

INTRAPRENEURSHIP OF MIDDLE-LEVEL MANAGERS: HOW TO TRIGGER THEIR ACHIEVEMENT MOTIVATION?

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Abstract

This research aimed to find a way to trigger the achievement motivation of middle-level managers as intrapreneurs. It was quantitative research with data collected from 41 store managers in a national bicycle retail chain in Indonesia through 32-Likert scale questions. Path analysis measures the effect of three independent variables and one intervening variable on a dependent variable. The findings indicated that the achievement motivation of a middle-level manager was directly affected by the reward system and job satisfaction. However, they need management support to become intrapreneurs in the retail business. Management support had a significant direct effect on job satisfaction and a significant indirect and direct effect on achievement motivation. The work environment, reward system, and management support simultaneously directly affected achievement motivation. In short, these findings encourage companies to focus on management support to trigger the achievement motivation of middle-level managers. Job satisfaction, reward system, and work environment also contribute to reaching this objective consecutively.

Keywords: Work environment, reward system, management support, job satisfaction, achievement motivation.

Introduction

An organization comprises various elements responsible for carrying out different roles. It is undoubtedly based on the need to achieve organizational goals. Furthermore, Muizu and Sule (2017) encouraged organizations to reset the implementation of their strategic plans. They believe the members' respective roles must be addressed to realize competitive advantage. However, every member must be treated according to his or her level. These conditions require specific strategies to suit their respective functions and responsibilities (Lee & Teece, 2013).

Three managerial levels in the organizational hierarchy have essential contributions to an organization: top-level, middle-level, and lower-level managers. In practice, these managers carry out their roles according to their expertise, abilities, capacities, and experiences. Top-level managers often referred to as senior managers or executives, play a role in establishing and developing long-term organizational goals and plans and making strategic decisions. Middle-level managers are responsible for transforming each organization's strategic plans into action, supervising operational activities, and making tactical decisions in the field. Lower-level managers, often first-line or supervisors, carry out daily operational activities according to schedules, budgets, targets, and available resources.

The classical theory of Katz (1955; 1974), first published in the Harvard Business Review in 1955, has

created awareness regarding the criteria or relevant skills required by managers at each level. Many organizations prioritize technical skills over conceptual and human skills (Peterson & Fleet, 2004; Seyedinejat *et al.*, 2014). These skills are possessed by the different portions of each managerial level, as shown in Figure 1. A top-level manager must possess the most dominant conceptual skills to perceive the organization as an integrated whole and develop relationships with external parties. A lower-level manager is expected to possess technical skills because they have to apply their knowledge and expertise while executing operational activities. However, a middle-level manager is expected to possess these three skills proportionally. In addition to conceptual and technical skills, they need human skills to foster interpersonal relations by empowering human resources and interacting with each other to harmonize operational activities.

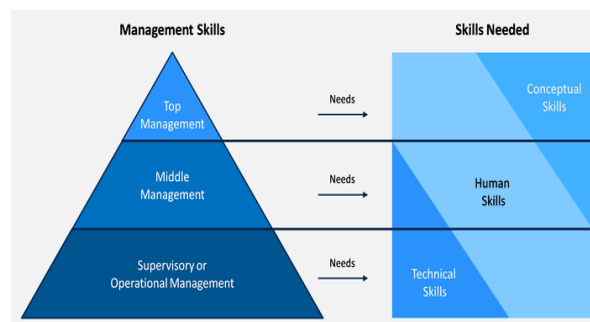


Figure 1. The managerial skills pyramid

Organizational development needs to focus on middle-level managers considering their role in adopting strategic plans that aid in implementing operational activities (Rouleau & Balogun, 2011; Kealy, 2015). Several preliminary studies and research findings have reported it. It was also proven by the research carried out by Wooldridge, Schmid, and Floyd (2008), which stated that for over 25 years, several preliminary studies had been carried out not only on top-level managers but also on middle-level managers. It is based on the awareness that the role played by middle-level managers has an essential impact on organizational strategy implementation. This argument is also supported by Gawke, Gorgievski, and Bakker (2019), that middle-level managers may play an evaluative role in championing, refining, and facilitating fruitful bottom-up ideas to senior management and endorsing intrapreneurship strategies coming from top-level executives to primary implementers. Knox and Marin-Cadavid (2022) found that middle-level managers have more enormous opportunities as intrapreneur champions to contribute to the organization's successful program. Middle-level managers are not only passive 'messengers' used by their superiors to spread the vision and mission statement of the organization (Klage, 1996; Nannings, 2017; Rezvani, 2017). Moreover, they play an essential role in organizational change by advising top management on potential issues and ensuring their strategy implementation (Wooldridge & Floyd, 1990).

