

# INTRA-ORGANISATIONAL COMPETITION BETWEEN EMPLOYEES EFFECTING ENTREPRENEURIAL INTENTION FOR FURTHER BUSINESS GROWTH

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## Abstract

The rationale behind the chosen title reflects the importance of intra-organisational competition within an organisation between employees, it encourages entrepreneurs to perceive entrepreneurial intentions for further business expansion in relation to need, opportunity and motivation associated with continued entrepreneurship. The Entrepreneurial point of view recognises the contribution made by employees and the spirit of competitiveness 'to outperform each other' in terms of productivity and work behaviour. This article highlights the significance of intra-organisational competition on entrepreneurial intentions having a profound effect on the decision making for business growth. Entrepreneurial intentions has been viewed from the intra-organisational competition's perspective. Previous researches concentrated more on defining entrepreneurship in terms of business feasibility and commercial resource availability. This article emphasises human capital and its behavioural aspect for supporting further business expansion. The Internal social comparison can affect organisational growth, by bridging the literatures of the intra-organisational competition and entrepreneurial intention a proposed framework has been developed. The topic establishes the co-relation between intra-organisational competition and entrepreneurial intentions for continued entrepreneurship. Systematic literature review has been carried out along with the identification of relevant methodology for collecting articles from recognised scientific databases. The conceptual framework

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is based on the model of entrepreneurship proposed by Davidson, 1991 with major emphasis on Baumann et al. 2018 intra-organisational competition moderated by size, age and experience followed by work behaviour and performance of employees within an organisation. The article found out the relativity between the key factors influencing continued entrepreneurship.

A. The intra-organisational competition between employees.

B. Perceived needs, opportunity and motivation for growth.

C. Overall impact of associated variables on entrepreneurial intentions.

Addressing the competitive spirit of behavioural aspect in consideration to the level and consistency of intra-organisational competition among employees in organisation have motivated entrepreneurs to strive for continued entrepreneurship. The potential factor such as work behaviour, individual contribution and performance can facilitate growth. However, the age and experience of employees plays a pivotal role in continued entrepreneurship. But for instance, in existing business the size of the organization might affect the continued process of entrepreneurial growth. The research is based on the proposed conceptual model and considered few variables associated with entrepreneurial intentions such as perceived need, motivation and opportunity. The theoretical framework considered intra-organisational competition among employees as an internal factor for organization's growth. The research has excluded other factors of entrepreneurship such as entrepreneurial ability, competencies, mindset, skills, traits etc.

**Keywords:** Intra-organisational Competition, Entrepreneurial Intention, Continued Entrepreneurship, Perceived need and Growth.

## **Topic Actuality and theoretical background**

The study of Intra-organisational competition between employees motivating entrepreneurs for further business expansion has been reviewed systematically. The subject area of research has been categorically divided for evaluating the feasibility of study. The previous researches conducted by renowned authors has been examined. The articles which has been published in recognised academic journals are used for comparative analysis, only ideas have been screened and considered for developing the conceptual framework.

For the purpose of evaluation and scientific discussion various articles have been chosen from recognised academic journal indexed in data base by using title, abstract and key words: "Intra-organisational competition between employees effecting entrepreneurial intentions for further business growth", "Internal Competition", "Internal social Comparison", "Intra-organisational competition", "Entrepreneurial need", "Entrepreneurial Motivation", "Entrepreneurial opportunity", "Entrepreneurial growth", "Continued entrepreneurship" "Entrepreneurial Intention".

The relevant articles which has been selected in consideration to the research and also by covering additional studies in the following subject

area has the total number of overall 113 research papers. The distribution of total number of 59 scientific articles for the construction of conceptual paper is as follows:

1. *American economic review* – 3 scientific articles
2. *Strategic Management Journal* – 2 scientific articles
3. *Journal business venturing* – 4 scientific articles
4. *Journal of labour economics* – 2 scientific articles
5. *Administrative science quarterly* – 2 scientific articles
6. *Development and learning in organisation* – 2 scientific articles
7. *Journal of Economic Behavior and organization* – 3 scientific articles
8. *Other scientifically recognized academic journals and books* – 41 scientific articles.

