

The influence of intrapreneurship on talent retention among professional workers: A mediating effect of self-efficacy

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Abstract: Intrapreneurship has emerged as an important role in retaining professional talent. Diminishing intrapreneurial activities among professional workers are likely to result in high organisation's turnover. Intrapreneurial behavioural expectation reflects retention decisions to whether the intentions to stay or leave probably take place. So far, however, there are currently no evidences of the value of these elements impact on professional workers who have witnessed higher retention. There are two primary aims of this study: 1. to discuss the influence of intrapreneurship (innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness) on talent retention among professional workers. 2. To find out the mediating role of self-efficacy on the relationship between intrapreneurship and talent retention. Innovative, proactive, competitive and creative working environment are the key aspects of intrapreneurship to support professional workers' positive expectations toward employment. This study proves that autonomy and risk-taking have improved professional workers maturity and built stronger behaviour. This study provides some evidence for the fact that intrapreneurship activities should be enhanced to lead the ability of an organisation to response the opportunities to lead in the competitive market. Intrapreneurship studies are still under-developed. Due to the absence of data, the developed research model of this study is useful to prove the formulated propositions. The positive relationship between intrapreneurship and retention outcomes may gain from various organisations, industries and group of employees.

Key words: Intrapreneurship; Entrepreneurial orientations; Talent; Retention; Self-efficacy; Professional workers

1. Introduction

One of the most important events of the 1990s was talent retention (Biron and Boon, 2013; Deery, 2008; Sigler, 1999; Tymon Jr, Stumpf and Smith, 2011), primarily among professionals (George, 2015). The importance of retaining professional talent is a function of organisations to balance a critical part in creating capabilities (Ranft and Lord, 2000); continuity of expert area (Tymon et al., 2011) and to stabilise work and life (Deery, 2008) in the exchange of good employment relationship between employees and employers (Boyas et al., 2012). A mutual understanding is that, greater professional retention associates with superior work performance (Kiessling et al., 2012; Kumar and Arora, 2012), productivity (Glen, 2006) and competitiveness (Doh et al., 2011; Singler, 1999). Besides confronting with expensive investment issue (Chang, 2010; Gächter et al., 2013; Hsi and Susanto, 2011; Nouri and Parker, 2013; Stumpf, 2014), organisations attempt to assess professional worker's job expectations (Iverso, 1999; Madden et al., 2014) and career orientations (Tremblay, Wils and Proulx, 2002) to fulfil their personal career goals.

There is a consensus among scholars that professional workers have strong expectations on career ambitions (Singh et al., 2013; Temkar, 2013) impacting on attitudes and behaviours in deciding to leave current organisations voluntarily (Mensah and Alemna, 1997; O'Donohue et al., 2007). In the discussion on professional workers, the relative importance of talent retention has been subject to considerable debate (De Vos and Meganck, 2008). More recently, literature has emerged that offers wider perspectives about retaining professional talent (Clairborne et al., 2015; Ertürk and Vurgun, 2015; George, 2015). Between 2010 and 2014, surveys such as conducted by Abdull Rahman (2012); Chang (2010); Clairborne et al (2015); Collin (2010); Doh et al (2011); Ertürk et al (2015); George (2015); Kenneddy and Daim (2010); Sass, Seal and Martin (2011); Sheng, Jiang, Klein and Wang (2011); Singh et al (2013); Wells (2015) were addressing the issues of professionals retention among directors, engineers, IT and MIS professionals, managers and teachers. It has conclusively been defined that professional as a special type of occupation whose members owned higher expertise, specialised skills and autonomy with a minimal supervision (Clairborne et al., 2015; George, 2015; Ghapanchi and Aurum, 2011). Accountant, architect, business

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manager, dentist, doctor, engineer and lawyer and physician are classified occupations under professional category (Abdull Rahman, 2012; Chang, 2010).

