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Linkages between Leadership and Intrapreneurial Behaviour : A Systematic Review

Abstract

Purpose : This systematic review examines the relationship between leadership and intrapreneurial behaviour. Despite the growing importance of both concepts, very limited systematic literature review (SLR) studies have examined leadership and intrapreneurial behaviour together. Specifically, it aims to define intrapreneurial behaviour, identify its antecedents and outcomes, and examine how different leadership styles are linked to intrapreneurial behaviour.

Research Methodology : This study adopts a qualitative systematic literature review approach following the PRISMA protocol. A total of thirty-four peer-reviewed articles published in Q1 and Q2 journals and written in English were included in the final sample.

Findings : The review defines intrapreneurial behaviour as employee-initiated behaviour comprising five core dimensions: innovativeness, proactiveness, risk-taking, new business venturing, self-renewal or strategic renewal. Further, the study reveals that organisational and individual antecedents influence intrapreneurial behaviour. The review identifies outcomes such as job satisfaction, work engagement, employee performance, innovation, and organisational growth, highlighting the importance of intrapreneurial behaviour for enhancing both employee and organisational effectiveness. Lastly, the study shows that leadership plays a significant role in promoting intrapreneurial behaviour within organisations.

Practical Implications : The study suggests that organisations should promote employee empowerment, creativity, knowledge sharing and psychological capital to foster intrapreneurial behaviour. It also highlights the importance of creating an innovation-friendly work environment and adopting appropriate leadership approaches to enhance intrapreneurial outcomes within organisations.

Keywords : Intrapreneurial Behaviour, Intrapreneurship, Corporate Entrepreneurship, Leadership Style, Leadership, Transformational Leadership.

1. Introduction : In an era of instability, organisations must promote entrepreneurship to maintain their prosperity. In the face of constant turbulence, organisations search for ways to elaborate innovative thinking and develop competitive advantages among their employees (Klein, 2023). Intrapreneurial behaviour enables organisations to identify opportunities, generate novel ideas, and implement change from within (Antoncic & Hisrich, 2001; González-Cánovas et al., 2024). It reflects employees' proactive, innovative, and risk-taking actions aimed at improving organisational processes, services or products (Vos & De Jong, 2019; He & Hui, 2020). Such behaviour is important for organisational adaptability and long-term sustainability in this changing environment.

Intrapreneurship, despite being strategically significant, only a small number of employees consistently engage in such activities (Portalanza-Chavarría & Revuelto-Taboada, 2023). It has been observed in prior studies that literature on intrapreneurship is widely scattered, characterised by overlapping terminology, inconsistent definitions, and diverse levels of analysis, which together create conceptual ambiguity and fragmentation (Blanka, 2019; Neessen et al., 2018; Perlina et al., 2022). In recent years, significant attention has been attracted in research by the impact of leadership styles on intrapreneurial behaviour (González-Cánovas et al., 2024; Farrukh et al., 2021; Huynh, 2021)

It has been highlighted in research that leadership approaches such as transformational, transactional, empowering, and authentic leadership are linked to innovation outcomes both directly and indirectly through their influence on organisational climate, learning processes, and knowledge sharing (Farrukh et al., 2021; Alblooshi et al., 2020). It has been indicated by researchers that intrapreneurial behaviour is encouraged by both transformational and transactional leadership when strong organisational support is provided, with greater effectiveness being demonstrated by transformational leadership in competitive contexts, while success is achieved by transactional leadership when rewards and support are present (Klein, 2023). Authentic leadership has also been found to positively influence intrapreneurial behaviour (Valsania et al., 2016). Despite these insights, prior studies have not provided a comprehensive, systematic comparison of different leadership styles to determine which most strongly influences intrapreneurial behaviour.

