

DESIGNING PROJECT AND PROCESS TO FOSTER INTRAPRENEURSHIP COMPETENCE OF EMPLOYEES

Slamet Wahyudi

Politeknik, Ubaya

Email Korespondensi: slamet.wahyudi@staff.ubaya.ac.id

Abstract

This research aims to determine the practical model of the intrapreneurship process and project in Muamalat Bank. This research paper was conducted using a qualitative method with a descriptive analysis. In terms of the data collection process, the interview technique was used. Some data were collected, including numerous processes and projects related to intrapreneurship efforts in this Sharia Bank. The novelty of this research is how a Sharia bank increases intrapreneurship competence with the most applicable model. The discussion was analyzed using a design thinking process, including empathizing, defining, ideating, prototyping, and testing. This is to find out the current model used by Muamalat Bank. Intrapreneurship, nowadays known as corporate entrepreneurship, fosters creativity, innovation, and spirit to compete and survive in a tight business competition. The top management of the bank proposes some intrapreneurship activities for its employees. The final goal of this research is the test result of the intrapreneurship model, which was created with the Design Thinking Process earlier. Furthermore, this model will be tested with a CEAI or Corporate Entrepreneurship Assessment Instrument. In general, with Intrapreneurship, business owners will be more confident in doing business as usual. Due to this fact, staff has more creativity and actively contributes to sustainability and the effort to increase the corporation's profit. Especially for this leading Sharia banking, this is one of the efforts to choose in order to be a part of Fortune 100 Indonesia.

Keywords: Fortune 100, Sharia Banking, Sustainability, Design Thinking Process, Intrapreneurship Model

Article Information:

Received Date: 28 September 2024

Revised Date: 26 Oktober 2024

Accepted Date: 16 November 2024

INTRODUCTION

The Fortune 500 is a list of the 500 largest US companies ranked in Fortune magazine by total revenues. Being on the Fortune 500 is considered outstanding, as firms on the list are considered to be prominent and excellent in various aspects. (Hayes. 2024). In addition, Fortune magazine also compiled the 500 best global corporations every year; it consists of remarkable companies across the globe from various business sectors, known as Fortune 500 Global (Fortune, 2022). Meanwhile, in 2021, Fortune Magazine opened its branch in Indonesia. Certainly, similar to the headquarters version, Fortune Indonesia focuses on business development in this fast-developing country. Interestingly, it has a Fortune 100 list of 100 state-owned and private corporations with the highest revenue per year. From 2021 to 2022, these are the big four companies in Indonesia, Pertamina, PLN, Astra International, and BRI, respectively (fortune in, 2023). Pertamina earned more than three times higher revenue than PLN, four times higher than Astra International, and six times higher than BRI in 2022.

In 2023, only one Indonesian corporation listed on Fortune 500 Global, the state-owned oil company Pertamina, is ranked 141, and it has 82 positions compared to the year 2022. However, one is not enough for a big country like Indonesia, and there is no guarantee that Pertamina will stay forever on the list; tight and fierce global competition and the decreasing amount and quality of natural resources as raw material are just some obstacles. In the future, Pertamina might not be on the list anymore. Hence, what company will be a potential new entry in the Fortune Global 500 companies as an Indonesian representative?

Accordingly, there is no guarantee that membership in the Fortune 500 will last forever. Aninda (2021) states that around 88% of big prominent companies worldwide listed in the Fortune 500 by the year 1955 reported that they had gone in the 2014 edition. Where did they go? Bankrupt, fell, merged, and even if they exist, they may not gain high revenue as ever before. According to Perry (2014), companies like American Motors, Brown Shoe, Studebaker, Collins Radio, Detroit Steel, Zenith Electronics, and National Sugar Refining were in the Fortune 500 in the 1955

version, but not anymore in 2014. In other words, after 59 years, some businesses are not making sound revenue or closing their operation.

On the contrary, a group of multinational corporations, for instance, Boeing, Campbell Soup, General Motors, Kellogg, Procter and Gamble, Deere, IBM, and Whirlpool, who were on the list of 1955 Fortune 500, sustained amazingly still on the list of Fortune 500 in 2014 version after 59 years (Perry, 2014). Furthermore, after nearly a decade in 2023, do they remain on the list? The answer is yes; together, we can analyze that from the Fortune magazine data. Fortune Magazine 2023 collected data that shows that Boeing, Campbell Soup, General Motors, Kellogg, Procter and Gamble, Deere, IBM, and Whirlpool exist on the list stably (Fortune Media, 2024)

LITERATURE REVIEW

What makes some companies survive while others go, merge, or fall? According to Ooghe and Prijcker (2008), apart from financial problems, another reason is a lack of innovation strategy. Those who stay creative might survive and get more benefits from the market.