Professional's talent retention decisions are much debated in the failure of the employment relationships (Avanzi et al., 2014; Cheng and Waldenberger, 2013; Ing et al., 2006) which include career aspiration, career development, fairness, job embeddedness, job satisfaction, leader-member exchange, organisational commitment, organisational socialisation, organisational support, organisational trust, psychological contracts, role ambiguity, supervisor support and work-life balance. Despite these, the aspects of autonomy (Chang, 2010; Claiborne et al., 2015; Ranft et al., 2000; Westlund, 2008), creativity (Chang, 2010) and innovation (Guidice et al., 2009; Sheng et al., 2011) are significant sets for professionals in reducing negative behavioural expectations in looking for other jobs. Instead of investigating them independently, entrepreneurial orientation conceptualises innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness (Lumpkin and Dess, 1996) to complement professionals' employment expectations in the workplace. So far, however, there are currently no evidences of the value of these elements impact on professional workers who have witnessed higher retention.

According to Buekens (2014), it is important to encourage professionals with entrepreneurship that minded the freedom to innovate, explore new ideas and take challenges over the limits of organisations. Further, intrapreneurship combines the role of employee and entrepreneur which offers an opportunity to develop imagination and ideas of entrepreneurs to produce creative talents from within (Igbaria et al., 1999). This concept calls intrapreneurship is an entrepreneurship activity within existing organisations (Antoncic and Hisrich, 2001). Minimising entrepreneurial activities among members within an organisation is likely to result in high organisation's turnover (Yi et al., 2009).

In this research, the general objective is first, to discuss the influence of intrapreneurship activities on talent retention among professional workers. Specifically, the intrapreneurship activities involve innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness. Meanwhile, retention refers to managing ways to encourage professionals to remain in the same employment. Second, this research explores the mediating effect of self-efficacy on the relationship between intrapreneurship activities and talent retention among professionals. Thus, the study attempts to discuss the following questions:

- a) What is the relationship between intrapreneurship and talent retention among professional workers?
- b) Does self-efficacy mediate the relationship between intrapreneurship and talent retention among professional workers?

2. Intrapreneurship and talent retention

Intrapreneurship is a relatively new concept (Sijde et al., 2013). The term intrapreneurship is a relatively new name for entrepreneurship, commonly referred to as entrepreneurship within an organisation area (Antoncic, 2007). Antoncic et al (2001) define intrapreneurship as a process that goes inside an existing organisation and leads innovative activities such as development of new products, services, strategies and competitive postures. It is non-financial capital which involves individual and group in association with an existing organisation to create innovation (Sangar and Rangnekar, 2014; Shaw et al., 2009).

To date there has been little discussion on intrapreneurship from previous studies (Gündo du, 2012; Sangar et al., 2014; Yi et al., 2009). It is believed that boosting intrapreneurial spirit and behaviour among members allow organisations to sustain longer in the high market demand (Hashemi et al., 2012). Successful organisation is dependent on the key ability of entrepreneurs to identify opportunities and at the same time balancing the risk for individual entrepreneurs proactiveness (Khalili et al., 2013; Menzel et al., 2007; Ortega et al., 2013). Apart from Ta tan and Güçel (2014), central to the entire discipline of intrapreneurship is the concept of entrepreneurial orientation to enhance the entrepreneur's behaviours to overcome the crucial events for organisational strategic planning.

Intrapreneurial components are largely based upon empirical studies that investigate how entrepreneurial orientations influence corporate performance, development, growth, organisational commitment, organisational performance and profit (Antoncic and Antoncic, 2011; Jia et al., 2014; Kropp et al., 2006; Sijde et al., 2013; Zhang and Bruning, 2011). These researchers have analysed five broad components of entrepreneurial orientations as follows: innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness.