Existing reviews highlight several important gaps in the literature. There is a lack of consensus regarding the definition of intrapreneurial behaviour at the individual level, as related constructs such as corporate entrepreneurship, entrepreneurial orientation, and innovative work behaviour are often used interchangeably, thereby blurring the conceptual boundaries (Das & Nandan, 2025; Blanka, 2019; Neessen et al., 2018). Antecedents and outcomes remain fragmented and currently lack an integrated framework (Lan-Ying Huang et al. 2022). There is a lack of focus on the influence of different leadership styles on intrapreneurial behaviour (Klein, 2023; Valsania et al., 2016). These gaps highlight the need for a systematic literature review focusing on the intersection of leadership and intrapreneurial behaviour. While prior reviews have mapped intrapreneurship broadly (Blanka, 2019; Neessen et al., 2018), no integrated synthesis exists on how leadership shapes employees' intrapreneurial actions through which mechanisms, and under what contextual conditions. Addressing this gap is particularly important in a constantly changing business environment, where effective and appropriate leadership is a critical micro-foundations of organisational transformation (D'Angelo et al., 2024; Jafari-Sadeghi et al., 2022).

Corporate entrepreneurship and intrapreneurship are related but distinct concepts. Corporate entrepreneurship focuses on organisational-level activities such as innovation and strategic transformation (Zahra, 1996; Sharma & Chrisman, 1999), whereas intrapreneurship emphasises employees' entrepreneurial behaviour, including innovativeness, proactivity, and risk-taking (Pinchot, 1985; Nessen et al., 2018). Studies distinguish intrapreneurship as a bottom-up form of entrepreneurial behaviour and corporate entrepreneurship as a top-down strategic approach (Blanka, 2019; Rigtering & Weitzel, 2013). Therefore, both terms were included as keywords in the literature review.

The objective of this study is to systematically examine the relationship between leadership and intrapreneurial behaviour. Specifically, it seeks to: (1) synthesise the conceptualisation of intrapreneurial behaviour; (2) identify the key antecedents and outcomes of intrapreneurial behaviour; (3) analyse how different leadership styles influence the development of intrapreneurial behaviour among employees.

The Study addresses the following research questions :

RQ1: How is intrapreneurial behaviour conceptualised and defined in the existing literature?

RQ2: What are the key antecedents and outcomes of intrapreneurial behaviour?

RQ3 How do different leadership styles influence the development of intrapreneurial behaviour?

The remainder is organised into the following sections. The method section details the systematic review, including database selection, search strategy, and inclusion criteria; the results section presents the conceptualisation of intrapreneurial behaviour, its antecedents, outcomes and leadership influence; the discussion, conclusion and implication section for the leadership and intrapreneurial behaviour; the section of limitations and recommendations for future research gives directions for setting a research agenda for intrapreneurial behaviour/leadership.

2. Research Methodology : A systematic literature review (SLR) was undertaken for this research, following the PRISMA statement (Page et al., 2021). This study adopted a domain-based literature review approach as suggested by Justin Paul et al. (2023). This approach was considered suitable because the topic is still developing and the available literature remains limited and scattered. Moreover, studies examining the connection between leadership and intrapreneurship are relatively few (Nesseen et al., 2019; Farrukh et al., 2021), making it important to gather existing evidence systematically and develop a clearer understanding of the field.

2.1 Literature Search Flow : The search string was designed to capture the studies across both fields: leadership and intrapreneurial behaviour. In order to examine intrapreneurial behaviour and its relationship, a Boolean search string was developed using the Title, Abstract, and Keyword (TITLE-ABS-KEY) fields. The search string was *TITLE-ABS-KEY ((leadership OR "leadership style" OR "transformational leadership" OR "transactional leadership" OR "servant leadership" OR "authentic leadership") AND (intrapreneur* OR "intrapreneurial behaviour" OR "corporate entrepreneurship" OR "internal entrepreneurship"))*

The SCOPUS database was selected as the primary source for the data collection because it is considered one of the most comprehensive and well-curated databases for social science and management research. A wide range of high-quality peer-reviewed journals is indexed by the platform (Mongeon & Paul-Hus, 2016). The timeframe from 2016 to December 2025 was selected to capture the most recent developments in the field of intrapreneurial behaviour and leadership.

