

Mapping the Evolution of Intrapreneurship Research: A Bibliometric Analysis from 1985 to 2023

Sonali

Research Scholar, Department of Commerce, M.D.U. Rohtak

Email address: sonaliparashar7@gmail.com

ABSTRACT

Innovative thinking is essential to an organization's expansion since it helps them overcome ongoing challenges related to market sustainability and survival. Intrapreneurship gains particular significance for business development because of the creativity that organizations need to be innovative in order to adapt to change and be sustainable. Intrapreneurs are the innovation catalysts within a company, frequently tasked with producing new ideas, products, or services from within the existing organizational framework. Several concepts have arisen and research has increased because entrepreneurial employees play a critical role in innovation and competitive advantage. Considering the rising interest in the field, there is a need for a literature review that takes into account intrapreneurship and the difficulties associated with it. 852 articles published in Scopus Indexed Journals between 1985 and 2023 were found using the search terms "intrapreneur" and "intrapreneurship." Both Vosviewer and R studio were used in the bibliometric analysis of these retrieved articles. In line with the research objectives, the leading authors and their contributions to the field have been identified, thereby providing a foundation for developing recommendations and outlining potential directions for future research.

Keywords: Intrapreneurship, Intrapreneur, Entrepreneur, Bibliometric Analysis,

INTRODUCTION

Entrepreneurship has evolved from a relatively emerging area of inquiry into a well-established academic discipline, as evidenced by the substantial growth in scholarly publications over recent decades (Valencia et al., 2016). Researchers have been drawn to entrepreneurship for several reasons. A major area of interest concerns its contribution to economic development through employment generation, either by creating new ventures or revitalising existing businesses (Honig, 2001; Contin et al., 2007; Gawke et al., 2019; Yang et al., 2009; Burgelman, 1983; Parker, 2011). At the same time, the increasing need for organisations to innovate in order to sustain competitiveness in a rapidly globalising economy has emerged as another important area of scholarly attention (Bierwerth et al., 2015). Naveed et al. (2022) highlighted several important dimensions associated with entrepreneurship, particularly innovation and organisational effectiveness. Similarly, Lee and Suh (2022) investigated the influence of factors such as governance, social characteristics, and environmental conditions on different aspects of organisational functioning and its surrounding environment. Against this backdrop, **intrapreneurship has emerged as an important subfield of entrepreneurship** and has gained increasing recognition within academic research (Hornsby et al., 2013). Existing literature has established significant associations between intrapreneurship and improved

organisational performance (Antoncic & Hisrich, 2001), organisational survival and success (Ireland et al., 2003; Morris et al., 2011; De Pablo, 2015), organisational growth and innovation (Sinha & Srivastava, 2013), as well as enhanced competitiveness and broader economic development (Nicholson et al., 2016), as well as the enhancement of organizational effectiveness and value creation (Kearney and Meynhardt, 2016) have all been established. According to some authors, corporate entrepreneurship also termed intrapreneurship and roughly defined as entrepreneurship arising within an existing organization is considered a valid avenue for ensuring both organizational and financial growth (e.g., Turró et al. 2014; Galván and Sánchez 2018). Enhanced affective commitment, increased competitive capacities, and participant satisfaction are variables associated with intrapreneurship (Deprez et al., 2018; Kearney et al., 2013; Rutherford and Holt, 2007; Baruah and Ward, 2014). Additionally, increased productivity and a corporate approach that anticipates environmental changes are elements linked to intrapreneurship (Zahra 1991). However, certain critical elements governing its investigation have been identified. Sparse theoretical contributions and the insufficient theoretical framework supporting knowledge production in an area where fragments of theory prevail are notable challenges (Galván et al. 2019). Against these challenges, intrapreneurship research has gained momentum through the adoption of organisational practices that promote business development and growth. Recognising intrapreneurship as an important determinant of organisational success, survival, and competitive advantage is essential (Audretsch et al., 2020). This perspective has encouraged greater scholarly attention towards strengthening employees' roles and recognition within organisations, while also establishing supervisory, strategic, and normative mechanisms that encourage and support employee-driven innovation. Nevertheless, the evolution of **intrapreneurship as a distinct area of scholarly inquiry** has been hindered by conceptual ambiguity, inconsistent terminology, and the use of diverse theoretical perspectives to explain and define the phenomenon (Valsania et al., 2016). Several scholars have pointed to the absence of a **universally accepted and comprehensive definition of intrapreneurship**, resulting in variations in its conceptualisation across studies (Menzel et al., 2007; Turro et al., 2013; Christensen, 2005). The term “**intrapreneurship**” emerged in the academic literature through the seminal contributions of **Pinchot and Pellman (1999)** and **Drucker (1986)**, who helped establish and advance the concept within the broader field of entrepreneurship research, leading to its synonymous use with various terms throughout history. Despite these terms being used interchangeably to describe organizational entrepreneurship over the years, different authors have emphasized that each term has distinct meanings in this context. Very little research has been done on this subject which inspires scholars to get complete information about this subject. There is a need to know the history, research, growth, trending topics of this subject. Therefore, this study aims to conduct a bibliometric analysis of intrapreneurship research from 1985 to 2021.

LITERATURE REVIEW

Since the emergence of traditional microeconomic theory, firms have primarily been examined through the lens of market forces and competitive dynamics, with relatively limited attention given to their internal structures and processes. Consequently, organisations were often conceptualised as mysterious “**black boxes**”, whose internal functioning remained largely

unexplored (Ghemawat, 2000; Jensen & Meckling, 1976; Grant, 1996; Rumelt et al., 1991; Donaldson & Preston, 1995; Seth & Thomas, 1994; Hoskisson et al., 1999). Classic theoretical perspectives portrayed the firm as a highly efficient and predictable mechanism operating in an environment characterised by minimal uncertainty, friction, and temporal considerations (Rumelt et al., 1991).

Prior to the Industrial Revolution, markets were relatively less structured, with limited internal specialisation and organisational expertise. The functioning of markets was largely explained through Adam Smith's concept of the **"invisible hand"**, which was based on the assumption of perfect competition (Ghemawat, 2000; Crook et al., 2013). Within this traditional perspective, firms were largely regarded as homogeneous, passive, and static information-processing entities that responded to external market conditions rather than actively shaping or influencing their surrounding environment.

The intensification of the competitive business environment prompted a deeper understanding of internal phenomena and characteristics of economic units. Studies delved into their variations, makeup, elements, choices, interactions with the environment, and how they establish and maintain market positions (Freeman 1984; Porter 1991). As a result, various theories emerged and evolved. The firm's factor of production valuation was explained by resource endowments, evolving into the resource-based view (RBV) emphasizing resources and capabilities (Ghemawat 2000; Wernerfelt 1984; Seth and Thomas 1994). Dynamic capabilities have acquired significance (Hernández-Albuquerque 2016). They are characterised as the set of expertise, competences, assets, values, and procedures enabling ongoing adaptability to changes and unpredictability.

This concept sparks a current discussion on whether intrapreneurship, considering dynamic capacities, should be approached from a managerial perspective. Salvato et al. (2009) characterize intrapreneurship as a distinct organizational skill, emphasizing the need for comprehensive understanding. A literature gap was identified by Sakhdari (2016), underscoring the necessity for future research connecting intrapreneurship to organizational capabilities. Entrepreneurship, as defined by Antonicic and Hisrich (2003), encompasses founding new companies and operating as an entrepreneur within an existing one. Douglas and Fitzsimmons (2013) delineate the differences amid entrepreneurship term and intrapreneurship. While the former involves entrepreneurs establishing standalone companies, intrapreneurship is the process wherein staff members discover and apply ideas for the benefit of the company (Bosma et al., 2013). It involves working within organizations to explore possibilities through experimentation and unusual duties (Stevenson and Jarillo, 2007; Vesper, 1990). In a survey covering literature between 2007 and 2018, Gawke et al. (2019) identified **three distinct perspectives** for conceptualising intrapreneurship. The first perspective focuses on an **entrepreneurial or business-oriented mindset**, in which employees are regarded as key drivers of intrapreneurial activity by demonstrating initiative, engaging in innovation, and undertaking calculated risks within the organisation (Rigtering & Weitzel, 2013; Felício et al., 2012; Valsania et al., 2016). The subsequent assesses how employees engage in intrapreneurial activities to evaluate the effects. The third focuses on employee behaviours encouraging intrapreneurship, aligning with entrepreneurial activities and strategy renewal behaviour

(Edquist et al., 2001; Mustafa et al., 2016; Woo, 2018; Zampetakis et al., 2009). Scholars argue that the behaviour-based definition of intrapreneurship holds the greatest potential to advance theoretical literature, urging further individual-level research.

