table 9: Tests of between-subjects effects sources being corrected model, intercept, errors, management support, total, and corrected total. 34

LIST OF FIGURES

Figure 1: A conceptual model of intrapreneurship for organisational Performance 13
Figure 2: Porter and Lawler's Expectancy Model 13
Figure 3: Conceptual Framework 17
Figure 4: The respondent's gender composition 25

Figure 5: The distribution of the respondent's age groupings..... 25
Figure 6: Distribution of the respondent's job level..... 26
Figure 7: Increase in the level of innovation due to Covid 19..... 28
Figure 8: Organisation’s Support for Innovation..... 28
Figure 9: Adoption of Employee Ideas by the Organisation..... 29

CHAPTER 1: INTRODUCTION

1.1 Introduction

This research study focused on evaluating the effect of implementing Corporate Entrepreneurship (CE), also known as intrapreneurship, principles within an organisation and their impact on the performance of the organisation. The links between the strategy formulation process, employee engagement, organizational setup, and organisational culture, and adopted principles of CE were explored to establish the relationship between intrapreneurship and business performance.

1.2 Theoretical background to the study

In a world that has been turned into a global village due to internet connectivity, it has changed the business landscape. As such organizations are seeking ways to remain relevant in the changing business environment and gain customers on a global platform. (Antoncic and Hisrich, 2003) view intrapreneurship as a natural factor within organisations and its implementation enhances performance. Birkinshaw, Crilly, Bouquet, and Lee (2016) postulate that intrapreneurship is seen as a way for established organizations to remain competitive and adapt to changes in the business environment. Thus, ensuring the sustainability of the business through continuous innovation.

Baruah (2015) in their research indicates the existence of entrepreneurial research in the 1700s by the author Richard Cantillon and the ever-growing need for more researchers to conduct investigations regarding entrepreneurship. The author indicates that despite the interest and popularity of the topic, researchers struggle “to establish distinct research clarity within the realms of entrepreneurship and its associated terms.” While authors like Bruyat and Julien (2000, p. 166) summarize “the problem of defining the word ‘entrepreneur’ and establishing the boundaries of the field of entrepreneurship has still not been solved.”

Other researchers such as Drucker (1985) refer to entrepreneurship as a distinct feature of an individual or an organisation. This has led to researchers using distinct terms such as corporate innovation, corporate entrepreneurship, corporate venturing, and intrapreneurship as major sub-groups of entrepreneurship (Chen and Urban, 2018). Thus, one needs to understand the phenomenon that is corporate entrepreneurship as this will allow the development of research questions that will help develop research methodology.

Corporate entrepreneurship is regarded as a method of stimulating and capitalizing on the available stuff within an organisation to strongly perform innovation Hisrich, Peters, and Sheperd (2010). While Amo (2010) highlights that corporate entrepreneurship is an initiative that is encouraged by top management leading to an environment that breeds innovation from employees. Thus, it is important to understand the foundations of corporate entrepreneurship, this allows the development of research constructs that help conduct the proposed investigation.

According to Pinchot (1985), corporate entrepreneurship is a tool used to keep an organisation profitable and relevant. This is through organisational risk which is facilitated by digitalisation, internet connectivity, mobile data affordability, and innovation amongst other risks. Thus, this has been a driver for this organisation of new products in organisations which in this scenario is ShowMax an innovative birth of the DSTV-now App. Allowing the organisation to compete against the likes of Netflix and similar streaming products and services.

Sampath (2017) states that corporate entrepreneurship takes place at an individual and organisational level, with management support taking an important role in overseeing the success of both spheres. When management support becomes a key driver within an organisation, it drives the right behaviour and culture that would result in profitability for the organization, strategic renewal, support innovation, and remaining competitive.

1.3 Context of the Study

In the South African context, MultiChoice has been dominant for many years providing content through digital satellite technology. Due to increased internet access in South Africa, digitalisation, and the overall impact of COVID-19 on the Video entertainment industry, television consumers are switching to Subscription Video on Demand (SVoD) or online video streaming platforms. Media Staff Writer, (2018) highlights that MultiChoice is not immune to the global changes and the lack thereof of policy regulations for multinational corporations such as Netflix, Disney Plus, and Amazon Prime. This is because these multi-national corporations exist fluidly across national boundaries without having to comply with some Government regulations which corporations such as MultiChoice must comply with because of licensing requirements. This creates an unfair advantage for the streaming media players.

According to work completed by Udoakpan and Tengeh (2020), approximately 23.5 million subscribers to Pay-Tv services in the African continent. These estimated numbers of subscribers are under threat due to dramatic changes in the world which have then been accelerated by the Covid-19 pandemic. These changes have seen the emergence of over-the-top (OTT) television service providers such as Netflix, YouTube Premium, and Amazon Prime. The mentioned service providers are causing disruption and threatening the survival of Pay-Tv resulting in industry players such as MultiChoice (Biru, Gilbert & Arenius, 2018).

This would then lead to job losses as the organisation's performance would be negatively affected since authors such as Christensen (2004) highlight the importance of intrapreneurship in large organisations, one cannot help but pose the question of whether intrapreneurship can be a strategic driver leading to the development of an innovative strategy for Pay-Tv organisations such as MultiChoice.

1.4 Problem statement

The problem emanates from the complacency of the Pay-Tv industry's traditional way of doing business in an evolving world of entertainment. When the COVID-19 pandemic hit, this industry was able to adjust, adopt new ways of business, and manage to improve overall business performance amazingly quickly. However, some organizations such as MultiChoice who have been dominant for many years providing content through digital satellite technology were faced with challenges such as a reduction in the number of subscribers and loss of revenue. This has been due to increased internet access within Africa, failure to digitalise quickly, and television consumers switching to Subscription Video on Demand (SVoD) or online video streaming platforms.

According to MultiChoice financial results for the year ending March 2023 indicate that they have just above 23.5 million Pay–TV subscribers in South Africa and across the African continent (MultiChoice Group Pty Ltd, 2023). According to Udoakpan and Tengeh (2020), the estimated number of subscribers has been under threat due to dramatic changes in the world which have then been accelerated by the COVID-19 pandemic. As such, there is a need for the organization to quickly adapt to the changes to stay competitive as this study sought insight regarding how MultiChoice can leverage intrapreneurship principles to improve content creation, employ an agile business model, enhance user experience, run efficient operations and to further increase market expansion and diversification.

As a result, intrapreneurship adds as a catalyst for organisational innovation and fosters a culture of proactivity and continuous improvement within MultiChoice and the video entertainment industry at large. These changes faced by MultiChoice have been due to the emergence of over-the-top television service providers such as Netflix, YouTube Premium, and Amazon Prime. The mentioned service providers are causing disruption and threatening the survival of traditional Pay-Tv through products that are born of creativity and innovation (Biru, Gilbert & Arenius, 2018). This high penetration of competition brings about a variety of content which threatens the viewership and subscriber numbers reduction as

viewers may find the competition content more appealing with ever-changing consumer patterns.

One cannot help but pose the question of whether intrapreneurship can be a strategic driver leading to the development of an innovative strategy for Pay-Tv organisations such as MultiChoice. Research has been conducted in South Africa assessing with regards to intrapreneurship in different sectors such as the pharmaceutical and banking sectors (Ravjee, 2016; Urban & Wood, 2017). However, as above mentioned, there is little research that focuses on intrapreneurship as an enabler to improve performance in the video entertainment industry.

As such this research paper seeks to bridge the knowledge gap and seek to obtain insight on the role of intrapreneurship on improving business performance and agility within this industry. This study is meant to research the triggers of innovation to assist in sustaining the business post the pandemic. Specifically, exploring the role that intrapreneurship could play as a strategic enabler to deliver business value and improve overall business performance.

The key areas of focus will be to:

- Investigate the role of intrapreneurship within the video entertainment industry, Pay-Tv within MultiChoice,
- Identify drivers that enable a culture of intrapreneurship and
- The role of intrapreneurship within this industry (video entertainment) and how can influence agility and sustain continuous business performance improvement.

i) Purpose Statement

The main purpose of this study is to evaluate:

i) The degree to which intrapreneurship principles are applied or incorporated within MultiChoice, the video entertainment industry.

ii) To establish the existence of intrapreneurship within the organisational culture.

1.5 Research purpose, research question, and aims of the study

i) Research Purpose and Aims

The primary objective of this study is to evaluate the role played by intrapreneurship in the performance of a business while ensuring that there is continuous business sustainability. The research title is based on the impact of intrapreneurship as a strategic enabler to improve performance within a media industry specifically focusing on the video entertainment industry commonly known as Pay-Tv in the African context.

ii) Research Questions

This research seeks to address the below questions regarding intrapreneurship:

- What is the role of intrapreneurship in the business performance within the video entertainment industry and in ensuring agility and business sustainability?
- How can business performance be improved through incorporating intrapreneurship principles?
- What role does intrapreneurship play in employee performance?

1.6 Theoretical definition of terms

- **Intrapreneurship** encompasses the holistic organisational view that drives the creative strategic processes throughout the organisation to drive business wealth, growth, and profitability. It involves the organisation's commitment to innovativeness, adaptation and change, turnaround strategies, proactiveness, new ventures, and opportunities (Barreira, Dhliwayo, Luiz, Naude, & Urban, 2008).
- **Innovation** is defined as the introduction of new products, processes, technologies, systems, techniques, or capabilities to the firm or its markets (Barreira *et al*., 2008).
- **Performance** can be defined as an organization’s ability to effectively create and deliver value to its customers and stakeholders (Ahmed, Umrani, Zaman, Rajput & Aziz, 2020)
- **Organisational culture** is known as the way of doing things within an organisation, it involves shared values, norms, and things that define how organisations functions (Gunay & Karabulut, 2018).

1.7 Contribution of the study

There has been a lot of research investigating the relationship between CE and performance; researchers have argued that this relationship depends on other strategic business factors such as market positioning, employee orientation, and learning alignment for more positive business performance (Otache & Mahmood, 2015). Other previous research has also added that the impact of CE on business performance depends on various factors such as organizational structure, organizational culture, the external environment, leadership support, reward system, and employees (Zhao, Li, Chen, & Lee, 2011). However, some other researchers have argued that continuous engagement is not assurance enough that continuous superior business performance would happen, especially looking at emerging economies such as China and some parts of Africa due to a lack of organizational formalisation, established support, and experienced leaders (Otache & Mahmood, 2015).

The organization benefits from adopting intrapreneurial activities only when the environment is dynamic and competitive, presents opportunities for exploitation, and has a supportive culture that enables employees to take advantage of opportunities. In line with the fact that creative and innovative ideas originate from employees within the organisation, this emphasizes that organizations need to develop and cultivate a culture of intrapreneurship, innovation, and adaptability for greater performance to be achieved through the adoption of entrepreneurial activities. As part of the implementation process, there are mandatory requirements such as the expectations from the leadership of the organisation to be innovative, proactive, and risk-tolerant to support the required culture. Organizations must gain a competitive advantage and achieve significantly improved performance (Otache & Mahmood, 2015). According to Magdinceva-Sopova, Postolov, and Petkova (2016), an organizational culture that encourages innovation enables CE.

This study will contribute to the video entertainment body of knowledge related to organisations within this industry that can nurture and strengthen sustainable performance through intrapreneurship within the organisation to remain relevant, competitive, and improve continuous innovation.

2 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This section of the research covers the theoretical framework for the study; it comprises six subsections that present an overview of the theoretical considerations. The literature is reviewed to identify gaps in existing research and body of knowledge, looking into the role of intrapreneurship resulting in improved business performance and exploring the impact of intrapreneurship on continuous business performance and sustainability.

2.2 Corporate Entrepreneurship

Hanci-Donmez & Karacay (2019) suggests that entrepreneurship can be defined as the re-definition and restructuring of the industry as well as the discovery of new service offerings and opportunities to explore new markets. Literature provides a variety of definitions for CE, the common theme in the definition is the application of entrepreneurship traits, models, and behaviours within the operations of a business (Fis & Cetindamar, 2019). CE needs to incorporate several variables which should include an organization's ability to create, develop and implement new ways of doing things, including changing existing behaviours and embracing new ideas (Kurtako, Morris & Covin, 2011).

Other scholars define CE as a corporate's ability to initiate an internal transformation through nurturing innovation, and creativity and motivating a change in mindset from employees to drive business performance (Ahmed et al., 2020). Holt, Rutherford, & Clohessy (2007) also add to the definition of CE as the process of business renewal that consists of two dimensions, the first dimension is in the arena of innovation and venturing; the second dimension focuses on refreshing the strategic outlook for the business.

2.2.1 *Dimensions of Corporate Entrepreneurship*

There are four key dimensions to CE that contribute to the success and sustainability of an organization, these include the organization's ability to innovate, take risks, be proactive, self-renewal, and new business venturing.

a. ***Innovativeness***

Gunay & Karabulut (2018) broadly define the concept of innovativeness as the organization's ability to integrate new ideas into their operating model as well as enhance their products and services on the basis of market and customer needs. The principle of innovativeness incorporates the organization's ability to find creative and new ways of doing business that deliver positive contributions to the organization's overall performance (Kurtako et al., 2011).

b. ***Risk-Taking***

Embracing innovativeness carries an inherent risk that is associated with the process of trying out something new. Risk-taking is considered an aspect of entrepreneurial orientation as it involves the willingness to exploit new opportunities that carry a risk of potential losses or deterioration in business performance (Kurtako et al., 2011). CE places emphasis on organizations taking calculated risks when exploring new opportunities with adequate risk controls and risk management tools in place.

c. ***Pro-activeness***

Researchers have several definitions for pro-activeness, the common thread amongst all definitions is the organization's ability to strategically plan for and anticipate changes in the business environment in which they operate (Venter & Urban, 2015; Kurtako et al., 2011; Gunay & Karabulut, 2018). The foundation for pro-activeness lies in implementation, it is not enough to only have great strategies and innovative ideas, and implementation plays a vital role for the organization to realize the benefit (Kurtako et al., 2011).

d. ***Self-renewal***

The self-renewal dimension targets the organization's capability to strategically introspect and rejuvenate the organization's core activities to deliver reformulated strategic plans, organizational change, and re-design (Gunay & Karabulut, 2018).

2.2.2 *Types of Corporate Entrepreneurship*

Literature seems to converge in identifying four types of CE, these are:

- Corporate venturing,
- Intrapreneuring,
- Organisational transformation, and
- Industry rule bending (Venter & Urban, 2015).

a. ***Corporate venturing***

Corporate venturing entails the creation of a new venture that could be birthed within the business from the business's primary objectives and strategy (Bolbol, 2018). This venture or entity is typically managed as a separate entity from the main business and has its own human capital, budgets, funding, and market opportunities (Venter & Urban, 2015). An example of this in the Pay-Tv context is MultiChoice creating ShowMax to gain market share of the streaming VoD phenomena.

b. ***Intrapreneuring***

Intrapreneuring entails intentional actions taken by the business to equip and upskill its employees to have entrepreneurial behaviours and mindset (Venter & Urban, 2015). The implementation strategy for Intrapreneuring entails identifying and empowering employees who have the entrepreneurial capability to oversee the development and implementation of innovations that carry significant potential for the business (Bolbol, 2018).

c. ***Organisational Transformation***

Organisational transformation in this context refers to a business's ability to adopt the culture of entrepreneurship that embraces and adapts to a continuously changing business environment (Venter & Urban, 2015). The entrepreneurial

mindset in employees is leveraged to create and identify opportunities to improve the performance of the business through organisational transformation (Bolbol, 2018).

2.2.1 *Success Drivers for Corporate Entrepreneurship*

Holt et al., (2007), suggest that the success of CE in a corporation is primarily dependent on five key factors which include the buy-in and support from management, work discretion and autonomy, employee rewards and re-enforcement, available time, and organizational boundaries.

2.3 Theoretical Framework: Innovation Ambidexterity Framework.

In investigating the impact of corporate intrapreneurship on organizational performance there is a need for a theoretical framework to provide a comprehensive perspective. This study employed the innovation ambidexterity framework proposed by O'Reilly II and Tushman (2013); this framework posits that organizations should aim to balance two types of innovation activities namely exploitative and explorative. Chebbi, Yahiaoui, Brontis, and Thrassou (2015) further state that exploitative innovations involve the refinement and optimization of existing processes, products, or services while explorative innovations involve venturing into new markets, technologies, or business models.

Within the context of intrapreneurship, the framework becomes relevant as it underscores the importance of maintaining focus on both sustaining existing operations and fostering new initiatives. This is because exploitative efforts will ensure an organization maintains efficiency and optimization of the current process, while explorative activities help drive innovation and adaptation to forever forever-changing business environment. Boiral, Guillaumine, Heras-Saizarbitoria and

Tayo-Tene (2018) posits that in the pursuit of innovative activities organizations can leverage their existing competencies and resources with the aim of enhancing operational efficiency and adding value to established products or services.

This aspect of intrapreneurship compliments the organization's existing strengths, allowing organizations to remain competitive in the current market scenario. In the context of the current study. The researcher aims to gain insight into how MultiChoice leverages its existing competencies and resources to compete on a global stage and navigate the complexities of the business landscape, ensuring that intrapreneurial initiatives contribute meaningfully to both current operational efficiency and future-oriented innovation endeavours.

