

Intrapreneurships' Job Specification for Organisational Growth and Development

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Abstract:

Keeping intrapreneurs without innovative and creative skills for optimal performance has a negative influence on firms' growth and development knowing that the main focus of intrapreneurs in any given firm is to add value to the growth and development of the organisation. The new normal occasioned by the fourth industrial revolution and COVID-19 pandemic requires the attention of the intrapreneurs on innovation and creativity for optimal organisational performance. The paper examined how intrapreneurship job specification and activities develops individual intrapreneurship innovative and creative skills for firm growth and development. Quantitative survey design was adopted for data collection from intrapreneurs in the manufacturing firms operating in Lagos metropolis, Nigeria, using a simple random sampling technique. A self-reported questionnaire was used for data collection. The Statistical Package for Social Sciences, version 26 was employed for the analysis. The findings indicate that innovation and creativity; intrapreneurship individual and organisational development and job specification move along together in the long run. It was revealed that the impact of job specification and development on intrapreneurship performance is significant when the intrapreneurs have timely access to developmental training. The study based on the requirements of 4th Industrial Revolution and innovation for technology advancement in manufacturing firms, inclusive manufacturing is proposed for innovation advancements in manufacturing domain to enhance provision of solution to societal, economical, and environmental challenges through the advanced manufacturing equipment.

Keywords: *Intrapreneurship activities, innovation, creativity, Job specification, and development.*

INTRODUCTION

The development and the trend in entrepreneurship have placed more interest in the study of intrapreneurship or corporate entrepreneurship (Byrne, Demar, Fayolle & Lamine, 2016). This is to revitalise organisational culture to improve intrapreneurs self-efficacy through the availability of developmental factors such as the context, technology and teamwork. Most organisation lack human resources strength to introduce new paradigm of growth while some managers focused on necessity driven framework for their operations which only develop operational skills and problem-solving fit that is related to process implementation (Christensen & Raynor, 2003; Rivera, 2017). It is worthy to note that intrapreneurship skills required to be innovative and promote organisational goals and skills needed for business management and operation is different. Thus, Mamasioulas, Mourtzis & Chryssolouris (2020) asserts that innovation for manufacturing firms usually got salient strategic features, like defensive (comply to competition) or offensive (taking advantages of competition). Therefore, all organisations need leaders who can demonstrate or mentor employees in a team spirit to build and create customers' value that will in turn be a source of growth and development for the organisation (Marcinkus & Murphy, 2012; Blanchard, 2018). This is because employees that will be relevant in the Fourth Industrial Revolution and post Covid-19 pandemic era must develop exploitation capability to generate opportunities through the pace of changes and make it a driving tool for organisational development. Exploration of literature in this paper aims at presenting broader account of intrapreneurship as a major developmental factor in a firm which can be seen as human efforts in an organisation to support the vision and mission of the entrepreneur coupled with job specification and incorporation of new innovation for the organisational goals' achievement. The essence is to transform the acquired innovation and creativity skills into business value (Ping, Jie, Naiqiu & Zhengzhong (2010).

Therefore, for organisational growth and development, intrapreneurs' activities need to be supported through the managerial actions. The process to achieving this could be through opportunity identification, (having an initiative to come up with new idea of goods or services), innovativeness (creative thinking in more extraordinary way than the customary job design or ways), proactivity (taking smart move before the competitor sniff it) in rendering quality and timely services to the customers, and risk taking (taking calculative risk to pursue the opportunity or idea). Though intrapreneurship can be regarded as the brain behind any organisational growth and development but mostly, many organisations do not recognise its activities as a developmental dimension in organisations. Evidence have shown that organisational outcome has been influenced by intrapreneurial activities but there is dearth/scarcie of research on how the activities affects intrapreneurs (Gawke, Gorgievski, & Bakker, 2017). This study sought to examine and explore literature on how it can be promoted in the Nigeria manufacturing sector. This could invariably develop intrapreneurs indirectly to affect organisational performance and productivity based on the above discussion which translates to new job creation, transformation of key business areas and continuous innovation and creativity (Brigic & Umihanic, 2015).