The research on middle-level managers focuses on innovative work behavior (Belasen & Luber, 2017; Engle *et al.*, 2017; Urquhart *et al.*, 2018; Kanter, 2004; Kör, Wakkee, & van der Sijde, 2021; Knox & Marin-Cadavid, 2022), strategy implementation (Wooldridge *et al.*, 2008; O'Shannassy, 2014; Dasgupta, 2015; Johansson & Svensson, 2017), and making decisions (Leader, 2004; Kumarasinghe & Hoshino, 2010; Bos, 2015; Čelebić, Šunje, Kulović, & Cero, 2016; Marchisotti, Domingos, De Almeida, 2017). Although, when further analyzed, these aspects constitute the framework of corporate entrepreneurship known as intrapreneurship. This concept was initially introduced to the public in 1978 by Gifford Pinchot III. An intrapreneur is an employee in a company who acts as an entrepreneur. According to Pinchot (1986), they are responsible for taking risks and initiating proactive innovation to provide the best results for the company. They are self-motivated, proactive, and action-oriented people who take the initiative to pursue an innovative product or service. Subsequently, to achieve an effective outcome, intrapreneurship is also based on the achievement motivation usually possessed by an entrepreneur (Collins, Hanges, & Locke, 2009). Therefore,

the company needs to trigger the achievement motivation of intrapreneurs because it supports the achievement of organizational goals, as argued by Timotius, Hamidah, and Wibowo (2018). In addition, Kör *et al.* (2021) argue that managers' intrapreneurship capability must be encouraged at the individual level.

In business organizations, the demand for achievement tends to get more strenuous due to technological developments, innovation, and an increasingly open competitive climate. It needs an intrapreneur that possesses achievement motivation. For example, retail businesses depend on middle-level managers' performance to achieve the business target (Friebel, Heinz, & Zubanov, 2018; Timotius *et al.*, 2018). Besides, in the organizational structure of a retail business, the Store Managers are responsible for every operational activity carried out in the respective stores.

Based on previous empirical findings and theoretical studies, it is evident that achievement motivation in the intrapreneurship concept is a vital element that needs to be possessed by every middle-level manager. Considering its importance towards business continuity, companies must ensure that middle-level managers are intrapreneurs with achievement motivation. Unfortunately, research has yet to be conducted on middle-level managers in the retail business, specifically on ways to trigger achievement motivation regarding intrapreneurship. Based on this analysis, this research aids in identifying the driving factors of achievement motivation possessed by middle-level managers, also regarded as intrapreneurs in a retail business.

Intrapreneurship in Retail Business

The retail business is the oldest business type in human history. Its existence has proliferated with technological advances, consumer demands, and market changes (Timotius, 2018). There is nothing wrong with a retail business fostering intrapreneurship in its store managers. Retail store managers are middle-level managers that determine business success through the retail store management process that connects suppliers with customers (Stodnick, 2005; Merkel, Jackson, & Pick, 2010; Kurnia & Simarmata, 2014). Timotius (2018) encouraged retail store managers to have personal initiative, innovative work behavior, and managerial skills like an entrepreneur.

Several studies discovered that intrapreneurship contains achievement motivation (Collins *et al.*, 2009; Dhewanto, 2013; Aarakit & Kimbugwe, 2015; Baruah & Ward, 2015; Mahmoud, Ahmad, & Poespowidjojo, 2018). Furthermore, achievement motivation was related to the work environment, reward system,

management support, and job satisfaction (North, 2015; Enginoğlu & Arikan, 2016; Widya-Hastuti, Talib, Wong, & Mardani, 2016; McDowell, 2017; Falola *et al.*, 2018). They are treated as the sub-foci of this research.

Work Environment

The work environment, as an independent variable in this research, is defined as the system and the elements involved in the job function of a manager. According to Javed, Balouch, and Hassan (2014), a work environment where organizational culture and interpersonal relationships create job satisfaction, especially when the employees feel valued for their efforts. Hajdukova, Klementova, and Klementova Jr. (2015) and Hakim (2020) further stated that the workplace atmosphere is a significant factor in job satisfaction regardless of employees' age and gender. Both arguments logically demonstrate that the work environment can influence job satisfaction. Therefore, this led to the proposition of the first hypothesis, as follows:

H₁: The work environment (X_1) has a significant and direct effect on the job satisfaction (X_4) of a middle-level manager as an intrapreneur in the retail business.

