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ORIGINAL PAPER

AN EMPIRICAL STUDY ON EMPLOYEE INTRAPRENEURSHIP AS GROWTH RESERVES FOR LABOR PRODUCTIVITY

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Abstract. Although entrepreneurially oriented approaches have emerged as a critical determinant of modern economic efficiency, empirical evidence substantiating employee intrapreneurship as growth reserves for labor productivity remains scarce. This study aims to examine the impact of employee intrapreneurship on employee performance and organizational performance, and to validate its role as a key driver of labor productivity improvement amid China's economic context. We developed three hypotheses about the positive associations between intrapreneurship and multi-dimensional performance, and tested them through quantitative empirical analysis to validate employee intrapreneurship as growth reserves for labor productivity. The research used survey data from 170 valid responses of corporate managers in China, and adopted structural equation modeling, reliability and validity tests, and path analysis for data processing. The results demonstrate that employee intrapreneurship exerts a significant positive effect on both employee performance ($\beta = 0.761$, $p < 0.001$) and organizational performance ($\beta = 0.663$, $p < 0.001$), accounting for 57.9% and 44.0% of their variance respectively. These findings confirm that employee intrapreneurship is a critical determinant of labor productivity growth. This research provides justification for enterprise managers to build intrapreneurial culture and optimize human resource strategies, and offers reference for labor economic policy formulation. Future research can explore the underlying mediating and moderating mechanisms, and expand the sample scope to enhance the generalizability of the conclusions.


Keywords: employee intrapreneurship, employee performance, entrepreneurial behavior, human resource development, labor economics, labor productivity, organizational performance

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ОРИГИНАЛЬНАЯ СТАТЬЯ

ЭМПИРИЧЕСКОЕ ИССЛЕДОВАНИЕ ИНТРАПРЕНЕРСТВА КАК РЕЗЕРВОВ РОСТА ПРОИЗВОДИТЕЛЬНОСТИ ТРУДА

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Аннотация. Предпринимательские подходы стали ключевым фактором современной экономической эффективности, но эмпирических данных об интрапренерстве как резерве роста производительности труда пока недостаточно. Цель настоящего исследования – выявить влияние интрапренерства на эффективность сотрудников и эффективность организации, а также обосновать его роль в качестве ключевого драйвера повышения производительности труда в условиях экономики Китая. Нами было выдвинуто три гипотезы о положительном влиянии интрапренерства на многоуровневые показатели эффективности; их проверка осуществлялась с помощью количественного эмпирического анализа, направленного на подтверждение роли интрапренерства как резерва роста производительности труда. Эмпирическую базу исследования составили данные опроса 170 руководителей предприятий в Китае. Обработка данных выполнялась с использованием моделирования структурными уравнениями, анализа надежности и валидности, а также путевого анализа. Результаты демонстрируют, что интрапренерство сотрудников оказывает значимое положительное влияние как на эффективность сотрудников ($\beta = 0.761$, $p < 0.001$), так и на эффективность организации ($\beta = 0.663$, $p < 0.001$), объясняя 57.9 % и 44.0 % дисперсии соответственно. Полученные выводы подтверждают, что интрапренерство является критически важным фактором роста производительности труда. Данное исследование предоставляет менеджерам предприятий обоснование для формирования культуры интрапренерства и оптимизации стратегий управления человеческими ресурсами, а также служит ориентиром при разработке политики

в области экономики труда. В будущих исследованиях целесообразно изучение лежащих в основе механизмов медиации и модерации, а также расширение выборочной совокупности для повышения обобщаемости полученных результатов.

Ключевые слова: интрапренерство сотрудников, предпринимательское поведение, развитие человеческих ресурсов, эффективность организации, эффективность сотрудников, экономика труда, производительность труда

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Introduction

Entrepreneurship-oriented methodologies have evolved into a crucial factor shaping contemporary economic operational efficiency. Since 2015, China has launched the nationwide mass entrepreneurship and innovation initiative to enhance the entrepreneurial competence of labor force. The proposal of new quality productive forces in 2024 further pivots development momentum from conventional growth paradigms to innovation-led productivity accumulation. In this environment, traditional approaches to improving labor productivity – such as workflow optimization, technological investment, and worker incentives - are confronted with challenges [1]. Fostering employees' entrepreneurial competencies is increasingly recognized as a critical complement to these strategies. Employee intrapreneurship refers to entrepreneurial activities and innovative behaviors initiated by employees within an organization, stemming from human resource development efforts [2]. Recent research conceptualizes it through two primary constructs: strategic renewal behavior and venture-creating behavior [3]. Unlike independent entrepreneurship, intrapreneurship operates within an existing organization's resources and structure, enabling innovation and agility in today's entrepreneurial economy.

