

# Intrapreneurship and Organisational Responsiveness of Manufacturing Firms in Bayelsa State, Nigeria

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## Abstract

*The study investigates the association between intrapreneurship and organizational responsiveness of manufacturing firms in Bayelsa State, Nigeria. Intrapreneurship, the independent variable dimensions was proactiveness and risk taking, while the organisational responsiveness was measured with adaptive capacity and alertness. The cross-sectional survey was used in this study. The population covered 239 managers and supervisors of manufacturing firms in Bayelsa State. A sample of 148 respondents was determined using the Krejcie and Morgan table and the simple random sampling technique was used. The primary data was obtained using a well-structured questionnaire. Face and content validity were used to determine the validity of the instrument and the reliability was determined using Cronbach's alpha. Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 0.7 are considered reliable. Spearman's rank correlation was used for the analysis. The findings reveal a correlation between the dimension of intrapreneurship and organisational responsiveness. The study conclude that intrapreneurship relates with organizational responsiveness of manufacturing firms in Bayelsa State, the study recommends enhancing proactiveness and risk taking for effective organisational responsiveness. this study contributed to wealth of knowledge by preferring empirical evidence of how intrapreneurship relates with responsiveness of manufacturing firms in Bayelsa State.*

**Keywords:** Intrapreneurship, Proactiveness, Risk Taking, Organizational Responsiveness, Adaptive Capacity, Alertness

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## INTRODUCTION

In today's rapidly changing industrial environment, responsiveness has become pillar of competitiveness in the manufacturing industry. Organisational responsiveness refers to a firm's capability to quickly detect and understand changes in customer demand variation, disruptions

in the supply chain, government regulations, and variation in economic growth, and make necessary adjustments (Okwurume, 2024; Chauhan et al., 2021). In the manufacturing sector, responsiveness occurs when the organisation respond quickly to the company notices, reacts to change, embraces faster product adaptations, promotes production lines changes to keep up with global trends (Chamba, 2023). So, responsiveness is not only a technological or operational process, but an essential business strategy that enhances operational efficiency and resource utilization, minimize waste., improve production flow and helps firms remain in business (Renna et al., 2023). The ability to respond flexibly to variations in demand helps firms achieve efficiency in operations and better capacity utilization (Wegwu, 2024). Furthermore, responsiveness plays a critical role in meeting customer expectations, customer satisfaction, market positioning, and gaining market share and underpins resilience and strategic agility for manufacturing firms facing unpredictable disruptions. (Lim et al. 2023; Akpan et al., 2022).

it is worthy to note that responsiveness can be affected by various factors and one of the factors that can impact organization is intrapreneurship.

Intrapreneurship, the practice of encouraging employees to think and act like entrepreneurs inside the company, is an important process for businesses to stay innovative and competitive in a fast-changing world (Hernández-Perlins, 2022). It is a powerful organisational tool used to adapt, innovate, and stay ahead of rivals and achieve success. Intrapreneurial employees that think and behave like entrepreneurs are responsive in nature; they are proactive in constantly embracing new opportunities, preferring solutions to problems. They are fast at seeing changes in trends, testing new ideas, and embracing innovation, making them like sensing machinery that detects changes in the environment (Hernández-Per lines, 2022; Chamba, 2023). The intrapreneurship-responsiveness relationship is necessary as local manufacturers face irregular power challenges, infrastructural constraints, poor logistics, import dependence for raw materials and equipment, and inflationary pressures that raise production costs, resulting in conditions that reward internal innovation and quick adaptation to preserve competitiveness (Sandra, 2024; Bayo, 2023). Despite the vital role of manufacturing firms in economic development, increasingly, many firms are struggling with poor organisational responsiveness and failure to detect or adjust to shifts in their operating environment.

Some firms lack the agility and flexibility needed to respond to disruptions; likewise, there is an inability to timely detect and adapt to changes in supply disruptions, shifting demand and regulatory changes in their environment (Wegwu, 2025). Okocha & Wan-Daud (2020), the lack of responsiveness is being attributed to poor technological backwardness, infrastructural limitations, and poor resilience and strategic agility. Poor responsiveness in firms often results in outcomes, among which could be suffering from supply chain disruption, longer lead times, and inability to carry out production activities in response to changing market demands. Poor responsiveness to customer needs or market conditions often affects performance, bringing dissatisfaction as a result of the firm's inability to provide the right products at the right time; likewise, it lowers market share, as competitors who respond faster have the

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opportunity to capture customers, thus reducing the firm's market share. According to Soprinye & Onuoha (2020), a positive bond exists between intrapreneurship and responsiveness.