Based on preliminary studies, the work environment variable (X_1) is determined by the following indicators: the relationship between superiors and subordinates, work partners, workload, and standard operating procedure.

Reward System

The reward system is frequently seen as a formula for figuring out the composition of the wages received by an employee. However, for a manager, it should be interpreted as a variety of clarity and transparency in calculating performance and achievements. Several studies reported that salary affects job satisfaction (Darma & Supriyanto, 2017; Rasmi *et al.*, 2017; Wangechi, Kiragu, & Sang, 2018; Dehkordi, 2018; Abuhashesh, Al-Dmour, & Masa'deh, 2019; Hakim, 2020). Nazir, Khan, Shah, & Zaman (2013) reported that the feedback received by employees concerning their assigned tasks contributes positively to job satisfaction and impacts work commitment. However, the compensation expected to boost job satisfaction is not only measured by the value offered but also needs to be a fair and adequate reward system realized on schedule (Wangechi *et al.*, 2018). In short, a reward system, either form of intrinsic or extrinsic, makes it possible to

increase job satisfaction. It led to the second hypothesis, as follows:

H₂: The reward system (X_2) has a significant and direct effect on the job satisfaction (X_4) of a middle-level manager as an intrapreneur in the retail business.

Based on previous studies, the reward system variable (X_2) is determined by the following indicators: key performance indicators, compensation, and performance appraisal.

Management Support

Some companies disregard employee expectations to actualize their existence; they must adhere to the specified standard. In fact, for employees at the manager level, companies need to provide management support in the form of authority to work more nimbly. Hajdukova *et al.* (2015) stated that support from the work team helps build one's job satisfaction, especially when there are several opportunities to develop a career (Hakim, 2020). Therefore, Hajdukova *et al.* (2015) convinced the companies to support employees in monetary form and valuable assets, including opportunities for self-development through training, assigning more enormous new responsibilities, delegating tasks, etc. They conclude that management supports a contribution to increasing job satisfaction. Therefore, this led to the third hypothesis, as follows:

H₃: Management support (X_3) has a significant and direct effect on the job satisfaction (X_4) of a middle-level manager as an intrapreneur in the retail business.

Based on previous studies, the management support variable (X_3) is determined by the following indicators: self-development opportunities, decision-making authority, and teamwork.

Achievement Motivation

Motivation is a critical component needed by humans to carry out certain activities. Its presence is derived from the intrapsychic process of the individual's external and internal situations. Several motives, including achievement motivation, are derived internally. An American psychologist, David McClelland, developed the Theory of Needs or Achievement Motivation Theory in the 1960s. It was concluded that regardless of age, gender, race, or culture, an individual's achievement motivation is

developed over time based on his or her life experiences. Achievement motivation also arises due to the need for achievement, power, and affiliation. According to Arquisola and Ahlisa (2020), this theory was considered a development of Maslow's Hierarchy of Needs related to the work environment experienced by an individual. It, therefore, led to the fourth hypothesis, as follows:

H₄: The work environment (X_1) has a significant and direct effect on the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business.

Werdhiastutie, Suhariadi, and Partiw (2020) mentioned that achievement motivation is closely related to an individual's desire to achieve a successful goal. Meanwhile, achievement motivation developed in the work system and in accordance with the employees' needs and desires significantly improves an individual's performance (Zenzen, 2002; Werdhiastutie *et al.*, 2020). However, it needs to be designed based on a strategic model that meets individual needs and desires. This satisfaction is related to the income and rewards received. The research also supports Eerde (2014), which stated that an effective reward system triggers an employee's motivation. It led to the proposition of the fifth hypothesis, as follows:

H₅: The reward system (X_2) has a significant and direct effect on the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business.

Furthermore, Sigmund, Kvintová, Hanuš, Bartková, and Hobza (2014) described achievement motivation as the relationship between the desire to achieve success and the need to avoid failure. It was discovered that productivity pride, acquired status, and a desire to learn new things trigger employees' achievement motivation, especially the top and middle-level managers. Independence and authority are keys to a manager's professionalism (Sigmund *et al.*, 2014). These findings refer to the management support offered to everyone by the company. It led to the sixth hypothesis, as follows:

H₆: Management support (X_3) significantly and directly affects the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business.