While it is acknowledged that entrepreneurially oriented organisations have exponential growth and survival propensity rates than the non-entrepreneurial organisations (Thabethe, 2019; Bharucha, 2019), it lacks reflection on the individual employees' development of the entrepreneurial organisation as their behaviour and attitude drive internal innovation. Though, individual entrepreneurial orientation (IEO) is entrenched in individual development as adopted by (Bolton & Lane, 2012) through Entrepreneurship Orientation (EO) firm level dimension, it has since been a subject of research, but intrapreneurship has received little or no attention, particularly in Nigerian literature (Falola, Salau, Olokundun, Oyafunke-Omoniyi, Ibidunni & Oludayo, 2018). This has negative effect on the development of the Small and Medium Enterprises (SMEs) capabilities and growth. It indicates that intrapreneurship has not benefited from the incorporation of the EO constructs at the organisational level (Criado-Gomis, Iniesta-Bonillo & Cervera-Taulet, 2018) because it has little or not translated to individual entrepreneurship action, organisational expansion and new products to the market. Therefore, intrapreneurship is seen as a key priority of organisational strategy to provide solution to complexities associated with innovation and technological advancement (Baruah & Ward, 2015).

This study explored how intrapreneurship activities developed individual to achieve organisation growth and development plan. The first part discussed intrapreneurship concept and development, afterward, intrapreneurship growth and organisational development, job specification was discussed. Considering the above-mentioned focus of intrapreneurship, it is important to investigate intrapreneurship activities in order to ascertain how it developed individual creativity and entrepreneurship skills and organisational growth and development. The study is therefore guided by the following primary and secondary research objectives, and hypothesis as follows.

Primary Objectives: The primary objective was to explore how job specification; intrapreneurship activities develop individuals to achieve organisational growth and development plan.

Secondary Objectives: The primary objectives were supported by the following secondary objectives.

1. To examine if intrapreneurship activities contribute to individual growth and organisational development.
2. To examine if job specification is a significant drive for individual intrapreneurship growth and development.

Hypotheses

H1: Intrapreneurship activities do not contribute to individual and organizational growth and development.

H2: Job specification is not a significant drive for individual intrapreneurship growth and development.

INTRAPRENEURSHIP CONCEPT

Intrapreneurship was a concept developed and introduced to entrepreneurship in 1978 by Guilford and Pinchot, more insight to the concept was given by Miller (1983) in relation to entrepreneurship research endeavours at the enterprise level, the author considered factors that can promote organisational ability such as innovation, risk taking and competitive proactiveness. The concept and its dynamics were later explored by various scholars within an organisation as intrapreneurship (Ping et al, 2010, Antoncic & Hisrich, 2001; Zahra, 1995). Therefore, intrapreneurship could be regarded as an avenue whereby an employee in the firm harnessed opportunities without regard to the resources they currently control (Stevenson & Jarillo, 1990), while it was seen as doing, inventing, create or innovate new things and departing from the customary to pursue new opportunities identified (Hecker, 2017). Intrapreneurship is a development spirit of entrepreneurship in an existing organisation. The concepts emanated from streams of research in entrepreneurship; Entrepreneurship orientation (EO) and Corporate Entrepreneurship (CE) (Antoncic & Hisrich, 2003). Intrapreneurial orientation was said to be stems from the EO concept to measure entrepreneurial actions and decision making in organisation (Lumpkin & Dess, 1996) and it leads to organisational success and increase organisational performance (Zahra, Kuratko & Jennings, 1999). Scholars have also defined intrapreneurship in different dimensions with terms such as intrapreneuring, corporate entrepreneurship, corporate venturing and internal corporate entrepreneurship (Pinchot, 1985; Vesper, 1990, Jones & Butler, 1992). For this study, Intrapreneurship could be regarded as practice that encourage optimal utilisation, maintenance and retaining an edge in innovation through technology and profit-making competitively through expansion and creation of more business within the existing firm.