Simultaneously, explorative innovation involves the creation of new opportunities, markets, or technologies, reflecting an organization's ability to adapt to new market needs and proactively shape its future. This aligns with the current study as MultiChoice finds itself in competition with competitors such as Netflix resulting in a decrease in their subscribers as they prefer other products (Greco, Grimaldi & Cricelli, 2016). As such through intrapreneurship internal ventures and incubation programs can serve as vehicles allowing the exploration of uncharted territories, fostering creativity, and driving entrepreneurial thinking within the established structure of the business.

Moreover, organizations exhibiting innovative ambidexterity seek to acquire the necessary resources with the intention of addressing the need for in-house innovation deployment and continuing with their innovation efforts. Henseler, Dijkstra, Sarstedt, Ringle, Diamantopoulos, and Calantone (2014) highlight that for organizations to successfully conduct exploration activities they must have access to diverse knowledge resources. This is because knowledge plays a mediating role between the antecedents of behavioural contexts and performance. Thus, the current study sought to understand how MultiChoice applies its knowledge resources to conduct intrapreneurial activities. As such the review intends to contribute to a better understanding of the multidimensional influence of corporate intrapreneurship on overall business performance by looking at research that studies how firms pursue both exploitative and explorative innovations through intrapreneurial contribute activities.

2.3.1 *Intrapreneurship*

Regardless of corporate entrepreneurship or intrapreneurship getting little attention in Africa, globally the phenomenon has become paramount for established firms this is due to the intensification of competition within both startups ended long-term businesses to sustain a competitive edge through innovation courageous risk-taking, and entrepreneurial leadership (Lin & Ho, 2016). As such to overcome the lack of clarity within the African context there is a need to consider past research and reflect on the work done by scholars (Luger, Raisch & Schimmer, 2018).

Monterio, Mol, and Birkinshaw (2017) further highlight that intrapreneurship involves the creation of an environment that encourages employees to think and act entrepreneurially, driving innovation, and pursuing new business opportunities within the existing organizational structure. Evidently, it is evident that corporate entrepreneurship is important for the establishment of organizations, especially those facing heightened competition. This is because through encouraging employees to think and act entrepreneurially organizations can benefit from aspects such as creativity and innovation which lead to product development or sustainability strategies.

Rui and Lyytinen (2019) posit that the concept of intrapreneurship takes a microscopic view of entrepreneurial activity from an individual perspective within an existing organization. As such this means that intrapreneurship is more focused on the creation of new businesses, and products, taking risks, and exploiting new opportunities by an individual or team within an existing organization (Ferraris, Erhardt, and Brescini, 2019). This means that for an organization to benefit from intrapreneurial activities its environment must promote entrepreneurship to the individual or group within the organization. Zimmerman, Raisch, and Cardinal (2018), support this stating that organizations that engage in intrapreneurial activities are expected to achieve higher levels of growth and profitability compared to organizations that do not.

Lin and Ho (2016) highlight that organizations that engage in intrapreneurial activities are likely to focus their initiatives on either attaining financial or strategic

goals. Fu and Ma et al. (2016) posit that from a strategic perspective organizations are likely to promote intrapreneurial endeavours for benefits such as learning, successful integration of organizational operations, improved responsiveness, successful standard setting, and acquiring new skills or technologies. While Zimmerman et al. (2018) state that from a financial perspective, organizations can positively affect performance by increasing the organization's proactiveness and risk-taking, and by promoting products, processes, and service innovations.

As such through these activities an organization can improve its competitive position and make it possible to enter new markets in pursuit of profit and growth. Venugopala, Krishnan, Upadhyayula, and Kumar (2020) support this highlighting that corporate intrapreneurship contributes positively to an organization's performance as it enables product and market development, strategic positioning, and the revitalization of knowledge and intellectual capital. However, despite the positive strategic and financial outcomes organizations can achieve through implementing corporate intrapreneurship. Hornsby, Bloodgood, Hayton, and Kuratko (2013) highlight that the success of corporate intrapreneurship may be influenced by cultural factors within the organization.

Wang, Chin, and Lin (2020) further this stating that organizational culture plays a pivotal role in shaping the success and effectiveness of corporate intrapreneurship, influencing how employees perceive, embrace, and contribute to entrepreneurial activities within an established organization. Henseler et al. (2014) define organizational culture as a set of shared assumptions, values, and beliefs that guide behaviour within an organization. As such for corporate intrapreneurship to thrive there is a need for a positive and supporting culture that seeks to encourage employees to think and act entrepreneurially.

Dezi, Ferraris, Vrontis, and Papa (2019) highlight that to achieve such an environment there is a need for a culture characterized by flexibility, innovation, and risk-taking which closely aligns with the requirements of successful intrapreneurship. In contrast, Wang et al. (2020) posit that a rigid culture may hinder intrapreneurial efforts by suppressing creativity and stifling risk-taking as

an organization prioritizes stability and adherence to established procedures. Thus, the literature underscores the critical role of organizational culture in influencing the implementation of corporate intrapreneurship. Highlighting that a culture that values adaptability, innovation, and employee involvement helps to create an environment where intrapreneurial activities can thrive thus, contributing to sustained growth and competitiveness.

2.3.2 *Intrapreneurship and Organization Culture*

In an ever-changing business landscape, the relationship between organizational culture and entrepreneurship plays an important role in shaping the direction of the organization. As such this investigation sought to understand the nature of the relationship in the context of MultiChoice South Africa by examining how the current organizational culture influences and is influenced by intrapreneurial ventures and how it contributes toward business performance. Arslan and Cevher (2014) posit that organizational culture is the foundation upon which a company's values, norms, and shared beliefs are cultivated. Organizational cultures play a crucial role in weaving together the collective identity of an organization by shaping the behaviours and attitudes of its members.

As an organization, MultiChoice cannot overlook the significance of a robust organizational culture as they operate in a dynamic environment and highly competitive media and entertainment industry. Bysted and Jespersen (2013) support this stating that an organization's culture is like a lively mix of being creative and flexible to change and allows an organization to strive for high quality and excellence. Purnama (2013) highlights that in the realm of intrapreneurship, organizational culture acts as both a catalyst and a constraint. While Ahmad et al. (2012) further highlight that a culture that promotes openness, risk-taking, and a willingness to embrace change provides employees with a rich ground to showcase intrapreneurial behaviour.

In contradiction, Lankinen, Taimela, Toskovic, and Wallin, (2012) highlight that a rigid hierarchical culture is likely to stifle creativity and demotivate employees from venturing beyond established organizational norms. As such it is the aim of

the study to understand whether the unique organizational culture within MultiChoice corridors nurtures or hinders intrapreneurship. Nicolaidis and Kosta (2011) further this highlighting that corporate intrapreneurship is referred to as the entrepreneurial spirit within an organization, leading to innovation, product development, and organizational growth. Therefore, the ability of MultiChoice to promote and benefit from intrapreneurial activities within its employees is closely tied to its cultural ethos. As such this research study aims to explore the ways in which MultiChoice's culture either propels or restrains intrapreneurial activities and subsequently contributes to or hinders business performance.

In addition, through the examination of the multifaceted relationship between culture and corporate intrapreneurship. This study seeks to gain insight that can inform strategic decision-making and potentially serve as a blueprint for other organizations attempting to balance organizational norms and innovation. In a dynamic business environment understanding and leveraging the interplay between organizational culture and intrapreneurship is important as it allows organizations to remain competitive and adapt to ever-changing environments.

2.3.3 *Intrapreneurship within the Video Entertainment Industry*

Anthony, Cobban, Nair, and Painchaud (2019) highlight that the role of intrapreneurship in the performance of a video entertainment organization plays a vital role in ensuring sustainability in an industry characterized by rapid technological advancements, changing customer needs, and dynamic market conditions. As such intrapreneurship contributes significantly to an organization's ability to navigate challenges, seize opportunities, and maintain competitive edge. Bennet and Lemoine (2014) highlight that within the video entertainment industry, intrapreneurial activities allow an organization to not only adapt to change but to actively drive innovation in content creation, distribution, and user engagement.

Therefore, employees in organizations that promote intrapreneurial culture are more likely to develop and implement ground-breaking ideas. Evidently, by having a culture that promotes intrapreneurship organizations can develop

unique and compelling content that is distributed through platforms that appeal to a global audience. Research on the relationship between intrapreneurship and video entertainment business performance has shown that organizations that promote intrapreneurship show more resilience and adaptability (Boyles, 2022). Jordan (2020) highlights that adaptability is essential as it allows organizations to navigate rapidly changing business environments of media consumption, changing viewer behaviours, emerging technologies, and changing regulatory policies.

Thus, by instilling a proactive mindset within the organization, organizations can anticipate changes within the industry and strategically position themselves to exploit upcoming trends and stay ahead of the competition. Moreover, Glinyanova,
Bouncken, Tiberius, and Cuenca (2021) highlight that intrapreneurial initiatives within the entertainment industry go beyond content creation as they also touch on new distribution channels and business models. Verghese (2018) supports this, stating that a proactive approach by organizations allows them to diversify revenue streams, enhance market reach, and create a more robust and sustainable organization.

Deloitte-Digital (2015) highlights platforms such as Netflix and Amazon Prime which have integrated video entertainment with innovative stream services with interactive platforms and personalized content recommendations because of intrapreneurial activities. Evidently, the role of intrapreneurship cannot be overlooked as organizations stand to develop new products that appeal to the masses by adopting a culture that promotes creativity and innovation. Although organizations stand to benefit immensely from intrapreneurship its encouragement may not yield immediate success however, failures provide organisations with the opportunity for improvement thus contributing to a culture of continuous learning and resilience in the face of adversity.

Therefore, it is evident that the relationship between corporate intrapreneurship addresses more than the need for organizations to survive but also acts as a catalyst for innovation, adaptation, and enduring success. Thus, by nurturing an

intrapreneurial culture, organizations in Video entertainment can stay abreast of industry changes while actively shaping and influencing the future of the industry.

2.3.4 *Intrapreneurship and Employee Performance*

Antoncic and Antoncic (2011) posit that intrapreneurship refers to the cultivation of an entrepreneurial mindset and behaviour within the confines of an established organization. In the case of MultiChoice, a media and entertainment powerhouse encouraging intrapreneurship involves creating an environment where employees can think creatively, take initiative, and pursue innovative solutions within their roles. This approach plays a vital part in their ability to stay ahead of industry trends and maintain competitiveness. Gündoğdu (2012) highlights that one of the primary roles of corporate intrapreneurship involves the stimulation of innovation and creativity among employees.

Somers (2018) supports this highlighting that organizations that promote corporate intrapreneurship activities have witnessed an increase in creative thinking and idea generation. In the context of the setting of the current study, this translates to the development of cutting-edge content, novel programming strategies, and innovative ways of distributing entertainment content. As such through platforms such as ShowMax the positive relationship between intrapreneurial initiatives and enhanced employee performance becomes evident as the organization can offer unique and easily accessible entertainment to its diverse audience.

Furthermore, Sindakis and Walter (2015) highlight that the promotion of intrapreneurship activities is closely related to increased employee engagement and motivation. It is evident that when employees are empowered to take ownership of their ideas and are provided with the autonomy to execute them, they are filled with a sense of purpose and motivation thus making them flourish. Sull (2015) furthers this highlighting that for employees to thrive in a dynamic and fast-paced entertainment industry there is a need for employees to be engaged and capable of navigating challenges with enthusiasm.

As such through the promotion of intrapreneurship MultiChoice can benefit from improved employee performance as individuals find it fulfilling to contribute positively to MultiChoice's innovative endeavours. Moreover, Mirvis and Googins (2018) highlight that the nature of the video entertainment industry is characterised by rapid technological change and changing consumer attitudes. Consequently, through the encouragement of intrapreneurship organizations can benefit from the agility and adaptability needed to navigate the uncertainties brought by rapid changes. As such employees driven by an intrapreneurial mindset become change agents, enabling the organization to swiftly respond to disruptions and emerging opportunities.

Halme, Lindeman, and Linna (2012) support this highlighting that organizations that are flexible and can easily adapt to market changes and demands are able to function and achieve sustainability. Evidently, the role of intrapreneurship on employee performance is a dynamic interplay of adaptability innovation, creativity, and engagement. Thus, employees who embrace the intrapreneurial spirit play a vital role in contributing positively toward business success and sustainability. Therefore, understanding the relationship between intrapreneurship and employee performance is important for comprehending the broader implications of MultiChoice's overall business performance in a rapidly evolving industry.

2.4 Theories

2.4.1 *A Conceptual Model of Corporate Entrepreneurship for organisation performance*

This model of entrepreneurship indicates the relationship between the intrapreneurial posture as influenced by factors such as the external environment, strategic variables, internal variables, and organisational performance and results in the organisational performance (Covin & Slevin, 1991).

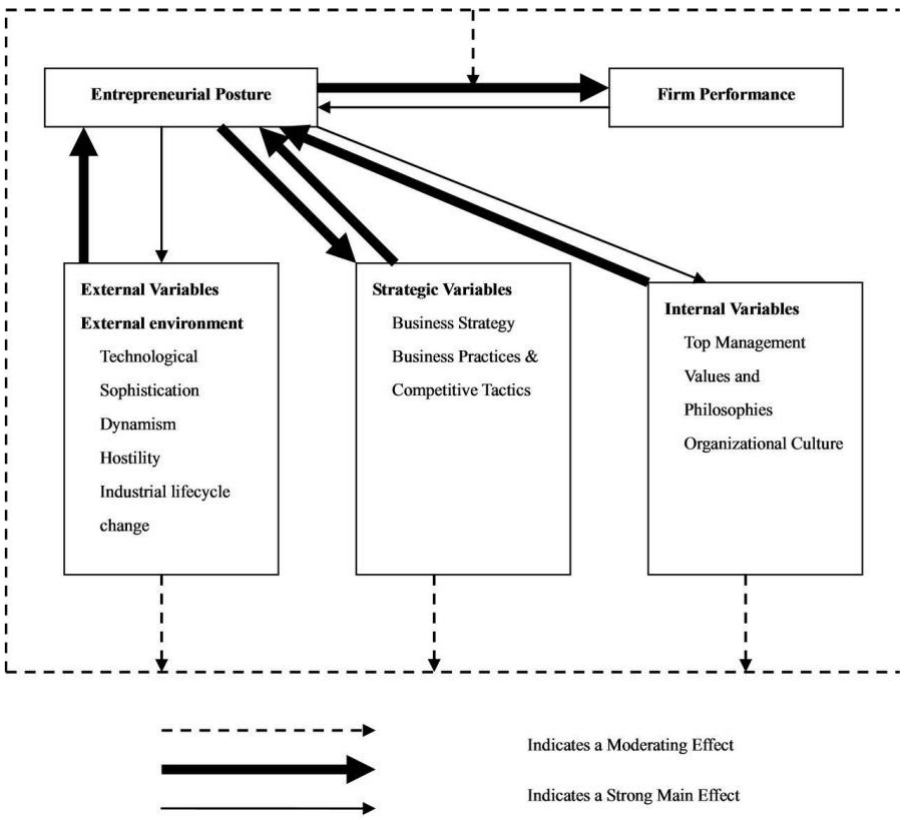

Figure 1: A conceptual model of intrapreneurship for organisational performance

2.4.2 *Porter and Lawler's Expectancy Theory?*

This theory represents an attempt to use cognitively oriented assumptions as the basis for a theory of work motivation. Motivation in this case is defined as the driving force for an individual to perform, as determined by the expectation that this performance will be followed or rewarded (Lawler & Suttle, 1973). Although there are several versions of this theory, the basic principles applied are the same.

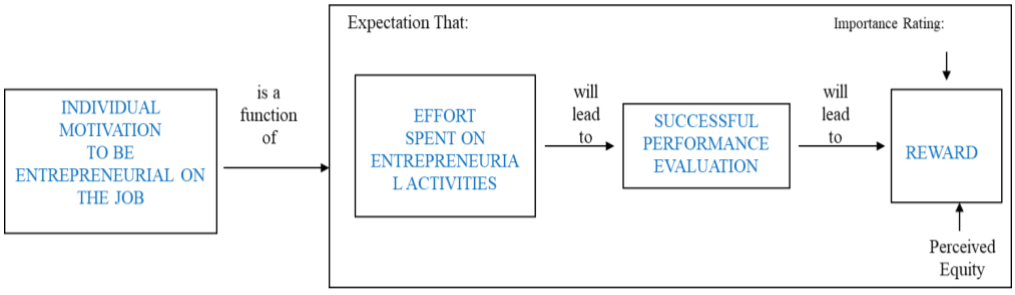

Figure 2: Porter and Lawler's Expectancy Model

This model is relevant to the present study in terms of the following:

1. **Motivation for Innovation**:

The theory suggests that employees are motivated by the belief that their efforts will lead to desirable outcomes. In the context of intrapreneurship, this theory aligns with the idea that employees are more likely to engage in innovative and entrepreneurial activities if they believe that their efforts will lead to meaningful and rewarding outcomes within the organization.

2. **Performance and Rewards**

According to the theory, employees' perception of the link between their performance and the rewards they receive directly influences their motivation. In the context of intrapreneurship, this implies that if employees perceive that their innovative efforts and entrepreneurial activities are recognized and rewarded within the organization, they are more likely to engage in such behaviours.