This paper follows how Muamalat Bank designs its intrapreneurship model. Why Intrapreneurship? Why is there no Sharia Banking company yet on the Fortune 100 Indonesia? Not to mention, with Intrapreneurship, is there any chance for Indonesian Sharia Banking companies like Muamalat Bank to be on the Fortune 100 list in the future?

There are some reasons for researching this topic of Intrapreneurship, especially for Sharia banking. First, Intrapreneurship is driven by innovation; intrapreneurs can develop new business opportunities and gain competitive advantage through some business ideas for the corporation's benefit (Kikas, 2022). What are some evidence of best practices for intrapreneurship? For instance, Google allows 20% of employees' time to create personal projects. As a result, some employees come with various creative projects. Nowadays, Google has Google email, Google Classrooms, and Google News; those are

invented from the bright ideas of intrapreneurs who work inside Google (Nayoan, 2022). Furthermore, the creation of Sony Playstation actually came from the creative idea of Ken Kutaragi; he is one of Sony's employees who has intrapreneurship competence in designing a new project creatively (Nayoan, 2022). Not to mention, another intrapreneur from Vimeo, Anjali Sud, who turned Vimeo from just a video streaming like YouTube into a paid video editor, storage, and share video, now Vimeo is distinct from the giant YouTube, yet able to generate \$83,8 M profit for Vimeo in 2020 (Nayoan, 2022).

Secondly, intrapreneurship enhances employee engagement by making them more proactive in adapting to changes outside and inside the corporation (Giang et al., 2021). This competence may make them more risk-takers in inventing new products, services, or processes. By this, they will initiate self-improvement and venture into new business ideas for better performance of the organization (Giang et al., 2021). Intrapreneurship is an ideal mix of attitude, behavior, and characteristics (Giang et al., 2021). As intrapreneurs, employees will foster the improvement of their corporation by venturing products with better processes than the corporation's competitors. Interestingly, Wahyudi (2019) mentions that Intrapreneurship reduces corruption in the workplace.

Last but not least, Intrapreneurship is a vital factor for a corporation to sustain (Aninda. 2021). Sustainability is a must; as mentioned earlier, not all Fortune 500 listed companies in 1955 survived on the list by 2014, which means they went bankrupt, fell, or merged. In order to make sure the company sustains for 20 or even 100 years ahead, the company should get more inspiration from the internal organization, and if one good idea seems to work, it should give adequate support and funding to make it a new competitive advantage for the company. If the case of bankruptcy, merging, and disappearing happened to a Fortune 500 Company, there is a possibility that it will also occur to Fortune 100 Indonesia. There is no guarantee that those on the list will be sustained forever; comprehensive strategy, creativity, and

intrapreneurship within the company are required. Ilonen, S., & Hytönen, K. (2022) agree that the company can increase creativity and innovation by educating employees about Intrapreneurship.

This study will emphasize the test result of Bank Muamalat's Intrapreneurship model to enhance staff competence in terms of creativity and innovation and try to see the chance of Muamalat Bank to be in the Fortune 100 Indonesia list. This research question is very strategic and essential to answer because it will determine the effectiveness of the recent design of the intrapreneurship model for one leading Indonesian Sharia banking company. In fact, Muamalat Bank survives in the industry with the effort of all resources, but it's not only to survive; it must win the competition as the primary goal. Hopefully, it will be achievable by fostering employee intrapreneurship competence, including attitude, behavior, and characteristics. Will Indonesia's local champion from the Sharia banking industry, which is Muamalat Bank, be able to make it happen?

Earlier scholars' research papers and literature, such as Krishna and Sukarno (2021), mainly focus on the efforts of Pertamina's management and the Indonesian government to increase the rank in the Fortune 500 Global amid other oil companies' progress. Limited studies are trying to discover the other potential Indonesian companies' chances, especially from Sharia Bank, to be the next new entry. This study contributes to the strategy development and test of the intrapreneurship model for Sharia Bank to venture into new products and service innovation and sustain in the market.