Subsequently, a review of the literature revealed an upsurge in interest in the study of intrapreneurship. Because there have been so few research in this area, there are few evaluations of the intrapreneurship research and a concentration on the viewpoint of individual intrapreneurship. The present study seeks to contribute to the further development of intrapreneurship research by conducting a comprehensive bibliometric analysis. Drawing on **488 publications indexed in the Scopus database and published between 1985 and 2021**, the study offers a comprehensive examination of the existing body of research on intrapreneurship. Its central aim is to develop a **broader and more coherent understanding of intrapreneurship as an academic research domain** by extending the temporal scope of analysis and addressing the fragmentation highlighted in earlier research (Turro et al., 2016). The bibliometric investigation covers several decades of scholarly work, during which research interest and publication output in the field have expanded considerably. Accordingly, the study seeks to identify **influential contributions, emerging research trends, and the current knowledge structure** of intrapreneurship by addressing the following research questions:

RQ1: Which **countries and institutional affiliations** have the highest concentration of leading researchers contributing to the field of intrapreneurship?

RQ2: Which research networks encompass the prominent authors and publications associated with intrapreneurship?

RQ3: What key themes and research areas emerge from the keyword co-occurrence network of intrapreneurship studies?

RQ4: Which research themes and topics have gained the greatest prominence within the field of intrapreneurship?

Objective of the Study

1. **To undertake a comprehensive bibliometric analysis** of the existing literature on apparel waste published between 2001 and 2021, with particular emphasis on the contributions and involvement of authors, institutions, and countries.
2. **To examine the keyword co-occurrence network** in the field of apparel waste in order to identify prevailing research themes, emerging trends, and potential avenues for future research.

Research Methodology

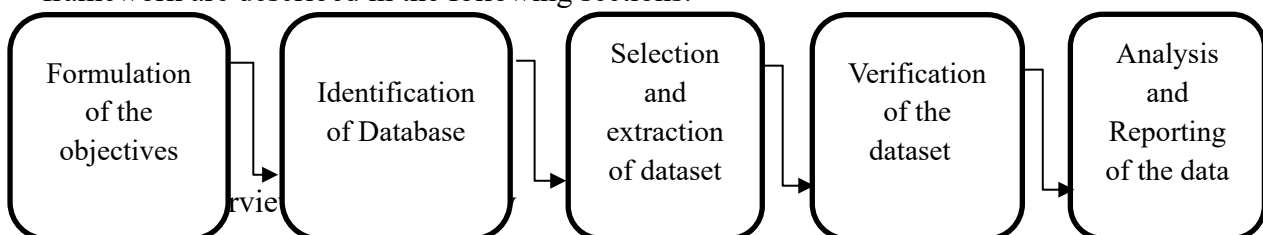
The methodological framework of the present study draws upon approaches employed in earlier bibliometric investigations (Perlines et al., 2022; Velt et al., 2020; Araya-Castillo et al., 2021). Bibliometric methods have been extensively utilised in prior research (Leung et al., 2017; Muhuri et al., 2019; Ghorbani & Kargaran, 2021; Purnamo et al., 2021; Gao et al., 2021; Mathushan & Gamage, 2022) to systematically examine and visualise the **structure, evolution, research trends, and dominant themes** of specific academic fields. Building on these established approaches, the methodology of the present study is organised into **six sequential stages: formulation, identification, selection, verification, analysis, and reporting**, as presented in Figure 1.

This section highlights the **importance of bibliometric analysis as a systematic and effective methodology for exploring the major dimensions, patterns, and developments within intrapreneurship research.**

By analysing bibliographic information, the study identifies significant research trends and facilitates the classification and synthesis of existing scholarly contributions. Bibliometric analysis can generate meaningful and representative findings (Rovelli et al., 2021) by employing statistical and mathematical techniques to examine the structural and dynamic characteristics of a research field (Pritchard, 1969). Furthermore, its application to intrapreneurship research enables the identification of publication patterns, research developments, and the utilisation and influence of scholarly articles within the field (Diodato & Gellatly, 2013).

Data Collection

For the bibliometric analysis, this study follows the **systematisation framework developed by Perlins et al. (2022)**, an approach that has also been employed in earlier research, including **Araya-Castillo et al. (2021)**. The key stages involved in implementing this methodological framework are described in the following sections:



1. Formulation: This stage involves defining the research questions and clearly establishing the objectives of the study. The present study aims to evaluate the existing state of intrapreneurship research and identify potential future research directions by examining influential studies and addressing the following research questions:

RQ1: Which countries and institutions employ the leading researchers in the field of intrapreneurship?

RQ2: What research networks are associated with the principal authors contributing to intrapreneurship research?

RQ3: Which academic journals have published the highest volume of research on intrapreneurship?

RQ4: What are the most significant and frequently investigated research themes within the field of intrapreneurship?

2. Identification: Search patterns are determined by identifying keywords and the duration of the search (Wang and Chugh, 2014). In bibliometric investigations, the selection of database records is crucial for the classification of research on a certain subject (Perlins et al., 2022). The Scopus database has been used since it provides a substantial the volume of academically rigorous and high-impact publications material (Scaringella and Radziwon, 2018). Furthermore, Granda-Orive et al. (2013) point out that it is among the most reliable sources of scientific data, offers strong search

capabilities, and offers details on writers, articles, and journals that address the development of this topic. The keywords "Intrapreneurs" OR "Intrapreneurship" was used in the search string to find the articles. There were 879 identified articles between 1985 and 2023. The articles are then further refined by using a filtering approach to extract the total number of publications so that further bibliometric data analysis can be performed. The fields of "business, management, and accounting," "social sciences," and "economics, econometrics, and finance" were the only three chosen. After that, 728 documents remained. Additionally, the study only included articles; the total number of papers pertaining to intrapreneurship in our analysis was 532. Since most research articles are published in English, the study also included 488 documents with articles produced in this language. The CSV file and the Bibtex file containing 488 documents were ultimately extracted.

3. **Selection:** The third phase focuses on the systematic selection and refinement of the bibliographic dataset. Careful screening of the information retrieved from the selected database is essential for ensuring the reliability and quality of a bibliometric analysis (Perlines et al., 2021). At this stage, **data cleaning and preprocessing were undertaken in accordance with the guidelines proposed by Zupic and Čater (2015)**. For the present study, the retrieved documents were thoroughly examined by reviewing their titles and abstracts, and publications that were not directly relevant to intrapreneurship research were removed from the CSV/Excel dataset.
4. **Verification of the Dataset:** The fourth phase involves validating the final dataset to ensure its relevance and accuracy. The verification process was supported by researchers with expertise in the field of intrapreneurship, particularly those with publications published in reputable, high-impact scholarly journals indexed in the Journal Citation Reports (JCR).
5. **Data Analysis:** The **fifth stage** focuses on analysing the selected bibliographic dataset using appropriate techniques and analytical tools aligned with the study's objectives and research questions. The bibliometric assessment examined a range of key indicators, including **authors, citation patterns, institutional affiliations, publications, keywords, journals, and countries**. An initial examination and organisation of the data were undertaken using Microsoft Excel. Subsequently, **VOSviewer** and **RStudio** were employed to conduct performance analysis and science mapping. As noted by van Eck and Waltman (2010), these software tools provide effective and user-friendly approaches for visualising research networks and exploring the intellectual structure of a research field. They facilitate the graphical representation of bibliometric relationships through maps, networks, clusters, and other visual formats. The application of VOSviewer and RStudio is also well established in previous bibliometric studies, including Perlines et al. (2021).