Despite its growing importance, few studies have empirically examined the role of employee intrapreneurship in enhancing labor productivity and efficiency, particularly in knowledge-based economies where innovation and adaptability are essential. Modern productivity models increasingly need to account for creative problem-solving and strategic initiative, making intrapreneurship a relevant concept for human resource development [4]. While existing research has explored intrapreneurship in relation to innovation and organizational culture [5], scholars such as Antoncic and Hisrich [6] emphasize its role in enhancing innovation capabilities, and others note its contribution to adaptability and competitive advantage [7]. However, these studies typically focus on innovation outcomes rather than on labor productivity in terms of employee and organizational performance. Moreover, traditional labor productivity research still emphasizes indicators such as output per worker and task optimization [8], leaving the relationship between intrapreneurship and productivity underexplored. Addressing this gap

is essential in an era where adaptability and innovation are key to sustained growth.

To fill the existing research gap, the goal of this research is to empirically validate that employee intrapreneurship is a critical determinant of labor productivity growth within China's economic context. The research objectives include: to build a theoretical framework for how employee intrapreneurship drives labor productivity through enhancing employee and organizational performance; to test the positive impact of employee intrapreneurship on employee and organizational performance; to confirm the core role of employee intrapreneurship as a growth reserve for labor productivity. The object of this research is the mechanism of employee intrapreneurship acting as a growth reserve for enterprise labor productivity, as well as its causal relationships with multi-dimensional employee performance and comprehensive organizational performance.

Employee intrapreneurship, defined as entrepreneurial behavior within existing organizations, has gained significant attention in recent years due to its potential to foster innovation, drive growth, and improve competitive positioning. Role theory posits that individuals' behaviors are influenced by the expectations attached to their roles within an organization [9]. Employees who engage in intrapreneurial activities often experience role expansion, where their responsibilities go beyond routine tasks and involve higher levels of autonomy, creativity, and decision-making. This broader scope of responsibilities encourages employees to assume proactive behaviors that align with organizational objectives, thereby enhancing work role performance. In this sense, intrapreneurship provides employees with opportunities to shape their roles actively, which may lead to improved job performance outcomes, such as efficiency, quality of work, and problem-solving abilities. Empirical studies support the argument that intrapreneurship positively influences employee outcomes. Phuong [10] argue that employees engaged in intrapreneurial activities demonstrate higher levels of self-efficacy and adaptability, leading to superior work role performance. Additionally, study by I.A. Kulkova and N.A. Nikolaev confirms that shifting toward entrepreneurship-focused labor relations helps boost staff productivity within industrial enterprises [11].

Given this broader understanding of performance in the complicated organizational environment, it is essential to investigate how intrapreneurial activities contribute to employee performance based on this conceptualization. Drawing from role theory and prior empirical evidence, it is reasonable to propose that intrapreneurship enhances employees' proficiency, adaptivity, and performance as an individual, team member, and organizational member. When employees engage in intrapreneurial behaviors, they are more likely to exhibit strategic renewal initiatives, which are essential components of proficiency performance. Furthermore, the renewal thinking associated with intrapreneurship allow employees to redefine their roles in ways that align more closely with organizational goals, thus enhancing their adaptivity performance in terms of resilience [12]. Intrapreneurial employees are also more likely to engage in extra-role behaviors, such as helping colleagues or volunteering for challenging projects, contributing to proactivity performance. Based on the theoretical and empirical foundation outlined above, this study proposes the following hypothesis:

Hypotheses 1: Employee intrapreneurship positively contributes to employee performance.

