



Determinants of intrapreneurial intention of small tea exporters in Sri Lanka

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ABSTRACT

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The purpose of the study is to investigate the factors affecting the intrapreneurial intentions of small tea exporters in Sri Lanka. Intentions are crucial in any behavior to realize such behaviors and yield expected results. Owing to the problem of this study as how to initiate innovations in the global tea market, the study was carried out to find out the determinants of intentions of small tea exporters in Sri Lanka. This is a quantitative study followed by deductive reasoning. This study selected small tea exporters with the view of enhancing their intentions to proceed with these innovations, as large tea exporters are already introducing innovations to the tea industry. The study collected data from 120 small tea exporters who had registered with the Sri Lanka Tea Board by the end of 2020 using a structured questionnaire. The findings revealed that Individual Entrepreneurial Orientation (IEO), attitudes, and Entrepreneurial Self-efficacy (ESE) have significant and positive impact on Intrapreneurial Intention (INI) of small tea exporters in Sri Lanka while IEO contributes more to the INI. Finally, the findings of this study provide useful insights for small tea exporters in stimulating their intentions towards the introduction of innovations leading to a better performance in the global tea market. Further, it will guide policymakers and the government in designing the appropriate policies, rules, and regulations in this context.

Contribution/Originality: This paper provides empirical evidence to explain intention from a psychological perspective at the individual level in the field of intrapreneurship, and thus it contributes to enhancing existing body knowledge. Thus, this study applied two intention-based models to better understand individual intentions.

1. INTRODUCTION

Studying entrepreneurial intentions is an interesting phenomenon in the recent decades of entrepreneurship literature that has received significant attention among scholars (Santika, Wardana, Setiawan, & Widagda, 2022). The discussions on intentions and behaviors provided a better understanding in the context of entrepreneurship. This is very useful to understand the thoughts, opinions, attitudes, and actions of entrepreneurs (Mankgele, Ratsoma, & Ramasobana, 2023). These studies emphasized the benefits of entrepreneurship from an economic and societal perspective, which is an important element in economic growth in any nation. Entrepreneurs are playing a vital role in the economic growth of any country with their entrepreneurial initiatives (Fernandes, Ferreira, Raposo,

Sanchez, & Hernandez–Sanchez, 2018), ensuring a higher level of market competition and innovations (Barba-Sánchez, Mitre-Aranda, & Del Brío-González, 2022). Thus, it requires a supportive environment to boost entrepreneurship in countries (Ebewo, 2022). However, entrepreneurship encounters a challenging process and faces difficulties in forming entrepreneurial intentions (Wang et al., 2023). Despite this fact, intrapreneurship is an emerging field under entrepreneurship (Schachtebeck, 2021), which focuses more on initiating innovative activities. At present, organizations focus more on innovations while understanding innovations as drivers of competitive advantage (Lukes & Stephan, 2017). In line with this understanding, the Theory of Planned Behavior (TPB) provides a solid foundation to describe intentions as the immediate predictor of behaviours. Recent studies have empirically supported this (Yen & Duong, 2023) as well. Thus, it is implied that to increase innovations, which are denoted by innovative actions and behaviours, intentions should be enhanced. Further, if a particular activity is induced by the intention, there is a high possibility of generating the expected results (Ratten, Alamanda, Ramadani, Hashani, & Anggadwita, 2017). Therefore, it is worth investigating what factors stimulate the intrapreneurial intention of an individual.

When it comes to the factors affecting intentions, studies have shown that intentions can be well explained through socio-cognitive factors (Afriyie, Melyoki, & Nchimbi, 2020; Zhang, Bij, & Song, 2020). Ceylon tea has received greater importance as tea has been the pioneering agricultural product over other agricultural crops. Being a major foreign income earner at present, the tea industry in Sri Lanka is facing the challenge of introducing innovations in the global tea market. However, the tea industry has not devoted its attention to addressing this issue. It seems that the tea industry has not properly utilized individual and cognitive factors in enhancing intentions among the small tea exporters to promote innovations. This shows that research on investigating factors that enhance intrapreneurial intention in the tea industry in Sri Lanka is still incomplete, which calls for more investigations. Further, there is a dearth of studies combining the different theories and models to explain intention (Alferaih, 2017) in the context of small tea exporters. Thus, this study addresses this gap. Hence, this study was carried out with the purpose of investigating the psychological factors that affect the intrapreneurial intentions of small tea exporters in Sri Lanka.