2.1.1 Inclusion and Exclusion Criteria : The initial search resulted in 243 research articles. During the preliminary review, no duplicate records were detected. After that, the titles and

abstracts of the articles were examined to identify and remove studies that were not relevant to the research topic. Furthermore, a set of predefined filters and eligibility criteria was used to select relevant articles.

As shown in Table 1, peer-reviewed journal articles were selected with a subject area limited to Business & Management, Social Science, Psychology, and Arts & Humanities in the English language. Applying these broad filters reduced the initial pool to 62 articles. While quality assessment ensured that only articles ranked in the Q1 and Q2 (according to SCImago Journal Rank) journals were retained. This quality assessment reduced the sample to 43 articles. The final stage consisted of a relevance assessment, during which the remaining 43 articles underwent a full-text review to verify that they explicitly examined the link between leadership styles and intrapreneurial behaviour. Through this screening process, a final sample of 34 articles was identified, forming the foundation of the present review.

Table 1: Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Language	English	Non-English publications
Publication Type	Peer-reviewed journal articles	Books, conference papers, dissertations, editorials
Subject Area	Business, Management, Social Science, Psychology, Arts and Humanities	Technical sciences, Engineering (non-management), Medicine
Quality Tier	SJR Q1 and Q2 ranked journals	Q3, Q4, journals
Access	Open Access and available full-text	Abstract-only or restricted access

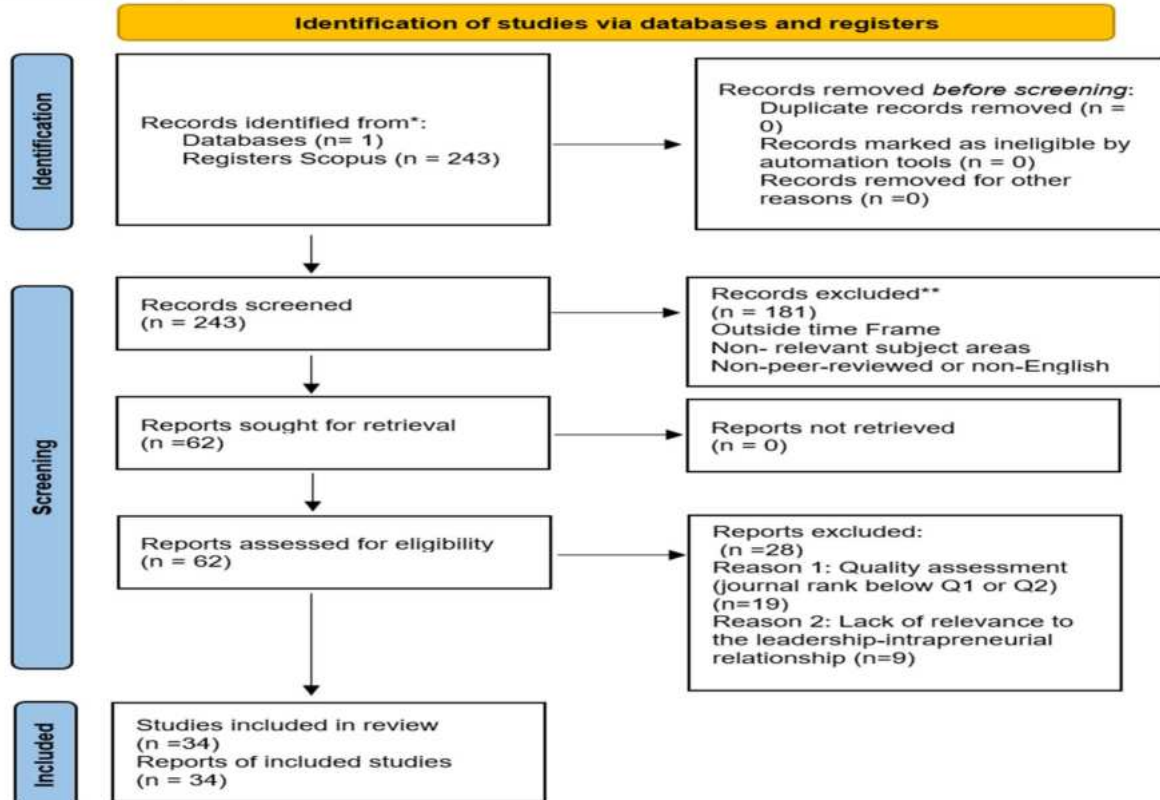


Figure 1. PRISMA-based study selection process for the systematic literature review

