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IMPACT OF KNOWLEDGE MANAGEMENT ON INTRAPRENEURSHIP PERFORMANCE IN NIGERIA TELECOMMUNICATION INDUSTRY: A STUDY OF MTN AND GLOBACOM

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Abstract

This study was designed to determine the factors that influence intrapreneurship in Nigerian Telecommunication industry. The broad objective of this study was to determine the impact of knowledge management on intrapreneurship performance in Nigeria Telecommunication Industry. Specific objectives include to: examine the factors that influence intrapreneurship in MTN and GLOBACOM Nigerian Ltd; and examine the influence of knowledge management on intrapreneurship in MTN and GLOBACOM Nigerian Ltd. Multi-stage sampling method was used to select a total of 375 from MTN and Globacom Nigeria Ltd for questionnaire administration. The techniques employed for data analysis included descriptive statistics and Regression Analysis. Findings of the study indicated that; Factors of intrapreneurship are practice in Nigeria Telecommunication industry. The result of the regression shows that knowledge management has a significant influence on intrapreneurship in Nigeria Telecommunication Intrapreneurship. The study concluded that knowledge management has proved to be important factors and the driving force behind Intrapreneurship performance in Nigeria Telecommunication Industry. The study recommended that management of MTN and Globacom Nigeria should focus on the adequate use of knowledge management in their respective organisation in order to maximise its benefits.

Keywords: Competition, Organisation, Reward, Technology

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Introduction

The level of global competition around the world has intensely increased through the hyper competition era, most organisation are now striving for generative learning which is the creativity that emerges as a result of joint effort within an organisation which is in the opposite direction to adaptive learning that is, coping with changes. In order to meet the challenge of hyper competition in the business environment, there is a need for continuous innovation within an organisation. This challenge and threat are further boosted by the uncertainty in the business environment due to rapid advancement in technology as well as political, economic and social advancements (Hisrich, Peters & Shepherd, 2013).

Both in theory and in practice, intrapreneurship was introduced in the business organisation as a way to promote innovation and development in an organisation. Intrapreneurship emerges from within the confines of an existing business enterprise. It is a practice in an existing organisation seeking to grow by exploring new opportunities through a new combination of existing resources (Stoner, Freeman & Gilbert, 2011). In order for the existing organisations to strive and grow in today's rapidly changing business environment, they have to focus on the change that affects their target market segment by exploring a productive relationship among the various resources at their disposal which includes human resources, material resources and managerial capabilities. This is the activities in which people engage in within an existing organisation in order to develop new business within that same organisation.

The focus of organisation on intrapreneurship has been intensified due to a variety of changing events in social, cultural and business level (Hisrich, Peters & Shepherd, 2013). The social activities have shown that most workers within an organisation want to do things in their own way. Every individual believes in their potential and frequently desire to create a product or service from their own capability.

The creation of an intrapreneurial atmosphere in an organisation will be enhanced by the presence of knowledge management culture within the organisation. This process requires creating, storing, maintaining and sharing of knowledge within an organisation. According to Nonaka (1994), knowledge shows an organisation's intellectual capital which comprises work experiences, individual capability and best practices. The process of knowledge management entails identification of sources of knowledge which include receiving of knowledge, coding of knowledge, storing of knowledge and dissemination of knowledge (Payam & Reza, 2012). Ansari and Tabrizi (2012) conducted a research on the knowledge management impact on

corporate entrepreneurship (intrapreneurship) in a different industry in Malaysia.

Statement of the Problem

Business organisations are established for different objectives which include profit maximisation, increase shareholder's wealth, the creation of job, provision of corporate social responsibility etc. The objective will determine the way and manner in which the business is established. However, the ability of an organisation to make a profit will be anchored on its ability to provide goods and service that will satisfy consumer needs.

The process of satisfying consumer needs by the different organisation has become more intensified because of the level of globalisation around the world. Globalisation has introduced consumers to a variety of choice of product and service around the world. Organisations are now competing on a global scale. This has forced many organisations out of business and some are making consistent losses Year-in and Year-out.