3. **Risk-Taking and Initiative**

The theory's emphasis on individual perception and the link between effort, performance, and outcomes aligns with the intrapreneurial spirit, as it encourages employees to take calculated risks and show initiative, with the belief that their efforts can lead to positive outcomes for both themselves and the organization.

In essence, Porter and Lawler's Expectancy Theory underscores the importance of aligning employee efforts with meaningful outcomes and rewards, which resonates with the principles of intrapreneurship by emphasizing the connection between individual initiative, performance, and organizational success.

2.5 Intrapreneurship and Business Performance

Ahmed et al. (2020) define business performance as an organization’s ability to effectively create and deliver value to its customers and stakeholders. Business performance can be measured by using a combination of non-financial and financial indicators to assess the overall success of the organization. Some means of achieving this success is through creating and sustaining a competitive

advantage through constant creativity and innovation in the products and services offered by the organization (Gunay & Karabulut, 2018; Holt et al., 2007) suggest that the incorporation and adoption of CE principles in the running of the organization led to improved business performance.

The improvement in business performance can be experienced through the introduction of a diverse range of products as well as penetration into new markets which can be correlated to increased organization growth and increased profitability (Holt et al., 2007; Tseng & Tseng, 2019). CE has also been associated with the delivery of other intangible performance attributes at the employee level, such as increased employee knowledge, improved skills, improved employee engagement, and improved job satisfaction (Holt et al., 2007).

Thus, the conceptual model of corporate entrepreneurship for organizational performance explains the relationship between entrepreneurial activities and organizational success by providing a theoretical basis for understanding how fostering an entrepreneurial mindset and behaviour can lead to improved performance outcomes. For example, the model sometimes incorporates moderating and mediating factors such as organisational culture, leadership, resource allocation, and market conditions. These then influence the relationship between intrapreneurship and organisational performance.

2.6 Intrapreneurship, innovation, and sustainability

The relationship between innovation, intrapreneurship, and sustainability in the use of intrapreneurship in business agility and performance. The relationship between sustainability, intrapreneurship, and innovation when using intrapreneurship to enhance business agility and business performance is intertwined and impactful as innovation in the context of intrapreneurship within MultiChoice allows employees to create and implement creative solutions. This then leads to agility and an overall improved performance as innovation also allows the organisation to encapsulate a drive towards sustainability. Sustainability, in return, encompasses efforts to integrate into various aspects of

the business operations. This leads to the development of environmentally and socially responsible practices that also contribute to long-term business resilience and success. Together, these create a culture of agility and long-term sustained performance within the organisation while also fostering a culture of adaptability, responsible business practices (calculated risks), proactive problem-solving, and creativity among its employees rewards,

2.7 Intrapreneurship and Organisational Culture

Organisational culture is well known as the way of doing things within an organisation, it involves the shared values, norms, and things that define the modus operandi of organisations. From this study, it is being emphasized that organisations should adopt entrepreneurial behaviour and develop a supportive culture for employees specifically by top leadership which will result in higher business performance (Gunay & Karabulut, 2018). Otache & Mahmood (2015) have also worked on a framework that clarifies the relationship between intrapreneurship and business performance by introducing two variables namely the external environment and the organisational culture. In this case, the organisational culture is the facilitator and an internal variable of the CE activities and their relationship to business performance.

According to Bolbol (2018), organizational culture sets the tone for employee engagement with the knowledge that the employees are the ones adopting the culture, coming up with innovative ideas, and executing the mandate with the support of their management and top leadership. The emphasis on employee engagement and its relationship to the organisation’s productivity results in overall performance. Therefore, organisations that adopt intrapreneurship inspire employees to be more innovative, share ideas and voice out their opinions ensuring the organisation achieves astonishing growth both financially and operationally leading the organisation to sustainability and competitive advantage.

2.8 Conceptual framework of hypotheses

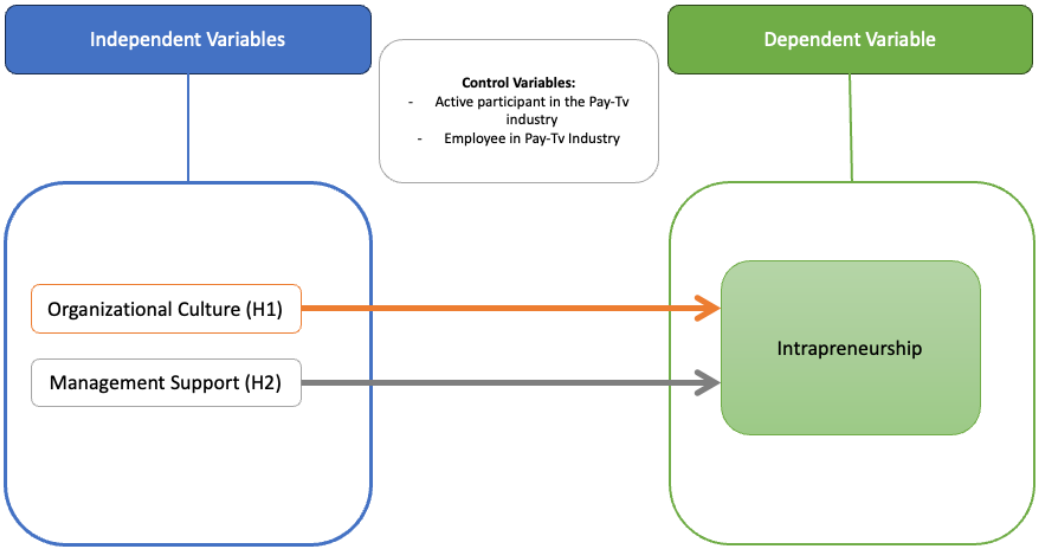

Figure 3: Conceptual framework

- ***Hypothesis 1***

Hypothesis 1: A positive relationship exists between the organisational culture and intrapreneurship

- ***Hypothesis 2***

Hypothesis 2 A positive relationship exists between management support and intrapreneurship

2.9 Conclusion of Literature Review

The study incorporated the notion of intrapreneurship as an enabler to improve performance within the video entertainment industry in the African Context. The study focused on the internal organisation factors that drive intrapreneurship. A conceptual model was developed and a conceptual framework hypothesised a positive relationship between the organisational internal factors and intrapreneurship. The next chapter focuses on the research methodology.

3 CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the research methodology that was implemented including the methodological concepts, the research paradigm, the research design, the data collection procedure, the population and sampling, the research instrument, data analysis, validity, reliability of the instrument, and ethical considerations.

3.2 Research Methodology /Paradigm

A research paradigm is meant to guide the researcher's endeavours (Lincoln, Lynham & Guba, 2011). The study is guided by the assumptions that are grounded on the post-positivist paradigm which is based on a scientific nature and quantitative approach using primary data (Creswell, 2013). This type of approach assumes that reality is solid and can be viewed from an unbiased view (Phillips, Phillips & Burbules, 2000). This is because the paradigm acknowledges the complexity of the world and the limitations associated with the pursuit of knowledge from a social perspective. Kivunja and Bawa Kuyini (2017) posit that post-positivism approaches research in a more flexible and reflective manner, as it acknowledges that all observations are fallible and theory laden. This means that researchers bring their own biases and perspectives to their studies or investigations thus influencing the outcome. As such Khaldi (2017) encourages researchers to engage in critical reflexivity, which will enable them to constantly examine their own biases assumptions, and perspectives. Thus, post-positivism puts emphasis on the provisional nature of knowledge by advocating for a critical realist approach that seeks to understand the underlying mechanisms and structures that generate observable phenomena.

Mat Roni, Merga and Morris (2020) highlight that post-positivism's concern is the study of knowledge and justified belief. The paradigm addresses those concerns by recognizing that knowledge is always mediated by social perceptions and interpretations. Singh (2022) Further, states that the post-positivism paradigm accepts that scientific theories can never be conclusively proven but can be

subjected to intensive testing and falsification. From this perspective, one can deduce that our understanding of the world is always partial and provisional however, there is an objective reality that exists independently of our perceptions. As such researchers must strive to develop increasingly accurate and reliable representations of this reality by making guesses and testing them to see if they hold. Kivunja and Bawa Kuyini (2017) posit that on an ontological basis, post-positivism adopts a more nuanced view of reality. This means that the paradigm acknowledges that reality is multilayered and that for one to fully understand social phenomena they must look beyond reductionist approaches. Khaldi (2017) posit that from an ontological perspective the paradigm highlights that there are underlying structures and mechanisms that cause observable events and behaviors. However, these structures are frequently not readily apparent but can be deduced through thorough and systematic examination. This perspective enables researchers to move beyond surface-level descriptions to uncover deeper causal relationships that shape social reality.

Therefore, to achieve this an online survey which was a self-administered questionnaire was taken as the appropriate and best-used technique for quantitative studies (Cooper & Schindler, 2014; Field, 2009). The quantitative approach to a phenomenon has two key advantages, the first being that it enables a researcher to methodically categorize, sum up, and illustrate observations. All these mechanisms and techniques are called descriptive statistics. Secondly, it enables the researcher to understand and conclude a sample that is studied in an identified population to derive conclusions that may be generalized to the whole population group (Cowles, 2005).

3.3 Research Design

The research design refers to the blueprint and overall strategy that you choose to integrate the different components of the study to effectively address the research problem and/or objective (Schindler, 2019). For this study, quantitative research design was used. An online survey and a self-administered questionnaire were administered in light of being identified as the best-used techniques for quantitative studies (Cooper & Schindler, 2014; Field, 2009). The

major advantage of this method is faster data collection in a cost-effective way to access participants. However, the disadvantages are that this type of method is lower in responses due to internet accessibility and sometimes availability of the respondents (Cooper & Schindler, 2014).

3.4 Population and Sample

3.1.1 Population

The population of the study comprises 271 employees of MultiChoice Group, although MultiChoice has a total of 7100 according to their business model (MutliChoice, 2024). However, the total number of employees at Multichoice includes a wide range of roles and departments. For this study, a specific subset of the overall employee population was targeted to ensure relevance and feasibility. As such the study focused on employees in roles that directly influence or are influenced by intrapreneurial activities and organisational culture. By focusing on a specific group of employees the study ensured that the data collected was relevant to the research questions, thereby increasing the validity and reliability of the findings. This population was based on full-time employees within different countries such as South Africa, Nigeria, Zambia, and Kenya which are some of the countries where MultiChoice operates.

3.1.2 Sample and sampling method

The sample entailed a percentage of employees and leaders within the organisations database. The randomly selected sample selected received and completed an online survey with specific questions on this study; the use of this methodology has been motivated by that it will speed up the collation of results without geographic boundaries and limitations Thus, the sampling frame used for the online survey will be stratified sampling, this will allow people from different departments of MultiChoice to be selected to partake in the study.

Table 1: Sampling of respondents

Description of respondent type	Number to be sampled
Specialist	62
Middle Management	45
Senior Management	21
Executive Management	12
Senior Executive Management	1

Data source: MultiChoice Group employee responses to the Qualtrics survey data

3.5 The research instruments

The research instruments have been evaluated in terms of reliability, validity, and practicality for the study. Validity looks at the extent to which the scale or measurement question measures what it is meant to measure. Reliability is about the accuracy of the measurement procedure while practicality investigates a variety of factors including the interpretability of the measurement (Schindler, 2019). Validity and reliability of the research instrument were conducted; this is done with the intention of measuring whether organizational factors and the factor structure in the data collecting are sound (Davis, 2006). Though Davis (2006) acknowledges that there is no universally accepted test for content validity, the author does test for validity using an array of methods. A study conducted by van Wyk and Adonisi (2012) stipulates that a score that is deemed acceptable is one that varies between 0.85 and 0.89.

The research instrument administered for this study was an online self-administered questionnaire which allowed privacy and fairness. The survey was conducted by approaching MultiChoice group employees and leaders to gain insights into entrepreneurial behaviour within the organisation (Morris et al., 2010; Urban & Wood, 2015).

3.6 Procedure for data collection

Upon receipt of approval from the MultiChoice group, a questionnaire was prepared and distributed electronically via email to the defined sample of the MultiChoice group; ensuring that the sample represented various levels within the organizations as well as respective genders.

3.7 Data analysis and interpretation

The data was collated and then imported to the Statistical Package for the Social Sciences Package (SPSS) which is a tool used to conduct quantitative data analysis on research data. A deductive analysis method for qualitative data was used; this method required a structured and predetermined approach. This means the student-built categories in advance for analysis, and then connections in the data were mapped to specific categories and stored as an Excel file.

The data was exported to SPSS where perceptions of intrapreneurship were assessed for the most prevalent perceptions and conducting Pearson correlation coefficient test to determine the relationship between intrapreneurship and organisational performance. This method is used to establish whether the variables are independent to prove a relationship (Schindler, 2019). Furthermore, regression analysis was conducted on the data collated to allow the prediction of organisation performance using corporate entrepreneurship scores.

3.8 Reliability

Reliability indicates the extent to which an instrument is consistent under different conditions to provide the same outcome. Reliability is therefore based on the consistency and precision of the results over time (Cooper & Schindler, 2014). The reliability of this study was tested.

3.9 Ethics

Ethics has been considered within the measuring instrument and when engaging with the participants. The survey information was also clearly explained to the participants before they participated in the survey. The participants had the option to give or withdraw consent for participation in the study. The participants'

information is kept confidential, used for this research purposes only and their responses were not misrepresented. The approval to conduct research was granted by the MultiChoice Group was obtained and the ethical certificate clearance was issued to ensure compliance with the ethics conditions during the research period by the researcher and ethics clearance was granted for this report.

3.10 Conclusion

The details of the research methodology, design, research paradigm, research design, data collection procedure, population and sampling, research instrument, data analysis, and ethical considerations were discussed in this chapter including the statistical method used. The next chapter discusses statistical analysis and presents the results.

4 CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

This chapter will present, analyze, and interpret the data gathered to address the study's research question. The study investigated intrapreneurship as a way to improve performance in the video entertainment industry. The chapter will present the study's quantitatively collected findings, which were analysed using descriptive statistics. This presentation will summarize the study's findings, with a focus on respondent demographics, organizational culture, managerial support, intrapreneurship, and corrective analysis.

The profile's demographic section focuses on the gender Composition, age distribution, and job levels of the respondents. Organizational culture is evaluated through the lenses of job autonomy and employee rewards. Management support, particularly in terms of organizational boundaries, is another critical area. Intrapreneurship is the study's dependent variable, which incorporates innovativeness. Finally, the corrective analysis section. All the main and subheading results will be presented in text with figures and percentages and represented graphically and in table format.

4.2 Demographic profile of respondents

The demographic data for the respondents is segmented into three levels; the first being a gender presentation, followed by an age split and concluded by the job level of the respondents.

i) Gender Composition of the Respondents

Reflecting on the gender setup of the study, the findings revealed that 70 (49%) of the participants were male, females were 72 (50.3%) and 1 (0.1%) preferred not to indicate their gender. Graphically presented in Figure 4 below.

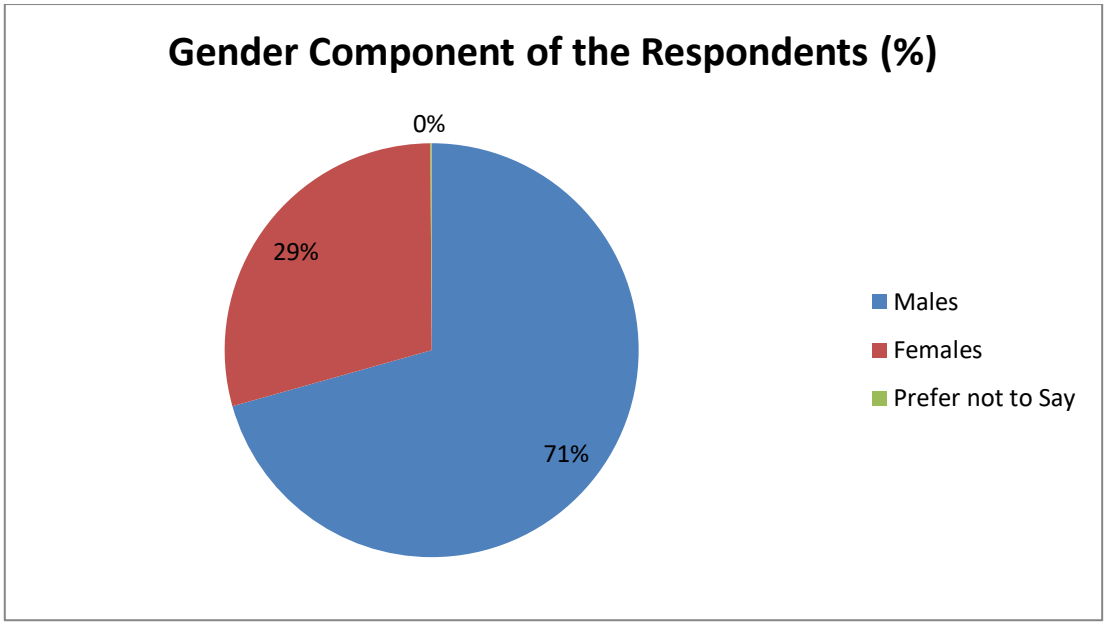

Figure 4: The respondent's gender composition

ii) Age of the Respondents

The age of the respondents who participated in the questionnaire survey revealed that most of the respondents were between 36 years and 45 years old. 67 (46.9%) were between 36-45 years, this was followed by 26-35 which had 48 (33.8%). 21 (14.8%) were between 46-55 years. Few of the respondents were between 18-25 years 5 (3.5%) and only 1 (0.1%) was older than 55 years.