While Gündoğdu (2012) go further to conceptualise intrapreneurship to be ‘Innopreneurship’ with an integrative perspective that traditional entrepreneurs are not sufficiently able and not likely to succeed. Gündoğdu sees innopreneurship as an answer to the ecosystem demand, potential, and talent to respond to fourth industrial revolution challenge that will establish sustainable competitive advantage in entrepreneurship ecosystem in the long run. Identification of potential intrapreneur from the induction is important to organisation growth and needs to be developed through training. The development should not be solely on skill building but emphasis must be extended to personal attitude towards efficient performance in ever dynamic and rapidly changing entrepreneurship ecosystem. Year 2020 Covid-19 era has created an increase on global demand for versatile intrapreneurs; and demand for technologically innovative and creative intrapreneurs are increasing globally (Ward & Baruah, 2014), this is consistent with Parker (2011) who queried; if organisations can strategically train and develop intrapreneurs for future organisational demand. The implication of this is that educational institution should also incorporate such training in the curriculum as formal education or mainstream institutions can offer perfect platform for intrapreneurial or entrepreneurial skills acquisition for organisational growth and development (Ward & Baruah, 2014).

ORGANISATIONAL GROWTH AND DEVELOPMNT

There are diverse views on the definition of organisational growth, academic referred to it as a simple attribute quantitatively while practitioners see it as qualitative but complex development internally for more expansion (Gruenwald, 2015). There is growth manifestation through the act and art of creativity and innovativeness of intrapreneurship which leads to new venture and employment creation via the integration of the environment, individual involved and the organisational culture. This implies that organisational growth can be determine by the individual effort and organisational support through the management, this is consistent with the views of Zhou and de Wit (2009) in an integrated analysis of growth determinants of a Dutch companies that revealed individual, organisation, and environment as growth determinants. The growth is measured to ascertain self and collective change, innovation and creativities at interval of time (Garcia-Manjon & Romero-Marino, 2012) which invariably led to growth unlike organisations that lack individual, collective and technological innovations (Colombelli, Haned & Le Bas, 2013).

While Intrapreneurship development focus on innovation and risk taking (Azami, 2013) as her major activities as earlier discussed, proactivity is also competitively relevant in the market to motivate intrapreneurship activities. The development encourages organisational growth measurement which was without universal formula except organisational culture-based measure (Madzikova & Nani, 2020). Hence,

the suggestion from both the academic and practitioners on the quantitative and qualitative measures respectively (Gruewald, 2015). Therefore, most organisation based their measurement on sales, profits, products, production capacity, number of human capital and expansions (Gerald & Elisifa, 2013) but employment creation and sales levels are more focused on during the exercise. Therefore, this study focused on measuring intrapreneurship activities for growth and development and how it is being supported, such as skill development, taking calculative risk, innovativeness and creativity, job creation, and interpersonal relationship. The aforementioned promotes organisational development which is a gradual transformation. It enhances organisational growth through increase in performance, productivity and profit, development which could be regarded as quality and wellbeing of the intrapreneurs to perform more in the specific organisational task. This also could be measured through their creativities, self-development, innovation and performance appraisal in order to give motivation, reward or recognition, it encourages versatility and expertise, and willingness to perform excellently having sense of belonging and involvement as regards the job specification.

Based on the foregoing, organisational growth and development can be defined as a process of change both in individual and organisation in terms of intrapreneurs' job role, performance and style of executing it, and structure and organisational culture of the firm. Although some literature regarded the two (growth and development) as same, but the understanding is that "growth" is manifested in the form of quantitative indicators through which it reveals changes in size to indicate growth or shrinks. In organisation, it can be horizontal or vertical within the existing business enterprises framework while it can be via connecting phases in advance through diversification of activities based on the environment; while "development" could be regarded as progressive transformation from simpler to more complex form or modern state; in organisation, it is defined as a process in which profitable business activities are conducted creating an increased business performance (Brigic & Umihanic, 2015).