2.1. The influence of innovativeness on talent retention

Innovativeness refers to a willingness to support creativity, experimentation and creative activities to produce new products, services and new technology (Lumpkin et al., 1996). Emphasizing innovativeness is similar to expand technology in the process of research and development (Antoncic et al., 2001; Bolton and Lane, 2012). Gündo du (2012) believes that innovation plays a role to change in workforce talent, working conditions as well as managerial and organisational jobs. Departing innovation suffers from inventing entrepreneur's idea and developing those ideas into new things and transforming into market demands (Khalili et al., 2013).

Intrapreneurship is one of the most intense reactions when organisations always conceal the creativity and talent of their current employees (Menzel et al., 2007). Failure of organisations to

develop intrapreneur's innovativeness will affect future career and decision of professional talents remain in the same organisations. Detailed examination of innovativeness by Buekens (2014) has shown that, innovativeness becomes an engine to develop and retain intrapreneurs. Menzel et al (2007) also add that, professional talent has a role to produce and develop innovations and to turn it into intrapreneurial opportunities. By thinking critically, they are able to try new thing, learn for change, renewal and innovate. Also, creativity in an innovation determines the level of organisational achievements and performance (Kropp et al., 2006).

In other major studies, Christensen (2005) as well as Zehir, Muceldili and Zehil (2012) found that innovativeness is the key element of entrepreneurial orientation in sustaining organisation's capacity to innovate. Guidice et al. (2009) provides in-depth analysis of the innovativeness showing its relevance to turnover. A high level of innovation helps organisations to reduce employee's decision leaving the current organisation. In 1992, Igbaria and Siegel properly observed the causes of retention related to engineer's behaviour. Voluntary turnover among engineers can be reduced by assigning interesting tasks, providing positive feedback and encouraging freedom to be more creative and original. Unlike Guidice et al. (2009) and Igbaria et al. (1992), Hsi et al (2011) argued innovative professional talents are likely intended to leave current organisation in the near future. To release this uncertainty, the following proposition is advanced:

1a: Innovativeness is positively related to talent retention among professional workers

2.2. The influence of proactiveness on talent retention

A considerable amount of literature has been published on proactiveness. These studies analysed the impact on employee growth, entrepreneurial intentions and skills, competitiveness, product success and sales growth (Antoncic et al., 2001; Bolton et al., 2012; Davis et al., 2010; Gürbüz and Aykol, 2009; Taatila and Down, 2012). Proactiveness has emerged as catalyst to drive organisations becoming a leader in the competitive market by exploiting business opportunities (Gürbüz et al., 2009). In addition, proactiveness enables to detect the potential for entrepreneurs to open new businesses, entrepreneurial intentions and skills to achieve competitiveness (Bolton et al., 2012; Davis et al., 2010; Taatila et al., 2012). Davis et al. (2010) indicate that proactiveness facilitates top management orientation to enhance competitiveness by looking into initiatives, risk-taking, aggressiveness and boldness.

Proactiveness is opportunity-seeking for future demand by introducing new products and services (Lumpkin et al., 2001). It acts as an opportunity to shape the market environment by becoming a first mover (Lumpkin et al., 1996). Along with this growth, however, proactiveness has received critical

attention from researchers (Gürbüz et al., 2009). Ortega et al. (2013) stated that accessing and controlling technological capabilities are main focus to remain organisations with proactiveness. Further, employing proactiveness helps organisations to determine market opportunities and strategies to develop more product flexibilities (Hsi et al., 2007).

The relationship between proactiveness and talent retention among professional workers has been rarely highlighted. For example, Fang, Yull and Hongzhi (2008) analysed the influence of proactiveness, leaders' attitudes and organisational strategies to capture new business ventures. They found that, proactiveness reflects attitudes and strategies over external competitors to win new ventures. A strong initiative of new ventures shape organisation to be proactive to acquire professionals' leadership position within an organisation. Much has been debated on the roles of proactiveness on retention outcomes, thus a proposition is developed as follows:

1b: Proactiveness and talent retention among professional workers are positively related

2.3 The influence of risk-taking on talent retention

The role of risk-taking has been widely investigated (Gündo du, 2012; Kaluarachichi, 2013; Serinkan et al., 2013; Yi et al., 2009; Zehir et al., 2012). As Bolton et al (2012) reiterated that risk-taking is 'taking bold action by venturing into unknown, borrowing heavily and committing resources to venture in uncertain environment'. According to Dess and Lumpkin (2005), risk-taking falls into three categories: a) financial risk; b) business risk; and c) personal risk. Generally, risk-taking influences organisation's tendency to take bold actions into unknown market and commit a substantial amount of resources to venture uncertainty outcomes (Entebang et al., 2010).