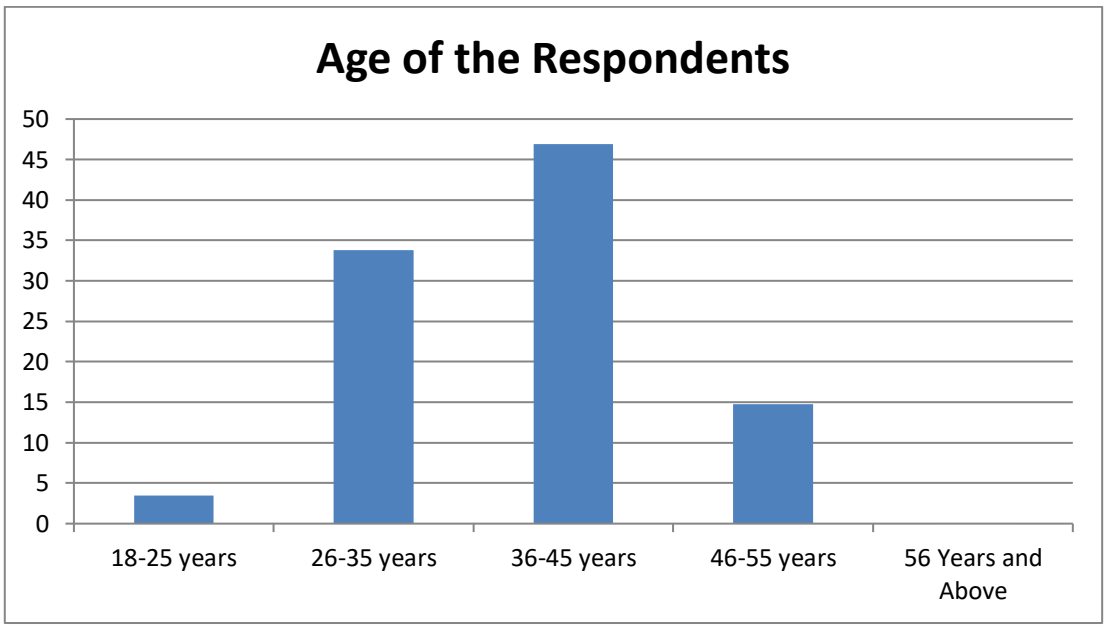

Figure 5: The distribution of the respondents age groupings

iii) Job Levels of the Respondents

There were five levels of job titles given, namely specialist, middle management, senior management, executive management, and senior executive management. Most of the respondents were specialists 62 (44.0%). This was followed by 45 (31.9%) who were in middle management; 21 (14.9%) who were in senior management, 12 (8.5%) who were in executive management, and 1 (0.1%) who were a senior executive. The results are shown graphically in Figure 6.

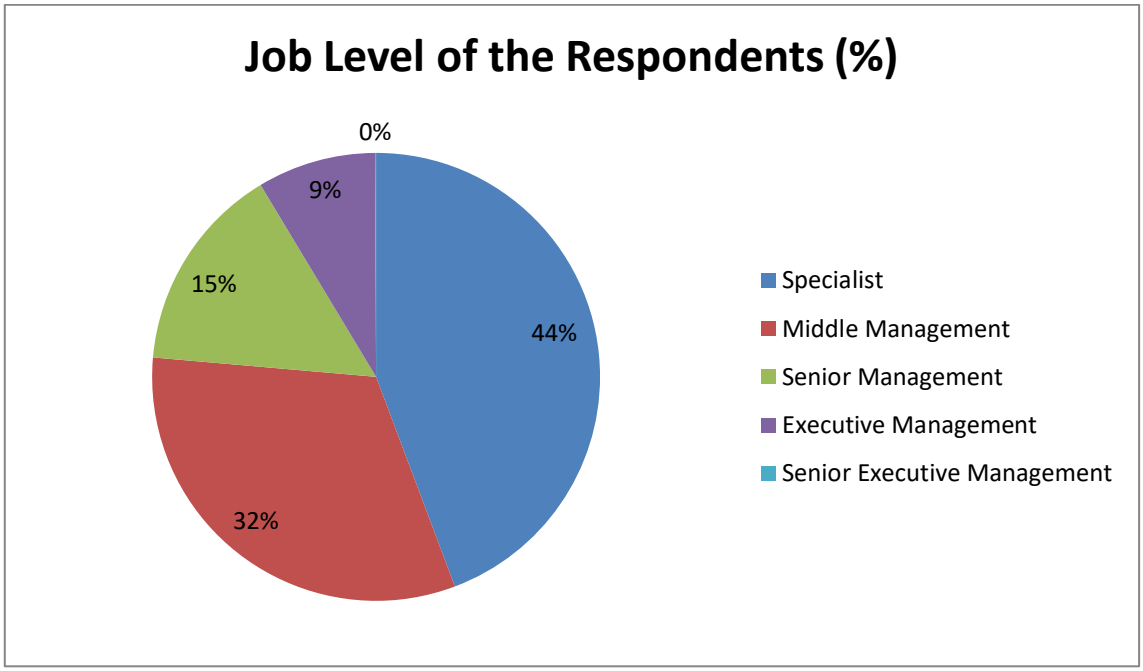

Figure 6: Distribution of the respondent's job level

4.3 Intrapreneurship

With integrating intrapreneurship and goal setting for staff can lead them to consider creativity as part of their key result areas. The results reveal that there were more employees who disagreed and were neutral than there were those who agreed. From the responses, 82 (60.3%) disagreed or chose not to agree or disagree, while 54 (39.7%) expressed various levels of agreement.

Innovativeness

The aspect of innovation and innovativeness within the organization was explored by first asking questions on the rate of innovativeness within the organisation pre-COVID-19 and during COVID-19. 57 (41.3%) indicated that the organization was innovative while 42 (30.4%) were strongly innovative during COVID-19. This gives a combined 71.7 % responses which points to a high level of innovativeness. This is compared to pre-COVID-19 which had 56 (40.6%) who indicated that the organization was innovative and 24 (17.4%) who stated that the organization was strongly innovative. This gives a 58% positive response on innovativeness against 71.7% during COVID-19. The results are presented below in Table 2.

Table 2: Level of Innovation and Innovativeness

	Not Innovative	**Somewhat**	**Acceptable Level**	**Innovative**	**Strongly Innovative**	**Total**
How do you rate the level of innovation in your organization pre-covid environment?		**19 (13.8%)**	**39 (28.3%)**	**56 (40.6%)**	**24 (17.4%)**	**138 (100%)**
How do you rate the level of innovation in your organization during Covid 19?	**2 (1.4%)**	**13 (9.4%)**	**24 (17.4%)**	**57 (41.3%)**	**42 (30.4%)**	**138 100**

In question 3.3 the study further sought elaboration on whether the impact of the COVID-19 pandemic increased the level of innovativeness in the organization. From the responses, most of the respondents agreed that COVID-19 had increased the level of innovation in the organization, with 109 (79.0%) having answered yes. Of the responses, 20 (14.5%) did not agree, while 9 (6.5%) indicated that they did not know. These findings are illustrated in Figure 7.

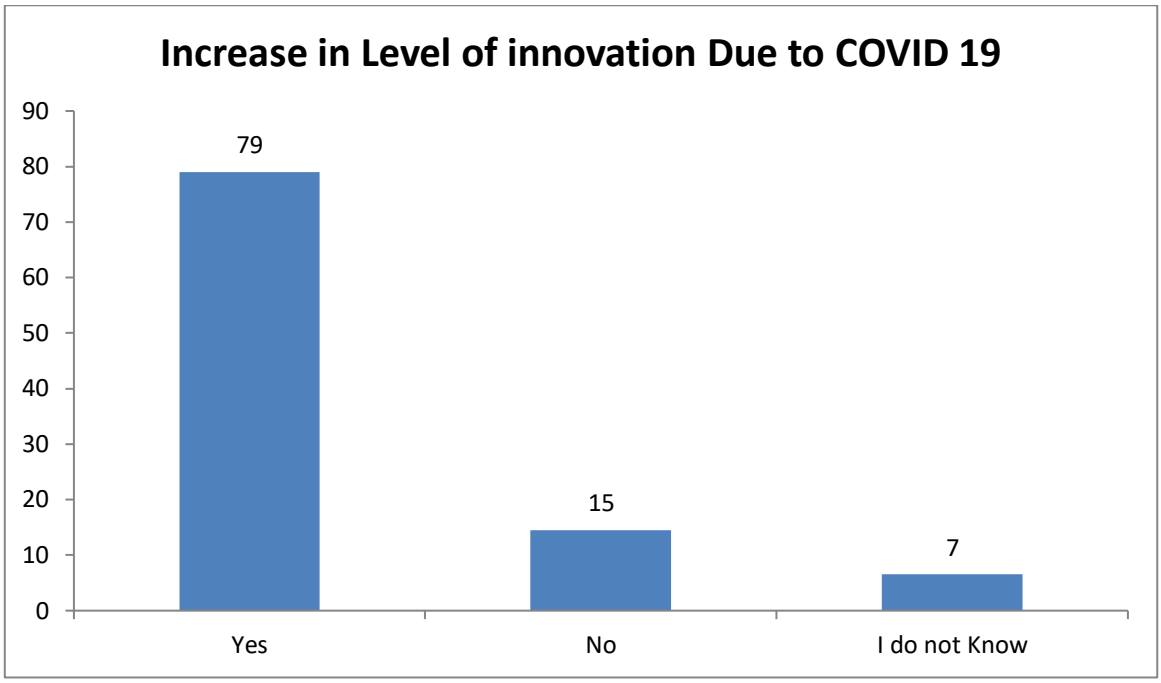

Figure 7: Increase in the level of innovation due to Covid 19

The study's findings reveal that the organization has a supportive culture that promotes and encourages employees to be creative as evidenced by 125 (89.9%) of the respondents having answered yes while 6 (4.3%) answered no and 8 (5.8%) indicated that there did not know if their organisation's culture encouraged innovation. The findings are illustrated in Figure 8.

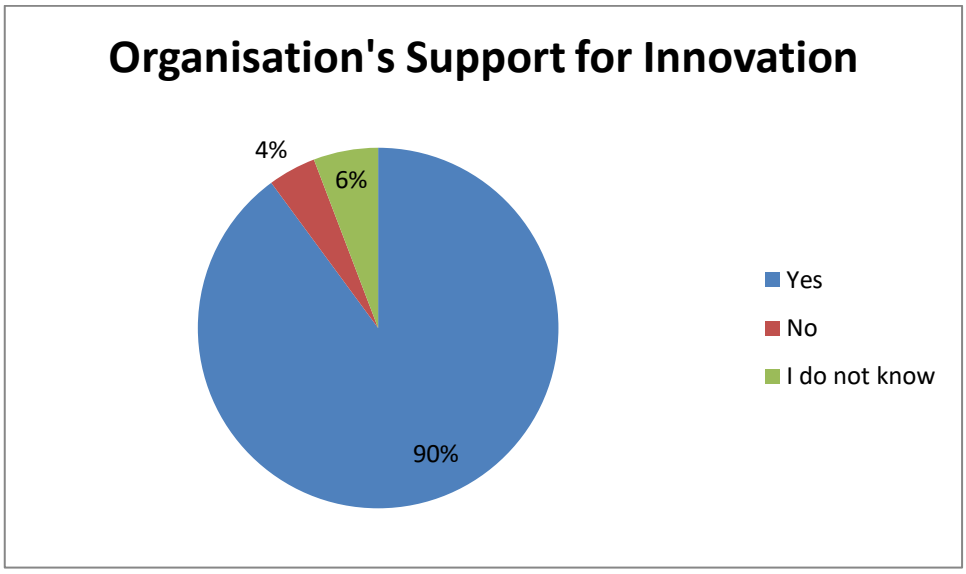

Figure 8: Organisation's Support for Innovation

4.4 Organisational culture

There were balanced responses with 51 indicating “sometimes” 51 (37.2%), the same responses were received most of the time. For the response “about half the time” there were 14 (10.2%). 16 (11.7%) of the respondents cited “always” while 3 (3.6%) indicated that the organization “never” explored their ideas. Figure 9 illustrates these findings.

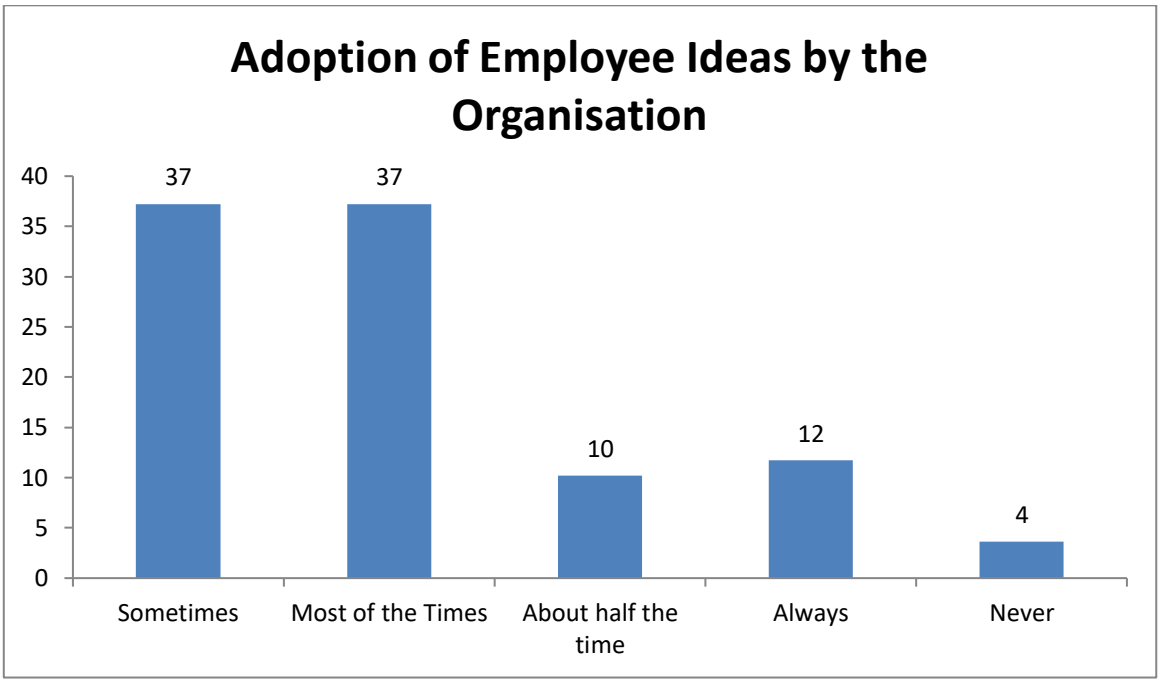

Figure 9: Adoption of Employee Ideas by the Organisation

4.5 Employee Reward

With regards to Multichoice rewarding employees for their innovative ideas. 32 (23.4%) strongly agreed, 53 (38.7%) agreed, and 29 (21.2%) somewhat agreed. Those who neither agreed nor disagreed, somewhat disagreed, and disagreed made a total of 23 (16.8%). Also illustrated in Table 3 Organisations rewards for innovation.

Table 3: Organisation's Rewards for Innovation

In this organization, innovation is rewarded	Strongly Agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat Disagree	Disagree	Total
Frequency	32	53	29	10	7	6	
Percentage	23.4	38.7	21.2	7.3	5.1	4.4	

In question 4.2 the researcher wanted to determine if employees who come up with new ideas are rewarded by themselves. Of the 137 responses, 108 (78.8%) responses agreed 13 (9.5%) neither agreed nor disagreed and 16 (11.7%) disagreed.

4.6 Management Support

The respondents were asked if management accepted suggestions from the employees. From the response, 29 (21.3%) management always accepted suggestions, while 53 (25.7%) indicated that it was most of the time, 15 (11.0%) stated that about half the time, 35 (25.7%) cited 'sometimes' and 4 (0.9%) believed management 'never' accept ideas.

This section of the study further sought to establish if 'management helps employees to get their job done by removing obstacles and roadblocks'. 37 (27.2%) cited 'always', 51 (37.5%) indicated most of the time, 21 (15.4%) stated about half the time, and 26 (19.1%) believed management sometimes helped employees. Only one person indicated that management never assisted employees. With regards to management that facilitates the implementation of innovation and creativity, the results reveal, that 22 (16.3%) strongly agreed, 59 (43.7%) agreed and 34 (25.2%) There were 10 (7.4%) chose to remain neutral, and a few who did not believe in the claim that management supports new projects and ideas. This was shown by 2 (1.5%) who strongly disagreed, 3 (2.2%) who agreed, and 5 (3.7%) who somewhat agreed.

The study further sought to establish if “Senior management were aware and interested in employees’ ideas and suggestions”. 108 (80.6%) of the respondents supported this notion, of this 20 (14.9%) strongly agreed, 51 (38.1%) agreed and 37 (27.6%) somewhat agreed. There were 17 (12.7%) who chose to be neutral. Few of the respondents disagreed with 9 (6.6%) expressing various levels of disagreement.