The problem of most organisations now is how to retain the most profitable customer throughout the customer life cycle and how to nurture non-profitable customer to profitable customer. Specifically, the nature of Nigerian business environment has created serious doubt about whether or not knowledge management can have any positive effects of intrapreneurship.

Objectives of the Study

The broad objective of this study was to determine the impact of knowledge management on intrapreneurship performance in Nigeria's Telecommunication Industry. Specific objectives include to:

- i. examine the factors that influence intrapreneurship in MTN and GLOBACOM Nigerian Ltd; and
- ii. examine the influence of knowledge management on intrapreneurship in MTN and GLOBACOM Nigerian Ltd

Research Hypothesis

H₀: Intrapreneurship in MTN and GLOBACOM Nigerian Ltd is not influenced by knowledge management.

Literature Review

Conceptualisation of Intrapreneurship

Intrapreneurship has been conceptualised in different ways by different authors. For example, Hisrich, Peter and Shepherd (2009) describe intrapreneurship "as a way of stimulating and capitalising on individual employees in an organisation who believe in doing things in different but better ways".

Similarly according to Stoner, Freeman and Gilberth (2011), "intrapreneurship is corporate entrepreneurship, whereby an organisation seeks to expand by exploring new opportunities through new combinations of its existing resources". Scarborough (2011) defines entrepreneurship "as entrepreneurs who operate within the framework of an existing business, sometimes can transform a company's future or advance its competitive edge". Hisrich, et al. (2013) see intrapreneurship as an entrepreneurial action within an established organisation. In view of the above definitions, this study conceptualises intrapreneurship as activities within the organisation which promote innovation, creativity and entrepreneurial orientation among the employees. This entrepreneurial orientation is to promote and maintain a competitive advantage in the business environment and also promote organisation dynamic competence.

Determinants of Intrapreneurship

Existing literature has identified two major categories of determinants of intrapreneurship in an existing organisation. The first determinant pertains to the organisation's internal environment, while the second determinant pertains to the organisation's external environment (see Antoncic & Hisrich, 2001). Both internal and external determinants are often referred to by some authors as antecedents to intrapreneurship.

Organisation or Internal Determinants

One of the internal determinants of Intrapreneurship according to Kanter (1984) is open communication. The author (Kanter, 1984) describes this as a way of sharing information that can empower an employee with creative and innovative skills. Many authors (see Peters & Waterman, 1982; Zahra, 1991) also view open communication from the perspective of its quality and amount which they emphasise as a critical element for the success of intrapreneurial start-up and implementation in most of the large business organisations. Another internal determinant of Intrapreneurship is a control mechanism. This has to do with the flow of power and authority within the organisation. Kuratko, Naffziger, Hornsby and Montagno (1993) have emphasised the importance of control mechanism as an important tool for intrapreneurship. The rigid control system can serve as a barrier to intrapreneurship as it will form a bottleneck to the free flow of new ideas.

The third element of internal determinants of Intrapreneurship is environmental scanning intensity. According to Khandwalla (1977), environmental scanning directed toward forecasting the industry environment is important for companies in hostile environments. Scanning is important for intrapreneurial activities of the firm, especially for innovativeness and new

business venturing, as it highlights industry trends and changes, as well as environmental opportunities and threats (Zahra, 1991).

Another important internal determinant of Intrapreneurship is management support. Management support is said to be beneficial for intrapreneurship. The importance of management involvement (Merrifield 1993), as well as top management support, commitment, and style, and the staffing and rewarding of venture activities (MacMillan, 1986) were felt to be important for intrapreneurship. Organisational support in terms of training and trusting individuals within the firm to detect opportunities (Stevenson & Jarillo, 1990) was proposed to positively influence a firm's entrepreneurial behaviour. Organisational support characteristics such as management support, work discretion, rewards, time availability, and loose intra-organisational boundaries (Hornsby, Kuratko & Zahra, 2002) were seen as crucial organisational elements impacting intrapreneurship.