RESEARCH METHODS

On the one hand, the data collection process uses interview techniques to gather more information on the employees' intrapreneurship habits in Muamalat Bank Surabaya and Jombang. This is qualitative research; the results of the interviews were analyzed using five steps of the design thinking process: empathize, define, ideate, prototype, and test. The main output of this research is to offer a suitable corporate entrepreneurship model for Muamalat's Bank employees to enhance Intrapreneurship habits as an important aspect for Muamalat to sustain

and competitive and, hopefully, in the future, will be the first Sharia bank to be listed in the fortune 100 Indonesia.

The number of interviewees is two Muamalat Employees; they have been in the company for more than ten years. The interviews were conducted online and offline. Meanwhile, the interview process uses structured questions. These are some questions asked, which include the process of developing employees' competence, how they deal with innovation and creativity, and whether there is any training related to the development of Intrapreneurship. Hence, these questions will guide and provide what is happening there, what is required, what is important, how we create this, and whether it works. As a result, this research will provide a basic model for developing intrapreneurship among Muamalat Bank's employees.

The discussion starts with the exploration of Muamalat Bank Intrapreneurship information, including process and project, then analysis by using the design thinking process path to find out Muamalat's prototype or Intrapreneurship model as a formula to foster Intrapreneurship and develop a competitive advantage in the industry rivalry. Furthermore, there will be a deep discussion on how this study tests the Intrapreneurship model with CEAI or Corporate Entrepreneurship Assessment Instrument five indicators. This study collects data from the results of employee interviews; hence, the study gets comprehensive information from the staff as the main participants of any intrapreneurship process and projects inside the Bank. Afterward, it will follow a result analysis, which will cover the result of the Intrapreneurship model test for Muamalat Bank. The final purpose of the analysis is to decide on any possibilities for Muamalat Bank to design a better yet suitable model to develop and foster intrapreneurship and hopefully become Indonesia's new Fortune 100 member.

RESULT AND DISCUSSION

The results of the interview with Muamalat Bank staff are as follows. Interviewee 1 stated that they have been active in some activities within the company. Interviewee 1 said that this Bank encourages the employees to be involved in creative competition among branches. In addition, interviewee 2 mentioned that employees are eager to take part in most events held by the Bank's management. The events or contests are usually individual or group contests.

In order to find out the best Intrapreneurship model for Muamalat Bank to sustain its business, the researcher uses five steps of the design thinking process; the first step is to empathize; in this step, we try to understand the Muamalat Bank Intrapreneurship process and project by having an interview with two employees from two different branches. From their explanation, we gathered data that they have good products and services. Furthermore, they stated that these products are better than competitors'. Having said that, we still need more approaches and more marketing campaigns in order to gain more prospective customers.

Secondly, it is defining. Having said that, the bank's management actively creates some intrapreneurship-related activities, such as idea and creativity contests. However, there is no fixed intrapreneurship model in this Bank. This Bank has very talented employees who are always willing to support their institution in achieving the target.

The third step is to Ideate how employees can actually contribute and generate their ideas and innovation. The answer is that by creating an intrapreneurship model, we can compare it with other research conducted earlier on intrapreneurship, which offers a formula to increase entrepreneurship. The next step is a prototype; here, we try to create a prototype of the Intrapreneurship model. According to Interviewee 1, there are annual and incidental events, including sporting events, arts, literature, creative idea contests, and excellent service.

This is the prototype of Muamalat Bank's Intrapreneurship model, which compares four models: the Hayton & Kelley Model, the Vargas-Halabi Model, the Bacigalupo Model, and the Estonian Intrapreneurship Model.

Table 1. Model Comparison

Current Process & Project	Hayton & Kelley Model	Vargas-Halabi Model
a. Geulis Award b. Kobarkan Inovasimu c. Service Champion	Knowledge, attitude, Skills	Opportunity promoter, proactivity, flexibility, Drive, Risk-taking.
a. Sporting Event 1) Olimpiade Muamalat 2) Jatim Bali Nusra (JBN) Cup b. Video Challenge 1) Hari Lingkungan Hidup 2) Promosi Produk 3) Produk DPLK 4) Semarak Merdeka 5) Tutorial Jingle Muamalat 6) Workout Challenge	Skills, attitude	Proactivity, flexibility

Based on the opinion of Hayton and Kelley (2006) in Kikas (2022), there are three types of Intrapreneurship competence, see Table. It includes knowledge, skills, and attitudes. Some processes and projects in Muamalat Bank can be divided into these three types. From the interview with the staff, we noted some activities. For instance, the Geulis Award, Geulis stands for *Gerakan Literasi Syariah* (muamalatinstitude, 2020); this program is related to society education on Sharia financial; it collaborates with Universities, schools, orphanages, and also the public community. Mualamalt Instituted offers training, workshops, consulting, and publications for those interested in developing their skills.