The recognised scientific database which has been used as a search engine for collecting research papers yielded the following results: Science Direct – 13 articles, Emerald Insight – 14 articles, EBSCO Host – 11 articles, Google Scholar – 21 articles.

For further research analysis of the conceptual paper additional research methods has been adopted. Table 1 shows the respective analogies and categories for selecting research papers.

**Table 1. Total number of papers identified under relevant terminologies**

Abstract Reading	Revision of Article	Literature Review	Methodology	Conceptual Framework	Quantitative Analysis	Qualitative Analysis	Implications/Limitation	Future Research
107	98	84	77	69	65	39	71/102	92

The number of scientific articles which has been collected and considered for the research are presented in Table 2.

**Table 2. The number of articles considered for research**

Literature Review	Case Study	Survey	Interviews	Modeling	Statistical Analysis	Test and Experiment	Tools and Techniques	Concept Development
59	23	33	18	21	22	27	31	25

All the research work has been collected and analysed by the end of October 2020. The article reviewed has shown similarities in the content of subject knowledge. The selection of research articles involves searching

suitable and relevant academic articles, analysing selected scientific papers showing significant resemblance, contrast and supporting ideas.

## **Assessment of conceptual framework**

The following research criteria has been considered for developing the conceptual framework:

- Selection of the theme
- Analysis of selected research methods
- Identification of variables used for developing the concept
- Contribution of paper in research
- Evaluation of scientific discussions.

The conceptual framework highlights the factors influencing intra-organisational competition and adaptation of non-managerial employees. Intra-organisational competition in organisation requires preparation, measurement and examination of critical strategies for adoption at the preliminary stage. The business administration plays a major role in sustaining intra-organisational competition. The young and motivated entrepreneurs assess the opportunities produced by intra-organisational competition in developing future business prospects. The Intra-organisational competition induce the process of continued entrepreneurship. The combination of youth and experienced intergenerational differences consolidate entrepreneurial motivation. Further, the age layered management structure in organization constitutes adequate social context for stimulating entrepreneurial motives. The organisational capabilities and structural dimensions are responsible for executing continued entrepreneurship.

## **Literature Review**

Intra-organisational competition in workplace is a widespread phenomenon (Marino & Zabojsnik, 2004). It is characterised by employees being hired by employer tries to outperform one another in order to receive higher wages or bonuses. The phenomenon is of greater empirical relevance as organisations involving multiple employees very frequently in sales and marketing (Benndorf & Holger, 2012). Many of these processes emerges relative performance across the organization affecting working behaviour (Nickerson & Zenger, 2008; Kacperczyk, Beckman & Moliterno, 2015).

Figure 1 shows that Intra-organisational competition begins with social comparison. Comparisons are very often exist at the individual and divisional levels as employees in departments compare their performance against each other (Gartenberg & Wulf, 2017).



**Figure 1. Continuous progression from social comparison to Intra-organisational competition**

Source: Adopted from Levinthal & March, 1981 and Bauman, Eggers & Stieglitz, 2019

## Entrepreneurial Growth and Continued entrepreneurship

Intra-organisational competition between employees and teams, benchmark their performance and contribution against each other and it can turn colleagues into competitors (Baumann, Eggers & Stieglitz, 2019). Their action involves potentially excessive risk taking (Kacperczyk, Beckman, and Moliterno, 2015). In consideration to risk taking abilities it can facilitate growth that leads to continued entrepreneurship and it is perceived as an important factor for stimulating business expansion (Davidson, 1989).

The concept has been more popular in entrepreneurship research (Gasse, 1982). Scholars have argued that growth is a defining feature of entrepreneurship. The objective of individual's needs for growth can be perceived differently. Need to grow is either need for financial motivation or need for self-actualisation. For employee's growth is an increment in remuneration and recognition at work place (Chew & Chan, 2008). For entrepreneurs' growth means striving for new ventures, new product development or entering in new market segment. The growth has also been defined as continued entrepreneurship (Davidsson, 1989). In the context of continued entrepreneurship the growth of an organisation is considered as business proliferation (Stevenson and Jarillo, 1990). Many literatures suggests that the growth is an important element and a key indicator of continued entrepreneurship for the progress and expansion of current or new business opportunities (Baron, 2007).

