

Intrapreneurial Self-Capital. An Overview of an Emergent Construct in Organizational Behaviour

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Abstract

In a period of radical changes of work environment, companies are living continuous transformations and the onset of new challenging issues such as “industry 4.0”, workers ageing and globalization, can lead to a reorientation of organizational behaviour. In this context, researches focused on new psychosocial constructs could be crucial to better understand the complex mechanisms linking work environment, social life and individual reaction to the new obstacles provided by these changes. Intrapreneurial self-capital (ISC) is defined as a set of individual resources used to cope with career and life construction challenges and includes dimensions of core self-evaluation, hardiness, creative self-efficacy, resilience, goal mastery, decisiveness, and vigilance. Focusing on the last five years scientific production on ISC, by means of a commentary review, we present this new construct for the 21st century work hindrance and obstacles, aiming to describe the importance of the intrapreneurial self-capital in this era of changes. Differences and similarities with other constructs and the implications for psychological well-being are considered, along with best practice and methods to apply these evidences.

Keywords: : intrapreneurial self-capital; organizational behaviour; psychological construct; psychological well-being; individual resources.

1. Introduction

We're living in the era of changes, from the Industry 4.0 and the increasing digitalization to the process of ageing of workers. Organizations and companies have to prepare themselves to a frenetic period of mutation and leaps.

In the last 20 years the environment and the type of problems that companies face have changed.

Factors such as the constant globalization, the recent global economic crisis, the numerous social transformations and technological advances require both new management methods focused on diversity and the development of a new set of skills to manage work-related stress (Mucci et al., 2016; Giorgi et al., 2015). Consequently, job transitions and modification are more frequent and complex (Savickas, 2011), so modern Occupational Medicine and Occupational Psychology have to deal with emerging issues such as mental well-being, stress and violence at work, active aging and migrant workers problems (Arcangeli et al., 2019; Copello et al., 2015; Mucci et al., 2019).

In this context those who consider changes as an opportunity to learn respond more positively to the challenges of postmodern society (Wanberg and Banas, 2000; Di Fabio, 2014; Di Fabio and Gori, 2016a). This overview will describe the intrapreneurial construct and competencies, understood as one of the key factors within a mutable and protean work environment (Di Fabio and Duradoni, 2019).

Intrapreneurial self-capital is defined as a core of individual intrapreneurial resources used to cope with career and life construction challenges and includes dimensions of core self-evaluation, hardiness, creative self-efficacy, resilience, goal

mastery, decisiveness, and vigilance (Di Fabio, 2014). Intrapreneurs differ from entrepreneurs: entrepreneurs have an innovative idea and are committed to realize it using their own abilities and passion for their own profit and advantage (Honig, 2001), in contrast, intrapreneurs develop their innovative ideas within the organization (Di Fabio, 2014).

From the 19th Century, literature and scientists focused their studies and attention on two big fields: the former concerns personal characteristics and competencies of the intrapreneurs while the latter concerns the characteristics and hallmarks of intrapreneurial organizations. The Research focusing on intrapreneurs' competencies and distinctive characteristics has found that an intrapreneur is basically a risk taker, an adapter, and an innovator (Cox and Jennings, 1995). Intrapreneurs also have tenacity, vision, aversion to repetition, creativity, innovativeness, and resilience (Davis, 1999). Honig (2001) demonstrate that the learning style of intrapreneurs was linked to a self-development motivation and desire.

Lubkins and Kans (2007) assert that intrapreneurs prefer uncertain environments, and use information in a rational and trenchant process. Intrapreneurs have also been described as possessing self-determination, freedom, and autonomy when making decisions, and it has been found that they can be motivated through projects even when self-imposed. (Menzela, Aaltio, and Ulijna, 2007). Other recent studies have related intrapreneurship with high self-esteem and self-efficacy (Ronen, 2010), internal locus of control (Muller et al., 2002; Ronen, 2010), and low neuroticism (Ronen, 2010). Di Fabio (2014) developed the ISCS (Intrapreneurial Self-Capital Scale). She considered the ISC a higher order construct based on 7