4.7 Autonomy of work

The concept of work discretion was explored through various questions meant to determine the extent to which employees were allowed work discretion by the organization by looking at the levels at which employees agreed or disagreed with the given statements. The findings are tabulated in Table 4 below.

Table 4: Work Discretion

	Strongly Agree	Agree	Somewhat Agree	Neither agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
This organization provides employees a chance to be creative and try new methods of doing their jobs	25 (18.7%)	48 (35.8 %)	27 (20.1%)	17 (12.7%)	9 (6.7)	5 (3.7%)	3 (2.2%)
Employees are encouraged to solve problems creatively	25 (18.7%)	61 (45.5 %)	28 (20.9%)	12 (9.0%)		3 (2.2%)	1 (0.07%)
Management supports new projects and ideas	22 (16.3%)	59 (43.7 %)	34 (25.2)	10 (7.4%)	5 (3.7%)	3 (2.2%)	2 (1.5%)

	Strongly Agree	Agree	Somewhat Agree	Neither agree nor Disagree	Somewhat Disagree	Disagree	Strongly Disagree
Senior management is aware and receptive to employee's ideas and suggestions	20 (14.9%)	51 (38.1 %)	37 (27.6%)	17 (12.7%)	3 (2.2%)	3 (2.2%)	3 (2.2%)
Work teams/groups communicate well in this organization	28 (20.9%)	60 (44.8 %)	33 (24.6%)	8 (6.0%)	2 (1.5%)	3 (2.2%)	
In this organization, employees are empowered to choose what they work on	7 (5.2%)	26 (19.4)	25 (18.7%)	36 (26.9%)	18 (13.4%)	15 (11.2%)	7 (5.2%)
Our organisation is quick to adapt to improved work methods	25 (18.8%)	47 (34.8 %)	27 (20.0)	12 (8.9%)	13 (9.6%)	9 (6.7%	2 (1.5%)

The respondents were first asked if the organization provides employees with a chance to be creative and try new methods of doing their jobs. From the 134 responses, 25 (18.7%) strongly agreed, 48 (35.8%) agreed and 27 (20.1%) somewhat agreed, giving the total of the respondents who agreed to 100 (74.6%). The respondents who chose to remain neutral by either agreeing or disagreeing were 17(12.7%) and those who strongly agreed were 3 (2.2%), while 5 (3.7%) disagreed and 9 (6.7%) somewhat agreed. This gives the percentage response of those who disagreed as 12.6%.

4.8 Organisational Boundaries

The aspect of organizational boundaries was explored to establish the extent to which they influence intrapreneurship. The respondents were first asked the extent to which they agreed with the assertion that “employees are clear on what is expected from them. 41 (31.1%) strongly agreed, 64 (48.5%) agreed and 16 (21.1%) somewhat agreed and this gave a total of 121 (91.7%) of those who agreed. Few respondents chose to disagree with 1 (0.1%) strongly disagreeing, 6 (4.5%) agreeing and 3 (2.3%) somewhat agreeing. Only 1 (0.1%) chose to remain neutral and neither agreed nor disagreed.

4.9 Correctional Analysis

Below are table illustrations results of the multivariate tests looking at intrapreneurship and management support; tests of between-subjects effects for intrapreneurship and management support; and correlations.

Table 5: Multivariate tests effects on intercept and intrapreneurship

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.971	1865.777[b]	2.000	111.000	<.001
	Wilks' Lambda	.029	1865.777[b]	2.000	111.000	<.001
	Hotelling's Trace	33.618	1865.777[b]	2.000	111.000	<.001
	Roy's Largest Root	33.618	1865.777[b]	2.000	111.000	<.001
intrapreneurship	Pillai's Trace	.611	3.078	32.000	224.000	<.001
	Wilks' Lambda	.437	3.553[b]	32.000	222.000	<.001
	Hotelling's Trace	1.177	4.045	32.000	220.000	<.001
	Roy's Largest Root	1.074	7.519[c]	16.000	112.000	<.001

a. Design: Intercept + intrapreneurship
b. Exact statistic
c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Table 6: Tests of between-subjects effects sources being corrected model, intercept, errors, intrapreneurship, total and corrected total

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	innovation	496.299[a]	16	31.019	5.901	<.001
	Reward	290.953[b]	16	18.185	3.955	<.001
Intercept	innovation	16424.662	1	16424.662	3124.824	<.001
	Reward	6795.319	1	6795.319	1478.038	<.001
intrapreneurship	innovation	496.299	16	31.019	5.901	<.001
	Reward	290.953	16	18.185	3.955	<.001
Error	innovation	588.693	112	5.256		
	Reward	514.923	112	4.598		
Total	innovation	36885.000	129			
	Reward	16327.000	129			
Corrected Total	innovation	1084.992	128			
	Reward	805.876	128			

a. R Squared = .457 (Adjusted R Squared = .380)
b. R Squared = .361 (Adjusted R Squared = .270)

Table 7: Correlations

		innovation	Reward	intrapreneurship
innovation	Pearson Correlation	1	.517**	.591**
	Sig. (2-tailed)		<.001	<.001
	N	132	131	129
Reward	Pearson Correlation	.517**	1	.512**
	Sig. (2-tailed)	<.001		<.001
	N	131	137	135
intrapreneurship	Pearson Correlation	.591**	.512**	1
	Sig. (2-tailed)	<.001	<.001	
	N	129	135	136

**. Correlation is significant at the 0.01 level (2-tailed).

Table 8: Multivariate tests effects on intercept and management support

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.950	1205.709[b]	2.000	126.000	<.001
	Wilks' Lambda	.050	1205.709[b]	2.000	126.000	<.001
	Hotelling's Trace	19.138	1205.709[b]	2.000	126.000	<.001
	Roy's Largest Root	19.138	1205.709[b]	2.000	126.000	<.001
management_support	Pillai's Trace	.515	6.293	14.000	254.000	<.001
	Wilks' Lambda	.536	6.582[b]	14.000	252.000	<.001
	Hotelling's Trace	.770	6.871	14.000	250.000	<.001
	Roy's Largest Root	.614	11.138[c]	7.000	127.000	<.001

a. Design: Intercept + management_support

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Table 9: Tests of between-subjects effects sources being corrected model, intercept, errors, management support, total, and corrected total.

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	intrapreneurship	641.424[a]	7	91.632	8.707	<.001
	Reward	261.045[b]	7	37.292	8.398	<.001
Intercept	intrapreneurship	14289.360	1	14289.360	1357.834	<.001
	Reward	8699.552	1	8699.552	1959.123	<.001
management_support	intrapreneurship	641.424	7	91.632	8.707	<.001
	Reward	261.045	7	37.292	8.398	<.001
Error	intrapreneurship	1336.502	127	10.524		
	Reward	563.948	127	4.441		
Total	intrapreneurship	27467.000	135			
	Reward	17138.000	135			
Corrected Total	intrapreneurship	1977.926	134			
	Reward	824.993	134			

a. R Squared = .324 (Adjusted R Squared = .287)

b. R Squared = .316 (Adjusted R Squared = .279)

4.10 Conclusion

In the results section, we presented and analyzed data on respondents' demographic profiles, organizational culture, management support, intrapreneurship, and correctional analysis. We provided figures and percentages, and the data was visually represented using graphs and tables. Moving forward, we will go over the findings in greater depth. This entails interpreting the findings, identifying patterns or trends, and discussing their implications. We will also investigate the implications of these findings for the organization and how they relate to existing literature or theories. This discussion will provide a better understanding of the study's findings and potential impact.

5 CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

In this chapter, we will examine and evaluate the data from the respondents' demographic profile, corporate culture, managerial support, and intrapreneurship. Demographic Profile of Respondents: We will analyze the gender makeup, age distribution, and employment levels of the respondents, highlighting any significant patterns or gaps.

Organizational Culture: Our analysis will focus on views of work autonomy and employee reward inside the organization, as well as their influence on employee happiness and organizational success. manager assistance: We will investigate the level of manager assistance, particularly within organizational boundaries, and its impact on employee engagement and creativity.

Intrapreneurship: This section will look at respondents' levels of intrapreneurship, such as their innovativeness and willingness to take chances, and how these qualities influence organizational performance. Throughout this chapter, we will compare our findings to current literature and theories to gain a thorough knowledge of the implications of our findings and their value to the organization.

5.2 Demographic profile of respondents

The demographic data for the respondents is segmented into three levels; the first being a gender presentation, followed by an age split and concluded by the job level of the respondents.

i) Gender Composition of the Respondents

Considering the study's gender configuration, the results showed that, of the total number of participants, 70 (49%) identified as male, 72 (50.3%) as female, and 1 (0.1%) as preferring not to disclose their gender. The distribution shows that the participants' gender representation is generally balanced.

MultiChoice's gender balance indicates that the company has made progress in fostering inclusivity and diversity. Fair gender representation can help create a more welcoming workplace where all viewpoints are respected and considered when making decisions. Employee happiness and organizational performance may eventually increase because of this.

The presence of those who wished to remain anonymous about their gender emphasizes how crucial it is to respect people's right to privacy and discretion when disclosing personal information. It also emphasizes how important it is for businesses to foster an inclusive atmosphere where people of all gender identities are treated with dignity and respect.

ii) Age of the Respondents

The findings reveal that most of the employees have long service with MultiChoice if they decide to stay and this represents a potential for innovativeness among the employees as they can come up with new ideas. They can create a niche as they are still young and energetic. The findings also show that MultiChoice integrates people of younger ages with other ages, and this can assist in passing on the organisation’s culture to the younger generation.

iii) Job Levels of the Respondents

An examination of the participants' job levels in further detail showed that they were distributed hierarchically among five levels: specialist, middle management, senior management, executive management, and senior executive management. According to the data, there are fewer posts at higher levels of authority and the organization is pyramid-shaped. 62 respondents (40.0%) of the sample, identified as specialists. Middle management came next, with 45 people (31.9%), then senior management, with 21 people (14.9%), executive management, with 12 people (8.5%), and senior executive management, with 1 person (0.1%).

The large number of specialists at MultiChoice offers an opportunity for innovation, as specialists frequently have unique skills and knowledge that can lead to new ideas and approaches. Furthermore, the presence of managerial positions suggests a structure that encourages corporate entrepreneurship, making them an appropriate target audience for our study.

5.3 Intrapreneurship

The findings imply that while the organization supported entrepreneurship activities within the organization, intrapreneurship was not integrated as part of the goal setting for employees. Tseng and Tseng (2018) observed that entrepreneurship in the organization can be stimulated when employees are involved in the goalsetting of the organization. Intrapreneurship involves creativity and innovation, and organizations should have systems in place to foster entrepreneurship. When asked if the organization has systems in place to actively develop creativity and innovation, most of the respondents agreed, 96 (70.1%), while 41 (29.9%) did not agree that the organization has systems or whose to be neutral. The provision of organizational systems can encourage innovation and creativity and its implementation in the organization.

Corporate entrepreneurship rests on employees who are willing to take calculated risks for the benefit of the organization. Asked whether employees are encouraged to take risks, the majority, 82 (59.8%) believed that risk-taking was encouraged, 25 (18.2%) chose to remain neutral and 30 (21.9%) disagreed. This implies that the organization allowed employees to take risks and come up with new ideas. However, the findings point to the fact that this may not be fully communicated or explored across the organization as evidenced by several responses that were neutral or did not agree. Abdissa et al. (2021) observed that risk-taking is crucial in entrepreneurship if the organisation is to survive in a volatile environment. It should be communicated to everyone so that they are aware that they are encouraged to take risks through creativity.

Innovativeness

Innovation and innovativeness signify the incessant flow of new ideas in the company creating change and adding value. COVID-19 presented a challenge for organization and being innovative was the only means for survival in a challenging environment where businesses came to a standstill. These findings reveal that the organization had increased its innovativeness and may point to the fact that during COVID 19 the organization was constantly looking out for new ideas to improve its products and services. This is in line with the assertions by Kuratko et al. (2014) who argued that organizations need to continually innovate in terms of products services and routines.

Ravjee and Mamabolo (2019) in their study found that organization had to increase the level of service innovation to remain competitive in a changing environment. The findings also imply that the organization was not innovative in some of the departments as given by the negative responses. This may point out the need to integrate entrepreneurial activities across the organization The increase in innovation during COVID-19 may be attributed to the fact that uncertain times require organizations to take proactive measures and be innovative to stay ahead of their competitors. MultiChoice had to find ways to stay relevant and add value to its business by coming up with new ventures.

Abdissa et al. (2021) in their study on the effects of corporate entrepreneurship on organizational performance in small and medium enterprises, concluded that organizations should add value to their business by being innovative, being proactive, and taking risks. This will enable the organization to remain competitive in a changing environment.

5.4 Organisational Culture

The organizational culture is important in the success of corporate entrepreneurship ventures as it reflects the values of the organization that support corporate entrepreneurship. A culture of innovation is embedded in the overall organizational culture. The findings in this study are in consonance with the

findings by Bolbol (2018) who concluded that organizational culture sets the tone for employee engagement. Employees are motivated to come up with innovative ideas if there is a supportive environment.

The study further sought to explore if the organization explored the ideas that are put across by employees. Adopting ideas that are put forward by employees can encourage them to increase their level of innovation. These findings reveal that employee's creativity was accepted in some instances, but this is not always the case. These findings contradict earlier findings in this study where the employees indicated that the culture of the organization encouraged innovation. The study further contradicts findings by Asabi (2017) who discovered that most of the respondents believed that their organization was quick to adopt and practice the work methods developed by workers. Failure by an organization means that the employees will not repeat their innovative behaviours.

5.5 Employee Reward

The aspect of rewards and recognition as an enabler of corporate entrepreneurship was explored to determine if the organization rewarded employees. If employees are rewarded, they may be motivated and willing to take risks and come up with innovative ideas. The positive responses imply the existence of a reward system for employees. Rewards are a prerequisite for motivation and a driver for innovation. This is in line with the argument by Ravjee and Mamabolo (2019) that rewards are necessary for corporate entrepreneurship drives to sustain creativity. Incentives and recognition encourage employees to exhibit entrepreneurial behaviours.

5.6 Management Support

The study went on to explore the assertion that "management supports new projects and ideas" as management should support new ideas raised by employees in favour of innovation. The findings imply that the organization supported intrapreneurship evidenced by its support of new projects and ideas. This supports the assertion by Tseng and Tseng (2018) that corporate

entrepreneurship embraces organizational growth through developing innovative ideas and products. Allowing employees to have the opportunity to develop new ideas and projects can be beneficial to the organization.

5.7 Autonomy of work

The findings imply that employees were free to be innovative and this is an ingredient that can breed intrapreneurship. Kurtako et al. (2014) argued for the development of an independent working environment where employees are free to try new ideas. This can encourage entrepreneurship behaviours. The assertion that “employees are encouraged to solve problems creatively “, had most of the respondents agreeing more than those who disagreed or chose to be neutral. The findings reveal that management encouraged employees to solve their problems creatively.

This was evidenced by 25 (18.7%) who strongly agreed, 61 (45.5%) who agreed, and 28 (20.9%) who somewhat agreed. Neutral claims were 12 (9.0%) from the respondents who chose to neither agree nor disagree. There were few respondents who chose to disagree, with 1 (0.1%) strongly disagreeing, 3 (2.2%) disagreeing, and 4 (3.0%) somewhat agreed. These findings imply that allowing employees to solve problems on their own requires a significant level of trust between management and employees and this seemed to be the case in this organization. Kurtako et al. (2014) and Hornsby et al. (2009) advocated for trust between management and employees to allow employees to experiment and implement new ideas that promote innovation.

The findings, however, contradict the findings by Ravjee and Mamabolo (2019) who found that work discretion was not significant in predicting innovation as management involvement is needed to minimize failure which can be costly. This requires a balance between management involvement and employee autonomy. Employees should be able to make decisions on non-routine tasks based on the situation at that time.

Team structure was also explored in terms of work discretion as teach structure often works semi-autonomously. The assertion that ‘work teams/groups communicated well in the organization” pointed to a positive work relationship between teams/groups in the organization. From the findings, 28 (20.9%) of the 134 respondents strongly agreed, 60 (44.8%) agreed and 33 (24.6%) somewhat agreed. 8 (6.0%) chose to neither agree nor disagree while 3 (2.2%) disagreed and 2 (1.5%) somewhat disagreed. The findings support the views of Kurtako et al. (2014) that teams can be used to build on the organisation’s strengths and potential areas for growth. Communication is thus essential to get teams to work together and increase productivity as well as encourage innovation.

The claim that “in this organization, employees are empowered to choose what they work on”, was met with mixed responses. The total number of respondents who chose to remain neutral, 3. (26.9%) together with those who chose to disagree 40 (29.9%) was more than those who agreed with the claim. There were 7 (5.2%) who strongly agreed, 26 (19.4%) who agreed and 25 (8.7%) who somewhat agreed. This gives 50 (37.3%) of this in agreement which is significantly less than those who were neutral or chose to disagree. This implies that employees were not in total control, and it may be attributed to what Thebethe (2019) considered to be the need for management to be in control as they are responsible for the final business outcome.