JOB SPECIFICATION

Research have been on-going by organisational psychologists for decades on the job analysis to match intrapreneurs or employees with available jobs in an effective manner (Muchinsky, 2003). Job specification is an information that defined the qualification and behavioural requirement to be possessed by any potential intrapreneur to perform a job well (Ahmad, Yee, Isa, Soon & Sapry, 2019). Job specification Index (JSI) which could be regarded as a tool for recruitment, selection and placement, providing information on the attributes the potential job holders must bring into a specific job. It therefore set to classify jobs differently base on the requirements and characteristics JSI is designed. Though organisations see it as a procedure but its solely for determination of required knowledge, skills, abilities and other personal attributes requirements (Balogun, 2006). Despite the importance of JSI to the organisational performance, growth and development, most organisation pay no or little attention to its application in Nigeria context (Ibidun, Osibanjo, Adeniji, Salawu & Falola 2015).

For excellent job performance, JSI application must be a practice in the organisation to improve performance, this will enable the organisation to get information on the knowledge and skill the holder of a job must exhibit or place such on on-the-job training to add more value. While it is imperative to accomplish the organisational goals, intrapreneurs productivity is also essential by focusing on what ability, skills, experience, qualifications, motivation levels, mental and physical being of the intrapreneurs and suggest requisite training that match the available job performance. Incorporation of this to organisational culture and policy will aid intrapreneurs' individual and organisational growth and development. The need could be measured through the performance appraisal that reveal workers' deficiency and organisational need for training which is regarded as shortfall on intrapreneurs knowledge, skill and attitudes against task requirements. This informed the training needs of the organisation in line with her objectives, how strategic and essential such training is at that time which could be organisational or individual needs to perform assigned task or job specification.

METHODOLOGY AND DATA ANALYSIS

Research Design: A quantitative survey research design was adopted to provide the required explanations for intrapreneurship job specification and activities for organisational growth and development in the manufacturing industry. The study population were the employees of the two manufacturing firms in the Lagos metropolis, Nigeria. The rationale for the choice of the two firm was their long years of operation that have span more than four decades, level of their employee's turnover and their location in Lagos, the economic hub of the West African countries. A simple random sampling technique was employed for the respondents that participated in the study because of its simplicity and lack of bias features in making generalisation of the research outcome back to the population (Sekaran & Bougie, 2016). A self-reported questionnaire was used for data collection. The structured surveyed questionnaire was divided into two sections: demographic information and data were contained in section A while section B contained questions on the variables under investigation. A total of 210 questionnaires were administered, while 101 copies were retrieved because of the constraints of the Covid-19 Pandemic which made it difficult to access the organisation for proper collection of the data. These copies were screened based on proper filling of all the sections and used for the analysis of the study.

Measurement

The items on the scale measuring intrapreneurship development activities and job specification were designed based on 5-Point-Likert Scale from 1-strongly disagree to 5-strongly agree to elicit responses from the respondents on the intrapreneurship growth and development activities (measured by 12 items) to indicate their level of agreement on the organisational support for their growth and development, their agreement to personally innovate, create and develop; and job specification (measured with 9 items) to know how redundant job specification is, does it increase innovation and creativity, Providing solution to challenges is their organisational culture for self-development, job specification index is used for performance appraisal, recruitment and training and creative thinking is essential, job specification allowed for self and organisational goals accomplishment. Close-ended questions were used to elicit demographic information. The instrument was piloted with some members of middle management employees of the firms and all ambiguous words and errors detected were rephrase and corrected. Data were analysed using descriptive statistics as well as inferential statistics most especially Pearson Products Moment Correlation (PPMC), regression analysis were used for the hypotheses testing and repeated measure of analysis of variance.