Results

This section consolidates the **key findings and insights from the existing body of scholarly research on intrapreneurship**. The analysis seeks to establish a **conceptual foundation for**

the field while highlighting potential directions and opportunities for future research (Vicencio-Ríos et al., 2020; Araya-Castillo et al., 2021).

Description of the Study

This chapter presents the findings and conclusions derived from the bibliometric analysis of **484 publications related to intrapreneurship**, published between 1985 and 2024. A detailed summary of the key findings is provided in **Table 1**. The analysis indicates that the publications indexed in the Scopus database during the selected period received an average of **23.48 citations per document**. The relatively high average citation rate reflects the growing scholarly interest in intrapreneurship and indicates the rapid expansion of research in this domain. The analysis further shows that **1,138 authors** contributed to intrapreneurship research during the study period. Of the total publications, **93 documents were authored by a single researcher**, while the average number of co-authors per document was **2.67**. These findings indicate that collaborative research has played a significant role in the development of intrapreneurship literature, with researchers increasingly working together to advance knowledge in the field. Nevertheless, the presence of a considerable number of single-authored publications demonstrates that individual scholarly contributions also remain an important component of intrapreneurship research.

Table 1: Summary Statistics

<i>DESCRIPTION</i>	<i>RESULTS</i>
<i>Main Information about Articles</i>	
Timespan	1985:2024
Sources (Journals, Books, etc)	278
Documents	484
Annual Growth Rate %	2.86
Document Average Age	7.71
Average citations per doc	23.48
<i>Document Contents</i>	
Keywords Plus (ID)	574
Author's Keywords (DE)	1395
<i>Authors</i>	
Authors	1138
Single-authored docs	93
Co-Authors per Doc	2.67
article	480

Source: Rstudio

Analysis

Yearly Growth Output

Initially, our examination focused on the trajectory of scientific production. As illustrated in Fig. 1, the publication trend over the period under consideration does not reveal any clear or consistent pattern. This timeline is categorized into two distinct sections: the first spanning from 1985 to 2007, characterized by minimal interest in intrapreneurship, with an average of

2–3 publications per year and occasional years with no publications. The second section, commencing in 2008, witnesses a surge in interest, reaching its zenith in 2022 with 54 papers. Anticipated data suggests that this peak may be surpassed in 2023, with 45 papers recorded as of November, 2023. Notably, during this latter section, particularly from 2008 onward, there is a notable exponential growth aligning with Price's Law.

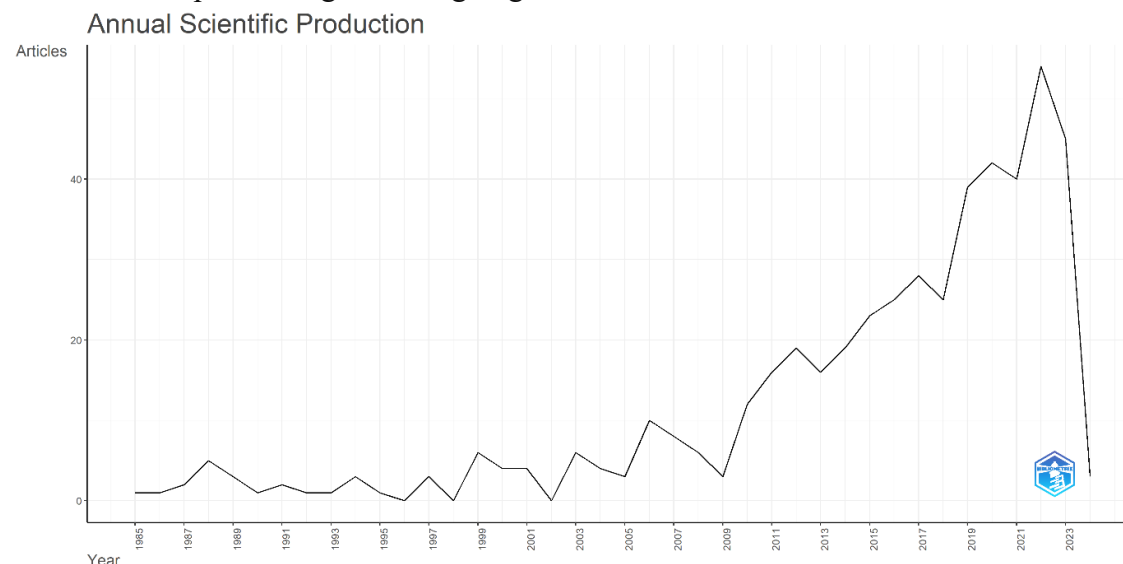


Figure 2. Growth in scientific production.

Source: R studio

Contribution of the Countries

Table 2: Most Productive Countries

<i>COUNTRY</i>	<i>DOCUMENTS</i>
USA	79
UK	55
SPAIN	34
GERMANY	33
INDIA	27
AUSTRALIA	24
NETHERLANDS	24
PORTUGAL	22
FINLAND	19
FRANCE	19

Source: Rstudio

Research on intrapreneurship is geographically dispersed across **73 countries**, with several researchers contributing only a single publication to the field. **Table 2** presents the ten countries with the highest contributions to intrapreneurship research. The **United States** ranks first with **79 publications**, followed by the **United Kingdom** with **55 publications** and **Spain** with **34 publications**. The nations with at least nineteen articles are shown in Figure 2.