Initial investigations of risk-taking have witnessed the positive roles on continuance commitment (Zehir et al., 2012), decision making processes (Khalili et al., 2013) and organisational performance (Jia et al., 2014). In order to survive and keep relevant in the market, business opportunities have become a crucial challenge. Risk-taking affects innovative performance of organisations ahead of competitors (Krishnakumar et al., 2013). However, the willingness of an organisation to take an amount of risk involves high cost of resources to invest in any uncertainty circumstances (Ortega et al., 2013).

It is thought that risk-taking and intrapreneurial behaviour are positively associated (Gürbüz et al., 2009). There is some evidence to conclude that intrapreneurs have risk-taking behaviour (Yi et al, 2009). Well-trained entrepreneurship employees are shaped by risk-taking (Kaluarachichi, 2013). Strategies to promote entrepreneurial culture involve willingness to take risk among managers to compete with existing business environment (Davis et al, 2010; Serinkan et al, 2013). Tremblay et al

(2002) believe that pure challenges in jobs enhance engineer's involvement in career to retain professionals. Departing from this relationship, a proposition is developed:

1c: Risk-taking has a positive influence on talent retention among professional workers

2.4. The influence of autonomy on talent retention

Autonomy is an individual or team's ability and willingness to seek and explore new opportunities (Jia et al., 2014). Bolton et al. (2012) refer autonomy as an independent action undertaken by entrepreneurial leaders or teams to bring out new business ventures. Positively, autonomy encourages individual or team members to create new idea and vision; and freedom of employees from organisation's constraints and control (Chang, 2010; Lee and Lim, 2008). More importantly, entrepreneurs exist if any organisation member willingly to be autonomous (Khalili et al., 2013). Autonomy complements the innovative performance where innovation outcomes closely related to those who are willing to have a right and timely decision.

Autonomy is generally a significant set for professional workers (Clainborne et al., 2015). Professional workers exhibit the high level of autonomy to keep them from departing (Chang, 2010; Clairborne et al., 2015; George, 2015; Ranft et al., 2000). A power of making decisions and freedom to control give them to create new ideas for effective entrepreneurship action within an organisation (Jia et al., 2014; Khalili et al., 2013).

There are a few reasons why autonomy has become so dominant to professional workers. Firstly, autonomy reflects professional career expectations among engineers (Tremblay et al., 2002); and secondly, autonomy reduces the intentions of professional look at other jobs. High degree of career expectations among engineers clearly defines the path of professional's retention decisions to stay. Moreover, job clarity enhances professional workers to understand their limitation of authority for making a decision. The more clarity of personal goals and objectives, the high expectations of job responsibilities will be (Clainborne et al., 2015).

There is a tendency for autonomy to influence voluntary turnover (Ching and Yu, 2014). Associative autonomy and retention can be demonstrated to release work exhaustion among IT professionals (Hsi et al., 2011). Similarly, autonomy becomes a key aspect to retain professionals to acquire greater status (Nguyen et al., 2014; Ranft et al., 2000). There are additional functions of autonomy being investigated in previous studies. Iverso (1999) convinced that autonomy significantly decreases employee's intention to leave current employer. Autonomy of managers has increased the job satisfaction and commitment thus has led to stay longer in the organisation (Udo et al., 1997). To prove the influence, a proposition is developed:

1d: Autonomy relates to talent retention among professional workers

2.5. The influence of competitive aggressiveness on talent retention

Lumpkin et al. (2011) refer competitive aggressiveness as an intensity of organisation's effort to outperform industry rivals. A number of authors have determined that competitive aggressiveness is equal to organisation's effort to lead in performance (Hughes and Morgan, 2007; Lumpkin et al, 2001). Due to this intensive challenge, competitors are compulsory to improve the position in the current marketplace (Lumpkin et al., 1996).