Another important internal driver of Intrapreneurship is organisational values. Ginsberg and Guth (1990) argue that "entrepreneurial behaviour in organisations is critically dependent on the characteristics, values/beliefs, and visions of their strategic leaders". Zahra (1991) found a positive relationship between corporate entrepreneurship and organisational values that are individual-centered and organisational values that are competition centered. Indeed, it is emotional and value commitment that enhances innovativeness in organisations (Kanter, 1984).

Technology development has also been identified as an internal determinant of Intrapreneurship. According to Anonymous (nd), research and development is a major source of successful new product ideas. The author maintains that business organisations should leverage on the best industry's technology to encourage new ideas generation. Furthermore, availability of the resource is another internal factor that influences Intrapreneurship. Anonymous (nd) posits that a firm's resources have to be made available and should easily be accessible for trials and experiments. The author further contends that in most cases, firms' experiments are not allocated enough funds, but rather to address issues that have a direct impact on the bottom line.

Finally, the most important internal determinant of Intrapreneurship is the reward system of the organisation. Intrapreneurs just like independent entrepreneurs need to be rewarded appropriately for the energy, effort, and risk-taking to create something new for the organisation (Tsado, 2016). However, Anonymous (nd) contends that Intrapreneurial rewards should be performance based.

External Determinants of Intrapreneurship

Existing literature has expanded our knowledge of factors that determine Intrapreneurship to include those factors in the external environment (See Tsado, 2016; Scheepers, 2007; Zahra, 1993). Notable among these factors include dynamism and heterogeneity, (Scheepers, 2007), industry growth and technological opportunities (Zahra, 1993), hostility, socio – cultural factors and political factors (Tsado, 2016). According to Zahra (1993), technological opportunities and dynamism are the first environmental factors required for a conducive intrapreneurial atmosphere.

Dynamism can be seen as perceived instability and changes in the organisation's markets. As argued by Zahra (1991), increased dynamism may be a source of potential for firms to engage in intrapreneurial activities, because it tends to bring opportunities in firms' markets. Khandwalla (1987) also posits that business organisations often respond to the challenges brought about as a result of dynamic or high-tech environments by taking an intrapreneurial posture. Changes in the industry's external environment, most especially, the competitive structure and the industry's underlying technologies influence intrapreneurship (Guth & Ginsberg, 1990).

Similarly, increased demand for a firm's products and perceived industry growth can trigger intrapreneurship. According to Zahra (1993), the decline in the demand for products of a business organisation would push the firm into intense creativity and renewal activities. While perceived market growth, on the other hand, can create opportunities that lead to more creativity and risk-taking (Hobson & Morrison 1983)? Similarly, demand for new product presents an opportunity that triggers intrapreneurship (Zahra, 1993).

Furthermore, hostility caused by unfavourable environmental conditions can also trigger creativity and risk-taking in existing business organisations. As reported by Covin and Slevin (1989), hostility is related to the entrepreneurial posture of most successful small firms. Hostility has the potentials to create opportunities and threats for business organisations which trigger the pursuit of intrapreneurial activities (Zahra 1991). Two major hostile environmental conditions that can influence intrapreneurship include competitive rivalry and unfavourability of change (Scheepers, 2007).

Knowledge Management

According to Davenport and Prusak (1998), "Knowledge Management draws from existing resources that your organisation may already have in place good information systems management, organisational change management, and human resources management practices." Scarborough, Swan and Preston (1999) describe knowledge management as 'a process or practice of establishing, acquiring, capturing, sharing and applying knowledge, to

enhance performance in organisations'. While Jelavic (2011) views knowledge management as a process which assists business organisations in locating, selecting, organising, disseminating, passing information and expertise that will support important activities such as problem-solving, strategic planning and decision making in the organisation.

Knowledge Management Process

Scholars like Huang and Li (2009) and Chen and Huang (2009) argued that knowledge management processes are expected to drive both administrative and technical creativity and innovations in business organisations. It is a tripartite process that involves knowledge acquisition, knowledge sharing and application of knowledge.