“Our organization is quick to adapt to new and improved work methods”, had more respondents who agreed than those who disagreed. From the findings, 25 (18.8%) were in strong agreement, 47 (34.8%) agreed and 27 (20.0%) somewhat agreed. Of the respondents, 12 (8.9%) chose to neither agree nor disagree while 2 (1.5%) strongly disagreed, 9 (6.7%) disagreed and 13 (9.6%) somewhat disagreed. This implies that the organisation was responsive to suggested new work methods. Innovation leads to new work methods and if employees are provided with a flexible and semi-independent environment, they can freely come up with new work methods (Kurtako et al., 2014).

5.8 Organisational boundaries

The findings are in consonance with the assertion by Tseng and Tseng (2018) that when employees know what is expected of them, they can freely, and this encourages innovative behaviours. Clear expectations are translated through clear procedures, standardization, and written rules. Ravjee and Mamabolo (2019) found out that these were necessary so that employees were aware of their roles. It will remove uncertainty and confusion in performing tasks. The aspect of organizational boundaries was further explored to ascertain if “employees' job description specified standard performance on which their work is evaluated”.

From the findings the majority agreed with 32 (24,0%) strongly agreeing, 71 (53.4%) agreeing, 16 (12.0%) somewhat agreed and 5 (3.8%) neutral. Few respondents 4 (3.0%) somewhat disagreed while 5 (3.8%) disagreed. This implies the existence of established standard job descriptions which determine the expected performance of the employees. The existence of standard job descriptions does not provide room for experimentation which prevents the creation of new business processes. Thebethe (2019) argued that innovation rests on the willingness to change work processes and adopt creative processes.

The study further sought to ascertain if “employees are aware of the level of performance that is expected of them in terms of amount, quality and timeliness of output”. Indications are that most of the respondents agreed with this claim. There were 41 (3.0.6%) who strongly agreed, 65 (48.5%) who agreed, and 19 (14.2%) who somewhat agreed. Few of the respondents were not in favour of the claim, with 1 (0.1%) choosing to remain neutral by neither agreeing nor disagreeing while 5 (3.7%) somewhat agreed, 2 (1.5%) disagreed and 1 (0.1%) strongly disagreed. This supports the assertions by Ravjee and Mamabolo (2017) that performance can be clearly measured if employees follow clear guidelines.

5.9 Correlation Analysis

iv) Multivariate tests effects on intercept and intrapreneurship

A multivariate analysis of variance (MANOVA) was conducted to assess the impact of intercept and intrapreneurship on the dependent variables as summarised in Table 5 above. The overall multivariate effect was statistically significant, Wilks' Lambda = 0.029, $F(2,111)=1865.777$, $p<0.001$, indicating a significant difference in the combined dependent variables between groups. The intercept-only model demonstrated a substantial multivariate effect, Pillai's Trace = 0.971, $F(2,111)=1865.777$, $p<0.001$. Post-hoc analyses using specific measures (Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) all supported the presence of a significant effect.

Intrapreneurship also exhibited a significant multivariate effect, Pillai's Trace = 0.611, $F(32, 224) = 3.078$, $p<0.001$. Subsequent analyses using different measures (Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) consistently confirmed the significance of the intrapreneurship variable. The combination of intercept and intrapreneurship significantly influenced the dependent variables, indicating an interaction effect, Wilks' Lambda = 0.437, $F(32, 222) = 3.553$, $p<0.001$. The analysis employed exact statistics, ensuring precision in the examination of group differences.

v) Tests of between-subjects effects sources being corrected model, intercept, errors, intrapreneurship, total, and corrected total

A series of analyses of variance (ANOVA) were conducted to assess the impact of intrapreneurship on the dependent variables, specifically innovation and reward as summarized in Table 6 above. The corrected model for innovation was statistically significant, $F(16,112) = 5.901$, $p<0.001$, indicating that the combination of predictor variables significantly explained the variance in innovation. Intrapreneurship, as a factor, contributed significantly to innovation, $F(16,112) = 5.901$, $p<0.001$. The intercept and reward also independently made

substantial contributions to explaining innovation, with high F-values and significance levels ($p<0.001$).

Similar results were observed for the reward variable. The corrected model for reward was statistically significant, $F(16,112) = 3.955$, $p<0.001$, signifying the collective influence of predictor variables on reward. Intrapreneurship significantly affected reward, $F(16,112) = 3.955$, $p<0.001$. Moreover, the intercept and reward, when considered independently, exhibited substantial contributions to explaining variance in reward ($p<0.001$). For innovation, the adjusted R-squared value was 0.380, indicating that the model accounts for 38.0% of the variance after adjusting for the number of predictors. Similarly, for reward, the adjusted R-squared value was 0.270, suggesting that 27.0% of the variance in reward is explained by the model.

vi) Correlations

The correlation analysis revealed significant relationships among the variables: Innovation and Reward as summarized in Table 7 above. The Pearson correlation coefficient between innovation and reward was 0.517 ($p<0.001$), indicating a moderate positive association between these two variables. Innovation and Intrapreneurship: The correlation between innovation and intrapreneurship was 0.591 ($p<0.001$), suggesting a strong positive relationship. This implies that higher levels of intrapreneurship are associated with increased innovation.

Reward and Intrapreneurship: The correlation coefficient between reward and intrapreneurship was 0.512 ($p<0.001$), indicating a moderate positive correlation. This suggests that higher levels of intrapreneurship are linked to greater rewards within the organizational context.

vii) Multivariate test's effects on intercept and management support

A multivariate analysis of variance (MANOVA) was conducted to assess the impact of intercept and intrapreneurship on the dependent variables as

summarized in Table 8 above. The overall multivariate effect was statistically significant, Wilks' Lambda = 0.05, F(2,126) = 1 205.7, p<0.001, indicating a significant difference in the combined dependent variables between groups. The intercept-only model demonstrated a substantial multivariate effect, Pillai's Trace = 0.95, F(2,126) = 1205.709, p<0.001. Post-hoc analyses using specific measures (Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) all supported the presence of a significant effect.

Management support also exhibited a significant multivariate effect, Pillai's Trace = 0.515, F(14,254) = 6.293, p<0.001. Subsequent analyses using different measures (Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root) consistently confirmed the significance of the management support variable. The combination of intercept and management support significantly influenced the dependent variables, indicating an interaction effect, Wilks' Lambda = 0.536, F(14,252) = 6.582 p<0.001. The analysis employed exact statistics, ensuring precision in the examination of group differences.

viii) Tests of between-subjects effects sources being corrected model, intercept, errors, management support, total, and corrected total.

A series of analyses of variance (ANOVA) was conducted to assess the impact of management support on the dependent variables, specifically intrapreneurship and reward as summarized in Table 9 above. The corrected model for management support was statistically significant, F(7,127) = 8.707, p<0.001, indicating that the combination of predictor variables significantly explained the variance in intrapreneurship. Management support, as a factor, contributed significantly to reward, F(7,127) = 8.398, p<0.001. The intercept and reward also independently made substantial contributions to explaining intrapreneurship, with high F-values and significance levels (p<0.001). Similar results were observed for the reward variable.

The corrected model for intrapreneurship was statistically significant, F(7,127) = 8.707, p<0.001, signifying the collective influence of predictor variables on

reward. Management support significantly affected intrapreneurship, $F(7,127) = 8.707$, $p<0.001$. Moreover, the intercept and reward, when considered independently, exhibited substantial contributions to explaining variance in reward ($p<0.001$). For intrapreneurship, the adjusted R-squared value was 0.279, indicating that the model accounts for 27.9% of the variance after adjusting for the number of predictors.

5.10 Discussion pertaining to Hypothesis 1: The relationship between intrapreneurship and organizational culture.

Hasanoglu (2004) defines Organizational culture as shared values, beliefs, customs, attitudes, and behaviors that characterize an organization. Karcioglu (2001) furthers this stating that organizational culture represents the unwritten rules and norms that guide how individuals within the organization interact with each other and with external stakeholders. As such organizational culture forms a powerful tool that aids in influencing the way employees think, act, and make decisions, ultimately shaping the organization's identity and its approach to various aspects of work. Therefore, organizational culture has become important as it can lead to organizations developing new practices and strategies to achieve and maintain organizational success.

One such technique that organizations have employed is the encouragement of innovation, McGowan and Hu, (2014) support this stating that innovation plays a key role in economic and social development. Hence, innovation is the main driver of economic growth and competitiveness in an organisation. Aksay (2011) posits that in the adoption of innovation, intrapreneurship activities become evident for an organization to achieve sustainability. Uzkurt and Sen (2012) further this by stating that the development of intrapreneurship to achieve organizational goals and objectives requires the organization to foster an environment that is primed for the existence of employees who seek opportunities and innovation to adapt to a changing risky environment.

From the results obtained in this study, it is evident that the participants believe that there is a relationship between an organizational culture that focuses on innovation and reward with intrapreneurship. This is supported by the significant Pearson correlation coefficient of 0.519, $p<0.001$ between innovation and intrapreneurship, and 0.512, $p<0.001$ between reward and intrapreneurship. Baruah and Ward (2015) posit that a positive correlation between innovation and intrapreneurship underscores the importance of a shared vision and values within an organization.

This is because intrapreneurship, characterized by employees taking initiative and pursuing innovative ideas, thrives in an organizational culture that fosters a common understanding of the goals and values (Blanka, 2018). As such it is evident that when employees resonate with the organization's vision, they are more likely to channel their intrapreneurial spirit towards innovation that aligns with the organization's objectives. Although, innovation may lead to positive outcomes. McDowells (2017) posits that a hyper-focus on innovation might inadvertently stifle diverse forms of intrapreneurial activities that do not align with traditional innovation metrics.

Odor (2018) furthers this stating that the misalignment in innovation metrics may lead to inconsistencies in feedback processes which may impede the success of intrapreneurial activities. As such it is essential for organizations to strike a balance, valuing intrapreneurial initiatives beyond conventional innovation measures. This will enable the organization to establish a clear and consistent feedback mechanism that can enhance the efficacy of intrapreneurship, thus encouraging a more supportive and conducive environment. Nystrom (2012) highlights that intrapreneurship in its nature involves a degree of risk-taking, experimentation, and stepping into uncharted territories.

A positive correlation with innovation suggests that organizational cultures supporting intrapreneurship tend to foster an environment where calculated risks are encouraged rather than deterred (Parker, 2011). Thus, this cultural attribute enables innovation, as employees feel empowered to explore ideas without fear of punishment. As such this leads to a more dynamic and inventive organizational

environment. Furthermore, the positive relationship between intrapreneurship and innovation emphasizes the role of empowerment and autonomy within the organizational culture. Agilar et al. (2019) posit that when employees are given the freedom to explore and implement their ideas it cultivates intrapreneurship and fuels a culture of innovation.

This suggests that organizations fostering intrapreneurship are likely to provide employees with the autonomy needed to innovate resulting in a mutually reinforcing dynamic. On the other hand, Alessandri (2015) highlights that there is a risk of resource mismanagement or overcommitment which can be associated with increased intrapreneurial activities and innovation. Therefore, there is a need for organizations to strike a balance to prevent potential conflicts between sustaining operations and fostering innovation. Therefore, it is evident that future research endeavours should delve into the nuances of organizational culture, considering variations across industries, regions, and organizational size.

Blanka (2019) supports this stating that understanding how cultural nuances can help influence intrapreneurial behaviours can help provide organizations with tailored insights for industry-specific practices. Furthermore, conducting longitudinal studies can help establish causality in the relationship between intrapreneurship and organizational culture. Bouchard and Basso (2011) further this, stating that researchers, organizations, and interested parties can gain an understanding of the temporal dynamics and how changes in one variable can influence the other over time thus contributing significantly to both theoretical framework and practical applications.

In addition, De Jong et al. (2015) highlight that organizations can explore the role of technological platforms in facilitating intrapreneurial activities within organizational culture is an area ripe for exploration. Thus, investigating how technologies such as collaborative platforms, artificial intelligence, and data analytics can augment both intrapreneurship and innovation would be valuable for industry practitioners aiming to stay competitive. Evidently, the positive correlations underscore the importance of fostering supportive cultures, while the oppositive signals caution against overemphasizing certain aspects at the

expense of diversity and consistency. The negative and positive implications pave the way for a more holistic understanding of the complex interplay between intrapreneurship and organizational culture, fostering knowledge that is not only academically rigorous but also practically relevant.

Overall, the findings on organizational culture and its impact on intrapreneurship support Hypothesis 1, demonstrating a favourable association between the two factors.

5.11 Discussion pertaining to Hypothesis 2: The relationship between intrapreneurship and management support.

The positive correlation between management support and intrapreneurship obtained in the study shows that participants' responses indicate that they believe that a relationship exists between the two variables. Kuratko et al. (2014) support these findings stating that there is a need for management support to inspire and enhance intrapreneurial behaviours and movements. Guo (2014) furthers this highlighting that intrapreneurial behaviour among employees can be inspired and fostered by implementing efficient human resource management practices. By doing this, employees are intrinsically empowered and motivated to show intrapreneurial behaviours.

From the literature, it is evident that with an increase in management support, there is a subsequent elevation in intrapreneurial activities. As such this implies that when leadership actively champions and encourages intrapreneurial activities, employees are energized to engage in creative problem-solving, idea generation, and entrepreneurial behaviour within the organization. Hador and Klein (2019) posit that management support serves as a signal to employees that their innovative initiatives are valued and endorsed by the organizational leadership. Deprez and Euwema (2017) further highlight that in any organization upper management is the driving force to foster creativity and innovation.

A positive correlation suggests that supportive management fosters an environment where employees feel encouraged empowered and confident to

explore ideas and take calculated risks thus contributing to intrapreneurship. Kanwal et al. (2019) substantiate this stating that in every role, innovation or idea generation should be an essential expectation and management should support employees to enhance their innovation skills. However, management support may be skewed towards short-term goals, as an organization emphasizes immediate financial returns over long-term innovation. In the Pay-Tv industry, where sustained innovation is crucial, a blinked focus on short-term gains can hinder the development of transformative projects.

Furthermore, the positive relationship between management support and intrapreneurship signifies a synergistic alignment between the organizational goals and the initiatives undertaken by employees. Chouchane (2021) states that this is a direct result of leaders actively supporting and aligning their efforts to innovative pursuits. As a result, the leaders create a harmonious environment that encourages the pursuit of shared objectives, enhancing the organization's adaptability and responsiveness to industry changes. Thus, Multichoice, through strategic leadership support, can position itself as a hub of creative solutions and novel content delivery mechanisms.

Lawless (2018) furthers this highlighting that management support involves not only verbal endorsement but requires allocation of resources, both financial and non-financial, to intrapreneurial activities. As such the positive correlation suggests that as management support increases, there is a need for an increase in resource allocation and strategic alignment facilitating the successful implementation of intrapreneurial endeavours. On the other hand, Gawke et al. (2019) highlight that an increase in resource allocation may be limited by budgetary constraints and competing priorities. This may impede the development and implementation of innovative ideas.

Despite the positive aspects an organization can gain from supporting intrapreneurial activities, Imran and Aldaas (2020) posit that in some cases management support may be tokenistic, where leaders verbally endorse intrapreneurial initiatives but fail to provide substantial resources. As a result, this can create skepticism among employees, leading to disillusionment and a

reluctance to engage in intrapreneurial activities. Mustafa et al. (2018) further highlight that with skepticism some employees may resist intrapreneurial initiatives as they perceive them as disruptive to established routines. As such to overcome resistance to change Neessen et al. (2019) highlight that management support must be effectively communicated and implemented.

In conclusion, the positive correlation observed between management support and intrapreneurship within the context of the Pay-Tv industry, particularly at Multichoice, emphasizes the pivotal role of leadership in shaping an intrapreneurial culture. This finding has profound implications for organizational practices, suggesting that strategic efforts to garner management support can significantly enhance intrapreneurial initiatives, contributing to organizational innovation, competitiveness, and adaptability in the dynamic Pay-Tv landscape. Further research and initiatives aimed at understanding the specific mechanisms through which management support influences intrapreneurship could offer valuable insights for both academia and industry practitioners.

5.12 Conclusion

In exploring the relationship between intrapreneurship and organizational culture, this study delved into the intricate dynamics that shape the innovative landscape within organizations, particularly in the context of the Pay-Tv industry, with a focus on Multichoice South Africa. The discussion surrounding Hypothesis 1 revealed insightful correlations and implications. The analysis underscored the significance of organizational culture, defined by Hasanoglu (2004) as shared values, beliefs, customs, attitudes, and behaviours. This cultural fabric forms a potent influence on how employees think, act, and make decisions, ultimately shaping the identity and approach of the organization. The positive correlations found between innovation and intrapreneurship, as well as reward and intrapreneurship, highlighted the pivotal role of a culture that values creativity, risk-taking, and employee initiative.

The positive correlations suggest that organizations fostering intrapreneurship are likely to provide employees with the autonomy needed to innovate, resulting

in a mutually reinforcing dynamic. This empowerment and autonomy within the organizational culture, as emphasized by Agilar et al. (2019), facilitate an environment where calculated risks are encouraged rather than deterred. This leads to a more dynamic and inventive organizational environment, fostering a culture of continuous improvement and adaptability. However, the discussion also highlighted potential challenges and cautionary notes. McDowell (2017) raised concerns about a hyper-focus on innovation inadvertently stifling diverse forms of intrapreneurial activities.