Most studies in the field of entrepreneurial orientations have only focussed on innovativeness, proactiveness, risk-taking and autonomy (Antoncic et al., 2001; Bolton et al., 2012; Fang et al., 2008; Gürbüz et al., 2009; Jia et al., 2014; Khalili et al., 2013; Krishnakumar et al., 2013; Kropp et al., 2008; Ortega et al., 2013; Shih et al., 2007; Wong, 2012; Zhang et al., 2011).

What is not yet clear is the influence of competitive aggressiveness on individual and organisational overall performance. The absence of competitive aggressiveness on corporate performance explains the poor organisations emphasis on competition in the market (Jia et al., 2014). Fariss and Wales (2012) claimed that, competitive aggressiveness is essential for organisations to continuously survive and relevance in the marketplace. This effort offers organisations protecting their market and survives in the long run (Gürbüz et al., 2009).

To lead in the global competition, intangible assets are becoming the key survival and growth (Gutiérrez et al., 2015). Key individuals who have ability are necessary to support organisation's competitiveness (Khalili et al., 2013). Other than that, organisation must consider other factors, such as social responsibility, values and ethics to compete in a healthy competition and respect community norms and values. Antoncic (2007) treats competitive aggressiveness similar to proactiveness. Unlike Lumpkin et al (1996), the differences of both are clearly defined into response of opportunities and threats. To sustain competitiveness in the market, this study attempts to investigate the behaviours of professional talents toward competitive aggressiveness in deciding to stay or leave current organisations. Thus, a proposition is developed:

1e: Competitive aggressiveness has a positive impact on talent retention among professional workers

2.6. Mediating effect of self-efficacy on the relationship between intrapreneurship and talent retention

Self-efficacy serves as a mechanism to explain an individual behaviour (Han, 2010). This concept

draws from Albert Bandura's social cognitive theory (McLaughlin et al., 2008). According to Bandura, self-efficacy represents human capability to produce certain level of performance (Wang et al., 2015). It relates to the individual's behaviours about his or her abilities to perform a challenging and specific task within a given context (Szu and Scannapieco, 2010; Karatepe and Karadas, 2014; Tamer et al., 2014). Self-efficacy or self-confidence is an individual's perception and interpretation about events and their control (Tamer et al., 2014).

The key research question of this study is thus whether or not self-efficacy mediates on the relationship between intrapreneurship and talent retention among professional workers? Much of past and current study on self-efficacy pays particular attention to career decidedness (Restubog et al., 2010), commitment (Klassen and Chiu, 2011), engagement (Caesens and Stinglhamber, 2014), human caring (Ellett, 2009), learning (Sukserm and Takahashi, 2012) and psychological capital (Karatepe et al., 2014; Tamer et al., 2014).

Self-efficacy and retention has a positive relationship (Karatepe et al., 2014; Singh et al., 2013; Wang et al., 2015). A strong expectation outcome directly influences professionals' retention towards individual's work accomplishment (Singh et al, 2013). Further, organizational support towards engineers' self-confidence abilities and expectations outcome enhance commitment and job satisfaction that are less likely to leave current organizations. Organizational support and value is the key to increase employee's self-efficacy and more engaged by their tasks and jobs (Caesens et al., 2014). Fewer efficacies have influenced employee's intention to leave voluntarily.

A mediating role of self-efficacy has been found in a study by Sukserm and Takahashi (2012). They proved that self-efficacy significantly influenced individual's behaviour and mediated on the relationship between learning and ethical behaviour. In 2008, Close and Solberg (2008) supported the relationship between intrapreneurship and self-efficacy among low-income Latino youths. They suggested focusing more on autonomy support environment to witness the relationship between autonomy and self-efficacy.

In other conditions, Karatepe et al. (2014) commented that self-efficacy has a positive impact on a person's self-confidence to perform a challenging task. McLaughlin et al. (2008) added that sense of efficacy tends to view difficult tasks as a challenge. Due to unambiguous mediating role of self-efficacy on the relationship between specific intrapreneurship components: innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness; and talent retention among professional workers, the propositions below are developed to witness the relationships:

2a: Self-efficacy mediates the relationship between innovativeness and talent retention among professional workers

2b: Self-efficacy mediates the relationship between proactiveness and talent retention among professional workers

2c: Self-efficacy mediates the relationship between risk-taking and talent retention among professional workers

2d: Self-efficacy mediates the relationship between autonomy and talent retention among professional workers

2e: Self-efficacy mediates the relationship between competitive aggressiveness and talent retention among professional workers

3a: Self-efficacy and talent retention are positively associated

3. Research model

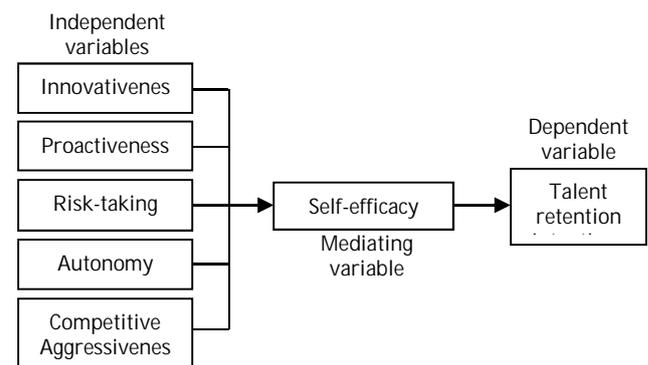


Fig. 1: Research Model

Fig. 1 shows the research model for the study to assess the relationship among independent, mediating and dependent variables.

4. Methodology

4.1. Population and sample

This concept paper proposes to investigate the influence of intrapreneurship on talent retention among engineers in the manufacturing industry located in Southern Peninsular Malaysia (Negeri Sembilan, Melaka and Johor Baharu). Engineers are classified under professional workers (Abdul Rahman, 2012; Igbaria et al., 1999; Lee, 1994; Menzel et al., 2007; Tremblay et al., 2002) and are directly involved in any phase of organisation's innovation process and development (Williamson, Lounsbury and Han, 2013). In addition, manufacturing organisations largely required high-skilled workers, mainly engineers to produce complex products.

The population of engineers is obtained from the Board of Engineer Malaysia (BEM) which specified the number of current registered engineers in Malaysia based on states and sectors. This study will contact registered engineers whose members of BEM (graduate and professional engineers) are working in Southern Peninsular Malaysia area. Stratified sampling method will be used to determine that the total samples to be involved in this study. This sampling design is more efficient

because each of the segments of the population is better represented, more valuable and differentiated information is obtained with respect of each group.

4.2. Variables and measurement

This research will be used the instruments that have been constructed from previous studies. Instruments used will be adapted to suit the purpose of the study. Table I summarises the variables, list of instruments and total items of each variable.