According to Grant (1996), knowledge acquisition, especially as it relates to using either existing knowledge or acquiring new knowledge, can enhance a firm's ability to efficiently perform and achieve her set goals. Similarly, existing literatures (McElroy, 2000; Chen & Huang, 2009; Lin & Lee, 2005; Yli-Renko *et al.*, 2001) have shown that members of organisations can increase their capacity to change present knowledge to new knowledge and to generate new knowledge through the knowledge acquired from both within and/or outside the organisation. Huang and Li (2009) contend that a newly acquired knowledge has the potentials of increasing stock of knowledge available to organisations, thereby reducing uncertainty, and opens up new opportunities, thereby promoting creativity and innovation in an organisation.

Knowledge sharing, on the other hand, is described by Chen and Huang (2009) and Lin and Lee (2005) as a process which requires collective knowledge and dissemination of knowledge across the units of the organisation. Lin (2007) and Nonaka and Takeuchi (1995) further posit that knowledge sharing involves the exchange of employees' knowledge, experiences, and skills acquired both on and off the job the whole organisation.

While knowledge application has to do with the actual use of the knowledge in order to address existing problems (Gold *et al.*, 2001; Alavi & Tiwana, 2002). In other words, knowledge application implies making knowledge more active and important in creating values for organisations (Bhatt, 2001). According to Lin and Lee (2005), knowledge application is a process that ensures effective storage and retrieval mechanisms which enable a firm to access knowledge easily. Many authors (Alavi & Leidner, 2001; Huang & Li, 2009; Gold *et al.*, 2001) concur that effective application of knowledge; increase the capabilities of business organisations in terms of managing different sources and types of knowledge effectively. Bhatt (2001) also

contends that by using the right knowledge in the right way, business organisations stand the chances of avoiding mistakes, and turning collective knowledge to their advantages.

Empirical Review

Hadizadeh (2013) employ the use of second data by using case analysis to evaluate the relationship between knowledge management and entrepreneurship. It study uses applied knowledge management model which is Perabst model. Knowledge management is an inescapable need for third-millennium organisations. Therefore, the paper concluded that organisations will have the success that will enhance their speed with perfect awareness from environmental situations. That is to say, knowledge management is one of organisational capabilities that have effect for enhancing effective standards on organisational entrepreneur staffs, give more help and it makes constant development and exportation in the organisation.

Mustafal, Richards and Ramos (2013) employed the use of primary data by administering 292 questionnaires to middle managers from Malaysia. The study found out that high-performance Human Resource practices are positively related to middle managers' knowledge collecting and sharing behaviours which are also related to intrapreneurship. The primary objective of intrapreneurship is to support and nurture creative and innovative ideas (Hisrich, Peters & Shepherd, 2009; Gregory, Janney, Lane, Ireland, Zahra, & Floyd, 2003). However, Drucker (1985) argues that knowledge is the backbone of innovations. Wood and Tasmin (2007) support this argument as they maintain that the process of innovation depends largely on knowledge.

Methodology

This research made use of a descriptive survey research design which enabled the use of a primary source of data which were obtained through a questionnaire. The scope of the study is limited to MTN and Globacom Nigeria, they are both Global Service Mobile operator in Nigeria Telecommunication Industry.

The total population involved only the direct staffs of MTN and GLOBACOM Nigeria which are 2800 and 3200 for MTN and GLOBACOM respectively as at March 2015. So, all the entire staffs of the two companies are the population for the study which sum up to 6000 staff. The sample size of this study is 375 which is arrived at by the application of Guilford and Fruchter formula (1975) for estimating sample size, this is shown below

$$\frac{N}{1+Q^2 N}$$

Where N = Population size = 6000

Q = alpha = 0.05

$$\frac{N}{1+Q^2 N} = \frac{6000}{1+(0.05)^2 (6000)} = 375$$

The sampling technique is multi-stage, under this method, the case study was sub-divided into cluster based on the Geopolitical region and out the six regions in Nigeria two were selected which are the North Central States and the South-Western States, using convenience sampling, Kwara state and Osun state were selected from the North Central States and the South-Western States respectively which based on purposeful sampling and random sampling was used to select the respondent.