The connection between employee intrapreneurship and a range of performance measures has been investigated across multiple studies. For instance, Augusto Felício [13] proposed a theoretical framework that demonstrates a substantial effect of intrapreneurship on corporate performance. In this framework, intrapreneurship is characterized as a multidimensional construct that includes innovation, risk-taking when confronting novel challenges and uncertainties, competitive drive, proactivity, and autonomy. Felício's empirical results substantiate a positive relationship between this multidimensional perspective on intrapreneurship and various facets of organizational performance, such as financial outcomes, firm productivity, and growth. These conclusions are supported by additional research. Dung and Giang [14] examined the contribution of intrapreneurship to enhancing the performance of small and medium-sized enterprises (SMEs) within an international business setting. Their findings reveal that strategic renewal behaviors and new business venture activities core components of international employee intrapreneurship significantly improve the export performance of SMEs. Similarly, Asiaei et al. [15] analyzed the influence of intrapreneurship on corporate financial performance, illustrating that intrapreneurship harnesses intellectual capital to promote firm success. Finally, Atallah et al. [16] emphasized the critical role of prior intrapreneurial experience in the decision to found a startup, with their research indicating that such experience leads to heightened innovation and entrepreneurial success.

The hypothesis that intrapreneurship positively contributes to organizational performance can also

be theoretically justified by drawing on Schumpeter's Theory of Economic Development, the Austrian School of Economics, and Human Capital Theory. Schumpeter's theory highlights the importance of innovation in driving economic growth, with intrapreneurs acting as internal innovators who introduce new products, services, and processes, thereby enhancing organizational performance. Human Capital Theory further supports this hypothesis by demonstrating that employees' skills, creativity, and problem-solving abilities core aspects of intrapreneurship lead to increased productivity and organizational outcomes. By fostering employee intrapreneurship, organizations effectively leverage and develop their human capital, leading to sustained innovation and superior performance. Thus, these theories collectively support the idea that employee intrapreneurship is a key driver of organizational success. Based on the theoretical and empirical foundations provided by previous research, we propose the following hypothesis:

Hypotheses 2: Employee intrapreneurship positively contributes to organizational performance.

Intrapreneurship defined as entrepreneurial initiatives carried out by employees within an existing organization is characterized by traits such as innovation, proactivity, and problem-solving. These attributes are consistent with established frameworks in labor economics and organizational management, which posit that innovation and initiative directly enhance both individual and collective output. In labor economics, productivity is typically understood as the ratio of output to labor input. When employees engage in intrapreneurial activities, they are more likely to generate novel ideas, optimize workflows, and respond effectively to emerging challenges [17]; such contributions tend to raise their personal productivity. At the organizational level, the accumulation of these individual gains can translate into more streamlined operations, improved resource utilization, and overall gains in productivity and efficiency. Consequently, the theoretical connection between intrapreneurial behavior and increased labor output is firmly grounded in the innovation economics literature (e.g., Schumpeter's theory of creative destruction) as well as in management theory.

Within this context, we propose that intrapreneurship serves as a significant factor in boosting labor productivity and efficiency, provided it demonstrates strong predictive power for employee and organizational performance. This proposition is reinforced by the predictive validity of employee intrapreneurship. If intrapreneurship consistently contributes to employee performance through indicators such as adaptability, initiative, and competence it follows that the resulting improvements in individual performance will collectively enhance organizational outcomes. Organizational performance, commonly assessed by metrics such as profitability, innovation, and market share, is closely linked to the

effectiveness with which employees fulfill their responsibilities. Given that intrapreneurship may drive key performance dimensions at the individual level, it can be considered a reliable mechanism for increasing labor productivity (i.e., achieving higher output per employee) and efficiency (i.e., enabling better resource allocation and fostering innovation

within the organization).

Hypotheses 3: The role of employee intrapreneurship as a factor to increase labor productivity is established if intrapreneurship significantly and positively contributes the individual and organizational performance.