Despite several studies on intrapreneurship (Gabriel, 2025; Hernández-Perlines, 2022; Sandra, 2024; Bayo, 2023) and responsiveness (Okwurume, 2024; Chamba, 2023; Omotayo, Awodele, & Olamide, 2020; Ogbeta-Ogwu, 2024), respectively, a dearth of empirical studies on the influence of intrapreneurship on responsiveness in manufacturing firms in Bayelsa State motivates this study. This study will bridge the observed gap in knowledge and help policymakers and managers design internal structures that will not only foster intrapreneurship but also translate those initiatives into timely, organisation-wide responses to local and global shocks. This study help proffer relationship between the dimensions of relationship of intrapreneurship with th y=measures of

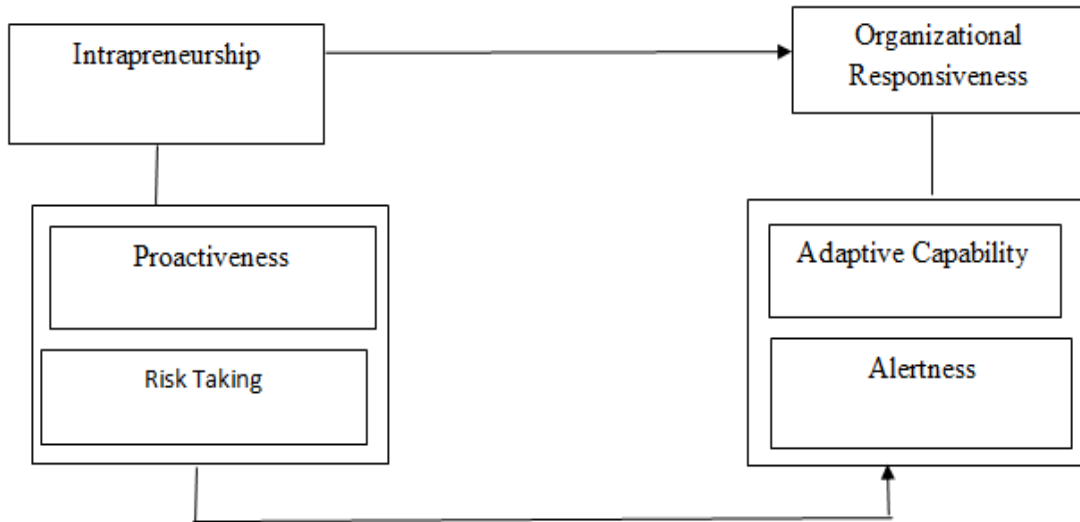
### **Research Hypotheses**

The following research hypotheses were stated and tested in this study.

- H<sub>01</sub>: There is no significant relationship between proactiveness and adaptive capability of the manufacturing firms in Bayelsa State.
- H<sub>02</sub>: There is no significant relationship between proactiveness and alertness of the manufacturing firms in Bayelsa State.
- H<sub>03</sub>: There is no significant relationship between risk taking and adaptive capability of the manufacturing firms in Bayelsa State.
- H<sub>04</sub>: There is no significant relationship between risk taking and alertness of the manufacturing firms in Bayelsa State.

## REVIEW OF RELATED LITERATURE

### Conceptual Review



**Figure 1:** A conceptual framework showing the relationship between intrapreneurship and organizational responsiveness of manufacturing firms in Bayelsa State  
**Source:** conceptualized with the researcher

### Intrapreneurship

Intrapreneurship refers to the entrepreneurial behaviours, mindsets, and mechanisms that allow employees to act like entrepreneurs within an established organisation to initiate innovative ideas, develop internal ventures, and engage in problem-solving that enhances organisational active responses to challenges. Intrapreneurship is an opportunity to enhance creative enabling structures, flexible hierarchies, and resource access through given tools, time, funding, or materials to employees for the development of new ideas or experiments and enhance cultural support that encourages innovation, experimentation, and risk-taking to make employees feel safe in proposing ideas, challenging routines, and trying new approaches without fear of punishment or ridicule, hence giving them empowerment to pursue opportunity-orientated initiatives within their roles (Hernández-Perlines et al., 2022). These mechanisms promote internal experimentation and encourage employees to explore new ways of delivering value without leaving the firm. Intrapreneurship is an essential driver of competitiveness in an organisation, as it cultivates internal innovation and supports adaptability in dynamic environments. When employees incessantly create and utilise creative solutions, fit enhances agility, improved responsiveness, and sustained performance.