Data Analysis

The study experienced hindrance and constraints of the Covid-19 Pandemic period on data collection, the analysis was based on the 101 returned questionnaires from the two manufacturing firms. The data shows that there are more males (63.8%) than female employees (36.2%) to support Kanter (1984) that under certain circumstances will women proactively be intrapreneurship in terms of innovation than men. Majority of the respondents are married (79.8%) followed by single respondents (17.0%) with only 3.2% of them divorced, separated, or widowed. Most of the available respondents belong to Finance/Accounts department. The respondents are educated as 17% have first leaving certificates; 6.4% have National Diploma/National Certificate of Education certificates; 24.5% either have Higher National Diploma or bachelor's degree; half of the respondents have master's degree, while 2.1% are Ph.D. holders, this is consistent with the view of Pinchot (1985) that education level can influence corporate intrapreneurship. Lastly, majority of the respondents have spent more than 20 years in their organization followed by those who have spent up to 5 years (19.1%), while 18% have spent between 6 to 20 years in their organizations, this is consistent with Pinchot (1985) who also argued that work experience, specification and technical oriented could influence intrapreneurship behavior.

DISCUSSION OF FINDINGS

This section discusses respondents' responses on intrapreneurship development activities. It revealed that 68.1% of the respondents agreed that there is organizational support for intrapreneurship activities in their organizations ($M = 2.45$, $SD = 0.98$); 97.9% agreed that creative intelligent is based on individual development ($M = 3.09$, $SD = 0.58$); All the respondents agreed that interpersonal relationship foster good

relationship (M = 3.22, SD = 0.42); 96.8% agreed that organizational recruitment process promotes job specification and employee's performance (M = 2.95, SD = 0.58); 96.8% agreed that recruitment is focused on job specification index information and organizational needs (M = 2.91, SD = 0.54); 96.8% agreed that optimal output is a product of team work (M = 3.00, SD = 0.62); 79.8% agreed that individual intrapreneurship innovation and creativity is promoted in their organizational culture (M = 2.54, SD = 1.04); 64.9% agreed that risk taking develops new innovation and creativity expertise and expansion in their organizations' growth and development (M = 2.09, SD = 1.40); 86.2% agreed that innovation and creativity enhance job creation for organizational expansion (M = 2.78, SD = 1.14); 85.1% agreed that their organizations encourage innovation and creativities (M = 2.65, SD = 0.90); 92.6% agreed that taking calculative risk is a drive for organizational success (M = 2.85, SD = 0.79); 92.6% agreed that intrapreneurship skill development is enhanced by individual, organizational culture and environment (M = 2.81, SD = 0.82); 78.7% agreed that proactiveness in different challenges is encouraged for competitiveness (M = 2.46, SD = 1.19); 11.7% agreed that certification is more rewarding than the performance skill in their organizations (M = 1.54, SD = 1.03); 29.8% agreed that additional skill is an added advantage for employment in their organizations (M = 1.09, SD = 1.44); 78.7% agreed that job routine challenges enhances individual innovation and creative skill (M = 2.43, SD = 1.24).

Respondents' responses on Job specification

It revealed that 64.9% of the respondents agreed that employees are saddled/charged with innovation and creativity for new product and development (M = 2.39, SD = 1.36); 95.7% agreed that balancing between technical skill and business skill is key for innovation and development (M = 2.95, SD = 0.59); 85.1% agreed that job specification index is used for performance appraisal, recruitment and training purpose (M = 2.59, SD = 1.10); 95.7% agreed that creative thinking is essential for self and organizational goals accomplishment (M = 3.13, SD = 0.79); 95.7% agreed that providing solution to challenges at work is organizational culture for self-development (M = 2.91, SD = 0.65); 79.8% agreed that thinking out of the box improves quality of job and services delivery (M = 2.62, SD = 1.22); 55.3% agreed that performing same job activities everyday build confidence and expertise (M = 2.57, SD = 0.78); 93.6% agreed that job rotation improves individual creativity and innovative development (M = 3.03, SD = 0.78); 24.5% agreed that job specification makes one redundant (M = 2.11, SD = 0.85).