With a wide variety of programs in Geulis, this activity clearly can foster and develop all three skills for staff who are involved in this program. Meanwhile, *the Kobarkan Inovasimu* Program, with Hayton and Kelley's intrapreneurship model, leverages staff skills in terms of developing cognitive ability and creativity. In addition, the Service Champion program in Muamalat boosts and fosters staff skills and knowledge, including analogical reasoning, transforming leadership and influencing. In addition, programs such as video challenges, *remark Merdeka*, and tutorial jingle Muamalat, programs with the Hayton and Kelley intrapreneurship model, are suited to foster the attitude of the staff.

Accordingly, Vargas-Halabi et al. (2017) and Kikas (2022) stated their intrapreneurial competencies mode: opportunity promoter, proactivity, flexibility, drive, and risk-taking. These competencies are actually similar to the previous Hayton and Kelley models; however, the Vargas-Halabi model tries to focus on the five main competencies of an intrapreneur. About the involvement of Muamalat Bank staff in the project and process, then we group it, as shown in the table below, Geulis award, kobarkan inovasimu, and service champion meet the condition to promote opportunities, become more proactive and flexible, drive new initiatives and take risk in finding new ideas. Meanwhile, the other processes and projects are considered ways to increase proactivity and flexibility.

Table 2. Model Comparison

Current Process & Project	Bacigalupo Model	Estonian Intrapreneursh ip Model
a. Geulis Award b. Kobarkan Inovasimu c. Service Champion	Ideas and Opportunities; Resources; Into Action	Self-Management: Managing social situations, creative thinking, and finding solutions. Acting Upon opportunities and ideas
a. Sporting Event 1) Olimpiade Muamalat 2) Jatim Bali	Resources	Managing Social situation

Nusra (JBN) Cup		
b. Video Challenge		
1) Hari Lingkungan Hidup		
2) Promosi Produk		
3) Produk DPLK		
4) Semarak Merdeka		
5) Tutorial Jingle Muamalat		
6) Workout Challenge		

Kikas (2022), based on Bacigalupo et al. (2016), stated three main competencies related to corporate entrepreneurship: ideas and opportunity, resources, and action. These areas have some specific competencies; Bank Muamalat projects and processes can already be classified as having these main competencies, primarily financial and economic literacy. Geulis award, kob arkan inovasimu, and service champion can be categorized as processes to gain ideas and opportunity competence.

In addition, Kikas (2022) composed another competency area based on Venesaar et al. (2018), known as the Estonian Model. There are four main areas: self-management, managing social situations, creative thinking, finding solutions, and acting upon opportunities and ideas. When we analyze some programs held for the staff, we see that they directly enhance their competencies. After comparing each of these competency models, the Estonian Model is the most suitable for the current project and process at Muamalat Bank.

The last step is Testing. This prototype's test will refine the quality of the Intrapreneurship model. Kuratko et al. (2014) introduce CEAI, which stands for Corporate Entrepreneurship Assessment Instrument. With this diagnostic tool, we try to assess and evaluate Muamalat Bank's intrapreneurship model, whether it supports it or still needs some work to do.

CEAI has five key indicators. These include a) the support of the management, b)

the boundaries, c) reward for the people involved, d) discretion, and e) availability of time. The first CEAI indicator is top-level **management support**; as we quote from the information of interviewee no 2, the management really makes an effort in terms of support to foster corporate entrepreneurship. Furthermore, there are no **boundaries** in fostering intrapreneurship competence; it already become an organizational culture; interviewee no 1 said that they will be involved in every intrapreneurship project in Muamalat. Hence, in doing so, staff or branches with the highest marks will get **rewards** from the management, which encourages them to perform their best in every intrapreneurship process. Meanwhile, from those activities, the management has fair **discretion** in deciding who turns out to be the best individual or group in each competition. The last indicator is time **availability**; Muamalat sets the creativity-related program into annual and incidental projects, such as the competitions mentioned earlier.