### **Proactiveness**

'Proactiveness' refers to an individual's or organisation's forward-looking orientation to anticipate future opportunities and challenges, seek out information, identify emerging trends, and be proactive in taking initiative to act ahead of competitors or potential problems and changes in the environment, rather than simply reacting to events as they occur. Proactiveness is a strategic behaviour that enables firms to respond to emerging technologies, implement innovations, and adapt to new market demands that shape their environments rather than simply react to them. This form of behaviour gives a competitive edge in capturing early opportunities (Wales et al., 2020) and encourages leaders and employees to continuously scan the market more intensively, scan the environment, experiment early, make early strategic moves, respond to minor challenges before they turn into major challenges and position themselves advantageously before external changes fully materialise (Hossain, 2022). The Kraus et al. (2020) study suggests that proactive organisations experiment early, invest in opportunity-driven initiatives, and respond swiftly to disruptions and behaviours that enhance organisational competitiveness and performance. Proactiveness thus enhances early detection of warning signals and gives organisations the lead time required to adapt their products, processes, and strategies, hence creating a major role in cultivating a culture of anticipation and innovation.

### **Risk-Taking**

Risk-taking refers to a firm's willingness to pursue uncertain opportunities, commit resources to innovative initiatives, and experiment with initiatives or strategic directions that may or may not yield successful outcomes. Risk-taking is an essential strategic move for fostering exploratory innovation, embracing bold ideas and venturing into new opportunities where outcomes are unpredictable (Wales et al., 2020). Messikh (2022) suggests that risk-taking should be well managed to deliver high-value outcomes. This openness to uncertainty allows firms to develop novel solutions, differentiate themselves, and achieve breakthrough performance results; nevertheless, risk-taking must be balanced with effective leadership and governance control mechanisms to prevent failure and harmful exposure.

### **Organisational Responsiveness**

Organisational responsiveness refers to the speed, quality, accuracy, and effectiveness with which an organisation detects environmental changes and adapts its strategies, structures, processes, and operations to changes in its external environment. Responsiveness is an essential element of organisational agility that drives a firm's performance and its ability to survive and perform well in volatile and uncertain environments (Williamset al., 2021; Nguyen et al., 2024). Responsiveness enhances customer engagement, strengthens supply chain agility, and promotes timely adjustments in product offerings, services, and internal routines. Fast responsiveness in an organization's processes and activities fosters continuous strategic flexibility, systematic environmental scanning, and rapid decision-making processes and structures that enable the firm to adapt quickly and effectively to shifting market conditions. Internal capabilities corroborate responsiveness. Empowered teams, flexible processes, and decentralised decision structures enhance swift adaptation to changes.

### **Adaptive Capability**

Adaptive capability is a dynamic organisation's capacity that enhances the organisation's ability to reconfigure its processes, routines, structures, and resources in response to internal or external disruptions to maintain alignment with environmental changes. Adaptive capability is a vital dimension of organisational resilience that enhances learning from adversity, adjusting routines, and maintaining performance under changing circumstances (Duchek, 2020). Adaptive capability integrates structural flexibility with cognitive elements such as shared mental models and leadership support for experimentation and allows firms to fuse learning, anticipation, and adjustment in ways that strengthen long-term organisational survival. Firms with strong adaptive capabilities are better able to absorb shocks, process changes quickly, capitalise on emerging opportunities, integrate lessons from crises, redesign processes to fit new realities and sustain stable performance during periods of disruption (Williams et al., 2021). Hence, adaptive capability is not only a recovery tool but also supports ongoing innovation and continuous improvement in stable periods.

### **Alertness**

Alertness refers to the ability of individuals or organisations to be attentive to changes in their environment to notice emerging opportunities, interpret weak signals, subtle trends, early indicators, or minor shifts that others might overlook, and make connections that lead to strategic action. It is also a foundational cognitive process in opportunity recognition, enabling individuals and firms to detect patterns and possibilities that others overlook (Anwar, 2020; Araujo et al., 2023). When employees or organisations are very sensitive, they are able to interpret these signals correctly, link them to potential opportunities or threats, and respond with timely, strategic decisions that enhance competitiveness.