3. Results : The results of this systematic literature review represent a multi-dimensional synthesis of 34 high-quality articles, as shown in Figure 1, peer-reviewed articles identified through a PRISMA-guided selection process. Its main aim was to get the most recent, up-to-date, and comprehensive understanding of the leadership and intrapreneurial behaviour domain by converting raw data into a systematic narrative.

3.1 Rerearch patterns on Intrapreneurial behaviour and Leadership

3.1.1 Geographical distribution of studies: A rapid increase in research on leadership and intrapreneurial behaviour was observed, particularly between 2021 and 2025, reflecting growing interest in innovation within the post-pandemic period. The Asian region shows the highest contribution, particularly from China (e.g., Zhai & Wang, 2025; Li et al, 2021) and Turkey (e.g., Çağa et al, 2024; Sagbas), followed by Europe (e.g., Ravina,2023; Saeed et al.,2025), and Africa, particularly South Africa (e.g. Boris & Urban, 2024)

3.1.2 Research Methods used in intrapreneurial behaviour and leadership research : Quantitative approaches were predominantly used in the field, with most studies relying on cross-sectional surveys analysed using Structural Equation Modelling (SEM) or Partial Least Squares (PLS-SEM) to test leadership-behavioural relationships (Çağa et al., 2024; Al-Shami et al., 2023). In addition, qualitative and mixed studies were also conducted to provide deeper insights into leadership and creativity (Putra et al., 2024; Beresford-Dey et al., 2025).

3.1.3 Theoretical bases of literature on intrapreneurial behaviour and leadership : The literature draws on several dominant theories. Social Cognitive Theory, which emphasises psychological capital and self- efficacy as key mechanisms, was employed by scholars including Niu et al. (2025), Zhai & Wang (2025). Upper Echelons Theory, which highlights how top management characteristics shape corporate entrepreneurship, was used by scholars Woo (2025) and Saeed et al. (2025). Self-Determination Theory (Klein, 2023) and Social Exchange Theory (Afaishat et al.,2025; Matookchund & Steyn, 2020) underline motivational and relational pathways linking leadership styles to proactive employee behaviour. Together, these perspectives provide a multilevel theoretical foundation for how leadership drives intrapreneurial outcomes.

4. Dimension of Intrapreneurial Behaviour : After analysing the intrapreneurial behaviours dimensions in the literature, it is indicated that intrapreneurial behaviour is fundamentally multidimensional, rather than a single, isolated activity (Shafique & Kalyar, 2018; Gawke et al., 2019). The analysis of the intrapreneurial definition further supports this view, as the dimensions emerged organically from the literature mapping. Intrapreneurial behaviour reflects a set of interrelated behavioural patterns through which employees innovate, become proactive, take risks, and implement change within the organisation (Lajçi, 2025; Kanısoy et al., 2024). Based on the synthesis, the following are the key emerging dimensions.

A central dimension identified across the literature is *innovativeness*, which shows an individual's ability to generate, promote, and make new products, services, and implement new ideas within the organisation. This dimension shows the tendency to challenge existing practices in search of improvement and innovation. Several studies have shown innovativeness as a core component of intrapreneurial behaviour, as it helps in the development of new solutions and supports organisational adaptability (Ashal et al. 2023; Chan et al. 2017; Shafique & Kalyar, 2018; Zbierowski, 2016; Pan et al.,2021).