There's a risk that a narrow emphasis on traditional innovation metrics may overlook valuable intrapreneurial initiatives that do not align with conventional measures. The findings emphasize the need for organizations to strike a balance between sustaining operations and fostering innovation. Alessandri (2015) cautioned about the risk of resource mismanagement or overcommitment associated with increased intrapreneurial activities. The call is for organizations to value intrapreneurial initiatives beyond conventional innovation metrics, establishing a clear and consistent feedback mechanism that enhances the efficacy of intrapreneurship.

Looking ahead, future research endeavours should delve into the nuances of organizational culture, considering variations across industries, regions, and organizational size. Longitudinal studies can establish causality in the relationship between intrapreneurship and organizational culture. Additionally, the role of technological platforms in facilitating intrapreneurial activities within an organizational culture is an area ripe for exploration.

According to the discussion surrounding Hypothesis 2, the positive correlation between management support and intrapreneurship affirmed participants' belief in the existence of a relationship between these variables. This positive relationship signifies a synergistic alignment between organizational goals and employee initiatives, fostered by effective management support. The positive correlation observed emphasizes the pivotal role of leadership in shaping an intrapreneurial culture. Strategic efforts to garner management support can

significantly enhance intrapreneurial initiatives, contributing to organizational innovation, competitiveness, and adaptability.

In conclusion, the positive and negative implications identified throughout this study provide a more holistic understanding of the complex interplay between intrapreneurship and organizational culture. These insights not only contribute to academically rigorous knowledge but also offer practical relevance for organizations, particularly in the ever-evolving landscape of the Pay-Tv industry. The study serves as a stepping stone for further exploration, encouraging ongoing research and initiatives to unlock the full potential of intrapreneurship within diverse organizational cultures.

6 CHAPTER 6: CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

6.1 Introduction

This section provides insights and sums up this research study by providing a conclusion to this study, recommendations, and the implications of the study also provides future researchers with possible areas of focus for future research.

6.2 Conclusions of the study

Studies from the century 1990s have seen intrapreneurship with two distinct yet complementary features which are corporate venturing and strategic renewal with the objective of improving performance. Which limited intrapreneurship to the organisations' innovation, renewal, and venturing. Prior research suggests that intrapreneurship enables an organisation to innovate, enhance performance, adapt to external changes, and re-invigorate itself. Research also indicates that nurturing employees' intrapreneurial engagement results in enhanced organizational growth in terms of involvement, empowering employees, job autonomy, and appropriate reward system allow employees to produce innovative ideas and pursue innovation opportunities which strengthen organisations sustainability (Amo, 2010).

The 21st century though shifted the scale the focus is pointing to internal and external CE and management involvement in CE. Therefore, the focus has been on exploring organizational factors that can be used to measure CE. New dimensions were discovered as discussed earlier in this paper, that is, management support, work autonomy, employee rewards, and organizational conditions. These would lead to new business ventures, other innovative activities, and orientations such as the development of new products, services, technologies, administrative techniques, strategies, and corporate positioning.

This paper has highlighted the benefits of intrapreneurship to improve business performance, improve innovativeness in order to encourage competition within the industry when there are opportunities for value-creating innovations to be

developed, encouraged internally, and exploited (Stark, 2016, Zahra & Holmes, 2017). The evidence shows that intrapreneurship improves performance by increasing the organization's proactiveness and inclination to take risks through innovation, improved processes, and proactive service implementation. This is in line with a contemporary study conducted by Zahra and Holmes (2017) which indicated that intrapreneurship has a positive impact on the financial performance of an organization and directly impacts profitability (Tseng & Tseng, 2019)

Therefore, intrapreneurship helps to stimulate an organization, strengthens adaptability to external market demands fosters innovation, and results in sustained business performance. The growing interest in intrapreneurship amongst scholars and researchers relates to two important values regarding intrapreneurship:

(1) Intrapreneurship methodology as a tool to achieve innovations and business sustainability, and
(2) Intrapreneurship is a key principle for organisations to adapt to environmental changes and enhance performance.

Therefore, intrapreneurship transforms the way businesses view innovation and sustainability and their positive impact on both the organisation and its employees.

6.3 Implications and Recommendations

The study highlighted the important organisational internal factors within the organisation, by indicating their significant contribution to corporate entrepreneurship and innovativeness. The study provided insights into this organisation that focuses on entrepreneurial behaviour and innovativeness to maintain competitiveness.

Research has been conducted in Africa assessing with regards to intrapreneurship in different sectors such as the pharmaceutical and banking sector (Ravjee, 2016; Urban & Wood, 2017) and no research papers have yet

been obtained focusing on intrapreneurship as an enabler to improve performance in the video entertainment industry, specifically the Pay-Tv segment.

With the exasperated rate of globalisation and technological development, businesses have become highly dynamic, unpredictable, and competitive, especially in the information technology sector. These developments have put enormous pressure on organisations to compete beyond national boundaries, adapt entrepreneurial behaviour, and create a conducive organizational culture to survive, gain a competitive edge, and achieve significantly improved performance. Thus, intrapreneurial behaviour and activities have been identified as a critical source of strength and competitive advantage that result in significantly improved performance (Otache & Mahmood, 2015).

Therefore, the following recommendations can be made based on the findings. Organisations should cultivate a culture that prioritizes innovation and rewards intrapreneurial efforts. This can be done through clear communication of the organisations vision and values, this will enable employees to understand the organizational goals. In line with communication, it is critical to also establish a clear and consistent feedback process that recognizes and rewards diversity in terms of intrapreneurial activities. By doing so MultiChoice can avoid the pitfalls of hyper-focus on specific types of innovation by encouraging a broad approach to intrapreneurial initiatives.

Also, through enhanced communication, MultiChoice will be able to overcome skepticism and resistance to change. This is because transparent communication regarding the benefits of intrapreneurship and the organisation's commitment can help foster trust and enthusiasm among employees. In addition, organisations should promote autonomy to explore and implement their ideas among their employees as this can significantly boost intrapreneurship. This means that management should create an environment where taking calculated risks is encouraged and failure is seen as a learning opportunity. Furthermore, management should ensure that necessary resources are allocated from a financial and a non-financial perspective. This will allow employees to develop

and implement their intrapreneurial ideas effectively. While those aiming to conduct future research should put their focus on the nuances of organisational culture across different industries, regions, and organisational sizes by conducting longitudinal studies. This is because longitudinal studies can help establish causality and provide an understanding to the temporal dynamics between intrapreneurship and organizational culture. This will enable researchers to explore how cultural nuances influence intrapreneurial behaviors and thus provide tailored insights for industry-specific practices.

6.4 Limitations of the study

This quantitative research was limited to the selected employee population and did not consider causality inferences. A mixed method to explore both quantitative and qualitative studies may be considered to test the influence of organisational internal factors on Pay-Tv innovativeness. The study was limited in terms of generalising the research findings across the continent despite the various countries' nuance and limited to MultiChoice Group.

6.5 Suggestions for further research

Researchers looking at expanding this research in the future may consider market expansion and diversification through digitalisation. The quantum of the African population that has access to the internet and data has significantly increased since COVID-19 and thus necessitates the need to further explore the impact of access to the internet on traditional Pay-Tv providers. There is also a need to identify whether the content is still relevant to the demographic and today's audience. The researcher may investigate the impact of fast-moving technology, streaming technology, ever-changing consumer behaviour patterns, and increased demand for content variety.

Moreover, even though in recent years internet connectivity has increased in Africa, researchers could focus on the digital divide still experienced in African communities as the affordability and overall process of mobile data have hiked since COVID-19. This therefore means that several African communities are still

left behind and do not enjoy these technical advancements of new-age streaming thus creating an elitist connotation towards streaming. Lastly, researchers interested in the study could analyse the diversification and market expansion attempts by MultiChoice such as *The New ShowMax/Streaming for Africa* and Fin-tech to keep up with the ever-changing video entertainment industry environment and to keep up with the pressure asserted by the other competitors.

7 REFERENCE LIST

Aguilar, S., Vengrouskie, E. F., & Lloyd, R. A. (2019). Driving organizational innovation as a form of intrapreneurship within the context of small businesses. Journal of Strategic Innovation and Sustainability, 14(3), 25–28.

Ahmed, U., Umrani, W. A., Zaman, U., Rajput, S. M., & Aziz, T. (2020). Corporate Entrepreneurship and Business Performance: The Mediating Role of Employee Engagement. *Sage Open, 10*(4), 1-10.

Akşay, K. (2011). The Impact of Innovative Culture on Organizational Innovation: An Application in Private Hospitals Operating in Konya Province. Konya: Selçuk University, Institute of Social Sciences, Department of Business.

Alessandri, G., Borgogni, L., Schaufeli, W. B., Caprara, G. V., & Consiglio, C. (2015). From positive orientation to job performance: The role of work engagement and self-efficacy beliefs. Journal of Happiness Studies, 16(3), 767–788.

Amo, B. W. (2010). Corporate entrepreneurship and intrapreneurship related to innovation behaviour among employees. International Journal of Entrepreneurial Venturing, 2 (2), 144-158.

Anthony, S. D., Cobban, P., Nair, R., & Painchaud, N. (2019, December). Harvard Business Review. Retrieved 12 2021, from https://hbr.org/2019/11/breaking-down-the-barriers-to-innovation

Antoncic, B., & Hisrich, R. (2001). Intrapreneurship: Construct Refinement and Cross-cultural Validation. Journal of Business Venturing, 16(5), 495-527.

Antoncic, B., & Hisrich, R. D. (2003). Clarifying the Intrapreneurship Concept. Journal of Small Business and Enterprise Development, 10, 7-24.

Antoncic, J. A., & Antoncic, B. (2011). (2011). Employee satisfaction, intrapreneurship, and firm growth: a model. , 111(4), 589–607. Industrial Management & Data Systems, 111(4), 589-607.

Arslan, E. T., & Cevher, E. (2014). Intrapreneurship Enabling Organizations to Drive Innovation. Retrieved 12 2021, from Academia.edu: https://www.academia.edu/35477908/INTRAPRENEURSHIP_ENABLIG_ORGANIZATIONS_to_DRIVE_INNOVATION

Asabi, O. M. (2017). Effects of Corporate Entrepreneurship on the performance of selected food and beverage firms in South-West Nigeria. Ilorin: University of Ilorin.

Barreira, J., Dhliwayo, S., Luiz, J., Naude, W., & Urban, B. (2008). *Frontiers in Entrepreneurship: Perspectives in Entrepreneurship.* (B. Urban, Ed.) Johannesburg: Heinemann Publishers (Pty) Ltd.

Barringer, B. R., & Bluedorn, A. C. (1999). The Relationship Between Corporate Entrepreneurship and Strategic Management. *Strategic Management Journal, 20*(5), 421-444.

Baruah, B. J. (2015). Influence of Chief Executive Officer's management styles on organizational intrapreneurship. University of York.

Baruah, B. and Ward, A. (2015). Metamorphosis of intrapreneurship as an effective organizational strategy. International Entrepreneurship Management Journal, 11, 811–822.

Bennett, N., & Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA world. Business Horizons, 57(3), 311-317.

Birkinshaw, J., Crilly, D., Bouquet, C., & Lee, S. Y. (2016). How do firms manage strategic dualities? A process perspective. Academy of Management Discovery, 2(1), 51-78.

Biru, A., Gilbert, D., & Arenius, P. (2018). Does Perception Matter? The Interplay Between How Firms Perceive Institutions and Their Entrepreneurial Orientation. Frontiers of Entrepreneurship Research, 294-299.

Blanka, C. (2018). An individual-level perspective on intrapreneurship: A review and ways forward. Review of Managerial Science, 12(1), 1-43.

Blanka, C. (2019). An individual-level perspective on intrapreneurship: A review and ways forward. Review of Managerial Science, 13(5), 919–961

Boiral, O., Guillaumie, I., Heras-Saizarbitoria, I., & Tayo Tene, C. V. (2018). Adoption and outcomes of ISO 14001: A systematic review. International Journal of Management Reviews, 20(2), 411-432.

Bolbol, I. (2018). How is Corporate Entrepreneurship Interconnected to Entrepreneurship? and How do Corporate Entrepreneurship Dimensions Improve the Organizations' Financial Performance? *International May Conference on Strategic Management, 14*(1), 106-116.

Bouchard, V., & Basso, O. (2011). Exploring the links between entrepreneurial orientation and intrapreneurship in SMEs. Journal of Small Business and Enterprise Development, 18(2), 219–231.

Boyles, M. (2022, March 08). Harvard Business School Online. Retrieved June 2022, from Business Insights: https://online.hbs.edu/blog/post/importance-of-innovation-in-business

Bruyat, C. and Julien. P. (2000). Defining the field of research in entrepreneurship. Journal of Business Venturing, 16, 165-180.

Bysted, R., & Jespersen, K. R. (2013). Exploring Managerial Mechanisms that Influence Innovative Work Behaviour: Comparing private and public employees. Public Management Review, 16(2), 217-241.

Chebbi, H., Yahiaoui, D., Brontis, D., & Thrassou, A. (2015). Building multiunit ambidextrous organizations - A transformative framework. Human Resource Management, 54(1), 155-177.

Chen, J. Y., & Urban, B. (2018). Behavioral and environmental influences on entrepreneurial orientation. Journal of Economics and Behavioral Studies, 10(5), pp. 73-88.

Chouchane, R., Fernet, C., Austin, S., & Karoui Zouaoui, S. (2021). Organizational support and intrapreneurial behavior: On the role of employees' intrapreneurial intention and self-efficacy. Journal of Management & Organization, 1–17. Advance online publication

Christensesn, K. S. (2004). A classification of the corporate entrepreneurship umbrella: labels and perspectives. *International Journal of Management and Enterprise Development, 1*(4), 301-315.

Cooper, D., & Schindler, P. (2014). Business Research Methods (12th Edition ed.). New York: McGraw-Hill Higher Education.

Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior. *Entrepreneurship Theory and Practice, 16*(1), 7-25.

Creswell, J. W. (2013). Research design: Qualitative, quantitative, and mixed methods approaches (4th Edition ed.). Thousand Oaks, CA: Sage.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. Psychometrika, 16(3), 297-334.

Dawson, P. M., & Andriopoulos, C. (2014). *Managing Change, Creativity & Innovation* (2nd ed.). London: Sage Publications.

De Jong, J., Parker, S. K., Wennekers, S., & Wu, C.-H. (2015). Entrepreneurial behavior in organizations: Does job design matter? Entrepreneurship Theory and Practice, 39(4), 981–995.

Deloitte-Digital. (2015). Deloitte. Retrieved January 2023, from Deloitte Digital: https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship_Whitepaper_English.pdf

Deprez, J. & Euwema, M. (2017). You can't always get what you want. Leadership expectations of intrapreneurs. Journal of Managerial Psychology, 32(6), 430–444

Dezi, L., Ferraris, A., Vrontis, D., & Papa, A. (2019). The role of external embeddedness and knowledge management as antecedents of ambidexterity and performances in Italian SMEs. IEEE Transactions on Engineering Management, 1-10.

Drucker, P.F. (1985). Innovation and entrepreneurship. 1st ed. New York: Harper Business.

Ferraris, A., Erhardt, E., & Bresciani, S. (2019). Ambidextrous work in smart city project alliances: unpacking the role of human resource management systems. The International Journal of Human Resource Management, 30(4), 680-701.

Field, A. (2009). Discovering statistics using SPSS statistics (3rd Edition ed.). London: Sage Publications Ltd.

Fis, A. M., & Cetindamar, D. (2019). Unlocking the Relationship between Corporate Entrepreneurship and Firm Performance. *Entrepreneurship Research Journal, 11*(1), 1-22.

Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2019). Measuring intrapreneurship at the individual level: Development and validation of the Employee Intrapreneurship Scale (EIS). European Management Journal, 37(6), 806–817.

Glinyanova, M., Bouncken, R., Tiberius, V., & Cuenca Ballester, A. (2021). Five decades of corporate entrepreneurship research: measuring and mapping the field. International Entrepreneurship and Management Journal, 17(4), 1731-1757.

Greco, M., Grimaldi, M., & Cricelli, L. (2016). An analysis of the open innovation effect on firm performance. European Management Journal, 34, 501-516.

Guo, H. (2014). Intrapreneurship, human resource management, and their interfacial interaction: A study on multi cases in the mature stage. Journal of Chemical & Pharmaceutical Research, 6, 1801-1805.

Gunay, V. H., & Karabulut, A. T. (2018). The Effect of Corporate Entrepreneurship on the Company Performance: A Study in the Service Sector. *International Journal of Commerce and Finance, 4*(1), 121-133.

Gündoğdu, M. Ç. (2012). Re-thinking entrepreneurship, intrapreneurship, and innovation: a multi-concept perspective. *Procedia - Social and Behavioral Sciences, 41*, 296–303

Hador, B., & Klein, G. (2019). Act your age? Age, intrapreneurial behavior, social capital, and performance. Employee Relations: The International Journal, 42(2), 349–365

Halme, M., Lindeman, S., & Linna, P. (2012). Innovation for inclusive business: intrapreneurial bricolage in multinational corporations. Journal of Management Studies, 49(4), 743–784.

Hanci-Donmez, T., & Karacay, G. (2019). High-Performance Human Resource Practices and Firm Performance: Mediating Effect of Corporate Entrepreneurship. *International Journal of Organizational Leadership* (8), 63-77.

Hasanoğlu, M. (2004). "Organizational Culture in Turkish Public Administration and Its Importance." Court of Accounts Journal, 52, 43-60.