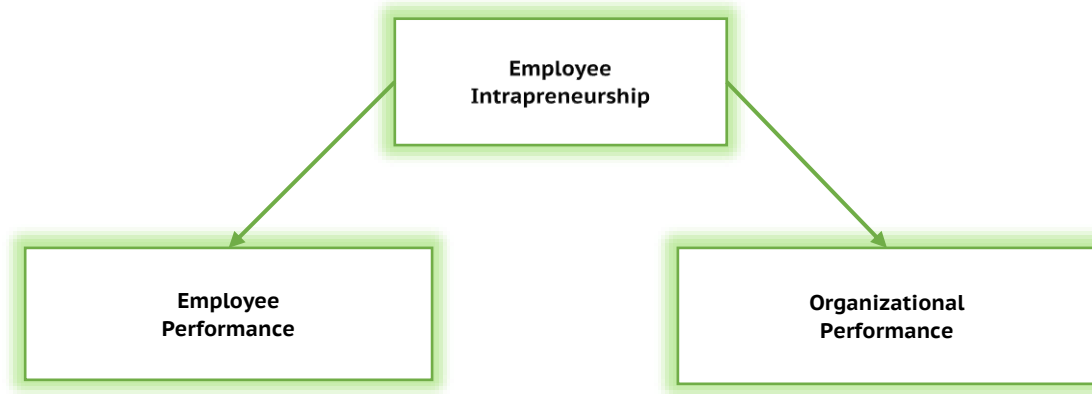


Fig. 1. Theoretical Framework on the Role of Employee Intrapreneurship to Enhance Labor Productivity Indicated by Employee and Organizational Performance / Рис. 1. Теоретическая рамка роли интрепренерства для повышения производительности труда с точки зрения эффективности сотрудников и организации

Source: compiled by the author / Источник: составлено автором

In collecting data for this study, we employed the Credamo platform, a well-established online survey tool in China that functions similarly to Qualtrics, a common survey platform in the United States. Its reliability has been recognized by international academic journals and research institutions [18]. The sample was intentionally limited to currently employed corporate managers (including junior, middle, and senior levels), as performance related data have traditionally been considered more accessible and transparent to individuals in managerial roles [19]. From an initial pool of 197 respondents, 27 were removed for failing to satisfy the selection criteria, yielding a final sample of 170 valid questionnaires and an effective response rate of 86.29%. Among the valid respondents, 122 identified as male and 48 as female. In terms of education, two participants had completed middle or vocational school, 110 held a bachelor's or associate degree, and 58 had earned a master's or doctoral degree. Monthly income distribution was as follows: 23 reported earnings below 6,000 CNY, 54 between 6,000 and 9,000 CNY, 72 between 9,000 and 12,000 CNY, and 21 above 12,000 CNY. Regarding age, 60 participants were between 18 and 30 years old, 72 between 30 and 40, 34 between 40 and 50, and four over 50.

To measure employee intrapreneurship, this study utilizes the Employee Intrapreneurship Scale developed by Gawke et al. [20], which evaluates two key dimensions: strategic renewal behavior and venture-creating behavior. The original scale consists of eight items. For example, a question related to strategic renewal behavior is, "I undertake activities to

realize change in my organization," while for venture-creating behavior, an example question is, "I undertake activities to set up new business units." In Gawke et al.'s study, the Cronbach's alpha values for these dimensions were 0.91 and 0.87, respectively, reflecting the reliability of the scale in assessing intrapreneurial behavior. Labor productivity within the organizational context was measured using a tool drawing from the work of Griffin [21] and Delaney & Huselid [19]. What's more, additional constructs such as individual entrepreneurial orientation and organizational entrepreneurial orientation was respectively measured using the scale developed by Covin et al. [22] and Hu and Zhang [23]'s Chinese version scale based on the original scale of Covin and Slevin [24].

Results and Discussion

Table 1 presents the results related to the construct reliability and convergent validity. CR, or construct reliability, measures the internal consistency reliability of the construct. It is similar to Cronbach's alpha but takes into account the actual loadings of each indicator. A CR value of 0.70 or higher is considered acceptable. All constructs (IB, EP, OP) have Composite Reliability (CR) values above 0.70, indicating good internal consistency. As shown in the table, the construct reliability coefficients for all measures in this study fall between 0.855 and 0.911, which meets the recommended criteria established by Fornell and Larcker [25] and Hair et al. [26]. Thus, the adapted scale used in this research demonstrates a satisfactory level of internal consistency.