2. LITERATURE REVIEW

2.1. The Context of Intrapreneurship

Intrapreneurship is an interesting area under the broad theme of entrepreneurship (Schachtebeck, 2021). Intrapreneurship involves to what extent a particular firm practices entrepreneurship in that firm. Intrapreneurship can be applied by any organization, regardless of its size, so that it creates a lot of benefits for micro, small, medium, and large organizations, depending on their business scope and growth prospects. It involves not only creating new businesses but also other innovative activities and initiations like developing new products and services, technologies, administrative techniques, strategic and competitive postures characterized by new business venturing, product/service innovation, process innovation, self-renewal, risk taking, pro-activeness, and competitive aggressiveness. It facilitates innovations and innovative activities, which are mostly required by organizations to ensure their growth and sustainability. An intrapreneur is an individual who undertakes entrepreneurial tasks in organizations in terms of creating products, inventions, and new processes that are profitable (Alireza, Sadeghi, & Shoraka, 2008). Further, intrapreneurship helps organizations to better function in the dynamic manufacturing sector due to the huge competition around the world, which promises organizational growth and competitive advantage for Small and Medium Enterprises (SMEs), especially in Sri Lanka (Divakara, 2021). This implies innovations are common to any organization, regardless of size, scope, and region. Intrapreneurs are also considered innovators because they have high innovative talents and profiles that contribute to profitability and market expansion (Briganti & Samson, 2019). Intrapreneurs are actively engaged in the innovation process so that they utilize their knowledge, skills, and capabilities to produce innovations in order to

gain a sustainable competitive advantage. Hence, the entrepreneur performs as an “initiator or “mentor,” creator, and innovator in this innovation process (Negrea & Cojanu, 2016). However, this concept was well embraced by large organizations initially, with less attention given to the small business sector. This demands the application of intrapreneurship in small businesses to address the existing knowledge (Afriyie et al., 2020). Fortunately, some evidence supports the application of intrapreneurship in the small business context and highlights the following characteristics (Carrier, 1996).

- Intrapreneurial characteristics are not the exclusive property of employees of large firms.
- Intrapreneurs can be first-class allies for owner-managers of growing small businesses.
- The fact that the intrapreneurs are absent from the small business literature does not mean that they have no right to be there.
- The loss of an intrapreneur will have more serious consequences for small firms than for large firms.

2.2. Intrapreneurial Intention

Intentions have been used interchangeably as behavioral intention, entrepreneurial intention, entrepreneurial intent, intrapreneurial intention, social entrepreneurial intention, and entrepreneurial inclination in different entrepreneurial perspectives. Recent literature accounts for no universally accepted definition for “intention.” Intention is the mental orientation of an individual to be engaged in a particular course of action at a future point in time (Bandura, 2001). Entrepreneurial Intention is also defined as the desire, wish, and will of an individual to become an entrepreneur (Delmar & Davidsson, 2000). This demonstrates one’s tendency to engage in entrepreneurial initiatives. Intention is characterized by willingness or desire, sincerity, seriousness, and a state of purpose for the goal purpose. Further, intention can be explained as the basis of what individuals’ are supposed to do, and without intention, anything would not be taken seriously (Ratten et al., 2017). If an individual wishes to be self-employed rather than an employee, it is backed by the state of mind of that person (Gelaidan & Abdullateef, 2017). This implies that an individual’s cognition influences their behavior. Therefore, it is important to stimulate the intentions of people, as it pushes individuals towards actions. In this context, it is worth discovering what factors enhance intentions. This is very applicable in intrapreneurship as it encourages more innovations within the business units. In order to come up with innovations, intentions can act as a key stimulator among individuals. Thus, intrapreneurial intention plays a crucial role in transforming intentions into predetermined actions, especially in intrapreneurship (Tran & Von Korflesch, 2016).

