



HANS EM
FACULTY OF FOREST SCIENCES
LANDSCAPE ARCHITECTURE AND
ENVIRONMENTAL ENGINEERING



Ss. Cyril and Methodius University in Skopje
Hans Em Faculty of Forest Sciences, Landscape Architecture and
Environmental Engineering
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Intrapreneurship as a way for employee innovation behaviour in state-owned forest enterprises

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Abstract:

Intrapreneurial concept was based on Pinchot's perspective of "conservation ethics" which is the art of producing from the forest whatever it can yield for the service of man. The phenomenon of intrapreneurship implies that every employee has a certain creativity, which needs to be encouraged in order for the company to benefit from new business activities. This paper aims to identify enabling and constraining elements of intrapreneurial climate that affect employees' innovative behaviour. Specific focus was directed to big enterprises especially state-owned forest enterprises. In this paper we used systematic literature review to determine the elements of organizational climate which influence on employees' innovative behavior. Results indicate that initial intrapreneurial perspective known as "conservation ethics" was based on commitment to public goods, nature and the environment and disagreement with the concentration of wealth and power. This perspective is still applicable when conceptualizing intrapreneurship in the state-owned forest enterprises. It was found at least eight elements that influence employees' innovative behaviour. These elements are working time availability, reward system, work autonomy, managerial support, entrepreneurial attitudes and motives, flow of information, business environment, professional training. Positive entrepreneurial attitudes and motives and business environment have the greatest impact on employee innovativeness among all other elements of organizational climate. An organizational climate favorably for innovative behaviour is characterized by mutual positive and negative correlations, where managerial support, reward system and working autonomy are crucial for such climate. In practical sense such conclusion can be significant for the management of forest enterprises, i.e. it is necessary for the management to encourage the expression of entrepreneurial ideas of employees.

Keywords: entrepreneurship; organizational development; risk



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