Based on preliminary studies, work motivation (Y) is determined by the following indicators: result-oriented performance and Agent of Change.

Job Satisfaction

Employees experience job satisfaction as an emotional and psychological attribute. It does not imply that it simply manifests in how well they perform their job. However, it also refers to the extent to which they are dedicated to performing their job even when it is challenging and how much they are proud of the organization. Unfortunately, business organizations often ignore job satisfaction (Shaju & Durai, 2017). Besides, job satisfaction is a positive emotional condition derived from a series of jobs that have been executed. Abuhashesh *et al.* (2019) stated that absolute job satisfaction is derived from the subjective perspective of individuals related to the work and organization. Irrespective of the fact that this is related to their assigned tasks, sometimes job satisfaction also appears when the outcome is not as expected, at least it motivates employees to work harder (Hajdukova *et al.*, 2015; Inuwa, 2016). It led to the seventh hypothesis, as follows:

H₇: Job satisfaction (X_4) has a significant and direct effect on the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business

Based on preliminary studies, job satisfaction variable (X_4) is determined by the following indicators: employer branding and employee retention.

Research Methods

This quantitative research was carried out to determine the factors affecting the achievement motivation of middle-level managers as intrapreneurs in the retail business. A questionnaire collected data with 32 Likert scale questions distributed to 41 respondents selected by purposive sampling in January-February 2020. Forty-one middle-level managers in a national bicycle retail chain store were selected as the respondents. They led the store operation, scattered over several major cities in Indonesia since 1997. Referring to the Slovin formula, a population size of 41 requires a minimum of 38 samples. Therefore, the survey method on the entire population in this research fulfilled the expected sample adequacy requirements.

The effect on achievement motivation (Y) as the dependent variable, three independent variables, namely work environment (X_1), reward system (X_2), management support (X_3), as well as an intervening variable in the form of job satisfaction (X_4), were tested. These variables are arranged in a conceptual framework that tests the seven hypotheses, as shown in Figure 2.

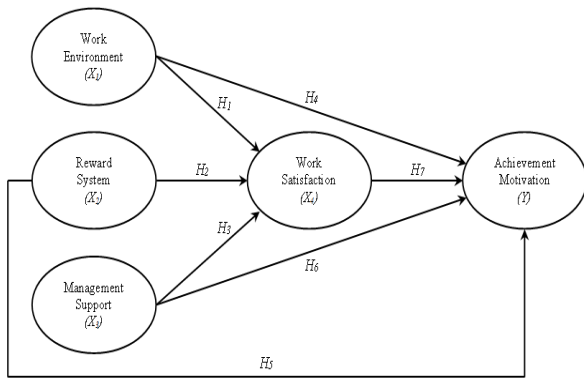


Figure 2. Conceptual framework

The research instrument used in the survey method was a questionnaire made from the indicators of each variable (Table 1). However, each indicator is further broken down into questions with five answer choices in the form of a Likert scale, namely Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Furthermore, each respondent needs to answer all questions by selecting only one answer from the options.

Table 1
Indicators of Research Variables

Variable	Indicator	Source
Work Environment (X ₁)	Superior and subordinate relationship	Javed <i>et al.</i> (2014)
	Work partners	
	Workload	
	Standard Operating Procedure	
Reward System (X ₂)	Key Performance Indicator	Nazir <i>et al.</i> (2013)
	Compensation	
	Performance Appraisal	
Management Support (X ₃)	Self-development opportunities	Hajdukova <i>et al.</i> (2015)
	Decision-making authority	
Job Satisfaction (X ₄)	Employer branding	Abuhashesh <i>et al.</i> (2019)
	Employee retention	
Achievement Motivation (Y)	Result-oriented performance	Arquisola and Ahlisa (2020)
	Agent of Change	

The work environment (X₁) variable has eight questions from its four indicators. The reward system (X₂) has eight questions based on three indicators. The following six questions are based on the three indicators of management support (X₃). Additionally, two indicators of job satisfaction (X₄) are translated into six questions. Meanwhile, achievement motivation (Y) has four questions based on its two indicators.

The answers from all respondents were regarded as the primary data processed using SPSS version 23 software for correlation testing and path analysis. Furthermore, the test was used to produce the Pearson correlation coefficient to determine the direction,

strength, and significance of the linear relationship between the two variables. The path analysis used to answer the seven hypotheses consists of the *t-test* and the *F-test*. The degree of significance determines whether the hypothesis is accepted or rejected, while the correlation coefficient in the path analysis forms a regression equation model for each substructure.