2.3 Individual Entrepreneurial Orientation

Entrepreneurial Orientation (EO) is a widely discussed concept in entrepreneurship literature (Rauch, Wiklund, Lumpkin, & Frese, 2009). It explains that organizations must be innovative, proactive, and risky to undertake entrepreneurial initiatives (Miller, 1983). It involves the intentions and actions of organizations to be entrepreneurial in a complex and dynamic environment. EO suggests how organizations can be different to address the challenges of uncertainty. Initially, EO was applied at the organizational level (Yajid, Khatibi, Azam, & Ranasinghe, 2019) and acts as a key driving factor for organizational success. At present, EO extends to the individual level, with IEO focusing on individuals to be more innovative, proactive, and risk-takers to yield better results (Bolton & Lane, 2012; Martiarena, 2013; Yajid et al., 2019). Further to the literature, EO functions at an individual level better than an organizational level because it involves an individual’s tendency and enthusiasm towards entrepreneurial activities within the firm (Naveed, Zia, Younis, & Shah, 2021). According to Lumpkin and Dess (1996), EO consists of three dimensions, including pro-activeness, innovativeness, and risk-taking, as presented below.

- Pro-activeness (ability to work aggressively and pro-actively with rivals).
- Innovativeness (adopting new ideas relatively early compared to other competitors in the market system).

- Risk-taking (ability to act in an uncertain environment).

EO is also a reflection of the personality, style, and profile of managers, embedded with innovativeness, proactiveness, and risk-taking. Because managers are responsible for setting goals, making decisions, maintaining organizational integrity, strategizing, and creating competitive advantage. So, that they need to align their character with the above characteristics. Further studies show that EO and intentions and behaviors are conceptually connected (Nordin & Koe, 2023) and call for more empirical investigations. Further, EO is expanded to the individual level by instigating the intentions and behaviors of individuals. Thus, IEO helps managers shape their managerial personalities to make bets that suit the present requirements of the business. So, it necessitates analyzing the EO of owners and managers of Small and Medium-size enterprises as they actively participate. Although a few studies have attempted to examine the relationship between individual entrepreneurial orientation and intention, it has been found that the relationship is positive (Olutuase, Brijlal, Yan, & Ologundudu, 2018). Most studies have considered innovativeness, pro-activeness, and risk-taking to define IEO. Accordingly, the following hypothesis is proposed:

H₁: Individual entrepreneurial orientation (IEO) has a significant positive influence on intrapreneurial intention.

2.4. Theory of Planned Behavior

Theory of Planned Behavior (TPB) is a prominent theory explaining the intentions and behaviors of an individual. And the application of TPB extended to entrepreneurship in understanding and predicting human behavior (Kolapo, Aboluwodi, Nomlala, & Latiff, 2023). It posits that behaviors are primarily influenced by intentions. According to the model, three cognitive factors affect intentions: attitudes, subjective norms, and Perceived Behavioral Control (PBC) (Ajzen, 1987). Accordingly, Attitudes (ATT) are defined as “the degree to which the person has a favorable or unfavorable evaluation of the behavior in question. Subjective norms (SBN) are defined as the “likelihood that important referent individuals or groups approve of performing a given behavior. PBC is defined as the perceived ease or difficulty of performing the behavior in question (Ajzen, 2002). The proposed TPB is depicted as follows:

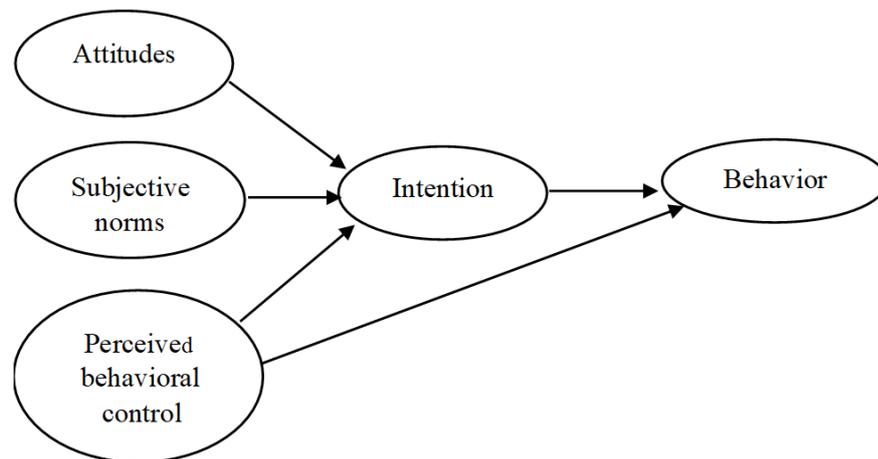


Figure 1. Theory of planned behaviour.