### **Dynamic Capabilities Theory**

The Dynamic Capabilities Theory propounded by Teece et al. (1997) posits that a firm must have the ability to sense, seize, and reconfigure resources in response to environmental changes. Sensing involves the firm's capacity to discover changes or opportunities in its environment. Seizing encompasses taking advantage of those opportunities through timely decisions and investments, while reconfiguring involves reorganising its internal structures, processes, and resources in response to changes in the environment. Intrapreneurial behaviours reinforce a firm's ability to sense emerging opportunities and threats early. When the firm's staff engages in intrapreneurial thinking, they are better equipped to recognise market shifts, propose new product ideas, and question outdated internal processes to detect external changes faster than competitors. This theory is relevant to this study because the ability of firms to withstand the turbulence in the business domain will help enhance their level of responsiveness.

### **Empirical Review**

Sun et al. (2024) explore the association between intrapreneurial competencies and sustainable development of Chinese high-tech SMEs. The target audience consisted of high-tech small and medium enterprises in China. A sample of 649 organisations selected from national industry lists. The research was quantitative and cross-sectional in nature. Data was collected through standardised questionnaires and distributed to firm managers and owners. Structural equation modelling (SEM) was used for the analysis. The findings indicated that intrapreneurial capabilities contribute positively to firm development.

Ramasu et al. (2024) examined the impact of intrapreneurship on the growth of SMEs in the food manufacturing sector in Botswana. The population comprises food-manufacturing SMEs in Botswana; a sample of 204 owners, managers, and employees was used. A questionnaire was used as the instrument for collecting data from the respondents. The methodology employed was quantitative and descriptive-analytic. Data were analysed utilising exploratory factor analysis (EFA) and descriptive/inferential statistics to confirm constructs and evaluate correlations. The findings reveal a positive link between intrapreneurship and the growth of SMEs.

Dickson (2022) investigated “corporate entrepreneurship and manufacturing firms’ performance in Benue State, Nigeria.” The study employs a cross-sectional survey design. The respondents are managers and senior staff of the firms. The study was a quantitative survey design. Structured questionnaires were used for data collection. Multiple regression analysis was used for the analysis to investigate the association between entrepreneurship and business outcomes. The results indicated that innovativeness and proactiveness significantly enhanced growth and adaptive performance, while risk-taking also exhibited a positive influence.

Onuoha and Ogbari (2025) explore the impact of intrapreneurship on organisational responsiveness within industrial enterprises in south-eastern Nigeria. The objective was to ascertain the influence of innovativeness, proactiveness, and risk-taking on organisations’ capacity to adapt to market dynamics, supply variations, and technological advancements. A sample of 300 respondents was determined from a population of 1,000 employees of ten manufacturing companies. The researchers employed a quantitative survey approach. Data was gathered through questionnaires. Descriptive statistics, correlation analysis, and multiple regression were used for the analysis. The study findings show that innovativeness and proactiveness significantly enhanced organisational responsiveness, while risk-taking had a modest but still favourable effect. The study found that intrapreneurship makes Nigerian manufacturing companies much more responsive.

### **METHODOLOGY**

The cross-sectional survey was used in this study. A total of 239 managers and supervisors of manufacturing firms in Bayelsa State were covered. A sample of 148 respondents was determined using the Krejcie and Morgan table (1970). The primary data was obtained using a well-structured questionnaire. The independent variable, intrapreneurship, was operationalised using two dimensions: proactiveness and risk taking. Each construct was measured with a set of

five items. Proactiveness was assessed with items such as “I frequently initiated new ideas to improve our work processes.” Similarly, risk taking was measured with items such as “I was willing to take bold actions even when outcomes are uncertain.” The criterion variable, organisational responsiveness, was measured using two dimensions: adaptive capability and alertness. Adaptive capability was assessed with items such as “Our firm adjusted its operations quickly when market conditions change.” Alertness was measured with items such as “I actively noticed early signals of emerging opportunities in our business environment.” Face and content validity were used to determine the validity of the instrument used in this investigation. The reliability was determined using Cronbach's alpha. Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 0.70 are considered reliable. Spearman's rank correlation was used for the analysis.