Results and Discussion

Descriptive Statistical Analysis

Data were collected from 41 respondents that were asked to provide demographic data consisting of age, gender, marital status, and years of service, as shown in Table 2. The dominant ages of respondents were 30 to 35 years old (39%), followed by 20 to 30 (31.7%) and 35 to 40 (19.5%), while the rest were over 40 years. The male respondents are relatively six times more than the females. Furthermore, 80.5% of the respondents are married. Subsequently, 63.4% of the respondents had worked for over eight years, while 4.9% had only worked for less than three years.

Table 2
Descriptive Statistics

Variables	Mean
Work Environment	1.84
Reward System	2.27
Management Support	4.13
Job Satisfaction	3.99
Achievement Motivation	4.19
Age	Percentage
20–30 y.o.	31.7% (13 respondents)
30–35 y.o.	39.0% (16 respondents)
35–40 y.o.	19.5% (8 respondents)
40 y.o. or above	9.8% (4 respondents)
Gender	Percentage
Male	85.4% (35 respondents)
Female	14.6% (6 respondents)
Marital Status	Percentage
Married	80.5% (33 respondents)
Single	19.5% (8 respondents)
Length of Work	Percentage
Less than three years	4.9% (2 respondents)
3–8 years	31.7% (13 respondents)
More than eight years	63.4% (26 respondents)

Thirty-two questions with five answer options in a Likert scale format gave an ordinal value to be quantified, namely Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5. Table 2 shows that the average value of the eight questions for the work environment (X₁) variable is 1.84, which indicates a tendency for the respondents to disagree. Similarly, the average value of the eight questions for the reward system (X₂) variable is 2.27, which shows that the respondents disagreed.

In contrast to the tendency of respondents' attitudes towards the work environment and reward systems that disagree, respondents showed their agreeableness towards managerial support (X_3), job satisfaction (X_4), and achievement motivation (Y) variables. The three variables had an average value close to 4, namely, 4.13 for the six questions on managerial support, 3.99 for the six questions on job satisfaction, and 4.19 for the four questions on achievement motivation. The distribution of respondents' attitudes towards the five variables tested in this research is shown in Figure 3.

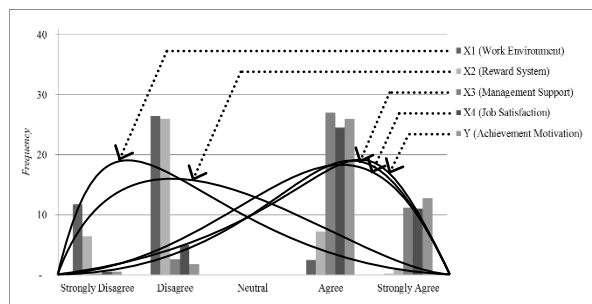


Figure 3. Distribution of respondents' attitudes

Validity and Reliability Test

A validity test on each variable utilized pre-test data from 15 respondents. The findings showed that each R -count of the question exceeded the R -table. Therefore, the validity of the research variables was declared.

A sample of 15 respondents was used to test each variable's reliability. The test results indicated that all research variables have a Cronbach Alpha value greater than 0.6. It concluded that the research variables are reliable.

Correlation Test

Bivariate analysis is not used to determine a cause-and-effect correlation between two variables; instead, it is used to determine the degree of relationship between a variable and another. The Pearson Product-Moment Correlation developed by Karl Pearson in the early 19th century helps determine the direction (unidirectional or reverse), strength (very low, low, medium, strong, or very strong), and significance (significant or insignificant) of the relationship between variables. Assuming the correlation value is positive, it simply means that a linear relationship exists between the two variables. An increase in a variable is directly proportional to the others according to the correlation value and vice versa. When the correlation value ranges from -1 to 1, the closer it is to either -1 or 1, the stronger the relationship between the two variables, or the degree of correlation is reported to be extremely

high. However, the closer the value is to 0, the weaker the relationship between the two variables, or the degree of correlation is reported to be extremely low. The significance of the relationship between the two variables is evident in the Sig. (2-tailed), when the value is less than 0.05, it implies a significant relationship between the two variables and vice versa. Nevertheless, if the relationship is insignificant, it means no correlation between the two variables. It is because of the possible non-linear relationship between the two variables.