Source: Ajzen (1987).

Figure 1 shown above illustrates the TPB introduced by Ajzen, which consists of three key determinants of intention: attitudes, subjective norms, and PBC. And also, Figure 1 explains that intention is an immediate influencing factor of the behavior. PBC is introduced to this theory, making TPB different and improving on the Theory of Reasoned Action (TRA). Ajzen argues that PBC stimulates both intentions and behaviors. TPB is based on a set of assumptions as follows: 1. intention is the immediate antecedent of actual behavior, 2. attitude toward the behavior, subjective norm, and perceived behavioral control determine intention, 3. these determinants are

associated with underlying behavioral, normative, and control beliefs, respectively; and 4. Behavioral, normative, and control beliefs can be different due to a collective influence of background factors (Ajzen & Fishbein, 2005).

According to the above findings, attitudes, subjective norms, and perceived behavioural control are mainly affecting intention. Intention and PBC are affecting behavior. This theory has been accepted not only in entrepreneurship (Farrukh, Alzubi, Shahzad, Waheed, & Kanwal, 2018) but also in other disciplines (Sabah, 2016) to evaluate intentions and behaviors as it covers key determinants of the psychological state of individuals. Its application extends to the social entrepreneurial research continuum (Wahid, Noor, Fareed, Hussain, & Ayob, 2021). Further, it is evident that the TPB has been applied by recent studies to predict entrepreneurial intentions in developed and underdeveloped countries (Barba-Sánchez et al., 2022; Gunawardane & Weerasinghe, 2021; Madhushyanthi & Wijerathna, 2020; Nordin & Koe, 2023) as a promising tool for predicting intention and behavior. However, TPB has been extended with some influential variables to understand entrepreneurial intentions in a broader manner (Barba-Sánchez et al., 2022; Santika et al., 2022), which still remains the theory in its original form. In this context, TPB still demands further studies in the field of intrapreneurship. Further, the recent literature also confirms that attitudes positively affect intention (Barba-Sánchez et al., 2022; Fragoso, Rocha-Junior, & Xavier, 2020). Based on TPB, the following hypotheses can be proposed:

H₁: Attitudes have a significant positive influence on intrapreneurial intention.

Recent literature confirms that subjective norms positively affect intention (Zaremohzzabieh et al., 2019). Based on the theoretical arguments and empirical evidence given above, the following hypothesis is proposed:

H₂: Subjective norms have a significant positive influence on intrapreneurial intention.

Plenty of studies have confirmed the positive relationship between entrepreneurial self-efficacy and intention (Darmanto & Yuliani, 2018; Hsu et al., 2019; Isiwu & Onwuka, 2017). It is evident that self-efficacy receives much more scholarly attention in entrepreneurship literature in explaining intention and behavior (Barba-Sánchez et al., 2022; Crespo, Belchior, & Costa, 2020; Fragoso et al., 2020; Ohanu & Shodipe, 2021; Renko, Bullough, & Saeed, 2021; Zaremohzzabieh, Ismail, Ahrari, & Samah, 2021). In light of the above reasoning, the following hypothesis is proposed:

H₃: Entrepreneurial self-efficacy has a significant positive influence on intrapreneurial intention.

Based on the above theoretical and empirical foundation, the following conceptual framework is presented in Figure 2.