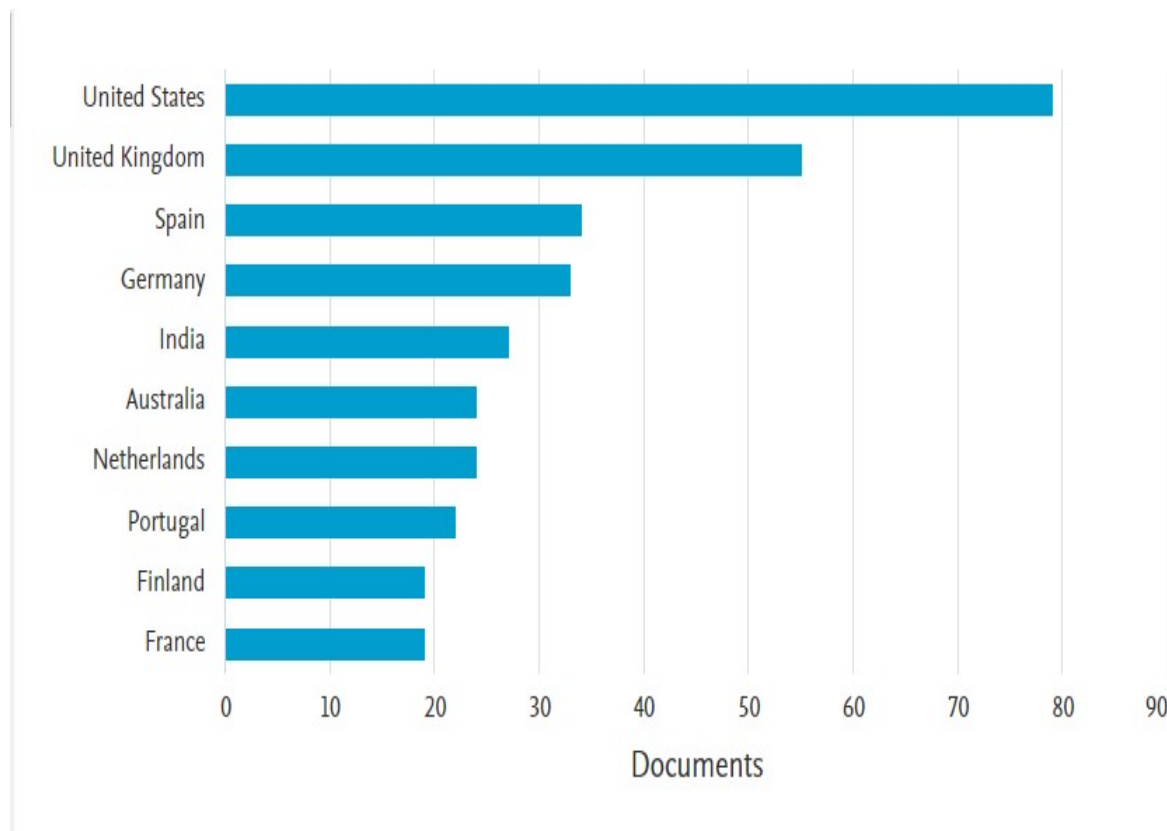


Figure 3: Total Publication Country Wise

Source: Scopus

Country Collaboration Network

The bibliometric research revealed that the United States of America had made the largest contribution (122 papers) among the various countries that have contributed to scholarly works in intrapreneurship research. Interestingly, UK scholars have ranked second in terms of contributions to this emerging field of study (71 papers). But it's worth noting that the United Kingdom came in first place and United States of America came in second in terms of MCP, or author collaboration with authors from other nations. The authors from India have landed on the sixth spot in this category instead of the second. Furthermore, the contributions of other nations including Turkey, Korea, Japan, Iran, and the United Arab Emirates are average, while Indonesia has retained a substantial amount of its contribution. Because the contributions from the United Kingdom, United States of America, France, Netherlands, Italy are the greatest, it is theoretically anticipated that collaboration amid scholars in these nations will be the greatest. Figure 4 validates this expectation.

Country Collaboration Map

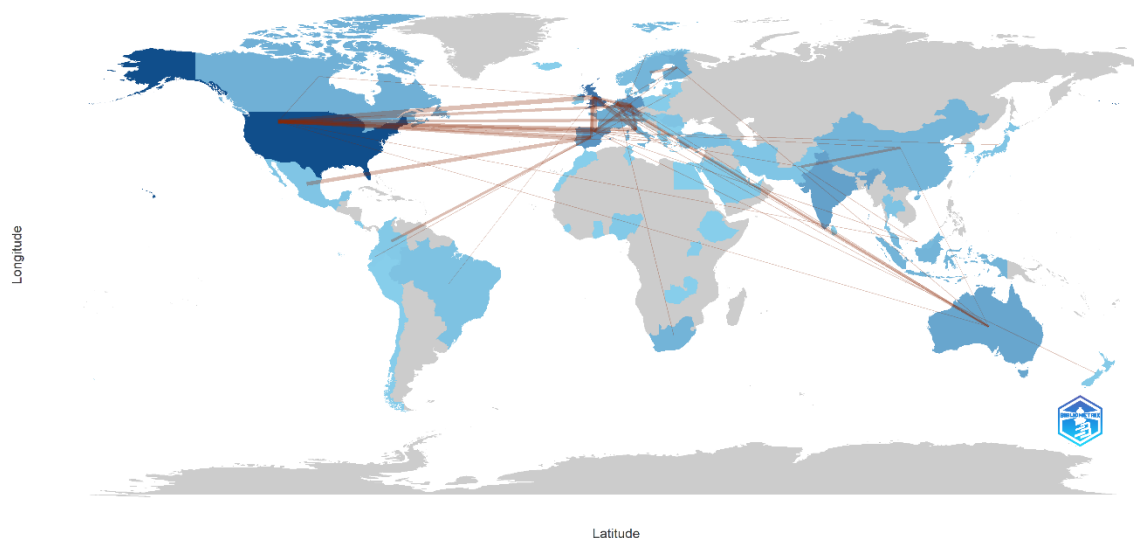


Figure 4. Collaboration among countries

Source: R studio

Documents by Affiliations

Intrapreneurship research has received contributions from approximately **160 institutions worldwide**. Figure 6 presents the **ten most productive organisations** in this field during the period from 1985 to 2023. Among these institutions, two are located in Portugal and two in Canada, while the remaining organisations are based individually in India, the Netherlands, Romania, Australia, Vietnam, and South Africa. Based on the number of publications, the **University of Beira Interior** ranked first with **9 publications**, followed by **McMaster University** with **7 publications**, while the **Indian Institute of Management** and **Maastricht University** each contributed **6 publications**. These institutions demonstrated comparatively higher research productivity in intrapreneurship than other organisations. The findings provide valuable insights into the institutional distribution and research patterns within the field of intrapreneurship.

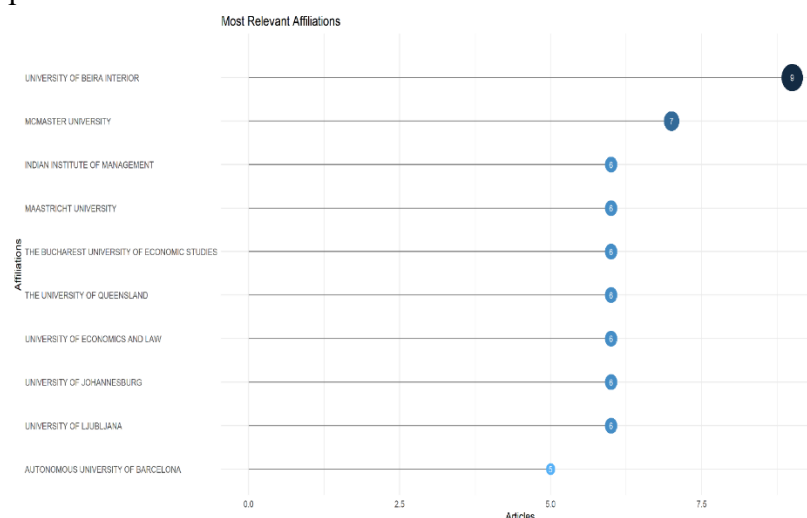


Figure 5. Most Relevant Affiliations

Source: R Studio

Author's Scientific Production

Figure 6 presents the authors production over time related to intrapreneurship research. It shows that Urbano D is the author who has contributed the most, 7 articles related to intrapreneurship. Following him, Antoncic B, Farukh M, Hisrich RD, and Marcues CS contributed 6 articles individually and ranked at second, third, fourth and fifth position.