### Entrepreneurial Intentions

The term entrepreneurial intentions is being used more often in literature than the 'continued entrepreneurship' (Davidsson, 1991). Entrepreneurial intentions is defined as "the conscious state of mind that precedes action and directs attention towards entrepreneurial behaviour such as starting new business and becoming an entrepreneur" (Moriano, et al., 2012). Entrepreneurial intention differs from individual to individual and from culture to culture with respect to the value attributed to economic achievements (Delmar, Davidsson & Gartner, 2003).



**Figure 2. Entrepreneurial intentions creating the process of continued entrepreneurship**

Source: Entrepreneurial intentions adopted from Davidson, 1991

Figure 2 shows that Entrepreneurial intentions comprises of determinants that accentuates continued entrepreneurship. The perceived ability of an entrepreneur for recognising the opportunity to grow and taking initiative for business expansion is depending on potential and capable human resources. Their ability to outperform motivates entrepreneur towards continued entrepreneurship (Davidsson, 1991).

## Entrepreneurial motivation

Entrepreneurial motivation stands out in terms of employee's willingness to outperform each other at workplace, it acts as an added value to initiate continued entrepreneurship. In this context the studies conducted by (Fehr, et al., 1998; Fehr & Falk 1999; Bartling, Fehr & Schmidt, 2012 and Brandts, et al., 2010) addresses intra-organisational competition from another point of view. They analyse competition in workplace where employees compete against each for full time positions in contrast to the internal social competition at the workplace. At the individual-level benefits from intra-organisational competition largely involve increased motivation (Stark & Hyll, 2011). (Benndorf & Holger, 2012) emphasise that employers set the tournament incentives which allow competition in the workplace to occur. The economic literature on peer effects at the workplace suggests that during competition workers increases the average effort levels over the time period in the presence of co-workers (Falk and Ichino, 2006; Mas and Moretti, 2009). The competitive spirit between employees motivate entrepreneurs to strive for continued entrepreneurship.

Another dimension of intra-organisational competition that motivates entrepreneur towards continued entrepreneurship is proposed by Cabrales & Charness, (2011). The authors' viewed that competition has a major effect on behavioural learning (Offerman, Potters and Sonnemans, 2002; Apestegua, Huck and Oechssler, 2007). They derive competition in workplace is

regarded as a dynamic process, which is connected to learning behaviour that significantly affect the process of continued entrepreneurship. They elaborated fast-learning employees will have distinct advantages during intra-organisational competition. New employees can compete in workplace, they have to learn and adapt to the level of competitiveness in their assignment. They need to know the extent of employer reciprocates competitive behaviour at workplace and additionally they need to find out in which situations their co-workers escalate competition against each other (Baumann, Eggers & Stieglitz, 2019). This shows the importance of learning processes in the context of competition within organisation's workplace. Further on educated and well informed employees actively influences entrepreneurs with their ideas and make conscious attempt to improve the contribution in work environment (Farmer et al., 1997).

## Perceived Need

It has been argued that organisation's age is negatively correlated with growth (Evans, 1987). The need for further business growth declines with the increase in the average age of the organisation (Davidsson, 1991). On the other hand studies conducted by Dunne and Hughes (1994), found out by comparing the size in proportion to the past growth is smaller, it grows slowly but have the earnest desire to become larger organisation in future.

It is evident that the larger the size of organisation the more productive it tends to be. The size of the organisation determines the scale of intra-organisational competition. General Electric corporation provides high-profile example in Grant (2013) noted that "internal competition between divisions and business units for resources and between individuals for performance bonuses and promotions was a fundamental feature of management systems and organizational culture" (Baumann, Eggers & Stieglitz, 2018).

Other organisations that uses internal competition includes Fuji Xerox, Ericsson and Lucent (Birkinshaw, 2001); Motorola (Carroll and Tomas, 1995). (Kanter, et al., 1997: 23) Rubbermaid's management strategy focus on creating great deal of direct internal competition. (Kanter, et al., 1997: 24) "Mentioned competition between teams and business units for resources is healthy in DuPont". The emphasis is on selling new ideas to business administrators by building internal support and then force promoter to ask for the availability of resources. In Fidelity (Kanter, et al., 1997: 38) competition between two teams for the same opportunity encourages fertile internal competitive environment. Further, the factors such as departmentalisation, single business units escalate internal completion between employees working for same team within the organisation. (Baumann, Eggers & Stieglitz, 2018).