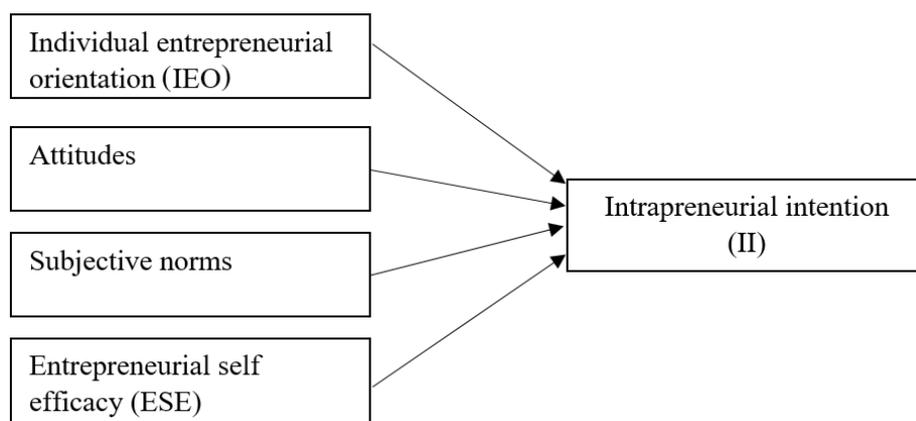


Figure 2. Conceptual model.

According to the conceptual framework presented in Figure 2, this study attempts to explain the intrapreneurial intention through four distinctive variables. In the recent entrepreneurship literature, most of the studies limited themselves to variables suggested by TPB to explain the intention, which leaves a gap. Thus, this study attempts to understand intention from a broader perspective through TPB and IEO in the context of

inrapreneurship. Hence, this proposed model tries to present the psychological aspect of the intention more specifically, despite the other factors affecting it.

3. METHODOLOGY

The present study adopts a deductive approach with a positivist research paradigm. And also, this is a quantitative study and involves a survey method, as the primary data are collected from the study population using a structured questionnaire. The target population of this study is defined as “any exporter who has registered with the Sri Lanka Tea Board and whose tea exports less than one million kilograms per year.” Accordingly, there were 172 small tea exporters at the end of 2020. Total population sampling technique is used due to the limited size of the target population. The respondents of the survey were the owners and managers of small tea exporting companies in Sri Lanka who are taking decisions and planning innovations in those businesses. Finally, 120 questionnaires were collected for the main study. However, only 118 questionnaires were used in the data analysis due to extreme cases. The variables in the conceptual framework were measured using several indicators used in previous studies, and the researcher adapted the indicators considering the study context. All variables were measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Accordingly, Individual Entrepreneurial Orientation (IEO) was measured with 15 items, attitudes with 6 items, subjective norms with 4 items, and entrepreneurial self-efficacy with 8 items. A pilot study was carried out to assess the reliability of the survey questionnaire. The pilot study was undertaken to assess the reliability of the survey questionnaire, and the Cronbach's alpha values of the variables except Entrepreneurial Self-efficacy (0.696) are greater than 0.7. This shows that the questionnaire is reliable and has proceeded with collecting data for the main study. Finally, partial Least Square Structural Equation Modeling (PLS-SEM) has been used to test the hypotheses with Smart PLS 4.0 due to the non-normality of the data and the limited sample size (Hair, Hult, Ringle, & Sarstedt, 2017).

4. RESULTS

4.1. Sample Characteristics

The sample consisted of 94.1% males and 5.9% females. Most of the respondents were in the age category of 41-50 years. And also, 71.2% had tertiary education. With regard to the industry or job experience, 57.6% had experience in the field of production or operations. While considering their work experience in the current business, 33.1% of them had 11-15 years of experience.

4.2. Non-Response Bias

In this study, non-response bias was tested with the non-response rate of the study. Thus, a higher response rate indicates a lower non-response rate. The achieved response rate of 69.7% in this study provides reasonable conditions to ensure lower nonresponse bias.

4.3. Common Method Bias

In this study, common method bias was tested using Harman's single factor test. Accordingly, a single-factor extracted from 32.63% of the variance ensures the non-existence of common method bias in the data.

4.4 Dimension of Variables

An Exploratory Factor Analysis (EFA) was carried out, and the results showed that the Kaiser-Meyer-Olkin (KMO) sample adequacy is 0.836, which is greater than 0.7. However certain amendments were made to fulfill the minimum requirements of the EFA. Accordingly, the items of RATT1 (reverse coding of attitudes denoted by ATT), ESE8, INI1, INI7, SBN4, and INN3 were removed due to minus values, items loaded with another factor, and an absolute value less than 0.45. Finally, the EFA resulted in a KMO of 0.837, 0.000 of significance, and five

factors. The Cronbach's value of these factors with the remaining items is greater than 0.7, ensuring internal reliability.