The primary data were derived from a questionnaire that all the respondents answered. Correlation tests on the primary data produced coefficients and significance values for each relationship between the two variables (Table 3). Referring to Figure 2, there are two substructures, $X_1, X_2, X_3,$ and X_4 , as the first substructure, and $X_1, X_2, X_3, X_4,$ and Y as the second substructure.

Table 3
Recapitulation of Correlations Test Results Between Variables

Sub Variable	Pearson Correlation	Sig. (2-tailed)	Correlation			
			Status	Level	Significance	
1	X_1 and X_4	-0.292	0.064	Negative	Low	Not Significant
	X_2 and X_4	-0.525**	0.000	Negative	Middle	Significant
	X_3 and X_4	0.519**	0.001	Positive	Middle	Significant
2	X_1 and Y	-0.218	0.172	Negative	Low	Not Significant
	X_2 and Y	-0.374*	0.016	Negative	Low	Significant
	X_3 and Y	0.745**	0.000	Positive	High	Significant
	X_4 and Y	0.665**	0.000	Positive	High	Significant

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The test shows that there is a significant unidirectional linear relationship with a high degree of correlation among management support (X_3), job satisfaction (X_4), and achievement motivation (Y). Therefore, it is not surprising that the relationship between management support (X_3) and job satisfaction (X_4) is also significantly linear irrespective of the fact that it is in a moderate correlation. Furthermore, the relationships between work environment (X_1) and job satisfaction (X_4), reward system (X_2) and job satisfaction (X_4), work environment (X_1) and achievement motivation (Y), as well as reward system (X_2) and achievement motivation (Y), are inversely linear and slightly insignificant with a low or moderate degree of correlation. However, based on the results of the correlation test, it was discovered that the following variables, management support (X_3), job satisfaction (X_4), and achievement motivation (Y), are correlated, both in the first and second substructures, therefore their existence need not be ignored.

Path Analysis

In contrast to the correlation test, the path analysis introduced by Sewal Wright in 1934 was used to analyze the causal relationship as well as the direct and indirect effect of multiple regression through the intervening variables that act as mediators between the independent (exogenous variable) and dependent ones (endogenous variable). The path analysis results help explain the phenomena that occurred in the problem being studied through the dependence of one variable on another, assuming that the relationship between them is linear, adaptive, and regular.

Based on the conceptual framework (Figure 2), the *t-test* and *F-test* were carried out on the first and second substructures to determine the effect of the independent variables on the dependent one. The significance value is used to determine whether or not the hypothesis is accepted. A significance value less than 0.05 indicates that the independent variables significantly affect the dependent one, meaning that the hypothesis is accepted and vice versa. The difference between the *t-test* and *F-test* lies in the condition of the independent variable when it affects the dependent one. Moreover, the *t-test* and *F-test* have a partial and simultaneous effect on each independent and dependent variable. The coefficient value in path analysis shows the changes in a dependent variable, assuming the independent one change by one unit. These coefficient values function to form a regression equation for each substructure.

The independent variables in substructure 1 are work environment (X_1), reward system (X_2), and management support (X_3). The effect of these three independent variables on job satisfaction (X_4) as the dependent one was tested. The results of the processed data using SPSS are shown in Table 4.

Table 4
Results of Substructural 1 Path Analysis

Test	Variables	Value		Hypothesis	Significance
		Coefficient	Sig.		
<i>t-test</i>	$X_1 \rightarrow X_4$	-0.130	0.348	Rejected	Not Significant
	$X_2 \rightarrow X_4$	-0.315	0.053	Rejected	Not Significant
	$X_3 \rightarrow X_4$	0.323	0.043	Accepted	Significant
<i>F-test</i>	$X_1, X_2, X_3 \rightarrow X_4$	0.371	0.001	-	Significant

The significance value of the *t-test* shown in Table 4 concerning the effect of X_1 and X_2 on X_4 is more significant than 0.05, indicating that H_1 and H_2 were rejected. It is therefore interpreted that the work environment (X_1) and reward system (X_2) do not have a significant and direct effect on the job satisfaction

(X_4) of middle-level managers as intrapreneurs in the retail business. On the contrary, the hypothesis (H_3) relating to the effect of X_3 on X_4 is accepted because the significance value of the *t-test* is less than 0.05. Management support (X_3) has a significant and direct effect on the job satisfaction (X_4) of a middle-level manager as an intrapreneur in the retail business. The coefficient value of X_3 on X_4 is 0.323, indicating that each unit increase in management support increases job satisfaction by 0.323 with the assumption that other independent variables are fixed.