**RESULTS AND DISCUSSIONS**

148 questionnaires were distributed, but only 142(96%) copies were returned, and this constitutes the valid questionnaire. The hypothesis test is undertaken at a 95.5% confidence interval, and the decision rule states that where  $P < 0.05$ , reject the null hypothesis, and where  $P > 0.05$ , accept the null hypothesis.

**Table 1: Correlations between Proactiveness and the Dimensions of Organizational Responsiveness**

		Proactiveness ,	Adaptive Capability	Alertness	
Spearman's Rho	Proactiveness	Correlation Coefficient	1.000	.850**	.864**
		Sig. (2-tailed)	.	.000	.000
		N	142	142	142
	Adaptive Capability	Correlation Coefficient	.850**	1.000	.840**
		Sig. (2-tailed)	.000	.	.000
		N	142	142	142
	Alertness	Correlation Coefficient	.864**	.840**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	142	142	142

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

Source: SPSS Output, 2025.

**Proactiveness and Adaptive Capability:** In table 1, the Spearman's rho value is 0.850 ( $p = 0.000$ ), which is lower than the 0.05 significance threshold. The coefficient of determination

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( $r^2$ ) is 0.723. This means 72.3% of differences shown in adaptive capability are attributed to variations in proactiveness . This finding led to the rejection of the null hypothesis ( $H_{01}$ ) and the acceptance of the alternative hypothesis ( $H_{a1}$ ). The study revealed a positive relationship between proactiveness and adaptive capability.

**Proactiveness and Alertness:** Table 1 also reveals a Spearman’s rho value of 0.864 ( $p = 0.000$ ), which is less than the 0.05 threshold level. The  $r^2$  value of 0.746 suggests that 74.6% of the variance in alertness is attributable to proactiveness . Consequently, the null hypothesis ( $H_{02}$ ) is rejected in favour of the alternative hypothesis. This shows the existence of a positive relationship between proactiveness and alertness.

**Table 2: Correlations between Risk Taking and the Dimension of Organisational Responsiveness.**

		Risk Taking	Adaptive Capability	Alertness	
Spearman's rho	Risk Taking	Correlation Coefficient	1.000	.835**	.825**
		Sig. (2-tailed)	.	.000	.000
		N	142	142	142
	Adaptive Capability	Correlation Coefficient	.835**	1.000	.805**
		Sig. (2-tailed)	.000	.	.000
		N	142	142	142
	Alertness	Correlation Coefficient	.825**	.805**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	142	142	142

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

**Source: SPSS Output, 2025.**

**Risk Taking and Adaptive Capability.** According to Table 2, column 5, the Spearman’s rho value is 0.835 ( $p = 0.000$ ), which is below the significance level of 0.05. The coefficient of determination ( $r^2$ ) is 0.697, indicating that 69.7% of the variation in adaptive capability is explained by risk taking. Given this result, the null hypothesis ( $H_{03}$ ) is rejected, and the alternative hypothesis ( $H_{a3}$ ) is accepted. This observation demonstrates a strong and significant positive relationship between risk taking and adaptive capability.

**Risk Taking And Alertness:** Table 2 also shows a Spearman’s rho value of 0.825 ( $p = 0.000$ ), which is less than the 0.05 significance level. The  $r^2$  value is 0.681, indicating that risk taking accounts for 68.1% of the variance in alertness. Based on this evidence, the null hypothesis ( $H_{04}$ ) is rejected in favour of the alternative hypothesis. This suggests that there is a strong, significantly positive relationship between risk taking and alertness.

**Discussion of Findings**

The study was to examine the association between intrapreneurship, operationalised with proactiveness and risk-taking, and organisational responsiveness, measured through adaptive capability and alertness, within the manufacturing firms in Bayelsa State. The Spearman’s

correlation analysis was used for the analysis. The findings revealed that both dimensions of intrapreneurship significantly and positively influence organisational responsiveness.