4.5. Measurement Model Assessment

In the measurement model (MM), all five constructs are reflective in nature and supported by Confirmatory Tetrad Analysis (CTA-PLS) (Hair et al., 2017). Thus, the reflective MM is assessed with the loadings, reliability, and validity with regard to the latent variables, which are evaluated with acceptable threshold values Hair et al. (2017) to minimize measurement errors. Reliability of MM was assessed with outer model factor loadings, Cronbach's alpha and Composite reliability (CR) measures (Hair et al., 2017). In the initial MM, items PRO3, PRO5, RISK2, and RISK1 were removed because factor loadings were less than 0.7. Final MM shows that all the items had factor loadings greater than 0.7, as presented below. Further, the Cronbach's alpha and CR values are also greater than 0.7, indicating that the MM is reliable.

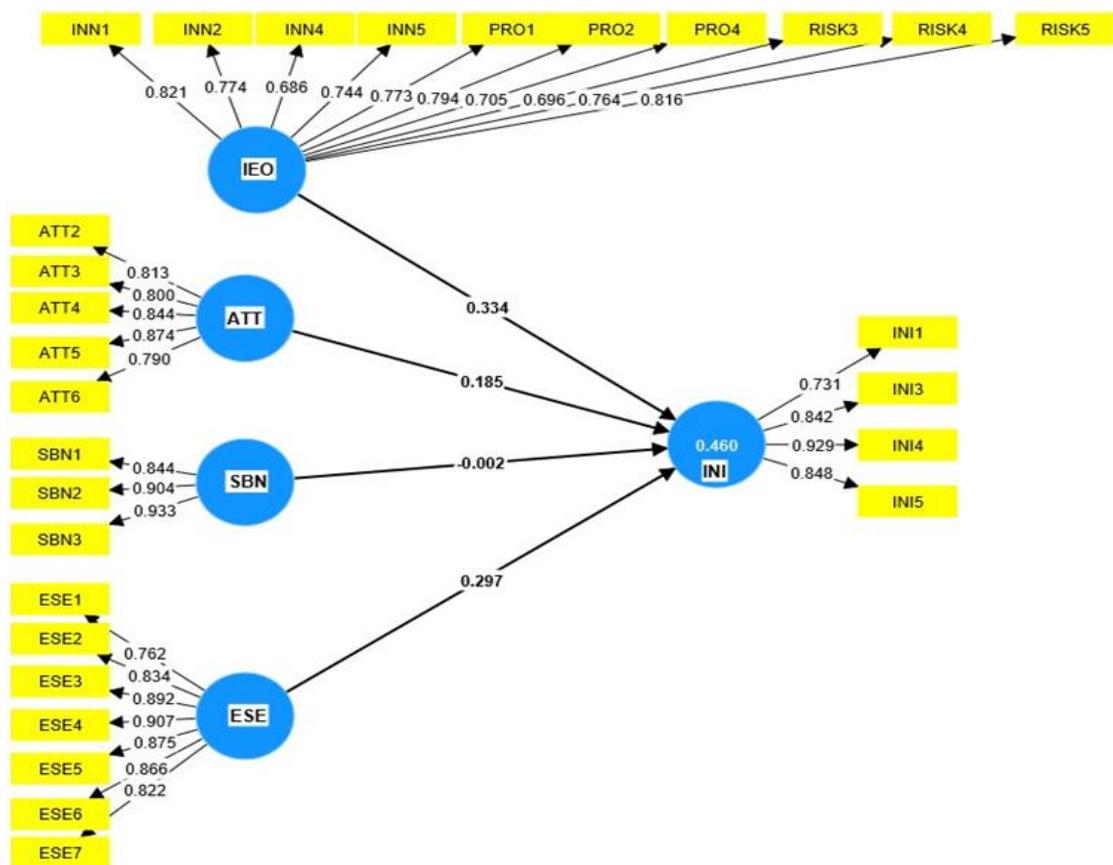


Figure 3. PLS – SEM Measurement model.