HYPOTHESES TESTING

The hypotheses used for the study are stated in null form and tested using regression analysis at 0.05 level of significance.

H1: Intrapreneurship activities do not contribute to individual and organizational growth

Independent variable = Intrapreneurship activities

Dependent variable = Individual and organizational growth.

Table:1 presents the regression analysis on intrapreneurship activities as it affects individual and organizational growth and development.

Table 1: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.187	.178	.69271

a. Predictors: (Constant), Activities

Table 1 model presents the results of regression analysis for the extent to which intrapreneurship activities contribute to individual and organizational growth and development. There is a positive relationship between Intrapreneurship activities and growth ($r = 0.432$). The coefficient of determination (R^2) of 0.187 showed that 18.7% of the variance recorded in individual and organizational growth in manufacturing organizations is accounted for by intrapreneurship activities. This result is significant hence the p-value of the result (0.000) is less than the level of significance (0.05) used for the study. Table 2 presents the analysis of variance for the regression analysis in table one.

Table 2: Analysis of Variance.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.145	1	10.145	21.143	.000 ^b
	Residual	44.145	92	.480		
	Total	54.291	93			

a. Dependent Variable: Growth
 b. Predictors: (Constant), Activities

The results of ANOVA (overall model significance) of regression test revealed that intrapreneurship activities significantly contribute to individual and organizational growth. This is explained by F-value (21.143) and p-value (0.000) which is statistically significant at 95% confidence interval. This means that the regression model has a good fit, signifying that the data obtained established the predictive power of the study’s model.

Table 3: Regression coefficients.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.546	.426		1.280	.204
	Intrapreneurship activities	.757	.165	.432	4.598	.000

a. Dependent Variable: Growth

$$\text{Individual and organizational growth} = 0.546 + 0.757 \text{ Intrapreneurship activities} \dots\dots\dots \text{Eq. (i)}$$

The results of regression coefficients for intrapreneurship activities revealed that at 95% confidence level, intrapreneurship activities are statistically significant as the p-value is less than 0.05 and the t-value greater than 1.96 ($\beta = 0.757$, $t = 4.598$, $p = 0.000$). This suggests that intrapreneurship activities are highly significant and can be used to predict individual and organizational growth. A unit increase in intrapreneurship activities will lead to 0.757 units increase in individual and organizational growth. Based on the results ($r = 0.432$, $R^2 = 0.187$, $p < 0.05$, $F_{(1,92)} = 21.143$, $\beta = 0.757$ and $t = 4.598$), null hypothesis is not accepted; thus it is concluded that intrapreneurship activities contribute significantly to individual and organizational growth.

H2: Job specification is not a significant drive for intrapreneurship growth and development

Independent variable = Job specification

Dependent variable = Intrapreneurship growth and development.

Table: 4 presents the regression analysis on job specification and intrapreneurship growth and development.

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344 ^a	.118	.109	.72126

a. Predictors: (Constant), Job specification

Table 4: presents the model on regression analysis results on the extent to which job specification drive intrapreneurship development. There is a positive relationship between job specification and intrapreneurship development ($r = 0.344$). The coefficient of determination (R^2) of 0.118 showed that 11.8% of the variance recorded in intrapreneurship development in manufacturing organizations is accounted for by job specification. This result is significant because the p-value of the result (0.001) is less than the level of significance (0.05) used for the study. Table: 5 presents the analysis of variance for the regression analysis in table 4.