The next one is *Proactiveness*, which represents the forward- looking orientation of employees in anticipating future opportunities and acting in advance. Proactiveness means the initiative to take actions to shape their work environment and organisational outcomes. It includes opportunity-seeking behaviour, initiative- taking, and the ability to foresee and act

accordingly (Ashal et al., 2023; Çağa et al., 2024; Kanisoy et al., 2024; Ravina-Ripoll et al., 2023; Zhai & Wang, 2025).

Another important dimension is *risk-taking*, which shows the willingness of individuals to engage in actions with uncertain outcomes and tolerate the uncertain vagueness in decision-making. Intrapreneurial behaviour often involves experimenting with new approaches, which carry a degree of risk. While risk-taking is important for innovation and opportunity exploitation, its effects may vary depending on organisational context, as a high level of risk doesn't necessarily lead to success (Al-Shami et al., 2023; Ashal et al., 2023; Shafique & Kalyar, 2018; Zbierowski, 2016).

The dimension of *new business venturing* captures employees' ability to initiate and develop new business ideas, projects, or ventures within the organisation. This involves activities such as developing a new project or service, entering new markets. Such behaviour contributes directly to strategic expansion and organisational growth. (Huynh, 2021; Gerards et al., 2021; Pan et al., 2021; Ravina-Ripoll et al., 2023; Li et al., 2021).

Lastly, *self-renewal or strategic renewal* represents employees' contribution to the transformation and redefining the organisational strategies, structures, and processes. This dimension shows the continuous improvement and renewal of organisational practices to enhance long-term competitiveness. It points out the role of intrapreneurial behaviour in driving organisational change and adaptation (Huynh, 2021; Li et al., 2021; Shafique & Kalyar, 2018; Zhai & Wang, 2025).

Overall, these dimensions hold the essence of intrapreneurial behaviour. The literature suggests that these dimensions are interrelated and often operate simultaneously, rather than independently. Together, they give a full understanding of how employees contribute to innovation, strategic renewal, and value creation within the organisations.

5. Antecedents of Intrapreneurial Behaviour : The antecedents of intrapreneurial were classified into organisational-level and individual-level antecedents to enable the structured synthesis of the literature. Leadership as an antecedent of intrapreneurial behaviour is discussed as an organisational-level antecedent.

5.1 Organisational level antecedents : A significant amount of literature highlights the importance of organisational antecedents in enabling intrapreneurial behaviour. Organisational support and interactional justice have been consistently identified as key antecedents, as it gives employees the necessary resources, autonomy, and encouragement to engage in innovative activities (Klein, 2023; Ravina-Ripoll et al., 2023). In addition, organisational practices such as new ways of working - including time-and location-independent work, output-based management, and flexible work environments- have been found to positively influence intrapreneurial behaviour by enhancing flexibility and autonomy (Sagbas et al., 2023; Gerards et al., 2021). Likewise, organisational capabilities such as ICT use, innovation, and absorptive capacity serve as essential enablers of corporate entrepreneurship, which in turn contribute to broader entrepreneurial outcomes within firms (Mahmood & Arslan, 2020).

5.1.1 Leadership

5.1.1.1 Transformational leadership : According to leadership theorist James MacGregor Burns, Transformational leadership is "A relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents." Transformational leadership has been known as an important driver of intrapreneurial behaviour. Studies have shown that transformational leadership promotes employees' engagement in entrepreneurial and innovation-oriented activities by creating a supportive organisational environment (Galit Klein, 2023; Boris

Urban). Similarly, transformational leadership has been associated with organisational renewal and entrepreneurial initiatives at both employee and top management levels (Saeed et al., 2025). In addition, transformational leadership has been found to encourage employees' participation in international intrapreneurial and entrepreneurial activities within organisations (Huynh, 2021; Pan et al., 2021). Empirical evidence suggests that transformational leadership positively influences intrapreneurial behaviour both directly and indirectly through mechanisms such as absorptive capacity (Al-Shami et al., 2023).

5.1.1.2 Transactional leadership : “Transactional leadership occurs when one person connects with others for the intention of an exchange of valued things that could be economic or political or psychological in nature” (Burns, 1978). Transactional leaders emphasise performance monitoring, structured goals, and reward-based exchanges to guide employee behaviour within organisations. Klein (2023) found that transactional leadership influences employees' intrapreneurial behaviour; however, its effect was comparatively weaker than transformational leadership in promoting innovation and proactive entrepreneurial activities.