Figure 3 demonstrates the measurement model of the five constructs in the conceptual framework of the study. All five constructs are measures with respective indicators (observed variables), which are reflective in nature in the PLS-SEM. Further, it explains how observed variables relate to latent variables. The measurement model must fulfil certain conditions before hypothesis testing, which enables the evaluation of the validity of the model. The following section explains the fulfillment of the requirements.

In assessing the validity of this model, convergent validity, was measured with Average Variance Extracted (AVE) which is more than 0.5 for all constructs to conclude that the MM ensures convergent validity as shown in the Table 1.

Table 1. Convergent validity.

	Average variance extracted (AVE)
IEO	0.575
ATT	0.680
SBN	0.800
ESE	0.727
INI	0.706

Discriminant validity of the measurement model was evaluated using the Fornell–Larcker discriminant validity criterion and Heterotrait-Monotrait Ratio (HTMT) (Henseler, Ringle, & Sarstedt, 2015). Fornell–Larcker criterion considers the square root of each Average Variance Extracted (AVE) value corresponding to each latent construct. The threshold explains that the AVE should be greater than any correlation between any pair of latent constructs, as shown in Table 2.

Table 2. Results of Fornell–Larcker discriminant validity criterion.

	ATT	ESE	IEO	INI	SBN
ATT	0.825				
ESE	0.520	0.852			
IEO	0.614	0.480	0.758		
INI	0.543	0.552	0.589	0.840	
SBN	0.213	0.156	0.289	0.180	0.894

The above results show that the correlation between any pairs of the latent construct is below the square root of AVE, leading us to conclude that the Fornell–Larcker discriminant validity criterion is fulfilled in this study. HTMT criterion holds that the resulting values should be less than 0.85 and 0.9 to prove discriminant validity (Henseler et al., 2015). This study fulfills the HTMT criterion to ensure the discriminant validity of the study.

4.6. Structural Model Assessment

The following Figure 4 illustrates the structural model used to test the hypotheses of the study. It shows the path coefficient values with p-values. All the p-values of the direct relationships are significant except subjective norms (SBN). Accordingly, H1, H2, and H3 can be accepted as the p-values are less than 0.05. It indicates that IEO, attitudes, and ESE are significant in determining INI in this study. H4 implies that subjective norms are not a significant factor in determining the INI in this study, but the data analysis does not support this. Further, the coefficient of determination (R^2) is used to measure how much of the variance in the endogenous variable is explained by the exogenous variables in the model (Hair, Risher, Sarstedt, & Ringle, 2019). It is 0.46 in this mode, which shows that IEO, ATT, SBN, and ESE together explain 46 percent of the variance of INI. Thus, this model is sufficient to predict INI.

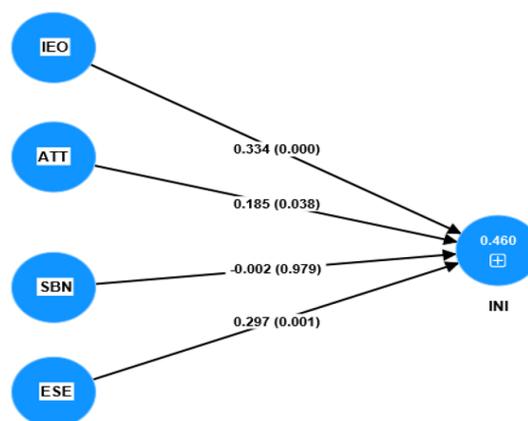


Figure 4. PLS – SEM structural model with path coefficients and P-values.

However, among IEO, ATT, and ESE, the impact of IEO on INI is moderate, whereas the impact of ATT and ESE on INI is weak (Thelwall, 2016). Thus, IEO becomes the most important factor in determining the INI of small tea exporters in Sri Lanka. Further, the positive impact shows that enhancing the IEO, attitudes, and ESE will further improve the INI of small tea exporters in Sri Lanka.