Table 1 / Таблица 1

The Reliability and Validity Analysis of each Measurable Variable / Анализ надежности и валидности каждой измеряемой переменной

Construct / Конструкция	Item / Элемент	Estimate / Оценка	SMC	CR	AVE
IB	SRB	0.970	0.941	0.855	0.750
	VB	0.748	0.560		
EP	ITPF	0.717	0.514	0.911	0.535
	ITAD	0.794	0.630		
	ITPA	0.625	0.391		
	TMPF	0.653	0.426		
	TMAD	0.803	0.645		
	TMPA	0.740	0.548		
	OMPF	0.699	0.489		
	OMAD	0.717	0.514		
	OMPA	0.809	0.654		
OP	POP	0.986	0.972	0.857	0.753
	PMP	0.731	0.534		

Note: Est. – Estimate; S.E – Standard Error; SMC – Squared Multiple Correlation; CR – Construct Reliability; AVE – Average Variance Extracted; IB – Intrapreneurial Behavior; EP – Employee Performance; OP – Organizational Performance; IB is explained by SRB (strategic renewal behavior) and VB (venture creating behavior); EP is explained by individual task proficiency (ITPF), individual task adaptivity (ITAD), individual task proactivity (ITPA), team member proficiency (TMPF), team member adaptivity (TMAD), team member proactivity (TMPA), organizational member proficiency (OMPF), organizational member adaptivity (OMAD), and organizational member proactivity (OMPA). OP is explained by perceived organizational performance (POP) and perceived market performance (PMP).

Source: compiled by the author using Mplus version 8.3 based on collected data / Источник: составлено автором использованием Mplus версии 8.3 на основе собранных данных

What's more, in order to capture all the measuring items beside the subcontracts, further reliability analysis in terms of Cronbach alpha is employed. The reliability analysis results in Table 2, based on Cronbach's Alpha, indicates that all three constructs – Employee Intrapreneurship (EI), Employee Performance (EP), and Organizational Performance (OP) – demonstrate good to excellent internal consistency. The IB construct, with 8 variables, has a Cronbach's Alpha of 0.842, indicating good reliability, while the OP construct, with 11 variables, also shows good reliability with a

Cronbach's Alpha of 0.842. The EP construct, measured by 27 variables, exhibits excellent reliability, with a Cronbach's Alpha of 0.919, indicating strong internal consistency. Overall, these values suggest that the items within each construct are well-aligned and reliably capture their respective underlying constructs. With all constructs showing Cronbach's Alpha values above the acceptable threshold of 0.60 or stricter threshold of 0.70, the model demonstrates robust reliability, and no immediate revisions are necessary to improve internal consistency [27].

Table 2 / Таблица 2

Further Reliability Analysis in Terms of Cronbach Alpha / Дальнейший анализ надежности на основе коэффициента Кронбаха

Constructs / Конструкции	Number of variables / Количество переменных	Cronbach Alpha / Коэффициент Кронбаха
EI	8	0.842
EP	27	0.919
OP	11	0.842

Note: EI – Employee Intrapreneurship; EP – Employee Performance; OP – Organizational Performance.

Source: compiled by the author using Mplus version 8 based on collected data / Источник: составлено автором использованием Mplus версии 8 на основе собранных данных

What's more, the validity of this study was rigorously assessed through analyses of both convergent and discriminant validity in Table 3. The convergent and discriminant validity based on the table show generally positive results. For convergent validity, all three constructs – Employee Intrapreneurship (EI), Employee Performance (EP), and Organizational Performance (OP) – demonstrate acceptable to good validity, with AVE values exceeding the recommended threshold of 0.50 (EI = 0.750, EP = 0.535, OP = 0.753) [25]. This indicates that the constructs explain a significant portion of the variance in their respective items. In terms

of discriminant validity, the square roots of the AVE for each construct (EI = 0.866, EP = 0.731, OP = 0.868) are higher than the inter-construct correlations, indicating adequate discriminant validity overall [25]. However, there is a relatively close correlation between EP and OP (0.742), which suggests a potential overlap between these constructs, though it still meets the required threshold for discriminant validity. Given that employee performance and organizational performance is closely related itself, this does not mean there is discriminant validity issue in current measurement model.