## Perceived Opportunity

The continuous increase of profitability and the size of organisation that includes higher average organisation's age and increasing age of proprietor respectively reduces the need for growth (Haltiwagner, Lane & Speltzer, 1999). On the other hand the inclusion of employees who are enthusiast and willing to grow in their career have the tendency to perform, sustain the spirit of intra-organisational competition motivates entrepreneur towards continued entrepreneurship. (Merrilees, 2007) Analysed entrepreneurs of small and medium enterprises can use competitive spirit as an opportunity to higher best possible talents around for team building that can contribute to business growth.

The age and experience of staff in organisation drives entrepreneurial intentions. According to (Gomez-Mejia et al., 2007), among the most common negative assumptions about older employees are less motivated to work hard and considered as "dead wood", resistant to change and unwilling to learn new methods, and they are "fire proof". On the other side young employees are more competitive and have more desire for achievements and be able to motivate entrepreneur for continued entrepreneurship.

**Table 1. Characteristics of the Old and Young Employees**

Old/Experienced employees	Young employees
<p>Are more experienced and have low rates of absenteeism (Shen and Dicker, 2008)</p> <p>Are found to be reliable and to have better social skills (McNair, 2011).</p> <p>Some of them lack the ability to continue learning (Loretto et al., 2007; McNair, 2011)</p> <p>Are motivated for reasons more related to self-actualization than money (Kanfer and Ackerman, 2007; Lupou et al., 2010; MacDonald, 2011)</p> <p>Focus on traditional work arrangements, based on loyalty and job security (Binnewies et al., 2008; Kidwell, 2003; Schulman, 2007)</p> <p>Believe in lifetime employment (Patota et al., 2007)</p>	<p>Are less experienced and have high rates of absenteeism (Shen and Dicker, 2008)</p> <p>Some of them do not fulfil employer's expectations and requirements (Furlong et al., 2012).</p> <p>Have the ability to continue learning (Loretto et al., 2007; McNair, 2011; Pullins et al., 2011)</p> <p>Are motivated to improve current skills or gain new skills to move up the career ladder (Kanfer and Ackerman, 2007; MacDonald, 2011)</p> <p>Focus on high compensation, extremely flexible work arrangements and a healthy mix of independence &amp; interdependence (Binnewies et al., 2008; Kidwell, 2003; McGuire et al., 2007; Schulman, 2007)</p>

Source: Adopted from Short, 2014

Both the group of employees will have different perspective towards their profession. For instance, as highlighted by Binnewies et al., (2008) and Schulman, (2007), young people entering the job market come with a set of expectations and motivations, they are more affluent, more



tech savvy, better educated, and more ethnically diverse than previous generation. On the other hand, old employees are more experienced, sincere in approach, have low rates of absenteeism, (Shen and Dicker, 2008) found to be reliable and to have better social skills (McNair, 2011). As shown in Table 1, the combination of young and old in the mix for learning based on intergenerational exchange can have foreseen benefits (Lupou, Dorobantu, and Fiore, 2010). It can motivate entrepreneur to achieve further entrepreneurial intentions.

### Scientific Discussion – Factors of intra-organisational competition associated with continued entrepreneurship

This article took an overview of Intra-organisational competition in context of entrepreneurial intentions. There are researches and discussions by renowned authors that has been taken into consideration for developing conceptual framework and it has presented an opportunity for entrepreneurs to consider and utilise internal competition as an inspiration to develop their business further. The paper has tried to establish the integration of intra-organisational competition and entrepreneurial theories suggested by P. Davidsson, (1991 & 1989) and other renowned scholars of entrepreneurship.

To facilitate continued entrepreneurship the leadership in organisation realize the importance of the role played by employee's competitiveness in amplification of entrepreneurial intention. The leaders are responsible for implementing effective strategies that encourage healthy internal competition. Although the major critical factor of motivating entrepreneurs towards achieving the process of continued entrepreneurship is depending

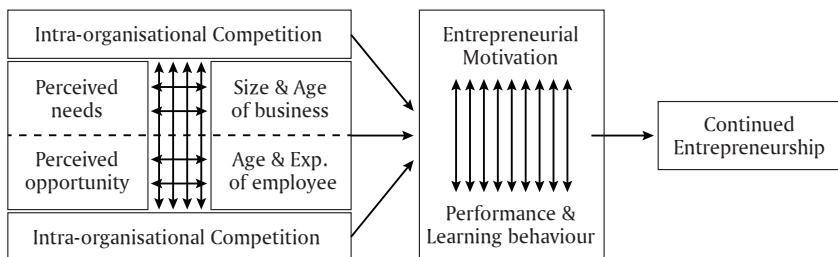


Figure 3. Important factors of intra-organisational competition associated with continued entrepreneurship

Source: Adopted from Davidson, 1991 and Baumann, Eggers & Stieglitz, 2019

on the level and consistency of intra-organizational competition, which has shown profound effect on employee's performance and contribution mentioned in literatures.

In Figure 3, the factors of intra-organisational competition associated with continued entrepreneurship has been taken into consideration for developing conceptual framework.

Factors such as age and experience of employee and the size and age of the organisation have considerable impact on the process of continued entrepreneurship. In contrast, the inclusion of employees who are willing to outperform each other have the tendency to increase the spirit of internal completion which further motivates entrepreneurs to develop the desire for continued entrepreneurship (Baumann, Eggers & Stieglitz, 2019).

The perceived need to grow diminishes as the organisation's age and the age of the proprietor is on higher side (Evans, 1987; Bosewell, 1972; Warneryd, 1988). Also the size of the organisation has a major impact on the entrepreneurial intention (Kumar, 1984; Doutriaux, 1984). Larger the size of organisation less willing they are to make decision on business expansion and more reluctant they are to grow, smaller the size of organisation more willing, eager and have earnest desire to grow (March and Sevon, 1988; Simyar et al. 1988). Although satiation is consideration to be one of the prime factor that stops small scale organisations to grow Davidsson, (1991). To be internally competent within work environment and willing to prove themselves as an young employee wants to move up the career ladder alongside an enthusiastic entrepreneur leads an organisation towards continued entrepreneurship.

In terms of perceived opportunity, age and experience of employees and their will to perform and learn has a strong influence on motivating entrepreneurs to achieve continued entrepreneurship. Many literatures have highlighted the journey and experience of entrepreneurs at the beginning of their career, prefer to work for other business owners. During the early stages they are most likely to learn how to start business, organise it and become aware of responsibilities. Entrepreneur also realise the importance of team management and the key roles played by young and experienced staff members (Stewart et al. 1998; Segal, Borgia & Schoenfeld, 2005). After establishing their own business, being an owner and having previous work experience they encourage internal competition and emphasis on selecting efficient and effective combination of youth and experienced employees in team (Ajzen & Fishbein, 1980; Bird, 1988). The young employee's desire to grow and the approach of experienced employees being responsible towards their action motivates entrepreneurial intentions to follow the path of continued entrepreneurship by subsequently retaining the spirit of intra-organisational competition.

## Conclusion and future research suggestions

Entrepreneurial intentions influenced by intra-organisational competition can promote value attribute to economic achievements and have the ability to stimulate continued entrepreneurship. The article suggests a few researches that can be carried out in the future regarding the current trends and challenges for establishing Intra-organisational competition in relation to entrepreneurial intentions. It is recommended that by gathering and comparing data on Internal competition in relation to the Pros and Cons by the use of case studies to summarise how practically it is possible to fill the gap between entrepreneurial motives and employee's contribution and performance. Research analysis can be done on what are the other additional factors that are responsible for Intra-organisational competition and how to support them in entrepreneurial context. The application of entrepreneurial theories which are based on key variables such as perceived need, opportunity, entrepreneurial motivation and continued entrepreneurship requires validation in context intra-organisational competition. There are challenges associated in implementing and utilising Intra-organisational competition, it is perceived as daunting task for small and medium scale business, more empirical researches are required to substantiate the performance outcome. Entrepreneurial theories which are in synchronization with the complexity and legitimacy should be considered for testing and examining how Intra-organisational competition contributes to the realisation of organisational agendas that can positively influence continued entrepreneurship. Evaluating the importance of sustainable thinking at different structural levels for implementing internal competition associated with entrepreneurship is another challenge. There are future possibilities of discussing the barriers of implementing intra-organisational competition in entrepreneurial stream.

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