5.1.1.3 Authentic leadership : Avolio et al. (2004) defined authentic leaders as those individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strength; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character. Zbierowski (2016) found that authentic leadership positively contributes to corporate entrepreneurship by fostering supportive, psychologically empowering environments. However, González et al. (2024) found a negative direct effect of authentic leadership on intrapreneurial behaviour, although it indirectly supports it through practised creativity and meaningful work.

5.1.1.4 Strategic Leadership : Strategic leadership is defined as “the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary” (Hitt, Ireland and Rowe, 2005). Strategic leadership has been recognised as a leadership antecedent of intrapreneurial behaviour, as strategic leaders encourage opportunity exploration, innovation, and entrepreneurial activities within organisations. Woo (2025) and Ashal et al. (2023) indicated that strategic leadership promotes intrapreneurship, organisational learning, and entrepreneurial activities within firms. Similarly, Putra demonstrated that strategic leaders facilitate the exploration of digital opportunities and innovation-oriented activities within organisations.

5.1.1.5 Shared Leadership : Chiu, Owens, and Teslin (2016, p. 1705) defined shared leadership as “a group-level phenomenon generated from reciprocal reliance and shared influence among team members so as to achieve team goals.” Shared leadership has been recognised as a leadership antecedent on intrapreneurial innovation, as it distributes leadership roles among team members based on expertise and collaboration rather than formal hierarchy. Rose et al. (2021) demonstrated that shared leadership environments and external leadership enhance creativity, employee ownership, and innovation-oriented activities within organisations.

5.2 Individual-level Antecedent : At the individual level, intrapreneurial behaviour is driven by various psychological and behavioural antecedents. Key factors include psychological capital, achievement motivation, self-leadership, self-efficacy, autonomy, and interpersonal orientation, which positively influence intrapreneurial behaviour (Fashami et al., 2021; Zhai & Wang, 2025; Kanisoy et al., 2024; Kör et al., 2020). Cognitive and attitudinal mechanisms also play a crucial role; attitudes, subjective norms, and perceived behavioural control have been shown to mediate the relationship between individual characteristics and intrapreneurial intention (Lara-Bocanegra, 2025; Kanisoy et al., 2024). Moreover, workplace happiness and employees' emotional

responses to failure have also been recognised as influential factors affecting intrapreneurial engagement and subsequent performance (Ravina-Ripoll et al., 2023; Patzelt et al., 2021).

It is indicated by the findings that intrapreneurial behaviour is not produced by a single antecedent but is shaped by the combined influence of organisational support, leadership practices, and individual capabilities. This integrated perspective underscores that supportive environments, effective leadership, and capable individuals need to be developed simultaneously by organisations to encourage intrapreneurial behaviour.

6. Outcomes of Intrapreneurial Behaviour : The study consistently indicates that intrapreneurial behaviour leads to a range of positive outcomes at both the individual level and organisational level, underscoring its strategic importance.

At the individual level, intrapreneurial behaviour enhances job satisfaction, motivation, work engagement, creativity, innovative work behaviour and overall performance, while also contributing to personal growth and skill development (Mahmood & Arslan, 2020; Chan et al., 2017; González, 2024). Furthermore, evidence suggests that intrapreneurial behaviour is positively related to employee happiness and subjective well-being, particularly in environments characterised by organisational support (Ravina-Ripoll et al., 2023).

At the organisational level, intrapreneurial behaviour improves firm performance, business unit performance, and competitive advantage by encouraging innovation (Chang et al., 2024; Mahmood & Arslan, 2020). These outcomes are often strengthened through mediating mechanisms such as leadership and team dynamics.

Overall, intrapreneurial behaviour acts as a critical link between individual initiative and organisational success, contributing to innovation and growth.