Table 3 / Таблица 3

Result of Descriptive and Discriminatory Validity Analysis / Результат анализа описательной и дискриминационной валидности

Variables / Переменные	Mean / Среднее	Std. Deviation / Стандартное отклонение	AVE	EI	EP	OP
EI	3.863	0.636	0.750	<i>0.866</i>		
EP	4.070	0.454	0.535	0.669	<i>0.731</i>	
OP	3.158	0.439	0.753	0.561	0.742	<i>0.868</i>

Note: AVE – Average Variance Extracted; EI – Employee Intrapreneurship; EP – Employee Performance; OP – Organizational Performance. Square root of AVE in *Italic*.

Source: compiled by the author using Mplus version 8 based on collected data / Источник: составлено автором использованием Mplus версии 8 на основе собранных данных

The chi-square (χ^2) value of 159.254, though sensitive to sample size, should be interpreted alongside additional fit indices. While a lower chi-square value is generally preferable, it is essential to consider other measures of model fit. The chi-square/DF ratio of 2.569 falls within the recommended range of 1 to 3, indicating an acceptable fit to the data. Furthermore, the Comparative Fit Index (CFI) of 0.928 and the Tucker-Lewis Index (TLI) of 0.909 both exceed the threshold of 0.90, reflecting a good model fit. The

Standardized Root Mean Square Residual (SRMR) value of 0.055 is below the recommended maximum of 0.08, further supporting the adequacy of the model. Although the Root Mean Square Error of Approximation (RMSEA) value of 0.096 slightly exceeds the ideal threshold of 0.08, it is marginally acceptable considering the small sample size [28]. Overall, the model demonstrates an acceptable level of fit. Detailed results are presented in Table 4.

Table 4 / Таблица 4

Model Fit Indicators / Показатели соответствия модели

Indicators / Показатели	Criteria / Критерий	Results/ Результаты
CH-SQR	SMALLER IS BETTER	159.254
DF	LARGER IS BETTER	62
CHI-SQR/DF	$3 > \text{NORM CHI-SQR} > 1$	2.569
CFI	> 0.90	0.928
TLI	> 0.90	0.909
RMSEA	< 0.08	0.096
SRMR	< 0.08	0.055

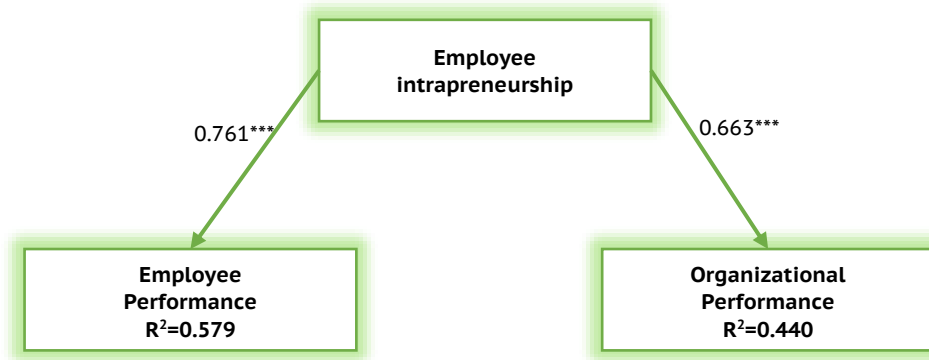
Note: CH-SQR – Chi-square; DF – Degrees of Freedom; CFI – Comparative Fit Index; TLI – Tucker-Lewis Index; RMSEA – Root Mean Square Error of Approximation; SRMR – Standardized Root Mean Square Residual.

Source: compiled by the author using Mplus version 8.3 based on collected data / Источник: составлено автором использованием Mplus версии 8.3 на основе собранных данных

Before proceeding with the hypotheses testing, the potential for common method bias (CMB) was examined. Common method variance (CMV) occurs when the variability in the data is attributed to the measurement method rather than the underlying constructs being studied. Given that this research utilized a single questionnaire for data collection, there was a possibility of CMB arising from the nature and context of the study. To assess this, Harman’s Single Factor Test was employed. This method identifies CMV by analyzing whether a single factor accounts for the majority of the covariance in the dataset. If a significant proportion of variance is explained by one factor, this would suggest the presence of CMV. In this study, Harman’s Single Factor Test was conducted using exploratory factor analysis (EFA) with varimax rotation [29]. The results revealed that the one-factor solution explained only 29.832% of the total variance, with no factor loading exceeding 50% for any of the variables. These findings suggest that common method bias is unlikely to have significantly impacted the results of this study.