CONCLUSION

AND

RECOMMENDATION

This bank is designing a good process and project of intrapreneurship; having said that, it will be worth training, additional education, or a workshop focused on building the intrapreneurship behavior of employees. We recommend they have a workshop or training on corporate entrepreneurship. Educating members of the organization is a way to increase corporate intrapreneurship competencies. Intrapreneurship should be a part of management habits and can be embedded through program design, not incidental. What about the chance of Muamalat being on the Fortune 100 Indonesia? It is possible that when more people are aware of the Sharia Bank products and services, Muamalat Bank will benefit more from this. However, it needs more research. For further research, it might be beneficial to learn more about how Muamalat Bank the number of potential customers and increases its profit since the Fortune 100 consists of companies with the highest profits. In addition, it will be worth analyzing the effect of workshops or education on improving employees' entrepreneurship competencies.

REFERENCES

- Aninda, Nirmala . 11 Januari 2021. 3 Alasan Perusahaan butuh Intrapreneurship. <https://entrepreneur.bisnis.com/read/20210111/88/1341532/3-alasan-perusahaan-butuh-intrapreneurship> diakses 10 Januari 2024.
- Fortuneidn.com. (2023). *Fortune Indonesia 100: Perusahaan dengan Pendapatan Terbesar*. fortuneidn.com. <https://www.fortuneidn.com/fortune-indonesia-100> diakses 16 Januari 2024
- Fortune Media. (2024, August 5). *Fortune announces 2024 fortune global 500*. PR Newswire: press release distribution, targeting, monitoring and marketing. <https://www.prnewswire.com/news-releases/fortune-announces-2024-fortune-global-500-302213681.html>
- Giang, H. T., & Dung, L. T. (2021). The effect of internal corporate social responsibility practices on firm performance: The mediating role of employee intrapreneurial behaviour. *Review of Managerial Science*, 16(4), 1035-1061. <https://doi.org/10.1007/s11846-021-00473-w>
- Hayes, Adam. (25 July 2024). What is fortune 500 Company? How Companies are Ranked. <https://www.investopedia.com/terms/f/fortune500.asp> diakses 26 September 2024.
- Ilonen, S., & Hytönen, K. (2022). Why should I become an intrapreneur? Introducing the concept of intrapreneurial outcome expectations. *Entrepreneurship Education and Pedagogy*, 6(2), 251-275. <https://doi.org/10.1177/25151274221091692>
- Jadwal training. (2020, May 17). Muamalat Institute | Pelatihan Karyawan Bank. <https://muamalat-institute.com/jadwal-training/>
- Kikas, M. (2022). *Managerial Perspectives on Fostering Intrapreneurship in Organisations Through Education and Training* [Doctoral dissertation]. Estonian Business School.
- Krisna, & Subiakto Sukarno. (2021, March). *Performance of Pertamina-Indonesia among Oil and Gas Companies in the Fortune Global 500 of Southeast Asia. Can She Take the Lead?* [Conference session] The 3rd International Conference on Business and Banking Innovation, Surabaya.
- Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons*, 57(1), 37-47. <https://doi.org/10.1016/j.bushor.2013.08.009>
- Methodology for Global 500*. (2022, August 3). Fortune. <https://fortune.com/franchise-list-page/global-500-methodology-2022/> diakses 7 September 2024.
- Nayoan, A. (2023, January 27). *APA ITU intrapreneur? Pengertian, Manfaat, Dan Contohnya*. Niagahoster Blog. <https://www.niagahoster.co.id/blog/intrapreneurship-adalah/> diakses 10 Januari 2024.
- Ooghe, H., & De Prijcker, S. (2008). Failure processes and causes of company bankruptcy: A typology. *Management Decision*, 46(2), 223-242. <https://doi.org/10.1108/00251740810854131>
- Perry, M. (2022, May 25). *Fortune 500 firms in 1955 vs. 2014; 88% are gone, and we're all better off because of that dynamic 'creative destruction'*. American Enterprise Institute - AEI. <https://www.aei.org/carpe-diem/fortune-500-firms-in-1955-vs-2014-89-are-gone-and-were-all-better-off-because-of-that-dynamic-creative-destruction/>
- Wahyudi, S. (2019). Encouraging employee's intrapreneurship habits to reduce corruption. *Jurnal Bisnis Terapan*, 3(01), 1-8. <https://doi.org/10.24123/jbt.v3i01.1979>