5. DISCUSSION

The results of the study indicate that Individual Entrepreneurial orientation, attitudes, and entrepreneurial self-efficacy have a positive and significant impact on the intrapreneurial intentions of small tea exporters in Sri Lanka. Previous studies have supported the findings of the present study. When it comes to the IEO, when it measures the innovativeness, proactiveness, and risk-taking of the small tea exporters and reflects their external characteristics. The impact of IEO on INI is also significant and positive (Olutuase et al., 2018; Razavi & Ab Aziz, 2017), and it is the most important determinant in the Sri Lankan context. This implies that enhancing the IEO among small tea exporters is really important to enhance the INI to come up with more innovations in the future. Further, attitudes have a significant and positive impact on INI, which is consistent with the previous findings (Afreen, 2021; Ahmad, Kim, Anwer, & Zhuang, 2020; Barba-Sánchez et al., 2022). And ESE is also contributing to INI as significant and positive factors (Barba-Sánchez et al., 2022; Muchabaiwa & Msimango-Galawe, 2021; Wang et al., 2023) among small tea exporters, as supported by recent literature. This, IEO, attitudes, and ESE increase intrapreneurial intention. These factors were suggested by TPB and are still valid in enhancing the intentions of individuals and reflecting the internal characteristics of an individual to enhance their intentions. According to TPB, planned behaviors are resulted through intentions; thus, stimulating intentions by both external and internal factors can yield better results than expected. In this study, it should be evaluated based on the present situation in the global tea market. As mentioned earlier, innovations are crucial in the global tea market due to its competitiveness, which calls for more demand for innovations. As tea exporters, it is obvious that we should introduce innovations in that market to cater to the demand. In this context, IEO, attitudes, and ESE can enhance the INI of small tea exporters. However, this study found that subjective norms have no more significant impact on the INI of small tea exporters in Sri Lanka. This is an interesting as well as contradictory finding in the literature. Nevertheless, some of the previous studies support this finding as well (Alam, Kousar, & Rehman, 2019; Barba-Sánchez et al., 2022; Fridhi & Alwheeb, 2020; Ohanu & Shodipe, 2021). It implies that subjective norms are not a significant factor in determining the INI of small tea exporters in Sri Lanka, which is also, suggested as a determinant of intentions by TPB.

6. CONCLUSION

Based on the findings, it can be concluded that IEO, attitudes, and ESE are significant factors in determining the INI of small tea exporters in Sri Lanka. They should consider improving these factors as both external and internal determinants of INI. However, subjective norms do not positively or significantly affect INI in this context.

6.1. Implications

TPB is a prominent psychological theory, and it is frequently found in entrepreneurship studies. This study found the scarcity of using EO theory in explaining intentions. Therefore, TPB and IEO were applied to describe the character of individuals and their impact on intentions in the context of intrapreneurship. Thus, this study fills the gap in existing literature by applying TPB and IEO together to explain the cognition of individuals. Further, EO is widely discussed at the organizational level, but the present study attempted to apply it at the individual level as IEO. As managerial implications, these findings are very important and relevant to small tea exporters, policymakers, regulatory institutions, and the government in making the necessary actions to stimulate the INI of those small tea exporters. A proper strategy is needed to make small tea exporters aware and to implement

practices regarding attitudes, ESE, and IEO. They need sound policies, regulations, intuitional support, technical support, financial support, and networking facilities to actively and competitively engage in the global tea market with other exporters. However, all these supportive factors will work well if they stimulate their intentions towards innovations.

6.2. Limitations and Direction for Future Research

The present study only applied TPB and IEO as theoretical frameworks. With reference to TPB, it is not the full theory extending to behavior. With reference to IEO, even though it is defined in terms of three and five factors, this study only employed three factors-innovativeness, proactiveness, and risk-taking to define the IEO of the individuals. Future research can focus on undertaking more investigations on intrapreneurial intention in different contexts. Further, a more integrated approach can be proposed to explain intrapreneurial intention, taking other cognitive factors into consideration. Further, this study only focused on individual factors; there are some other factors, like organizational, environmental, and contextual, that affect intentions and require more investigation. Finally, Intrapreneurship is an emerging field that needs more investigations to fill the empirical and theoretical gaps.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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