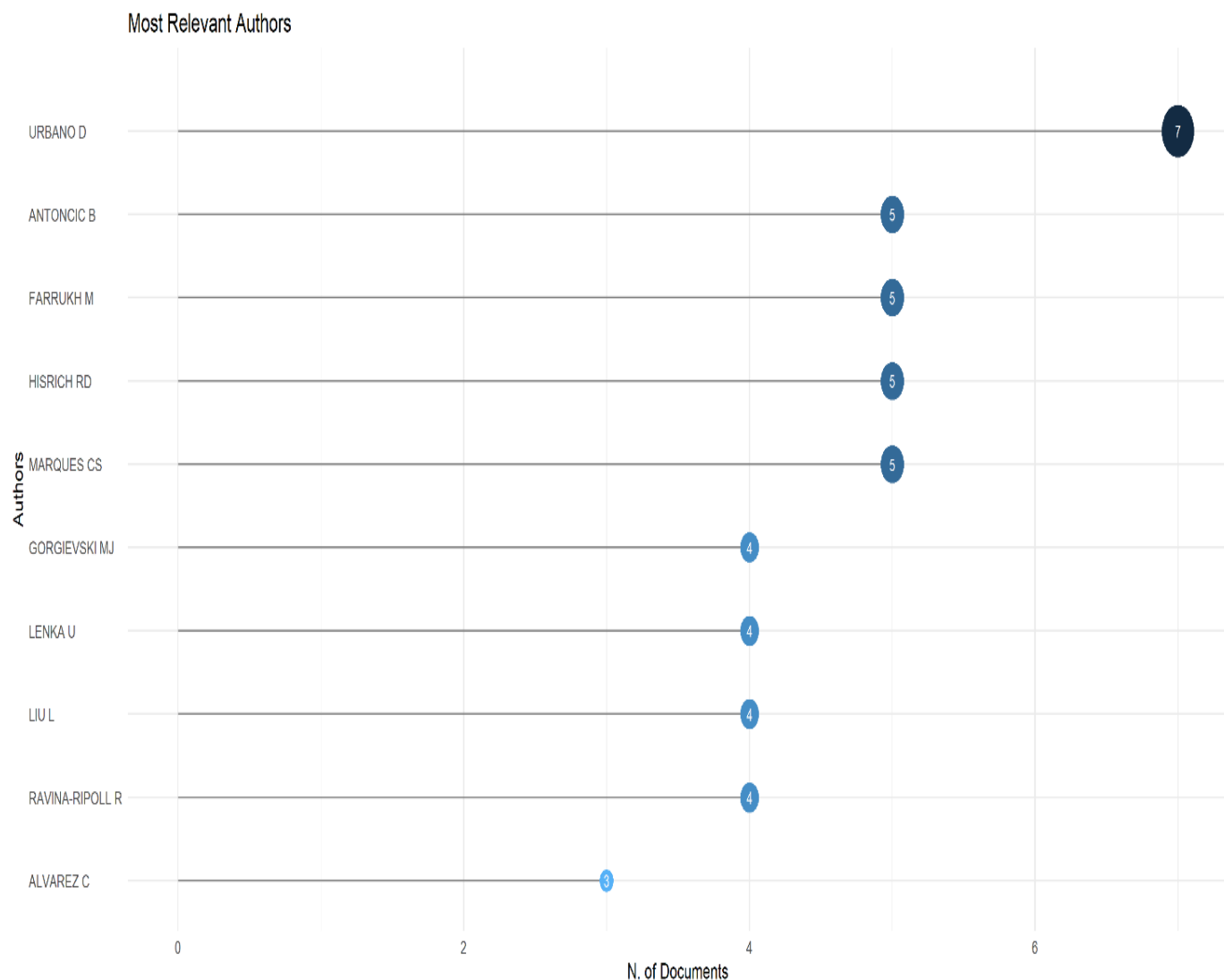


Figure 6. Most Relevant Authors

Source: R Studio

Authors' Production

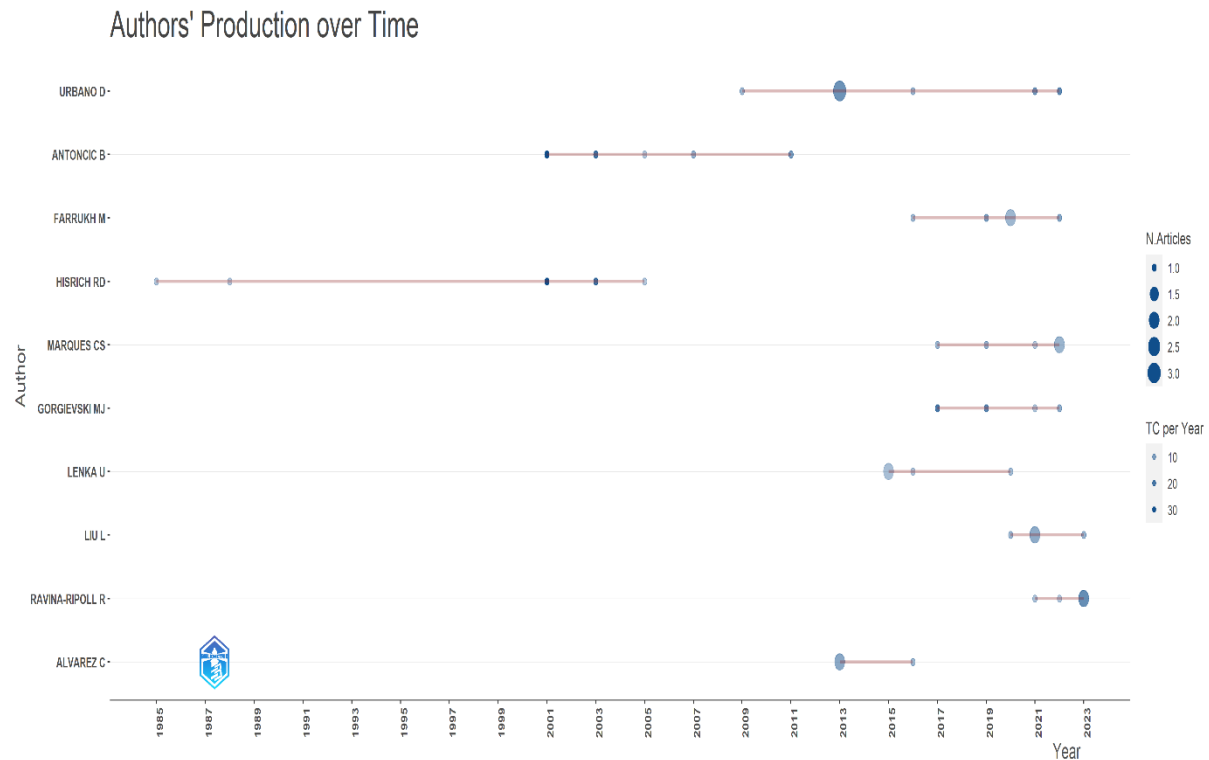


Figure 7. Authors’ production over time

Source: R Studio

Authors Production over time

Below mentioned tables presents the documents related to intrapreneurship field published by authors in different sources throughout the period of 1985 to 2024. The results depict that document with title “Intrapreneurship: Construct Refinement and Cross-Cultural Validation” by ANTONCIC B and HISRICHD received higher citations (700 citation with 30.43 citation per year). Interestingly, it is found that Antoncic B and Hisrich D are the authors contributed 4 documents pertaining to intrapreneurship in this period which took place in among top ten authors production of documents. Again, article titled as “Clarifying the Intrapreneurship Concept” by Antoncic B and Hisrich D received second higher citations (440 citations with 20.95 citations per year).

Table: Authors production

Authors Name	Year	Document Title	Source	Citation	TC per Year
ANTONCIC B and HISRICHD	2001	Intrapreneurship: Construct Refinement and Cross-Cultural Validation	Journal of Business Venturing	700	30.43
ANTONCIC B and HISRICHD	2003	Clarifying the Intrapreneurship Concept	Journal of Small Business and	440	20.95

			Enterprise Development		
ANTONCI C B and GORGIEVSKI MJ	2011	Employee Satisfaction, Intrapreneurship and Firm Growth: A Model	Industrial Management and Data Systems	147	11.30
ANTONCI C B	2007	Intrapreneurship: A Comparative Structural Equation Modeling Study	Industrial Management & Data Systems	106	6.23
GORGIEVSKI MJ	2019	Measuring Intrapreneurship at the Individual Level: Development and Validation of the Employee Intrapreneurship Scale (Eis)	European Management Journal	81	16.2
URBANO D	2009	Overview of Collaborative Entrepreneurship: An Integrated Approach Between Business Decisions and Negotiations	Group Decision and Negotiation	79	5.267
URBANO D and ALVAREZ C	2013	Organizational Resources and Intrapreneurial Activities: An International Study	Management Decision	59	5.364
URBANO D	2013	Conditioning Factors for Corporate Entrepreneurship: An In(Ex)Ternal Approach	International Entrepreneurship and Management Journal	57	5.182
HISRICHRD	1985	Intrapreneurship Strategy for Internal Markets "Corporate, Non-Profit and Government Institution Cases	Strategic Management Journal	57	1.462
FARRUKH M	2019	Intrapreneurial Behaviour in Higher Education Institutes of Pakistan: The Role of Leadership Styles and Psychological Empowerment	Journal of Applied Research in Higher Education	50	10

Sources' Production over Time

Figure 8 revealed that the "International Entrepreneurship and Management Journal" made the largest contribution in this field when it came to identifying the publications that contributed the most. Only sixteen research documents were published in this journal. The figure below

illustrates the source's strong development in productions connected to intrapreneurship research. This indicates that the leading contributing journal has exited the market, leaving a void in the field that will be filled by other journals. In this field, the "Technovation Journal" has published twelve articles, and the "Journal of Business Research" has contributed nine articles. The production of the top 5 sources for intrapreneurship research between 1985 and 2024 is shown in Figure 9.