Haynie, M., & Shepherd, D. A. (2009). A measure of adaptive cognition for entrepreneurship research. Entrepreneurship Theory and Practice, 33(3), 695-714.

Henseler, J., Dijkstra, T., Sarstedt, M., Ringle, C., Diamantopoulos, A., Straub, D., Calantone, R. (2014). Common beliefs and reality about partial least squares: comments on Ronkko and Evermann. Organization Research Methods, 17, 182-209.

Hisrich, R. D., Peters, M. P. and Shepherd, D.A. (2010). Entrepreneurship. 8th ed. New York: McGraw-Hill /Irwin.

Holt, D. T., Rutherford, M. W., & Clohessy, G. R. (2007). 2007). Corporate entrepreneurship: An empirical look at individual characteristics, context, and process. J, 13(4), pp. 40-54. Journal of Leadership & Organizational Studies, 13(4), 40-54.

Hornsby, J. S., Bloodgood, J. M., Hayton, J., & Kuratko, D. F. (2013). Network legitimacy diffusion: a model for corporate entrepreneurship. International Entrepreneurship and Management Journal, 9, 307-322.

Hornsby, J. S., Kuratko, D. F., & Zahra, S. A. (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale. Journal of Business Venturing, 17(3), 253-273.

Hornsby, J. S., Kuratko, D. F., Shepherd, D. A., & Bott, J. P. (2009). Managers' corporate entrepreneurial actions: Examining perception and position. Journal of Business Venturing, 24(3), 236-247.

Imran, R., & Aldaas, R. E. (2020). Entrepreneurial leadership: a missing link between perceived organizational support and organizational performance. World Journal of Entrepreneurship, Management and Sustainable Development, 16(4), 377–388.

Jones, G. R., & Butler, J. E. (1992). Managing internal corporate entrepreneurship: An agency theory perspective. Journal of Management, 18(4), 733-749.

Kanwal, N., Raju, V., & Zreen, A. (2019). A Conceptual Model of Intrapreneurship in the Banking Sector of Pakistan. Global Journal of Emerging Sciences, 1(4), 362–372.

Karcıoğlu, F. (2001). "The Relationship between Organizational Culture and Organizational Climate." Atatürk University Journal of Economics and Administrative Sciences, 15(1-2), 265-383.

Khaldi, K. (2017). Quantitative, Qualitative or Mixed Research: Which Research Paradigm to Use? *Journal of Educational and Social Research* 7(2), 15-24. https://doi.org/10.5901/jesr.2017.v7n2p15

Kivunja, C. & A. Bawa Kuyini (2017). Understanding and Applying Research Paradigms in Educational Contexts. *International Journal of Higher Education.* 6(5), 26-41. https://doi.org/10.5430/ijhe.v6n5p26

Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. Business Horizons, 57(1), 37-47.

Kuratko, D. F., Montagno, R. V., & Hornsby, J. S. (1990). Developing an intrapreneurial assessment instrument for an effective corporate entrepreneurial environment. Strategic Management Journal, 11(Special Issue), 49-58.

Kurtako, D., Morris, M., & Covin, J. (2011). *Corporate Innovation and Entrepreneurship* (3rd ed.). Boston: Cengage Southwestern.

Lankinen, L., Taimela, E., Toskovic, T., & Wallin, G. (2012). Intrapreneurship - Act Different. *The Confederation of Finnish Industries*.

Lautenbach, K. (2015, August 21). *ShowMax officially launched in South Africa, here are the details.* Retrieved March 25, 2021, from IGN Africa: https://za.ign.com/scitech/93548/news/showmax-officially-launched-in-south-africa-here-are-the-details.

Lawler, E., & Suttle, J. (1973). Expectancy theory and job behaviour. *Organizational Behavior and Human Performance, 9*(3), 482-503.

Lin, L., & Ho, Y. (2016). Institutional pressures and environmental performance in the global automotive industry: the mediating role of organizational ambidexterity. Long Range Planning, 49(6), 764-775.

Lincoln, Y. S., Lynham, S. A., & & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences revisited. The Sage Handbook of Qualitative Research (4th Edition ed.). Thousand Oaks, California: Sage.

Luger, J., Raisch, S., & Schimmer, M. (2018). Dynamic balancing of exploration and exploitation: the contingent benefits of ambidexterity. Organization Science, 29(3), 449-470.

Magdinceva-Sopova, M., Postolov, K., & Petkova, T. A. (2016). The Impact of Corporate Entrepreneurship on Growth of the Competitiveness of Enterprises. *Economic Development, Journal of the Institute of Economics - Skopje, 18*(1-2), 211-223.

Mat Roni, S., Merga, M. K., & Morris, J. E. (2020). *Conducting quantitative research in education*. Springer. https://doi.org/10.1007/978-981-13-9132-3

McDowells, C.T. (2017). A comprehensive study of intrapreneurship as a cultural form of innovation and sustainable competitive advantage. An unpublished master's dissertation, Bisk College of Business, Florida Institute of Technology.

McGowan, R.P. and HU, K. (2014). “Innovation Policy and Corporate R&D”, Entrepreneurship & Organization Management, 3(1), 1-2.

Media Staff Writer. (2018, June 18). Netflix has an unfair advantage over DStv: Multichoice CEO. Retrieved from Business Tech: https://businesstech.co.za/news/media/254335/netflix-has-an-unfair-advantage-over-dstv-multichoice-ceo/

Midgley, G., & Lindhult, E. (2017). *What is Systematic Innovation?* Hull: Centre for Systems Studies - Hull University Business School.

Mirvis, P., & Googins, B. (2018). Engaging Employees as Social Innovators. California Management Review., 60, 1-38.

Monteiro, F., Mol, M., & Birkinshaw, J. (2017). Ready to be open? Explaining the firm-level barriers to benefiting from openness to external knowledge. Long Range Planning, 50(2), 282-295.

Morris, M. H., Kuratko, D. F., & Covin, J. G. (2010). Corporate entrepreneurship & innovation: Entrepreneurial Development within Organisation (3rd Edition ed.). New York: Thomson Southwestern, Cengage Learning.

MultiChoice Group Pty Ltd. (2023, April). MultiChoice.com. Retrieved from Integrated Annual Reports: https://investors.multichoice.com/pdf/integrated-annual-reports/FY23/mcg-iar-2023-hr.pdf

Mustafa, M., Gavin, F., & Hughes, M. (2018). Contextual Determinants of Employee Entrepreneurial Behavior in Support of Corporate Entrepreneurship: A Systematic Review and Research Agenda. Journal of Enterprising Culture, 26(3), 285–326.

Neessen, P. C. M., Caniëls, M. C. J., Vos, B., & de Jong, J. P. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. International Entrepreneurship and Management Journal, 15, 545–571.

Nicolaidis, C. S., & Kosta, G. C. (2011). Intrapreneurship as a unique competitive advantage. World Academy of Science, Engineering, and Technology, 59, 1121–1125.

Novet, J. (2020, February 26). CNBC. Retrieved December 2021, from CNBC Tech: https://www.cnbc.com/2020/02/26/zoom-has-added-more-users-so-far-this-year-than-in-2019-bernstein.html

Nyström, K. (2012). *Entrepreneurial employees: Are they different from independent entrepreneurs?* (No. 281). Royal Institute of Technology, CESIS-Centre of Excellence for Science and Innovation Studies.

O'Reilly III, C. A., & Tushman, M. (2013). Organizational Ambidexterity: Past, Present and Future. Stanford, CA: Stanford Graduate School of Business.

Odor, H.O. (2018). Organizational culture and dynamics. Global Journal of Management and Business Research, 18(1).

Otache, I., & Mahmood, R. (2015). Corporate Entrepreneurship and Business Performance: The Role of External Environment and Organizational Culture: A Proposed Framework. *Mediterranean Journal of Social Sciences, 6*(4), 524-531.

Parker, S. C. (2011). Intrapreneurship or entrepreneurship? *Journal of Business Venturing*, *26*(1), 19-34.

Phillips, D. C., Phillips, D. C., & Burbules, N. C. (2000). Postpositivism and educational research (2nd Edition ed.). New York: Rowman & Littlefield.

Pinchot, G. I. (1985). Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.

Ravjee, B. (2016). *The impact of corporate entrepreneurship on service innovation in the financial services industry.* Pretoria: Gordon Institute of Business Science: University of Pretoria.

Ravjee, B. & Mamabolo, M. A. (2019). *The impact of corporate entrepreneurship on service innovation: A case of a South African banking institution.* The Southern African Journal of Entrepreneurship and Small Business Management, 11(1), 1-12

Rui, Z., & Lyytinen, K. (2019). How do ventures become more innovative? The effect of external search and ambidextrous knowledge integration. European Journal of Innovation Management, 22(5), 845-865.

Sampath, R. (2017) Exploring Organizational Change through an Understanding of Intrapreneurship. Walden Dissertations and Doctoral Studies Collection https://scholarworks.waldenu.edu/dissertations

Schindler, P. S. (2019). *Business Research Methods* (13th ed.). New York: McGraw-Hill.

Sindakis, S., & Walter, C. (2015). The Entrepreneurial Rise in Southeast Asia. New York: Palgrave Macmillan.

Singh, R. (2022). Critique of The Impact Of Positivism On Modern Schooling Curriculum Processes In The Context Of Value Education. *Journal of Positive School Psychology*, 6(9), 4608-4614. http://journalppw.com

Somers, M. (2018, June 21). MIT. Retrieved December 2021, from MIT Management Sloan School: https://mitsloan.mit.edu/ideas-made-to-matter/intrapreneurship-explained

Statista. (2020, January). *Number of pay TV providers in Africa in 2019 and 2025, by operator*. Retrieved from https://www.statista.com/statistics/506996/leading-pay-tv-providers-subscribers-africa/

Sull, D. (2015, May 1). McKinsey Quarterly. Retrieved December 2021, from McKinsey & Company: https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-simple-rules-of-disciplined-innovation

Tseng, C., & Tseng, C.-C. (2019). Corporate Entrepreneurship as a Strategic Approach for Internal Innovation Performance. *Asia Pacific Journal of Innovation, 13*(1), 108-120.

Udoakpan, N., & Tengeh, R. K. (2020). The Impact of Over-the-Top Television Services on Pay-Television Subscription Services in South Africa. *Journal of Open Innovation: Technology, Market, and Complexity, 6*(4), 1-28.

Urban, B., & Wood, E. (2017). The innovating firm as corporate entrepreneurship. *European Journal of Innovation Management, 20*(4), 534-556.

Uzkurt, C., & Şen, R. (2012). "The Impact of Organizational Culture and Organizational Innovation on Marketing Innovation: A Study in the Soft Drink Industry." Journal of Faculty of Social Sciences, Anadolu University, 12(3), 27-50.

van Wyk, R., & Adonisi, M. (2012). Antecedents of corporate entrepreneurship. *South African Journal of Business Management, 43*(3), 65-78. Retrieved from https://repository.up.ac.za/bitstream/handle/2263/21994/VanWyk_Antecedents%282012%29.pdf?sequence=1&isAllowed=y

Venter, R., & Urban, B. (2015). Entrepreneurship: Theory in Practice. South Africa: Oxford Southern Africa.

Venugopala, A., Krishnan, T., Upadhyayula, R., & Kumar, M. (2020). Finding the micro-foundations of organizational ambidexterity - demystifying the role of top management behavioural integration. Journal of Business Research, 106, 1-11.

Verghese, A. K. (2018, April 17). Influencing Intrapreneurship with Internal Communication. Retrieved December 2021, from Institute for Public Relations: The science beneath the art of public relations: https://instituteforpr.org/influencing-intrapreneurship-with-internal-communications/

Wang, C., Chin, T., & Lin, J. (2020). Openness and firm innovation performance: the moderating effect of ambidextrous knowledge search strategy. Journal of Knowledge Management, 24(2), 301-323.

Zhao, Y., Li, Y., Chen, L. B., & Lee, S. H. (2011). Entrepreneurial Orientation, Organizational Learning, and Performance: Evidence From China. *Entrepreneurship Theory and Practice, 35*(2), 293-317.

Zimmermann, A., Raisch, S., & Cardinal, L. (2018). Managing persistent tensions on the frontline: a configurational perspective on ambidexterity. Journal of Management Studies, 55(5), 739-769.

APPENDIX A: ONLINE QUESTIONNAIRE QUESTIONS

Section: Biographical Information

Question	Response Options
Question 1 Please indicate your gender	• Male • Female • Non-binary/third gender • Prefer not to say
Question 2 Please indicate your age group	• 18 -25 years old • 26-35 years old • 36-45 years old • 46 years and older
Question 3 Please select your job level (current role in the organization)	• Specialist • Middle Management • Senior Management • Executive Management • Senior Executive Management

Section: INNOVATION/ INNOVATIVENESS

Question	Response Options
Question 4 How would you rate the level of innovation in your organization pre-Covid-19 pandemic period	• Not Innovative • Somewhat Innovative • Acceptable Level of Innovativeness • innovative • Strongly innovative
Question 5 How would you rate the level of innovation in your organization during Covid-19 pandemic period	• Not Innovative • Somewhat Innovative • Acceptable Level of Innovativeness • Very Innovative

Question	Response Options
Question 6 Do you think the impact of the Covid-19 pandemic increased the level of innovation in your organisation?	• Yes • No • I don't know
Question 7 Does the culture in your organisation encourage innovation?	• Yes • No • I don't know
Question 8 Are there platforms to raise new ideas or suggestions?	• Yes • No • I don't know
Question 9 What channels/platforms would you recommend to the organization for managing and driving new and/or innovative ideas?	• Free text

Section: REWARD

Question	Response Options
Question 10 In this organisation innovation is rewarded.	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 11 When you raise new ideas, does your organization explore your idea?	• Yes • No

Question	Response Options
Question 12 This organisation allocates a specific portion of the budget for the development of new ideas/projects.	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Section: INTRAPRENEUSHIP

Question	Response Options
Question 13 Entrepreneurial activities are included in goal setting for staff.	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 14 This organisation has systems that actively develop creativity and innovation.	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 15 Employees are encouraged to take calculated risks with ideas around here	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Section: MANAGEMENT SUPPORT

Question	Response Options
Question 16 Management accepts suggestions from employees	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 17 Management helps employees get their job done by removing obstacles and roadblocks	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Section: WORK DISCRETION

Question	Response Options
Question 18 This organization provides employees a chance to be creative and try new methods of doing their jobs	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 19 Employees are encouraged to solve problems creatively	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Question	Response Options
Question 20 Management supports new projects and ideas	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 21 Upper management is aware and receptive to employees' ideas and suggestions	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 22 Work teams/groups communicate well in this organisation.	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 23 In this organisation employees are empowered	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Question	Response Options
Question 24 Our organisation is quick to adapt to improved work methods	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

Section: ORGANISATIONAL BOUNDARIES

Question	Response Options
Question 28 In this organisation employees are clear about what is expected from them	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 29 Employees job description specifies the standard of performance on which their job is evaluated	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree
Question 30 Employees know the level of performance that is expected of them in terms of the amount, quality, and timelines of the output	• Strongly disagree • Disagree • Somewhat Disagree • Neither Agree/disagree • Somewhat agree • Agree • Strongly agree

APPENDIX B: CONSISTENCY MATRIX

Research has been conducted in Africa assessing with regards to intrapreneurship in different sectors such as the pharmaceutical and banking sector (Ravjee, 2016; Urban & Wood, 2017) and no research papers have yet been obtained focusing on intrapreneurship as an enabler to improve performance in the video entertainment industry (Pay-Tv). Globally, businesses have become highly dynamic, unpredictable, and competitive which has been initially brought about by globalization and technological developments, especially in the information technology sector amongst other factors. These developments have put enormous pressure on organisations to compete beyond national boundaries, adapt entrepreneurial behaviour, and create a conducive organizational culture to survive, gain a competitive edge, and achieve significantly improved performance. Thus, intrapreneurial behaviour and activities have been identified as a critical source of strength and competitive advantage that result in significantly improved performance (Otache and Mahmood, 2015).					
Sub-problem	**Literature Review**	**Hypotheses or Propositions or Research Questions**	**Source of data**	**Type of data**	**Analysis**
Investigate the role of intrapreneurship within the video entertainment	List the most important references that you referred to when writing the literature review for sub-problem 1.	Actual Hypothesis 1 OR proposition 1 OR research question 1 stated here in exactly the same words as in the text of the proposal, and	Actual interview/questionnaire questions that provided the data, preferably in words	Note the type of data, eg nominal,	Describe the specific analysis

industry, Pay-Tv within MultiChoice,		based on the literature that you reviewed in the previous step	Or other specific sources of data, eg stock exchange	ordinal, etc.	method used.
Identify drivers that enable a culture of intrapreneurship and	List the most important references that you referred to when writing the literature review for sub-problem 2.	Actual Hypothesis 2 OR proposition 2 OR research question 2 stated here in exactly the same words as in the text of the proposal and based on the literature that you reviewed in the previous step	Actual interview/questionnaire questions that provided the data, preferably in words Or other specific sources of data eg stock exchange	Note the type of data, eg nominal, ordinal, etc.	Describe the specific analysis method used.
The role of intrapreneurship within this industry (video entertainment) and how can					

influence agility and sustain continuous business performance improvement.					

APPENDIX C: