

**SHOULD UNDERGRADUATE PURSUE A CAREER AS AN INTRAPRENEUR?***HARUSKAN LULUSAN SARJANA MENGEJAR KARIR SEBAGAI SEORANG INTRAPRENEUR?*

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**Abstract.** The purpose of this research is to identify the factors that make undergraduate tended to choose official jobs rather than be an entrepreneur or intrapreneur and to identify if the intrapreneur could be the best choice for a career for undergraduate. This research is exploratory research, targeting to know the factors that make undergraduate tended to choose the official jobs and small-business rather than be an entrepreneur or intrapreneur. The sampling will be taken from the undergraduate that open small-business and take official jobs. This research is conducted with two source of data which is primary data and secondary data. Primary data is used to identify the factors that influence undergraduate that tended to take official jobs or small-business. Secondary data is used to identify if the intrapreneur could be the best way for undergraduate to choose. Based on the result of this research, it is concluded that financial stability and capital to start new business are the factors that make undergraduate tended to choose official jobs rather than be an entrepreneur or intrapreneur. Intrapreneur is the best choice for a career for undergraduate, and the future financial condition is a big part in deciding whether to work in official jobs or becoming an entrepreneur.

**Keywords:** Intrapreneur, entrepreneur, official jobs, career

**Abstrak.** Tujuan dari penelitian ini adalah untuk mengidentifikasi faktor-faktor yang membuat lulusan sarjana lebih condong untuk memilih pekerjaan kantoran dibandingkan menjadi wirausaha atau intrapreneur dan untuk mengidentifikasi jika menjadi seorang intrapreneur dapat menjadi pilihan karir terbaik bagi lulusan sarjana. Penelitian ini adalah jenis penelitian eksploratori, yang bertujuan untuk mengetahui faktor-faktor yang membuat lulusan sarjana lebih memilih untuk bekerja kantoran dan bisnis swasta daripada menjadi wirausaha atau intrapreneur. Sampel yang digunakan dalam penelitian ini diambil dari lulusan-lulusan sarjana membuka usaha kecil dan juga yang bekerja kantoran. Penelitian ini dilaksanakan dengan menggunakan dua sumber data yaitu data primer dan data sekunder. Data primer digunakan untuk mengidentifikasi faktor-faktor yang mempengaruhi kepada lulusan sarjana lebih memilih untuk mengambil pekerjaan kantor atau membuka bisnis kecil. Data sekunder digunakan untuk mengidentifikasi apakah menjadi intrapreneur adalah jalan terbaik yang dapat diambil oleh lulusan sarjana. Berdasarkan hasil dari penelitian ini, dapat disimpulkan bahwa stabilitas keuangan dan modal bisnis untuk memulai bisnis baru adalah faktor-faktor yang membuat lulusan sarjana lebih memilih untuk bekerja kantoran daripada menjadi wirausaha atau intrapreneur, intrapreneur adalah pilihan karir terbaik untuk lulusan sarjana, dan kondisi keuangan masa depan adalah alasan yang besar dalam memutuskan untuk bekerja kantoran atau menjadi wirausaha.

**Kata Kunci:** Intrapreneur, wirausaha, pekerjaan kantoran, karir

## INTRODUCTION

In today's information age, entrepreneurship plays a key role in the technology industry, where technology innovation is responsible for creating a multitude of new products, services, and businesses. Additionally, many entrepreneurs use information technology to create new services and products in a variety

of other industries, including online stores, social media, insurance services, and consulting firms. Entrepreneurs who leverage technology to create new products, services, and businesses tend to be more knowledgeable, technology-dependent, and personally innovative (Oakey, 2003). Hence, in higher education, researchers have begun to investigate information technology entrepreneurship among business students and recommend that business schools provide technology and business innovation curriculum (Chen, 2013).

Entrepreneurship education is believed to be of importance because it “serves to motivate potential entrepreneurs and helps to ensure a critical mass of inflow of ideas and entrepreneurs into the community” (Otto, 1999). Due to the vital role entrepreneurship plays in global economic development and job creation, many institutions of higher education have implemented entrepreneurship programs. One important, yet often overlooked aspect of entrepreneurship education is that very few students will go on to use their entrepreneurial skills to start their own businesses. Rather, many will choose to behave entrepreneurially within existing organizations as intrapreneurs.

Intrapreneurs, those who contribute to corporate entrepreneurship at the firm level (Davidsson, 2006), are equally important to economic growth and global competitiveness as individual entrepreneurs. Intrapreneur is an employee who is given the authority and support to create a new product without having to be concerned about whether the product will become a source of revenue for the company. Unlike an entrepreneur, who faces personal risk when a product fails to produce revenue, an intrapreneur will continue to receive a salary even if the product fails to make it to production. A large organization can be challenged to identify and encourage employees whose business skills and creative abilities make them good candidates to take on entrepreneurial roles within the company, yet still be content to remain employees. Princhott (1987) builds an intrapreneur is a person who focuses on innovation and creativity and who transforms a dream or idea into a mutually beneficial business within the corporate environment. Therefore, in order to succeed intrapreneurship must be implemented in corporate strategy (Budiharjo, 2011).

Now the graduate's unemployment in Indonesia is increasing because most of the companies in Indonesia need the people that not only have intelligence but also have skills in business. There are so many undergraduate that have skills to be an entrepreneur but also so many undergraduate is more likely tended to take an official jobs for example civil servants or be a banker and also choose the Small-Business just because of the risks of an entrepreneur, Instead of taking on all the risk and responsibility, the undergraduates are now able to pursue their visions within the role of an intrapreneur, using the resources of the company they work for to make their ideas a reality and still benefiting heavily when these ideas succeed.

## THEORETICAL FRAMEWORK

### Entrepreneur

An entrepreneur is an individual who, rather than working as an employee, founds and runs a small business, assuming all the risks and rewards of the venture. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures. An entrepreneur is an individual who, rather than working as an employee, founds and runs a small business, assuming all the risks and rewards of the venture. The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures. Entrepreneurs play a key role in any economy. These are the people who have the skills and initiative necessary to anticipate current and future needs and bring good new ideas to market. Entrepreneurs who prove to be successful in taking on the risks of a startup are rewarded with profits, fame, and continued growth opportunities. Those who fail suffer losses and become less prevalent in the markets. Entrepreneurship is one of the resources economists categorize as integral to production, the other three being land/natural resources, labor, and capital. An entrepreneur combines the first three of these to manufacture goods or provide services. He or she typically creates a business plan, hires labor, acquires resources and financing, and provides leadership and management for the business.

### Intrapreneur

Intrapreneur is a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk – taking and innovation. Intrapreneurs introduced new products, services, and processes which enabled their companies to grow and succeed in changing environment. What was, therefore, needed was a system and an organization culture within a large organization that would allow the executives to operate like entrepreneurs. These persons are driven not by monetary gain but by a deep

desire of personal achievement. Therefore, companies should provide such people with adequate financial resources and the autonomy necessary for the development and application of their ideas. Pinchot suggested the creation of a system that would provide select executives a status within the corporation like that of an entrepreneur in society. He described such people as intra-corporate entrepreneurs or 'intrapreneurs.'

### **Intrapreneur Characteristics**

There are several characteristics of someone being an intrapreneur, which is as follows:

- Intrapreneurs conduct themselves in a highly ethical manner. Intrapreneurs conduct themselves in a highly ethical manner. Intrapreneurs put their personal emotions aside, and act with objectivity by doing what is right. Intrapreneurs recognize and encourage others for their involvement and contributions. They behave authentically and with utmost integrity. The value system of each Intrapreneur will eventually turn into the organization's culture.
- Intrapreneurs are less distracted. Time is a valuable entity. Intrapreneurs are aware of all the distractions that could consume their valuable time. We are not short of distractions at workplaces today - Cell phones, social media, Office gossips, etc. Intrapreneur stays away from any distractions that could potentially hinder their creativity at their respective workplaces. Lesser the distractions, better the creativity and productivity.
- Intrapreneurs are Mentors. Mentoring is one of the best and proven forms of influence and knowledge sharing. Intrapreneurs are on the constant look out for mentors who can influence their creative vision. Intrapreneurs make great mentors as well. At the onset of an opportunity, they are ready to share their knowledge with others. Organizations see dramatic improvements in the creativity and productivity with mentorship and knowledge sharing.
- Intrapreneurs are Constant learners. Intrapreneurs are constant learners. Whether it is personal or professional growth, they constantly learn to better their art of being creative and productive. Intrapreneurs take not only proactive steps to identify their next learning step but also identify valuable things to learn in every situation. The more we learn, better we operate daily.
- Intrapreneurs provides value to the organization. Intrapreneurs recognize that they are an investment to the Organization. So, they not only provide value to the Organization but also to themselves for their growth. Intrapreneurs acknowledge that while their job duties provide measurable outcomes for the Organization, the way they discharge their functions with integrity provides overall value to the Organization. Intrapreneurs are indispensable human resources to an organization, and its growth. Intrapreneurs take responsibility for their career and empower themselves to be creative for the organization's greater good.

### **Previous Research**

Kansikas and Murphy (2010) aimed to understand the prerequisites for learning organizations (LO) as perceived by university students. Intrapreneurship education offers possibilities to increase student's adaptation of learning organization's climate and behavior. By analyzing students' perceptions, more information about learning organization creation was achieved. Content analysis was used to interpret the results. In total, 310 first year university master's degree students in Finland answered a series open-ended questions. The results show that for intrapreneurship education to result in an increase in learning organizations it should be based on individual motivation and the self-management skills of the students. Both practical and theoretical skills are needed to achieve the aims of intrapreneurship education. Participation, openness and flexibility direct students to achieve the aims of learning organizations. The pursuit of and the use of knowledge are both needed in intrapreneurship education. Students' critical thinking and evaluation among other intrapreneurial skills should be developed and upgraded

Ali, Mustapha, and Osman (2020) purposed to check the notability of intrapreneurship for business education faculty members and look at how its credits and practices identify with faculty's work inspiration and socioeconomics. From a sample frame of 851 university business education faculty members in KPK region, Pakistan, 376 faculty members finished an online poll for a reaction rate of 44.1%. Results demonstrated statistically substantial contrasts in faculty members' intrapreneurial introduction relying upon background, level and specialization of position, and university. Greater trust in and relevant help for intrapreneurship enhanced faculty encouragement. Responders who self-recognized as ambitious innovators encouraged coordinated efforts between their students and active businesspeople, directed new methodologies for showing inventiveness and designed creative educational programs. While responders for the most part felt a sense of freedom, they didn't feel they had satisfactory skills and resources for propelling new enterprises, and they saw less resilience for hazard and risks inside their universities.

Serrano, González-García, and Campos (2018) aimed to discover the determinant variables of entrepreneurial and intrapreneurial intentions of sports science students. For that reason, a sample of 183 senior-level sports science students, 23.60% female and 76.40% male with ages ranging between 20 and 41 years old ( $M = 22.56$ ;  $SD = 2.70$ ) was analyzed. The results showed that the determinant variables of these two types of entrepreneurial behavior are totally different. In the case of entrepreneurial intentions, the attitude towards behavior and the perceived behavior control were the significant determinants, while in the case of intrapreneurial intentions, the entrepreneurial abilities, subjective norm and age were the main determinants.

## RESEARCH METHOD

### Research Approach

This research is qualitative research. Denzin and Lincoln (2005) describe qualitative research as involving "... an interpretive naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them." This research is exploratory research, targeting to know the factors that make undergraduate tended to choose the official jobs and small-business rather than be an entrepreneur or intrapreneur.

### Population and Sample

Population is the undergraduate student while the sample will be taken from the undergraduate that open small-business and take official jobs.

### Data Collection Method

This research is conducted with two source of data which is primary data and secondary data. Primary data is information that has been collected specially for the purpose of the research project. Primary data is used to identify the factors that influence undergraduate that tended to take official jobs or small-business. Secondary data is used to identify if the intrapreneur could be the best way for undergraduate to choose.

### Data Analysis Method

In qualitative research, the analyzing data will occur several stages which is important such as organizing data, testing the assumption towards data collection, examine the alternatives explanation or questions of the data and write down the result of the research. This research prepared the questions and automatically meets the informants. This researcher is visiting the informants and interview directly. The stages in the research will occur several times, and the repetition founded too much. That is the limit of interview; the information is enough to be analyzed. Researcher must make a diary, the written information from informants, and from the diary the researcher will conduct the research.

## RESULT AND DISCUSSION

### Result

#### Interview Result

This research used qualitative method and interview as the data collection method to collect the information needed. The population of this research is any undergraduate available for interview about the entrepreneur and intrapreneur as well as the chance of interview about official jobs.

Informant 1 (batch 2010) explained that being an entrepreneur is always at the back of his mind. Studying and learning and the experience at university made him thinking and considering a lot of business ideas. The major factor influencing Informant 1 to take official jobs is that he doesn't have any resources to start the ideas, so taking the official jobs is a stepping stone in having capital to start the ideas. Based on the interview with Informant 1, there's a lot of pressure in choosing between starting a business or stay in official jobs. As an entrepreneurship, new ideas will lead to certain level of competitiveness, but the risk also high. Any mistake or miscalculation will increase the risk and the loss. Furthermore, the loss as an entrepreneur is a personal loss. Of the other hand, in official jobs, the level of advantage is nearly zero because the person has the same level as the other employee, but the risk and loss are very low, if that person doing their job properly. The other factor

influencing the decision to take official jobs is financial stability. To start new business or new ideas as an entrepreneur, the entrepreneur must consider the capital and strategies used in the primary stage of his business. There's a lot of capital will be used like for marketing, in which it could be using an endorser to promote his new product. It could be a risky decision: "Is the capital for promotion will result in increase of product sold or it could be a loss in capital?". This is the other factor that influence Informant 1 to choose taking official jobs rather than being an entrepreneur. Based on Informant 1, intrapreneur is the best option for undergraduate because it will sharpen the creativity and as a channel to direct new ideas while having financial stability because working for certain organization with the low risk of the ideas being decline or unaccepted.

Informant 2 (batch 2012) explained that he chooses official jobs to get more experience in business world and activities while collecting capital to start the business. Informant 2 explained that the risk of starting new business is very high, so there's a big chance that there will be a huge amount of capital will be spent to start new business.

Informant 3 (batch 2010) explained that he chooses official jobs rather than being an entrepreneur because the variety of available work to do as well as the salary that could be used to collect capital. This is the main reason why Informant 3 choose to take official job. In general, the Informant 3 still interested in the idea of being an entrepreneur. Regarding the concept of intrapreneur, Informant 3 explained that he agrees and support if someone wants to be an intrapreneur because by being an intrapreneur, that person could create and develop new ideas or new business potential, and in this way the intrapreneur could learn more about the new business and the new opportunities available as well as the strategies that could be used for every one of those ideas. Furthermore, being an intrapreneur could create new job opportunities for other people.

Informant 4 (batch 2012) explained that he chooses official jobs rather than being an entrepreneur because he's an accounting major, so it is more suitable for him to work in a company than being an entrepreneur. Informant 4 explained that, regarding the concept of intrapreneur, being an intrapreneur is more suitable to someone with passion in career, because every idea and skill set owned could be applied in organization or company.

Informant 5 (batch 2014) explained that official jobs have a lot of variances in job available, so he prefers to choose official jobs to get a lot of experience in business areas. Financial stability also the main reason for Informant 5 to choose official jobs rather than being an entrepreneur because there's a stable income to support financial needs and daily needs. The risk of loss is also high when becoming an entrepreneur, meanwhile working official jobs have low chance of loss, of course must be supported by doing the work properly. Being a worker also create a lot of chance to learn about a lot of stuff, so the learning activities will go on for a long time.

Informant 6 (batch 2011) explained that he prefers to choose official jobs rather than being an entrepreneurship because there's so much benefit prepared by the organization or company for him, such as holiday bonus and BPJS Ketenagakerjaan that will be useful either while working or in the future when he's not working at that organization or company anymore. On the other hand, being an entrepreneur, that person will be responsible for everything he's done, either good or bad. Like nowadays, with the pandemic, being an entrepreneur will affect a lot. On the other hand, if we work in organization or company, there will be a financial benefit that will support in such pandemic condition. So, in general the financial stability and assurance is higher and better in official jobs than being an entrepreneur.

Informant 7 (batch 2014) stated that the main reason to choose official jobs than being an entrepreneur is the capital to start new business. Financial stability and collecting capital are the reason why it is better to work than to start new business. Regarding intrapreneur, Informant 7 explained that it is an interesting idea to be an intrapreneur because it creates creativity and ability to create new ideas without having to be an entrepreneur first. Informant 7 concludes that he is interested to be one.

Informant 8 (batch 2014) explained that he chooses to be an entrepreneur because it's very possible to manage whenever and wherever we want to work and totally free to control our work is the best innovative way of work. It is also possible to work with a more organized friend resulting from the flexibility of being an entrepreneurship. Informant 8 also stated that being an intrapreneur is very possible for him to be an option.