Most Relevant Sources

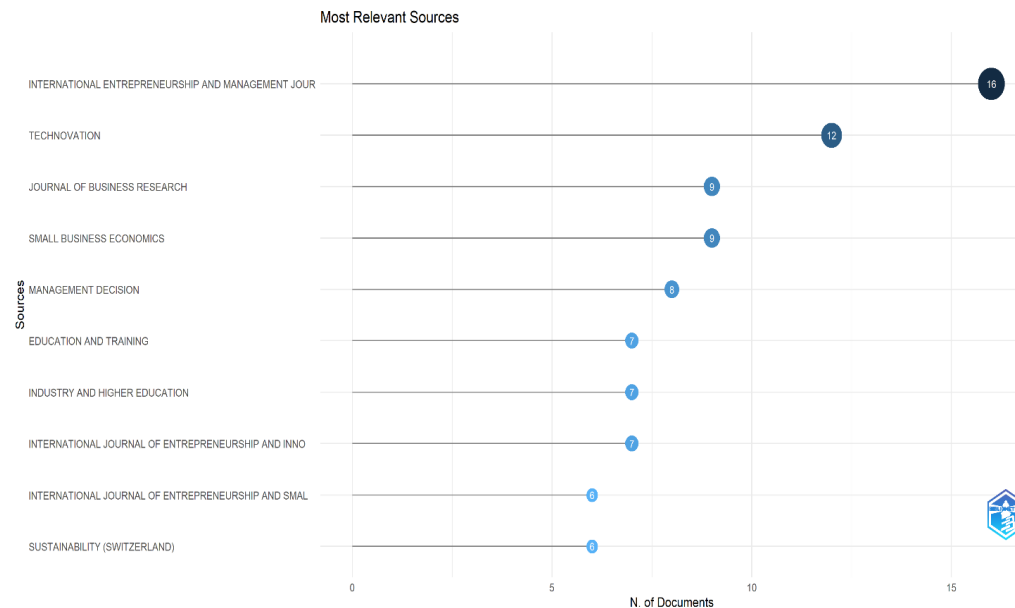


Figure 8. Most Relevant Sources

Source: R Studio

Sources' Production over Time

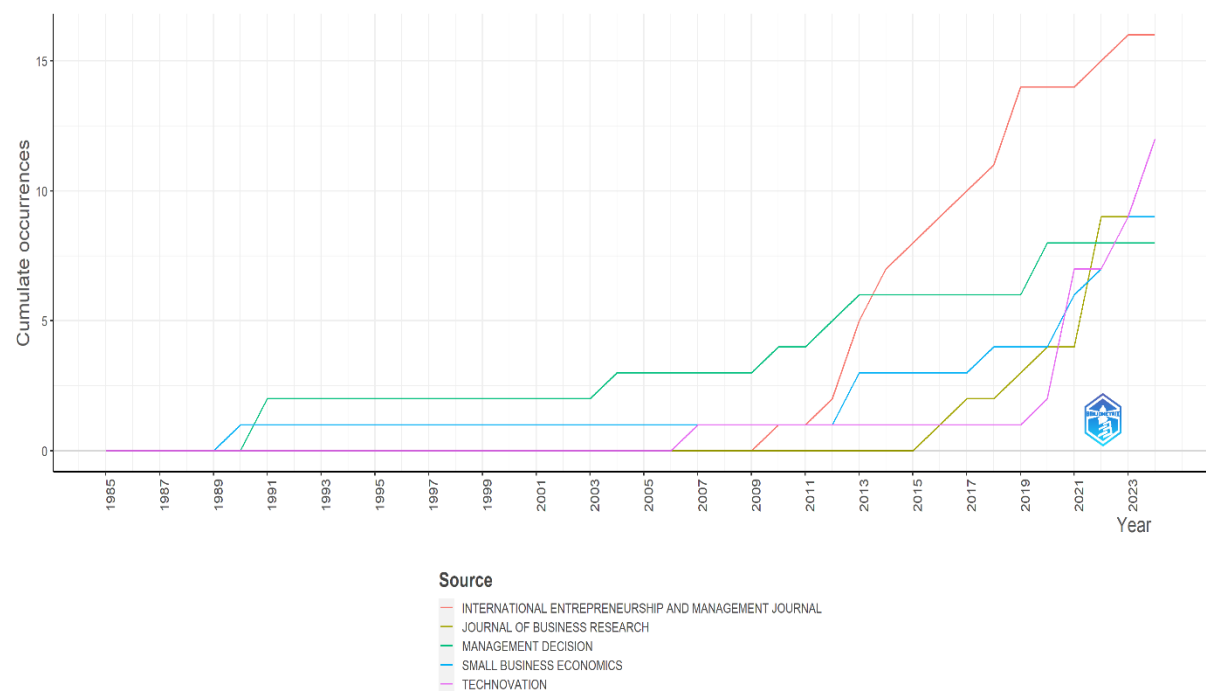


Figure 9. Sources' production over time

Source: R Studio

Trending Topics in the Intrapreneurship Research

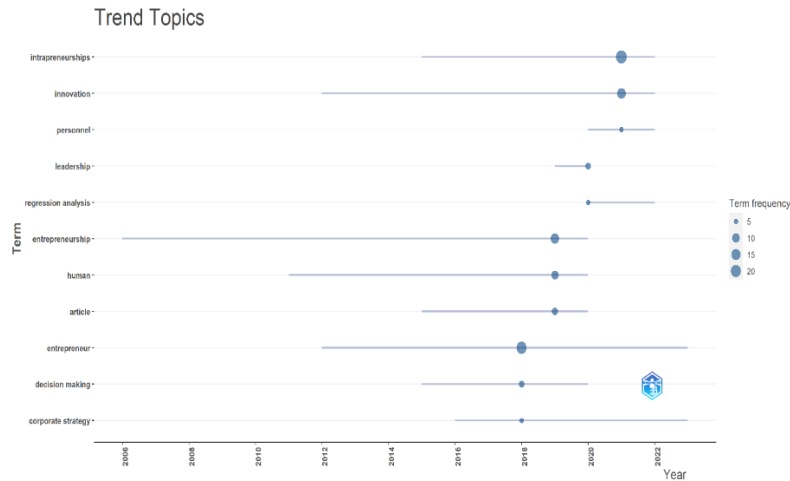


Figure 10. Trending topics in the Intrapreneurship Research

Source: R Studio

Initially, a trend chart is created to evaluate the overall amount of study being done on intrapreneurship. It is evident that the phrase "entrepreneur"—which appears about fifteen times—was the original source of the idea. Since the COVID-19 outbreak in late 2019, which prompted the deployment of innovations, research has taken the pandemic into consideration. Throughout the COVID era, businesses started utilising innovation and technology for operational objectives, which paved the way for intrapreneurship. When it comes to maintaining competitiveness and adjusting to a corporate environment that is changing quickly, intrapreneurship can be helpful. Organisations may unleash the creative potential of their workforce and promote the generation of innovative ideas from within by cultivating an intrapreneurship culture. This becomes an essential part of any plan for an organisation.