The instrument of data collection for this study is questionnaire and also five point likert rating scale was adopted, which is rated as follows: 5 = strongly agree (SA); 4 = Agree (A); 3 = Undecided (UD); 2 = Disagree (D) and 1 = Strongly Disagree (SD). We analysed the data using Descriptive statistics. We further used Regression analysis to test the hypothesis.

Results and Discussion of Findings

The analysis is based on 349 because out of 375 questionnaires administered to the staff of the two organisations, 349 were completed and returned. So this analysis is based on 349 questionnaires returned while the remaining 26 was not appropriately completed and returned to the researcher. Objective one: examine the factors that influence intrapreneurship in MTN and GLOBACOM Nigerian Ltd.

Table 1: Factors that influence intrapreneurship in Nigeria Telecommunication industry

Variables	N	Min	Max	Mean	SD	Rank
Open_Communication	349	1	5	3.58	1.252	1
React_Quickly	349	1	5	3.53	1.233	2
Technological_Change	349	1	5	3.47	1.344	3
Cross_Fertilisation	349	1	5	3.43	1.304	4
Organisation_Support	349	1	5	3.36	1.356	5
Small_And_Experimental_Projects	349	1	5	3.35	1.282	6
High_Expectation	349	1	5	3.33	1.304	7
Calculated_Risk	349	1	5	3.22	1.339	8
Regular_Monitoring	349	1	5	3.21	1.391	9
Reward	349	1	5	3.12	1.395	10
Government_Regulations	349	1	5	2.46	1.405	11
Formal_Control_System	349	1	5	2.39	1.316	12

Sources: Authors' Computation (2015)

Table 1 indicates the mean perception of respondents on the selected items in the questionnaire, the mean expected of the item is 3. The expected mean was obtained by summing the attached coding value of the 5-likert scale questionnaire and get the average. From the table above, seven factors out of eight factors tested under organisation characteristics (internal drives) as factors influencing intrapreneurship in Nigeria Telecommunication Industry which are open communication, regular monitoring, organisation support, individual calculated risk, small and experimental, cross-fertilisation and reward have mean that was greater than the expected mean, while formal control system has a mean which is below the expected mean of 3.

In the same vein, from the table above three factors out of the four factors tested under environment characteristics (external drives), as factors influencing intrapreneurship in Nigeria Telecommunication Industry which are technological change, high expectation and quick reaction by competitors have mean that was greater than the expected mean, while government regulation has a mean which is below the expected mean of 3. The table above

depicts that open communication which is one of the internal drives is the most important factors among factor influencing intrapreneurship. This is followed by the quick reaction by competitors and the third in the hierarchy is technological change both are the external drives. According to the respondent's perception, government regulation and formal control system are occupying the 11th and 12th position in the ranking which is the least in the table.

The implication of this result is that most of the respondent agreed that entrepreneurship factors are practiced in Nigeria Telecommunication Industry and those organisations characteristics (internal drives) and environment characteristics (external drives) are factors that influence intrapreneurship in Nigeria Telecommunication industry. Objective two: To evaluate the influence of knowledge management on intrapreneurship in MTN and GLOBACOM. H_0 : knowledge management does not significantly influence intrapreneurship in MTN and GLOBACOM.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.6723 ^a	.456	.463	1.155

a. Predictors: (Constant), Knowledge Management
Sources: Authors' Computation (2015)

The model summary as indicated in Table 2 shows that R Square is 0.456. This implies that 45.6% of the variation in the dependent variable (Intrapreneurship) is accounted by the independent variable (knowledge management). The remaining 54.4% is due to other variables that are not included in the model. This means that the regression is useful for making predictions since the value of R^2 is close to 1.