7. Leadership style and intrapreneurial behaviour : The reviewed literature shows that different leadership styles influence intrapreneurial behaviour through both direct and indirect mechanisms, primarily operating via psychological, cognitive, and organisational mediators rather than uniform direct effects. (Woo, 2025; Zhai & Wang, 2025; Lara-Bocanegra, 2025)

Transformational leadership is the most frequently examined style and consistently demonstrates a positive influence on intrapreneurial behaviour and related outcomes such as innovation, proactiveness, and risk-taking (Çağa et al., 2024; Kanısoy et al., 2024). However, its effect is mostly indirect, operating through mediating mechanisms such as absorptive capacity, psychological empowerment, innovative behaviour, and entrepreneurial team behaviour, which collectively enhance employees' ability to identify and act on opportunities (Huynh, 2021; Shafique & Kalyar, 2018; Woo, 2025; Çağa, 2024). Al-Shami (2023) found that absorptive capacity plays a key mediating role, indicating that transformational leadership strengthens intrapreneurial behaviour primarily by improving knowledge acquisition and utilisation processes rather than directly triggering entrepreneurial actions

Similarly, entrepreneurial and positive leadership styles enhance intrapreneurial behaviour by strengthening psychological capital and fostering an inclusive organisational climate, thereby increasing employees' confidence, motivation, and willingness to engage in entrepreneurial actions (Zhai & Wang, 2025). Positive leadership approaches are also suggested to work in combination, reinforcing entrepreneurial outcomes across organisational levels, although the evidence remains fragmented (Zebierowski, 2016). Furthermore, Transactional leadership tends to show weaker or even negative links with intrapreneurial behaviour because it focuses on control and rules, reducing freedom and creativity, and thereby lowering employees' entrepreneurial drive. (Klein, 2023)

Authentic leadership demonstrates a more complex pattern. Zebierowski (2016) indicates

that authentic leadership positively supports corporate entrepreneurship through psychological capital and positive deviance. In contrast, González et al.(2024) reported a significant negative direct effect of authentic leadership on intrapreneurial behaviour, although it indirectly enhanced such behaviour through practised creativity and meaningful work.

Empowering leadership affects intrapreneurial behaviour indirectly, primarily through cognitive processes like information elaboration within top management teams. However, its effectiveness is highly dependent on environmental conditions- dynamic contexts can strengthen certain pathways while weakening others- indicating that leadership outcomes are context-specific rather than universal (Li et al., 2021).

Chang et al. (2024) found that paradoxical leadership positively influences corporate entrepreneurship and organisational performance through indirect mechanisms. However, the study showed that high Guanxi HRD practices can weaken this positive relationship, indicating that leadership effects may differ depending on the organisational environment.

Digital and strategic leadership influence intrapreneurial behaviour mainly through mediating mechanisms. Digital leadership fosters innovative behaviour, which subsequently drives intrapreneurial intentions and performance, rather than directly producing intrapreneurial behaviour (Sagbas et al., 2023). Strategic leadership enhances intrapreneurial behaviour by encouraging corporate entrepreneurship, which then boosts organisational performance (Woo, 2025). It also functions through interactions between top and middle managers, where boundary-setting and framing processes determine how entrepreneurial opportunities are pursued (Putra et., 2024)

Across the literature, corporate entrepreneurship or intrapreneurship is consistently connected through leadership, with leadership styles shaping organisational entrepreneurial orientation that translates into intrapreneurial behaviour outcomes. Yet, several studies emphasise that leadership effects are not universal, being strongly moderated by contextual factors such as organisational climate, competitive environment, and institutional conditions. (Neessen et al., 2018; Saeed et al., 2025; Pan et al., 2021).

Thus, research converges on the idea that leadership influences Intrapreneurial behaviour mainly through indirect mechanisms, such as psychological empowerment, absorptive capacity, creativity, innovation climate, and cognitive framing- while direct effects remain inconsistent. Leadership's role in fostering intrapreneurial behaviour is therefore multi-level, mediated, and highly dependent on context rather than straightforward or uniform.