The *F-test* carried out on substructure 1 shows a coefficient value of 0.371. It implies that the work environment (X_1), reward system (X_2), and management support (X_3) simultaneously have a 37.1% significant and direct effect on job satisfaction (X_4). The remaining 62.9% is derived from other variables not examined in this research. Therefore, based on the path analysis of substructure 1 for the empirical causal relationship of X_1 , X_2 , and X_3 to X_4 , it is arranged in the regression equation as follows $Y = -0.130 X_1 - 0.315 X_2 + 0.323 X_3 + 0.629$.

The independent variables in substructure 2 are work environment (X_1), reward system (X_2), management support (X_3), and job satisfaction (X_4). The effect when these four independent variables on achievement motivation (Y) as the dependent variable was tested. The result of the substructure 2 testing is shown in Table 5.

Table 5
Result of Substructural 2 Path Analysis

Test	Variables	Value		Hypothesis	Significance
		Coefficient	Sig.		
<i>t-test</i>	$X_1 \rightarrow Y$	-0.010	0.921	Rejected	Not Significant
	$X_2 \rightarrow Y$	0.187	0.127	Rejected	Not Significant
	$X_3 \rightarrow Y$	0.613	0.000	Accepted	Significant
	$X_4 \rightarrow Y$	0.442	0.001	Accepted	Significant
<i>F-test</i>	$X_1, X_2, X_3, X_4 \rightarrow Y$	0.683	0.000	-	Significant

It is similar to the path analysis for substructure 1. The significance value of the *t-test* for the effect of X_1 and X_2 on Y is more significant than 0.05. Therefore, both hypotheses (H_4 and H_5) are rejected. It means that the work environment (X_1) and reward system (X_2) do not have a significant and direct effect on the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business. On the contrary, the two hypotheses (H_6 and H_7) relating to the effect of X_3 and X_4 on Y are accepted because the significance value of the *t-test* is less than 0.05. It means that both management support (X_3) and job satisfaction (X_4) each

partially have a significant and direct effect on the achievement motivation (Y) of a middle-level manager as an intrapreneur in the retail business. The coefficient value of X_3 on Y is 0.613 is a relevant signal for the company regarding the importance of management support for middle-level managers in the retail business. Every unit of management support increases the achievement motivation by 0.613, assuming that other independent variables increase is fixed.

The results of the F -test in Table 5 also show that the coefficient value for substructure 2 is 0.683, meaning that simultaneously work environment (X_1), reward system (X_2), management support (X_3), and job satisfaction (X_4) have a significant and direct effect of 68.3% on achievement motivation (Y), while other variables not examined in this research had an effect of 31.7%. Therefore, the regression equation for the empirical causal relationship X_1, X_2, X_3, X_4 to Y based on path analysis of the substructure 2 is $Y = -0.010X_1 + 0.187X_2 + 0.613X_3 + 0.442X_4 + 0.317$.

Referring to the conceptual framework in Figure 2, the job satisfaction variable (X_4), as an independent variable, also mediates its effect on the dependent ones. The indirect effect of X_1 on Y , X_2 on Y , and X_3 on Y through X_4 is determined by multiplying the coefficient value of each direct effect, as summarized in Table 6.

Table 6
Direct and indirect effects

Substructure	Variables	Effect	
		Direct	Indirect
1	$X_1 \rightarrow X_4$	-0.130	
	$X_2 \rightarrow X_4$	-0.315	
	$X_3 \rightarrow X_4$	0.323	
	$X_1, X_2, X_3 \rightarrow X_4$	0.371	
	$X_1 \rightarrow Y$	-0.010	
2	$X_2 \rightarrow Y$	0.187	
	$X_3 \rightarrow Y$	0.613	
	$X_4 \rightarrow Y$	0.442	
	$X_1 \rightarrow X_4 \rightarrow Y$		-0.057
	$X_2 \rightarrow X_4 \rightarrow Y$		-0.139
	$X_3 \rightarrow X_4 \rightarrow Y$		0.143
	$X_1, X_2, X_3, X_4 \rightarrow Y$	0.683	