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	411.780	1	410.700	302.146	.000^b
Residual	472.426	342	1.350		
Total	882.413	348			

a. Dependent Variable: Intrapreneurship
b. Predictors: (Constant), Knowledge Management
Source: Authors' Computation, (2015)

Table 3 contains the result of ANOVA which shows a significant relationship between the two variables: Intrapreneurship and Knowledge Management (the F-cal = 302.146 and the p-value = 0.000 at 5% level of significance). This means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Entrepreneurship). The implication of this

test was that, as single variable elements, a particular explanatory variable element for instance experience sharing, as an element of knowledge management may not be significant to influence intrapreneurship, but when it is combined with other variables such as collaboration in the company, standard library and quick access to organisational information, they can jointly lead to change in organisational intrapreneurship activities.

Table 4: Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.660	.153		4.314	.000
1 Knowledge Management	.750	.043	.683	17.382	.000

Dependent Variable: Intrapreneurship

Sources: Authors' Computation (2015)

The dependent variable as shown in Table 4 was Intrapreneurship. The predictors are knowledge management, as depicted in Table 4, it is obvious that there is a direct link between knowledge management and intrapreneurship. This means that an increase in knowledge management activities can lead to increase in intrapreneurship activities in the organisation.

According to the result in the table above Knowledge management t-test coefficient is 17.382 since the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The overall summary of this regression outcome is that knowledge management practice in an organisation will lead to intrapreneurship performance.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) is rejected because the p-value is less 0.05. Hence the alternative hypothesis which states that knowledge management does not significantly influence intrapreneurship in MTN and GLOBACOM is accepted. This finding is supported by the finding of Ansari and Tabrizi (2012) where knowledge management and corporate is viewed from a holistic perspective and concluded that some relationships exist between knowledge management and Intrapreneurship.

Conclusions

The findings reveal that factors of intrapreneurship are practice in Nigeria's Telecommunication industry through the use of descriptive analysis which

showed that out of the twelve factors considered, ten of the factors have mean which is greater than the expected mean and according to the hierarchy of the ranking open communication is having the highest mean followed by quick reaction by competitor and technological change respective while government regulation and formal control system is having the lowest mean and rank low, which means that factors of intrapreneurship are practice in Nigeria Telecommunication Industry. It is also observed from the findings that a positive relationship exists between knowledge management and intrapreneurship in Nigeria Telecommunication industry, (through the regression analysis).

In conclusion, under the internal factors influencing Intrapreneurship in Nigeria Telecommunication Industry, open communications, cross fertilisation of ideas and organisational support have highest mean respectively based on their ranking, which means that if these three factors are present within an organisation, intrapreneurship performance will be enhanced while former control system is having the overall low mean in the ranking and among the external factors considered, government regulation is having low mean while the other external factors like technological change, customer expectation and competitors reaction have positive means which is above the average, this means that these factors are germane as external factors that can influence intrapreneurship within an organisation.

Finally, in order for Nigeria Telecommunication industry to enhance their intrapreneurship performance, there are needs to effectively manage their knowledge base.

Recommendations

The following are the recommendation of this study:

- i. The government should adequately monitor and control the industry because government regulation which happens to be one of the external drives for intrapreneurship is not effective and adequate in the industry.
- ii. Nigeria Telecommunication Industry should also set up a proper formal control mechanism by setting up a committee or unit within the organisation which will evaluate and select the project to be embark upon by the organisation which will promote intrapreneurship culture within the organisation.
- iii. The reward system needs to be pack in such a way that it will enhance motivation among the employee in the industry. The reward system should allow entrepreneur within the organisation to have percentage profit on the intrapreneurship contribution to the organisation apart from the normal recognition given to them.
- iv. The management of MTN and Globacom Nigeria should focus on increasing the use of knowledge management in their respective organisation in order to maximise its benefit which includes the internal

development of intrapreneurship culture within the organisation and external responsiveness to customer satisfaction.

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