Informant 9 (batch 2014) explained that he chooses to work in official jobs because he needed the capital first to start being an entrepreneur, so he works in a bank first to collect the capital needed. Financial and capital are the main factor Informant 9 chooses to work in official jobs. Regarding intrapreneur, Informant 9 stated that he's interested in becoming one because that way he could channel the creativity and ideas which already been thought by him.

Informant 10 (batch 2013) explained that he chooses to be an entrepreneur because being an entrepreneur is very much depending on the financial, and Informant 10 already fulfilled that factor, so it is possible for him to be an entrepreneur. Regarding intrapreneur, Informant 10 stated it is an interesting position in business world because we could be like an entrepreneur but we shouldn't worry about the capital to start new business and ideas. Informant 10 concluded that he's interested in becoming an intrapreneur.

### **Discussion**

The data founded by researcher, in general, is looking the same, with a few slightly different in some cases.

### **Factors Affecting Undergraduate**

Based on the result of the interview, there are two main factors affecting undergraduate to choose official job than being an entrepreneur, which are: (1) financial stability and (2) capital owned.

1. Financial stability. Based on the result of the interview, 8 from 10 informants stated that financial stability is the main reason to choose official job than being an entrepreneur. Those informants related to this stated that working in official job has a lot to offer with a very low risk of being loss. On the other hand, there's a big risk of loss in being an entrepreneur. It is understandable because when someone work in an organization or company, they must follow the protocol and working activities in that organization or company, that will result in stress and pressure such as for deadline or target. This way the organization will provide everything that they could to keep the employee doing their best work and giving their best for the organization or company. This leads to financial stability and every assurance from financial sides to make sure the result of their work will always at the top. This assurance and stability will affect the worker in doing their performance inside that organization or company as well as the worker will affect the continuation and the running of the organization or company. Future investment in personal finance status is the main reason why people tend to choose official jobs rather than being an entrepreneur. Financial crisis could happen any time. This crisis might be a lot easier if someone has a lot or enough investment. When entrepreneur start a new business, there's a lot of money or financial assets that could be sacrificed in order to get through the crisis. This unknown future is one of the reasons why people tend to choose official jobs rather than being an entrepreneur.
2. Capital owned. Based on the interview, 6 out of 10 of the Informants stated that they need to collect the capital before starting the new business. It is understandable because capital is very important in starting a new business. Every idea created must be followed by a proper capital. Looking at the perspective of these informants, the amount of capital prepared will determine the success of the new business. It is totally understandable because there's a lot of factors that will affect the success of new business and capital provided will determine the continuation and the ability of the new business to compete with competitors and to keep the advantage. Capital availability is a serious issue for a person to be an entrepreneur, because the lack of capital could lead to debt in starting new start-up business.

### **Intrapreneur Is the Best Choice for Undergraduate**

Based on the interview, every Informant is very interested in becoming an intrapreneur. Channeling new ideas and creativity as well as the sense of creating new ideas and business is very related and considered as the best option for undergraduate. Based on result of the interview, researcher could imply that as an undergraduate, every informant interviewed has a lot of sense of creativity and creation considering there's a lot of studies and experiences shaped their mind. Intrapreneur is considered the best of both worlds. It has the creativity and creation sides but also has the stability and assurance sides. Being an intrapreneur can exploit the key elements of entrepreneurship, but also the personal financial means provided by official jobs.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the result of this research, there are some conclusions that can be taken, which are:

1. Financial stability and capital to start new business are the factors that make undergraduate tended to choose official jobs rather than be an entrepreneur or intrapreneur.
2. Intrapreneur is the best choice for a career for undergraduate.

3. Future financial condition is a big part in deciding whether to work in official jobs or becoming an entrepreneur.

### Recommendation

This research was conducted in order to be useful theoretically and practically. Based on the result of this research and conclusion, there are several recommendations suggested by researcher, as follows:

1. For undergraduates, it is suggested that undergraduates should understand better the alternatives provided in being entrepreneur or intrapreneur.
2. For government, it is suggested to provide a lot of attention to undergraduates who wants to start new business to reduce unemployment rate in Indonesia.
3. For future researcher, it is suggested to provide future research will more variables or any other research tools or analysis method regarding entrepreneur or intrapreneur.

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