The results of hypothesis 1 analysed revealed a strong and positive significant relationship between proactiveness and adaptive capability ( $\rho = 0.850$ ,  $p = 0.000$ ). This depicts that when managers actively take initiative, provide new ideas, anticipate changes, and act before problems arise, adjust quickly to changes around them—such as shifts in customer demand, new technologies, or supply chain disruptions—this will make their firms become more resourceful at adjusting to changing environmental conditions. This shows that proactive behaviour enhances flexibility, continuous improvement, and timely adaptation, which are essential elements of organisational survival and success in ever-changing markets. The result  $r^2 = 0.723$  means that 72.3% of the variation in adaptive capability is explained by proactiveness, further affirming that proactiveness is a major driver of adaptive capability in manufacturing firms. This aligns with Onuoha and Ogbari (2025), who state that intrapreneurship relates to organisational responsiveness within industrial enterprises in southeastern Nigeria. This study support the dynamic capability theory that organisation that are able to adapt in changing business domain are better positioned to become more responsive.

Similarly, a strong, positive and significant relationship was found between proactiveness and alertness ( $\rho = 0.864$ ,  $p = 0.000$ ). Proactive managers pay close attention to what is happening around them by scanning their environment more frequently, identify new opportunities that the firm can use, and discover potential threats earlier than their less proactive counterparts, so as to be better prepared to act quickly when something changes. The  $r^2$  (which is 0.746) shows that that 74.6% variation in adaptive capability is explained by proactiveness. And thus emphasising the importance of proactiveness in enhancing responsiveness. This aligns with Ramasu et al. (2024), who state that intrapreneurship relates to the growth of SMEs in the food manufacturing sector in Botswana. this finidng also agree with dynamic capability theory. This implies that organization that are proactive possess dynamic capability that is useful in boosting their responsiveness.

The analyses in Table 2 reveal that risk relates positively to the dimensions of organisational responsiveness (adaptive capability and alertness) within manufacturing firms in Rivers State. The strong positive correlation between risk-taking and adaptive capability ( $\rho = 0.835$ ) suggests that when managers are willing to take calculated risks—such as trying new approaches, investing in new technologies, or making bold decisions—their firms are better able to adjust quickly to changing business operational environments. This is in line with what Dickson (2022) says about corporate entrepreneurship and performance in Benue State, Nigeria. Hence, risk relates is critical in increasing adaptive capability in the organisation.

Similarly, the strong relationship between risk-taking and alertness ( $\rho = 0.825$ ) indicates that managers who are willing to embrace risk are more likely to notice early signals of environmental shifts, emerging opportunities, or potential threats in their business environment. Risk-takers actively gather information, engage in proactive scanning and boundary-spanning activities, look beyond their immediate area, and think creatively and innovatively to notice

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early signs of changes, spot new opportunities, and recognise potential problems sooner than managers who avoid risk, to understand and respond to important market developments more effectively and enhance a firm's ability to sense and interpret relevant market information. This agrees with Sun et al. (2024) that intrapreneurial competencies relate to the sustainable development of Chinese high-tech SMEs. Again, this work is in alignment with dynamic capability theory because when organization are able to take relevant and calculative risk, they become more responsive as a result of enhanced dynamic capability possessed.

## **CONCLUSION AND RECOMMENDATIONS**

This study explores the association between intrapreneurship and organisational responsiveness, as assessed among manufacturing firms in Rivers State. Intrapreneurship, the predictor variable, was conceptualised and measured through proactiveness and risk-taking, while organisational responsiveness, the criterion variable, was measured through adaptive capability and alertness. The findings revealed that both dimensions of intrapreneurship have strong and significant positive relationships with organisational responsiveness. Specifically, proactive managers enhance adaptive capability and alertness by anticipating changes, initiating new ideas, and acting early. Similarly, a strong relationship exists between risk-taking and both measures of responsiveness (adaptive capability and alertness). In essence, intrapreneurship is a strategic asset that strengthens both the adaptive and alert dimensions of organisational responsiveness, promoting firms' survival and thriving in dynamic markets

- Manufacturing firms should actively encourage and develop proactiveness among managers and employees as such will help increase the firms responsiveness..
- Firms should implement regular environmental scanning practices, including market trend analyses, competitor monitoring, and customer feedback systems as such will help boost the firms adaptive capacity.
- Organisations should encourage employees to take calculate risk and engage on innovation initiatives as such is relevant in increasing the firms alertness.
- Firms should provide platforms and mechanisms that allow managers to explore new ideas, gather diverse market intelligence, and anticipate trends. By encouraging responsible risk-taking behaviour, organisations can strengthen alertness, ensuring that potential opportunities or threats are detected and addressed promptly.

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