Table 5: Analysis of variance.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.431	1	6.431	12.362	.001 ^b
	Residual	47.860	92	.520		
	Total	54.291	93			

a. Dependent Variable: Development
 b. Predictors: (Constant), Job specification

Table 5: presents results of ANOVA (overall model significance) of regression test which revealed that job specification significantly drives intrapreneurship development. This is explained by F-value (12.362) and p-value (0.000) which is statistically significant at 95% confidence interval. This implies that the regression model has a good fit, signifying that the data obtained established the predictive power of the study’s model.

Table 6: Regression coefficients.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.063	.410		2.594	.011
	Job specification	.525	.149	.344	3.516	.001

a. Dependent Variable: Development

$$\text{Intrapreneurship development} = 0.546 + 0.757 \text{ Job specification} \dots \text{Eq. (ii)}$$

In table 6: the results of regression coefficients for job specification revealed that at 95% confidence level, job specification is statistically significant as the p-value is less than 0.05 and the t-value greater than 1.96 ($\beta = 0.525$, $t = 3.516$, $p = 0.000$). This suggests that job specification is highly significant and can be used to predict intrapreneurship development. A unit increase in job specification will lead to 0.525 units increase in Intrapreneurship development. Based on the results ($r = 0.344$, $R^2 = 0.118$, $p < 0.05$, $F_{(1,92)} = 12.362$, $\beta = 0.525$ and $t = 3.516$), null hypothesis is not accepted; thus it is concluded that job specification is not a significant drive for intrapreneurship development.

Limitation and Direction for Future Studies

Besides its merits, this study also has some limitations. The study was conducted during the Covid-19 Pandemic with hindrance and constraints experienced in accessing the study site and population, this limits the study to small scope of coverage (two manufacturing firms). It was also limited to Quantitative design; therefore, future research should employ mixed method for a robust findings and validation of this study. Future study could be carried out with wider coverage on manufacturing firms both in Lagos and other part of Nigeria, and other developing nations in Africa for generalisation. It also investigated individual intrapreneurship activities and job specification while intrapreneurship training for growth and development is advised for future study to validate development variable investigated in this study. The study employed quantitative design, we encourage future scholars on application of mixed method to examine growth and development of both intrapreneurs and organisation for more robust outcome.

CONCLUSION AND RECOMMENDATION

This study contributes to the global trends on individual and organisational development by investigating how intrapreneurship activities and job specification impact individual and organisational growth and development in the selected manufacturing firms in Lagos metropolis, Nigeria. The result of the data analysed revealed that entrepreneurship activities engaged in the manufacturing firms in Lagos metropolis were effective in coping with the trend and challenges of technological development in manufacturing equipment and methods. This is evident in the positive relationship between intrapreneurship activities and

growth and revealed in the analysis of variance that intrapreneurship activities significantly contribute to individual and organizational growth as a result training relating to work redesign and work system, management systems and design of innovation. Furthermore, there is a positive relationship between job specification and intrapreneurship development, but it is concluded that job specification is not a significant drive for intrapreneurship development. However, it should be noted that it is not enough to expect growth and development from intrapreneurs activities and job specification but implementing the organizational development plan and competitive strategies could also enhance both individual and organizational growth and development. This could be because innovation in manufacturing firms must follow the concept of technology-service convergence because of modularization of technological system (Mamasioulas, Mourtzis & Chryssolouris, 2020). This can be achieved when management realize that the future work is related to fourth industrial revolution and acquisition of required skills to cope with new challenges of the future manufacturing system (Kodama, 2014). More importantly, the Covid-19 Pandemic that was seen as wicked problem and received with mixed reactions in the world of work be addressed holistically through training and development. Based on this study and requirements of 4th Industrial Revolution and innovation for technology advancement, inclusive manufacturing is proposed for innovation advancements in manufacturing domain. This will enhance provision of solution to societal, economical, and environmental challenges with the advanced manufacturing equipment. Also, it is recommended that the training and development aspect of organizational growth policy be redesigned to promote skills acquisition and reduce intrapreneurship turnover and its negative influence on manufacturing firms' growth and development.

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