8. Discussion : The findings of this systematic literature review indicate that leadership plays a significant role in promoting intrapreneurial behaviour (IB) among employees. Different leadership styles, particularly transformational, empowering, digital, and paradoxical leadership, were found to positively influence dimensions of IB such as innovativeness, proactiveness, risk-taking, new business venturing, and strategic renewal (Al-Shami, 2023; Li et al., 2021; Chang et al., 2024; Woo, 2025). Although authentic leadership showed mixed effects, it indirectly supported IB through creativity and meaningful work (González et al.,2024). These leadership styles encourage employees to take initiative, generate creative ideas, and participate in organisational innovation.

The review also highlights that intrapreneurial behaviour is influenced by multiple antecedents at organisational, leadership, and individual levels. Organisational support, innovation-oriented culture, learning environment, and internal communication create favourable conditions for entrepreneurial activities within organisations (Ravina-Ripoll et al.,2023; Urban et al., 2024; Mahmood & Arslan, 2020; Gerards et al., 2021). At the individual level, factors such

as self-efficacy, creativity, autonomy, entrepreneurial mindset, and risk-taking tendency were found to strengthen employees' engagement in intrapreneurial activities (Fashami et al., 2021; Ashal et al., 2023; Shafique & Kalyar, 2018; Zbierowski, 2016).

In addition, the findings suggest that intrapreneurial behaviour contributes positively to both employee and organisational outcomes. Studies reported work engagement, employee performance, innovation outcomes and organisational competitiveness as important outcomes of intrapreneurial behaviour Patzelt et al., 2021; Chan et al., 2024; Mahmood & Arslan, 2020).

Overall, the review suggests that leadership acts as a critical mechanism in fostering intrapreneurial behaviour by shaping supportive organisational environments and encouraging employees' innovative and proactive capabilities. However, the dominance of cross-sectional studies and limited focus on emerging leadership styles indicate the need for further research in diverse organisational and cultural contexts.

9. Conclusion and Implications : This SLR study examined the relationship between leadership and intrapreneurial behaviour among employees by addressing three key questions: How is intrapreneurial behaviour conceptualised and defined in the existing literature? What are the key antecedents and consequences of intrapreneurial behaviour? How do different leadership styles influence the development of intrapreneurial behaviour?

Intrapreneurial behaviour was defined as an employee- initiated behaviour and a compound of 5 dimensions, including innovativeness, proactiveness, risk-taking, new business venturing, self- renewal or strategic renewal. The finding further shows the antecedents, such as at the organisational level, organisational support, innovation, absorptive capacity, organisational resources, and new ways of working. Leadership-level antecedents: Transformational leadership, transactional, and authentic leadership, and strategic and shared leadership. At the individual level, antecedents include personality traits (risk-taking, proactiveness), psychological factors (self-efficacy, autonomy, psychological capital), creativity, skills, problem solving, knowledge and experience. Outcomes include Job satisfaction, work engagement, employee performance, personal growth, skill development, innovation, and growth.

The findings of the review have several implications for organisations and managers. Organisations should focus on enhancing employee empowerment, creativity, psychological capital, and knowledge sharing to foster intrapreneurial behaviour among employees. Creating an innovation-friendly work environment characterised by autonomy, flexibility, and tolerance for failure is also essential. Additionally, organisations should ensure alignment between top and middle management and adopt leadership approaches suited to the organisational and specific environment to improve intrapreneurial outcomes.

10. Limitations and Future Research Directions : While an extensive overview of the topic was intended, the review was influenced by certain limitations, including the selection of the database, the scope of the search string, and the inclusion of only English-language publications. Although a rigorous PRISMA process was followed, certain limitations were identified in the review. Most of the selected studies were quantitative and cross-sectional in nature, which limited the ability to establish clear causal relationships. Greater attention should therefore be given to longitudinal research (Zhai & Wang, 2025; Saeed, 2025) design in future studies to understand the development of intrapreneurial behaviour under different leadership styles. In addition, the use of ethnographic and diary-based approaches may provide deeper insights into everyday interactions that encourage innovation.

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