After establishing the reliability, validity, model fit, and ensuring the absence of common method bias, the

data were deemed appropriate to formally test the hypotheses in this research. Path analysis was conducted using Mplus 8.3 to examine the two primary hypotheses, with the results presented in Figure 2 and Table 5. According to the first hypothesis, employee intrapreneurship exerts a positive and significant influence on employee performance. Micro-level labor productivity is reflected in employee performance, which is measured by three key dimensions: proficiency, adaptivity, and proactivity in individual, team, and organizational tasks. Specifically, individual task performance, as measured by proficiency, adaptivity, and proactivity, captures how employees contribute to personal task productivity. Team member performance, measured by the same dimensions, reflects how employees enhance team productivity. Organizational member performance, also assessed through proficiency, adaptivity, and proactivity, explains how employees drive organizational productivity. The analysis yielded significant and positive path coefficients ($\beta = 0.761$, $SE = 0.045$, $p < 0.000$) from employee intrapreneurship to employee performance. Thus, it can be concluded that employee intrapreneurship significantly enhances employee performance, confirming Hypothesis 1.



Note: Significant at: * – $p < 0.05$, ** – $p < 0.01$, *** – $p < 0.001$

Fig. 2. The Structural Model on the Role of Intrapreneurship to Improve Labor Productivity in Terms of Employee Performance and Organizational Performance / Рис. 2. Структурная модель роли интрапренерства в повышении производительности труда с точки зрения эффективности сотрудников и организации

Source: compiled by the author / Источник: составлено автором

Table 5 / Таблица 5

Assessing Structural Model Validity of Baseline Model / Показатели соответствия модели

IV	DV	Est.	S.E.	Est. /S.E.	P-Value / P-значение	R Square / R-квадрат	Гипо / Гипотеза
EI	EP	0.761	0.045	16.836	0.000	0.579	Support
	OP	0.663	0.059	11.191	0.000	0.440	Support

Note: IV – Independent Variable; DV – Dependent Variable; Est. – Estimate; S.E – Standard Error; Гипо – Hypothesis; EI – Employee Intrapreneurship; EP – Employee Performance; OP – Organizational Performance.

Source: compiled by the author using Mplus version 8.3 based on collected data / Источник: составлено автором использованием Mplus версии 8.3 на основе собранных данных

The second hypothesis investigates the relationship between intrapreneurship and organizational performance. Organizational performance is divided into two dimensions: performance within the organization and outside the organization. Drawing on the measurement framework established by Delaney and Huselid [19], internal performance is evaluated based on corporate managers' assessments of various factors, including the company's product or service quality, the development of new offerings, the ability to attract and retain key employees, customer or client satisfaction, and interpersonal relations within the organization. External performance, on the other hand, is assessed through managers' perceptions of the company's marketing effectiveness, sales growth, profitability, and market share. As illustrated in Figure 2 and Table 5, the analysis reveals a significant and positive path coefficient ($\beta = 0.663$, $SE = 0.059$, $p < 0.000$) from employee intrapreneurship to organizational performance. This finding indicates that employee intrapreneurship plays a crucial role in enhancing organizational performance, thereby confirming Hypothesis 2.

Figure 2 also presents the explanatory variances (R^2) for each variable within the overall model. R-squared (R^2) is a statistical measure that indicates the proportion of variance in the dependent variable explained by the independent variables in a regression model. The R^2 values for employee performance and organizational performance are 0.579 and 0.440, respectively. These results indicate that employee intrapreneurship accounts for approximately 57.9% of the

variance in employee performance, supporting Hypothesis 1. Similarly, around 44.0% of the variance in organizational performance is attributable to employee intrapreneurship, supporting Hypothesis 2. These findings offer valuable insights into the interrelationships among the key variables examined in the study.