Co-Authorship Analysis of Countries

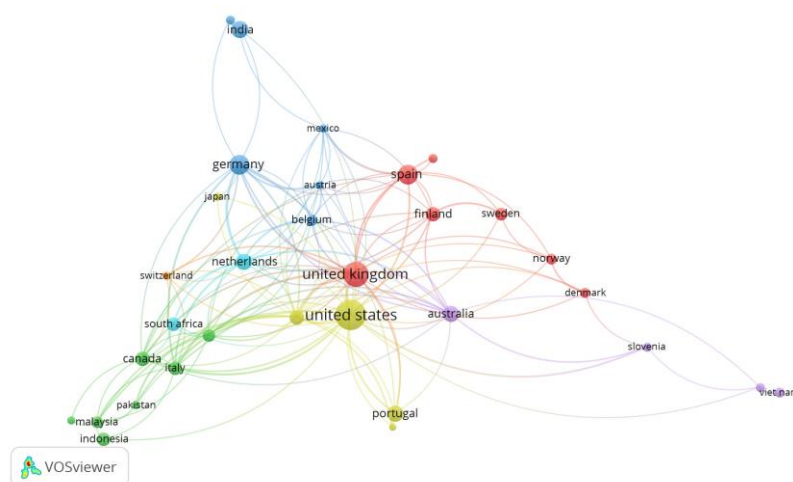


Figure 11: Co-Authorship between countries

Source: Vosviewer

Table- Co-authorships between countries.

Cluster 1	Cluster 2	Cluster 3	Cluster 4
Brazil	Canada	Austria	France
Denmark	China	Belgium	Greece
Finland	Indonesia	Germany	Japan
Norway	Iran	India	Portugal
Spain	Italy	Israel	United States
Sweden	Malaysia	Mexico	
United Kingdom	Pakistan		
Cluster 5	Cluster 6	Cluster 7	
Australia	Netherlands	Switzerland	
Slovenia	South Africa		
Thailand			
Viet Nam			

Source: Researchers Calculations

The figure presents a network map illustrating the interconnectedness of **32 countries** involved in intrapreneurship research, with particular emphasis on international collaboration among researchers. The size of each node reflects the strength of a country's collaborative linkages; consequently, a larger node indicates a greater degree of research cooperation with scholars from other countries in the field of intrapreneurship. The findings reveal that the **United States** has the largest node, with a total link strength of **47**, followed by the **United Kingdom (42)**, **France (40)**, and **Germany (32)**. This indicates strong international research collaboration among these countries in the area of intrapreneurship. In contrast, **Vietnam**, despite its considerable contribution in terms of publications, has a relatively small node with a total link strength of only **2**, suggesting limited international research collaboration. The network also shows a close spatial relationship among the United Kingdom, United States, and France, although these countries belong to different clusters. This suggests that geographical proximity within the network does not necessarily imply membership in the same collaboration cluster. Overall, the findings highlight substantial differences in the intensity and structure of international collaboration across countries engaged in intrapreneurship research.

Most Frequent Word

Word Cloud

Table – Top 10 Keywords

Keyword	Occurrences	Total Link Strength
Intrapreneurship	261	417
Entrepreneur	96	216
Innovation	76	169
Entrepreneurship	69	130
Corporate Entrepreneurship	52	130

Intrapreneur	25	46
Entrepreneurialism	17	34
Entrepreneurial Orientation	15	27
Creativity	14	34
Intrapreneurial Behaviour	13	22
Social Intrapreneurship	13	17

Source: Vosviewer



Figure 12: Most Frequently Occurred words

Source: R Studio

Figure 12 depicts the wordCloud of terms related to intrapreneurship research. Larger the size of the term, more frequent the term occurred. Smaller the size of term, less frequent the term occurred. As depicts in the figure, “Intrapreneurships” keyword occurred 261 times, most frequent term with big size. Following intrapreneurships, “entrepreneur” term second most frequent term occurred 96 times in the research. Innovation and entrepreneurship are third and fourth most frequent terms occurred 76 and 69 times and so on.

Co-occurrence Analysis of Keywords

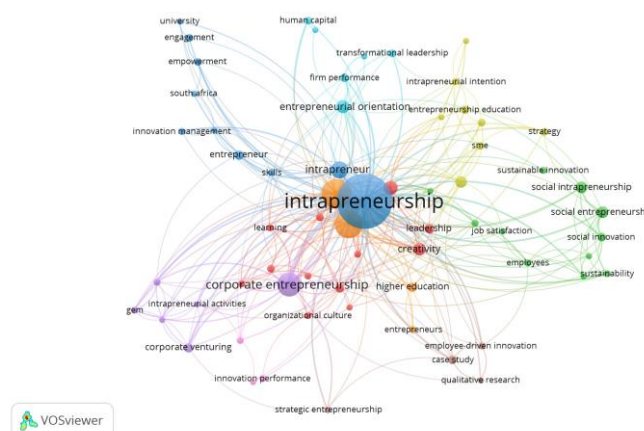


Figure 13. Keyword Analysis

Source: Vosviewer

Table: Co-occurrence clusters in the use of keywords plus.

Cluster 1 (12 items) Navigating the Dynamics of 21st Century Business Excellence	creativity, entrepreneurialism, human resource management, innovativeness, leadership, learning, market orientation, organizational change, organizational culture, organizational performance, performance, productivity
Cluster 2 (11 items) Sustainable Business Ecosystems: Integrating Social Responsibility and Entrepreneurial Excellence	business development, corporate social responsibility, employees, entrepreneurial behaviour, job satisfaction, social enterprise, social entrepreneurship, social innovation, social intrapreneurship, sustainability, sustainable innovation
Cluster 3 (10 items) Catalyzing holistic growth and development within the South African higher education landscape.	empowerment, engagement, entrepreneur, innovation management, intrapreneur, intrapreneurship, knowledge, skills, south africa, university
Cluster 4 (7 items) Cultivating a comprehensive ecosystem that promotes entrepreneurial endeavours	entrepreneurship education, individual entrepreneurship, intrapreneurial behavior, intrapreneurial intention, self-efficacy, sme, strategy
Cluster 5 (6 items) Dynamic interplay between corporate culture and entrepreneurial activities within a global context	corporate culture, corporate entrepreneurs, corporate venturing, gem, global entrepreneurship, intrapreneurial activities
Cluster 6 (6 items) Multifaceted dynamics influencing organizational success	entrepreneurial orientation, firm performance, gender, human capital, strategic renewal behaviour, transformational leaders

Cluster 7 (4 items) Transformative role of higher education in fostering entrepreneurial mindsets and driving innovation	entrepreneurs, entrepreneurship, higher education, innovation
Cluster 8 (4 items) Strategic entrepreneurship through the lens of employee-driven innovation	case study, employee-driven innovation, qualitative research, strategic entrepreneurship
Cluster 9 (3 items) Role of employee-driven innovation	employee intrapreneurs, innovation performance, work engagement

Source: Researchers Calculations

Cluster 1: Navigating the Dynamics of 21st Century Business Excellence

Ist cluster include 12 keywords which represents the dynamics of 21st century business excellence. This theme emphasizes the interconnected elements of creativity, entrepreneurialism, human resource management, innovativeness, leadership, learning, market orientation, organizational change, organizational culture, organizational performance, performance, and productivity within the context of contemporary business challenges and opportunities. It suggests a holistic approach to addressing the multifaceted aspects of running a successful and adaptive organization in today's dynamic business environment.