Table 1: Dimensions, instruments and questionnaire items

| Dimensions | Instrument used (Authors) | Total Items |
|----------------------------|---|-------------|
| Innovativeness | Dess and Lumpkin (2005) | 6 |
| | Covin and Slevin (1989) | 4 |
| Proactiveness | Dess and Lumpkin (2005) | 6 |
| | Covin and Slevin (1989) | 4 |
| Risk-taking | Dess and Lumpkin (2005) | 4 |
| | Covin and Slevin (1989) | 4 |
| Autonomy | Dess and Lumpkin (2005) | 4 |
| Competitive Aggressiveness | Dess and Lumpkin (2005) | 5 |
| Self-efficacy | Cretua and Sylvania Burcas (2014) | 10 |
| | Pillai and Williams (2004) | 17 |
| Talent retention | Govaert, Kyndt, Dochy and Baert (2011) | 9 |
| | Sang, Ison and Dainty (2009) | 4 |
| | Robinson, Kraljb, Solneta, Gohc and Callan (2014) | 4 |
| | | 4 |

Sample items of intrapreneurship are as follows: a) proactiveness- *"My organisation adopts creative methods of running business ahead of competitors"; "My organisation is proactive"*; b) innovativeness-*"My organisation has a strong intention to encourage and stimulate technological, product-market, or administration innovation"; "My organisation engages innovative behaviours and activities"*; c) risk-taking-*"My organisation commits a large portion of its resources in order to grow"; "My organisation encourages risk-taking behaviours"*; d) autonomy-*"My organisation develops independent work units to enhance creative thinking"*; and e) competitive aggressiveness-*"My organisation assumes an aggressive position to combat market challenge"*. For the talent retention items, this study intends to look the intention of stay and to leave of engineers. The sample items are: *"If I wanted to do another job or function, I would look first at the possibilities within this company"*; *"I intent, within a period of three years, to go working in another company"*.

5. Discussion and conclusion

In many cases, a separation between professional workers and current organisations affect personal cost to recruit, select and replace with newcomers (Chang, 2010; Doh et al., 2011; Ga'chter et al., 2013; Glen, 2006; Igbaria et al., 1992). Professional worker's behaviours are vital aspect of retention (Mendes et al, 2011). Nonetheless, this behavioural intention is subject to situational and attitudinal influences which much is complex and difficult to control (Cuskelly and Hoye, 2013).

Intrapreneurship has emerged as an important role in retaining professional talent. Intrapreneurship is an entrepreneurship within an existing organisation (Ta tan et al., 2014). Professional worker acts like an entrepreneur who treats his or her talents to recognise opportunities,

develop new ideas and create things (Buekens, 2014). Positive relationship of intrapreneurship is found consistent with dominant components: a) innovativeness, b) proactiveness, c) risk-taking, d) autonomy, and e) competitive aggressiveness. Although previous views classified intrapreneurship into new business venturing, innovativeness, self-renewal and proactiveness (Antoncic et al., 2001; Antoncic et al., 2011), elements of autonomy and risk-taking are the additional key factors thought to be influencing professional worker's retention (Bolton et al., 2012; Jia et al., 2014; Kropp et al., 2008).

This study has identified innovativeness, proactiveness, risk-taking, autonomy and competitive aggressiveness as key components that relate to talent retention among professional workers. Innovativeness allows key employees to use their imagination. They are able to transform their knowledge into unique idea to invent and innovate new things. Innovativeness working environment supports creativity to produce new products and services. Personal innovative spirit of professional workers converts them to independent innovator. Regardless of size and industry, organisations should promote innovation spirit to every single key employee to allow freedom of creating new things without close supervision. The satisfaction towards job and working environment expectation of professional workers impact their happiness and positive retention.

Entrepreneurial behaviour enlightens organisations to response the opportunities to lead in the competitive market. The role of proactiveness influencing professional worker's retention is however still vague. Risk-taking has controlled any unwanted outcomes of failure venturing into unknown market. Intrapreneurs are risk-takers that identify uncertain environment which may influence them into negative behaviours. Professional workers

also link the willingness to involve any higher level of decision making. The crucial part is any wrong decision making might reflect the high frustration and exhaustion to discontinue their service with the current organisations. Personal risk-taking executes the needs for favourable strategic actions among professional workers that react with uncertainty business demands.