Research Implications

The path analysis provides valuable information which states that management support has a positive and significant effect on increasing job satisfaction by 32.3%, especially on the achievement motivation of 61.3%. It is an input for companies, especially retailers, to always support middle-level managers to be motivated in their role as intrapreneurs in the retail business. The management support needed includes providing opportunities for self-development, the authority to make decisions, as well as developing teamwork. Collins *et al.* (2009) believed that an intrapreneur also

acts as an Agent of Change. Therefore, it is necessary to develop oneself based on personal strengths. The retailer is encouraged to allow retail store managers to make decisions independently. It is common for intrapreneurs who are always oriented toward the best achievement in every job (Timotius, 2018). As a manager at the middle level, human skills are the basis for developing teamwork (Peterson & Fleet, 2004), especially for a retail store manager responsible for managing resources and leading the retail store operations team.

Continuously, the job satisfaction created by middle-level managers has a 44.2% effect on achievement motivation. This job satisfaction is reflected in their pride in their work outcomes. A middle-level manager behaves as an intrapreneur and feels lucky and proud to tell others about their job. Inuwa (2016) believed that they undoubtedly affect others and invite people to join them, thereby strengthening employer branding. Quantitatively, job satisfaction is indicated through high employee retention, low employee turnover, and strong job loyalty (Hajdukova *et al.*, 2015; Shaju & Subhashini, 2017). Besides, work motivated by their passion and support from their work partner further increases job satisfaction.

Irrespective of the fact that it only has an impact of 18.7%, the reward system also needs to remain a retailer's focus to trigger achievement motivation in middle-level managers. Transparency and objectivity of employee performance appraisals need to be carried out by companies by setting clear job descriptions, logical targets, the fair weighting of assessments, and periodic evaluations, as suggested by Nazir *et al.* (2013). It is in line with the research carried out by Timotius (2018). As a retail store manager, the key performance indicator is not only measured quantitatively based on target achievement, sales growth, inventory turnover, and shrinkage value. Instead, it also needs to be accompanied by other qualitative assessments such as innovation, leadership, self-development, product knowledge, service quality, communication style, and other related skills. The reward and punishment system is feasible in the retail business as long as it is balanced and proportionate. It means that every achievement needs to be rewarded. The reward is not only always valued in money in the form of work compensation such as the provision of salaries and allowances. It is also in the form of commissions, incentives, bonuses, training, promotion, etc., which at least follow the employees' performance and efforts, as agreed by Wangechi *et al.* (2018).

Partially the work environment has an insignificant effect on achievement motivation. However, the

work environment and other factors simultaneously contribute to increasing the achievement motivation of middle-level managers in the retail business. This condition is certainly not surprising because intrapreneurs are used to working independently, irrespective of the effects of other factors around them. Intrapreneurs work as an achievement, not an ordinary routine activity. Similarly, Javed *et al.* (2014) stated that a work environment is created through relationships with superiors and subordinates, work partners, workloads have undertaken, and the availability of standard operating procedures. This recommendation is also in line with the studies by Hajdukova *et al.* (2015) and Hakim (2020). In some situations, there are often differences in the assessment between employees even though they work in the same company.

Furthermore, some feel they work in a pleasant environment although annoying. This fact led to the realization that this depends on the individual's point of view. Therefore, companies must provide clear targets, duties, and responsibilities according to the individual's competence, including the authority to regulate their work-life balance. However, there is a 31.7% possibility of effect from other variables excluded in this research.

Conclusions

It is indisputable that management support is the primary factor in triggering the achievement motivation of middle-level managers as intrapreneurs, at least in the retail business. Building positive working relationships between superiors and subordinates, encouraging work partners, allocating manageable workloads, and adhering to the standard operating procedure are all ways to conduct management support. The inferential statistical analysis used in this study successfully demonstrated the significance of each relationship between variables.

To enhance the operation of the business, achievement motivation as part of an entrepreneur's behavior is essential. Companies are persuaded to trigger the achievement motivation of managers. Middle-level managers play an essential role that must be recognized because of their significant impact on organizational objectives. However, they require management support to facilitate their authority and responsibilities effectively running their job.

The results obtained from this quantitative research fulfill the objectives of discovering the way to trigger the achievement motivation of middle-level managers as intrapreneurs in the retail business. However, these recommendations have the potential to differ from other studies that adopted different objects,

time, and theoretical foundations. Therefore, future research needs to focus on middle-level managers' intrapreneurship that involves other variables. It also needs to compare them with those in other industries using integrated theories, thereby obtaining more specific and comprehensive results.

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