Cluster 2: Sustainable Business Ecosystems: Integrating Social Responsibility and Entrepreneurial Excellence

This cluster revolves around creating a business environment that not only fosters corporate growth and development but also places a strong emphasis on social responsibility, employee well-being, and sustainable practices. Here's a brief definition for each component of the theme: Sustainable Business Ecosystems: it refers to the interconnected and interdependent elements within a business environment that contribute to long term viability and success.

Integrating social responsibility: it highlights the incorporation of ethical and socially responsible practices into the core values and operations of a business.

Entrepreneurial Excellence: it highlights the pursuit of innovative and strategic initiatives to drive business growth and success.

Cluster 3: Catalyzing holistic growth and development within the South African higher education landscape.

The overarching theme encapsulated by the keywords "empowerment, engagement, entrepreneur, innovation management, intrapreneur, intrapreneurship, knowledge, skills, South Africa, university" revolves around catalyzing holistic growth and development within the

South African higher education landscape. This theme envisions universities as dynamic hubs for fostering entrepreneurship and innovation, emphasizing the empowerment of individuals with both theoretical knowledge and practical skills. The theme ultimately strives to contribute to South Africa's socio-economic advancement by nurturing a generation of empowered, skilled individuals capable of driving positive change through entrepreneurship and innovative thinking.

Cluster 4: Cultivating a comprehensive ecosystem that promotes entrepreneurial endeavours

This theme emphasizes the significance of entrepreneurship education as a catalyst for fostering self-efficacy and intention towards entrepreneurial and intrapreneurial activities. It underscores the role of strategic thinking, particularly in small and medium enterprises (SMEs), where a blend of individual entrepreneurship and intrapreneurial behaviour contributes to sustainable business growth. The theme envisions a harmonious interplay between education, individual aspirations, and strategic planning, aiming to create a conducive environment for the development of innovative and enterprising ventures. This holistic approach seeks to empower individuals with the skills and mindset required for successful entrepreneurship while strategically positioning SMEs for long-term viability and success.

Cluster 5: Dynamic interplay between corporate culture and entrepreneurial activities within a global context

Cluster 5 centres on the dynamic interplay between corporate culture and entrepreneurial activities within a global context. This theme underscores the significance of fostering a corporate culture that encourages intrapreneurial initiatives, allowing corporate entrepreneurs to thrive. It delves into the realm of corporate venturing, exploring how established companies engage in entrepreneurial ventures to stay innovative and competitive on a global scale. The integration of insights from the Global Entrepreneurship Monitor (GEM) adds a dimension of understanding the broader global entrepreneurial landscape. This theme encapsulates the essence of organizational environments that not only support intrapreneurial activities but also leverage global entrepreneurship trends to drive sustained corporate innovation and success.

Cluster 6: Multifaceted dynamics influencing organizational success

This theme explores how entrepreneurial orientation, marked by a proactive and innovative mindset, intersects with various factors such as gender, human capital, and strategic renewal behaviour, all under the guidance of transformational leaders. It delves into the ways in which diverse leadership styles, particularly transformational leadership, impact a firm's entrepreneurial orientation and strategic renewal initiatives. The theme also scrutinizes the role of human capital, considering the gender dimension, in shaping the entrepreneurial fabric of a firm. Through this lens, the theme seeks to unravel the interconnected elements that contribute to enhanced firm performance, emphasizing the importance of leadership, gender-inclusive human capital development, and strategic adaptability in fostering entrepreneurial success within organizations.

Cluster 7: Transformative role of higher education in fostering entrepreneurial mindsets and driving innovation

This group of keywords emphasizes the symbiotic relationship between education and entrepreneurship, envisioning higher education institutions as crucial hubs for cultivating the skills, knowledge, and innovative thinking essential for aspiring entrepreneurs. It underscores the importance of integrating entrepreneurship into academic curricula to empower students with the tools needed to navigate the dynamic landscape of innovation. By bridging the gap between theory and practical application, this theme envisions higher education as a catalyst for nurturing a new generation of entrepreneurs equipped to address real-world challenges and contribute meaningfully to societal and economic progress through their innovative ventures.

Cluster 8: Strategic entrepreneurship through the lens of employee-driven innovation

This theme emphasizes the significance of qualitative research methodologies, particularly case studies, to delve deeply into the mechanisms and outcomes of strategic entrepreneurship initiatives spurred by employees. By focusing on real-world cases, the theme seeks to uncover insights into the dynamics, challenges, and success factors associated with fostering a culture of innovation led by employees within organizations. It underlines the strategic implications of harnessing the innovative potential of employees, providing valuable perspectives for businesses aiming to integrate entrepreneurial strategies into their organizational fabric.

Cluster 9: Role of employee-driven innovation

This theme accentuates the pivotal role of employees as intrapreneurs—proactively contributing innovative ideas and solutions within their roles. It explores how such intrapreneurial endeavours fuel work engagement, creating a positive feedback loop that, in turn, enhances overall innovation performance within the organization. By examining the interplay between employee intrapreneurs and work engagement, this theme sheds light on the critical factors that catalyze a culture of innovation, contributing to heightened organizational performance and competitiveness.

Conclusion

Researchers can concentrate on particular areas to contribute new findings and knowledge to the literature by using bibliometric studies, which offer a thorough view of particular research topics (Perlins et al., 2021). In conclusion, it is safe to say that the field of intrapreneurship study began to expand in 2008. Nine dominant themes of study have been developed including a navigating the dynamics of 21st century business excellence, sustainable business ecosystems: integrating social responsibility and entrepreneurial excellence, catalyzing holistic growth and development within south Africa higher education landscape, cultivating a comprehensive ecosystem that promotes entrepreneurial endeavours, dynamic interplay between corporate culture and entrepreneurial activities within a global context, multifaceted dynamics influencing organizational success. The nations that have contributed most to this progress include the USA, UK, Spain, Germany, and India. According to the data, the most frequently used keyword in the majority of the studies is "intrapreneurships." Over the past ten years, intrapreneurship has transformed quickly. Innovation and technology have revolutionised business by turning entrepreneurs into intrapreneurs. Strategic entrepreneurship through lens of employee driven innovation plays an important role in improving the performance of organisation. Employee-driven innovation, or intrapreneurship, is becoming a crucial component of every organisational strategy (Bhojaraja and Muniraju, 2018). The bibliometric

examination of intrapreneurship literature will benefit both academics and practitioners in a variety of ways. This study will, first and foremost, educate academic scholars and organisations about the development, patterns, and past of intrapreneurship research. Additionally, this article will provide information on the most investigated areas related to the issue of intrapreneurship, allowing academics to identify knowledge gaps that should be filled by future research.

Limitations and Future Directions

First, a significant shortcoming of the current study is that it does not include important databases like "Web of Science and Google Scholar and many others." Future researchers can extract the data set from Scopus Database with utilising Web of Science, Google Scholar, and numerous other databases. Second, because just the term "Intrapreneurship and Intrapreneurs" was used to search the papers, other relevant keywords were overlooked. Only two keywords were selected in order to keep the analysis straightforward and clear to read. Consequently, additional well-known terms associated with intrapreneurship research may be utilised. Third, books, book chapters, dissertations, and papers from significant conferences were not included in the current study. Presumably, this results in a deeper comprehension of the new developments in the field of intrapreneurship study. It is also outside the purview of this article to debate whether or if self-citations are related to the calibre of research in intrapreneurship, even though scholars typically do so to enlighten readers about their earlier work. Self-citations, however, might have an impact on how well the results of citation analysis are conveyed. Future researchers now get a second chance to examine self-citations as a criterion for assessing the influence of top academics in the field. The field of intrapreneurship research should also progress as a result of a more varied study strategy. It was observed that the majority of research papers published in the field of intrapreneurship research use quantitative research methods; very few publications that use mixed or qualitative research methods are published. Therefore, qualitative and mixed research methodologies are presented as a new avenue in intrapreneurship research.

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