Given the presented results, this study aimed to explore the role of employee intrapreneurship in enhancing organization's labor productivity in terms of employee and organizational performance. Findings in this study contribute to the growing body of literature that highlights the importance of intrapreneurial behavior in the contemporary workplace. First hypothesis, which posited a positive relationship between employee intrapreneurship and individual employee performance, was supported by the data. Specifically, this research observed that intrapreneurship significantly enhanced employees' proficiency, adaptivity, and proactivity at the individual, team, and organizational levels. This finding aligns with previous research (e.g., [30]) that suggests employees who engage in intrapreneurial activities are more likely to exhibit innovative thinking and take initiative, thereby improving their overall work performance. The multifaceted nature of performance enhancement – spanning individual, team, and organizational levels – highlights intrapreneurship's broad impact. Proficiency improvements may stem from employees actively seeking new solutions to problems, while adaptivity and proactivity likely benefit from the creative freedom associated

with intrapreneurial roles [12]. This suggests that organizations should foster an environment where employees feel empowered to innovate and take ownership of projects to maximize productivity at multiple levels.

Second hypothesis, which tested the relationship between intrapreneurship and organizational performance, was also confirmed. Employee intrapreneurship was found to positively contribute to organizational performance within and outside the organization. Internally, firms saw improvements in the quality of their products and services, the development of new initiatives, employee retention and attraction, and enhanced workplace relationships. These findings resonate with prior studies indicating that intrapreneurship fosters a dynamic environment where creativity and continuous improvement flourish. Externally, we observed that companies with high levels of intrapreneurship experienced superior marketing outcomes, higher sales growth, increased profitability, and expanded market share. This suggests that the benefits of intrapreneurship are not confined to internal operational efficiency but also extend to market competitiveness [14]. Firms that promote intrapreneurial activities may be better positioned to innovate rapidly, responding to market demands and enhancing customer satisfaction, ultimately driving growth and profitability.

Given that both Hypotheses 1 and 2 were supported by the data, this study can further conclude that intrapreneurship is a key determinant of labor productivity and efficiency in the organizational context, thereby confirming Hypothesis 3. The strong relationship between employee intrapreneurship and both employee and organizational performance suggests that intrapreneurship not only enhances individual and team outputs but also contributes to the overall operational efficiency of the firm. Intrapreneurial employees – those who engage in innovative problem-solving, adapt quickly to changes, and proactively contribute to organizational goals – directly influence key performance metrics. Their actions lead to higher proficiency and adaptability, which, in turn, improve labor productivity. Moreover, their contribution to product development, market positioning, and the ability to attract and retain talent enhances organizational efficiency. These internal and external performance metrics serve as crucial indicators of labor productivity, linking the concept of intrapreneurship to broader economic outcomes within organizations. The findings of this study suggest that firms should view intrapreneurship not just as a tool for fostering innovation, but as a strategic approach to optimizing labor productivity. As companies continue to seek ways to improve operational efficiencies in an increasingly competitive business environment, promoting intrapreneurship can serve as an effective strategy to align employee creativity with organizational goals, resulting in higher levels of efficiency and output. Thus, employee intrapreneurship can be conceptualized as an important factor to the increase of labor productivity and efficiency.

Conclusion

Using samples consisting of managers from Chinese companies, this research confirms that intrapreneurship enhances both employee and organizational performance, supporting the resource-based view by positioning human capital as a valuable firm-level asset. It contributes to the literature on intrapreneurship and its micro- and macro-level effects on labor productivity. The findings suggest that intrapreneurship should be incorporated into productivity models – a factor previously underrepresented. For managers, the results imply that fostering intrapreneurial behavior through supportive policies, resource allocation, and training can improve competitiveness, engagement, and productivity. Intrapreneurship should also be integrated into performance metrics and development programs. From a policy perspective, incentivizing intrapreneurial activities via financial and non-financial support can yield macro-level productivity gains, particularly in knowledge-based economies. Workforce development focused on intrapreneurial skills may also enhance employment, innovation, and organizational resilience.

This research bears several inherent limitations. Firstly, conclusions on labor productivity are drawn based on proxy variables including employee efficiency and organizational efficiency. Though theoretically valid, these variables do not serve as direct measures of productivity such as output per capita. Secondly, the sample solely consists of managers from Chinese companies (N=170), which limits the generalizability to other countries, industries and staff categories. Thirdly, although Harman's single-factor test yielded a result of 29.8%, which meets the acceptable threshold, common method bias cannot be fully ruled out due to the self-reported measurement approach. Further investigation into additional factors affecting labor productivity is also warranted.

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