Autonomy is an independent action of intrapreneurs. This study agrees that autonomy has improved professional workers maturity and built stronger behaviour. Collectively, this component outlines a professional worker who enjoys performing tasks by committing a special authority. Clear job functions have enhanced them to understand the limitation of power that should be empowered. Since autonomy describes professional worker's expectation (Clainborne et al., 2015), authority drives them to act as an independent intrapreneur to freely create new ideas and make a decision. Lastly, competitive aggressiveness is important to promote organisational competitiveness by indentifying opportunities and threats. Professional workers are the key employees that have an ability to plan and implement business strategies for organisations to remain in the market. Their ideas, expertise, intelligence and experience are expensive items to benefit in the competitive market. Thus, organisations should encourage a competitive environment within an organisation to support higher retention among them.

Organisations should not conceal professional talent and creativity. Talent is expensive and exclusive (Temkar, 2013). It is impacting into several ways, such as performance, potential and competence (Zhang et al., 2012). Hence, talent retention should be seen as a priority for organisation to expect growth (Jeswani and Sarkar, 2008). Intrapreneurship and talent retention should not be separated. Organisations must analyse the potential and actual strengths and weaknesses of tangible and intangible resources to obtain business success. Innovative, proactive, competitive and creative working environment are the key aspects to support professional workers to keep relevant in the marketplace. At the same time, organisation should open more opportunities and authorities for them to shape a kind of working style and decision making to how these elements enhance their decision to stay with the present employers.

6. Implications and limitations

Professional workers are important assets for any organisation and nation to avoid serious impact of brain drain. Having them is to stabilise the form of knowledge, skills and expertise to expand the business successfully. Expertise is specialisation which helps individual employees to create unique new knowledge in his or her field (Bender and Fish, 2000). Investigation of professional worker's behaviours is much related to the intentions and expectations toward jobs and organisation.

Employment expectations of professional workers reflect their attitudes and behaviours in the workplace (O'Donohue et al., 2007). Understanding the capacity of professional worker's talent facilitates organisations close the gaps of poor performance at producing new ideas, products and services.

Due to limited studies conducted on this area, this study provides an idea to understand the behaviour, expectations and intentions of professional workers toward intrapreneurship activities within an organisation. The research framework has allowed for a better understanding on how the behaviours are formed and on how it relates the variables one another. By first developing the idea of linking the intrapreneurial activities with talent retention, it is improving future researchers' judgement to identify which prominent components of intrapreneurial should be focused and limited. This study also provides a basis for researchers to further investigate the relationship among the constructs intrapreneurship, self-efficacy and talent retention.

This conceptual paper has a number of limitations. First, the discussion limits without supporting empirical data to witness the relationship among variables. Lacks of literature has affected deeper discussion on a single variable. Future researchers should add other important explanation and data on the relationship between intrapreneurship, self-efficacy and talent retention. Research framework can be used to test the relationship among variables. Second, overlapping components between intrapreneurship and entrepreneurship are one of the issues. Future researchers perhaps need to define, segment and combine the components of intrapreneurship and entrepreneurship to enhance the findings.

Third, previous studies have revealed that, self-efficacy plays an important mediating role in the employee's behaviours researches. Future researchers are encouraged to test other mediating components, such as psychological contracts, organisational justice, engagement and others. Lastly, this study aims to investigate the effect of intrapreneurship activities on talent retention among Malaysian engineers in the manufacturing sector. Future researchers are could possibly involve other professional workers, such as doctors, lecturers, teachers, police officers, lawyers and other occupations from private and public agencies to look into the behavioural expectations toward intrapreneurship on talent retention outcomes.

This study measures the effect of intrapreneurship using developed instruments from previous studies. This method probably offers some disadvantages to gain the information more accurately. To clear the professionals' expectations on intrapreneurship activities, interviews are the best method to collect abundant information and feedbacks from what the organisation has contributed in their career. In order to obtain an accurate result, combination of qualitative and quantitative meets the best method to analyse the

behavioural expectations of professional workers on jobs and organisations.

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