

From Culture to Creation: The Mediating Role of Organisational Culture in the Relationship between Rewards and Intrapreneurial Behaviour Among Campus Recruited Freshers in Hyderabad

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ABSTRACT

Today's organisations are increasingly focusing on sustainability and agility to attain competitive edge, where being innovative has become constant necessity. Fostering Intrapreneurial Behaviour among young recruits through appropriate rewards is essential to adapt dynamic market requirements and technological changes. This study aims to explore how perceived rewards and recognition influence intrapreneurial behaviour among newly recruited freshers. While this behaviour is exhibited in physical work environments, organisational culture is considered as mediating factor. Drawing on Cognitive Evaluation Theory and Denison's Organisational culture model, the study is planned to examine the extent to which extrinsic and intrinsic reward systems influence Proactiveness, Innovativeness, Risk taking Behaviours.

The study focuses on the perceptions of freshers recruited through campus placements in the area of Hyderabad. Though the research adopts an empirical approach, primary data collection and model testing are yet to be initiated. A sample size of 400 newly recruited freshers from campus placements in Hyderabad is planned for the study, while Multiple regression will be conducted using SPSS to examine influence of perceived rewards and recognition on Intrapreneurial behaviour with organisational culture as mediating variable, The objective of this study is to analyse effect of rewards to promote intrapreneurial behaviour that give insights for organisations to cultivate potential from the earliest stages of employment.

Keywords: Rewards and Recognition, Monetary Rewards and Non Monetary Rewards, Organisation Culture, Intrapreneurial Behaviour, Campus Recruited Freshers.

1.0. INTRODUCTION

In today's fast-paced and innovation-focused global market, companies are progressively required to foster entrepreneurial mindsets among their employees to remain competitive, adaptable, and prepared for the future. A crucial aspect of this entrepreneurial mindset is intrapreneurial behavior, encompassing self-motivated actions by employees like innovation, proactiveness, and risk-taking signifying the efforts made within the confines of an established organization (Antoncic & Hisrich, 2003a). Intrapreneurship is essential for helping companies adjust, evolve, and excel in ever more intricate markets.

Although the academic and business sectors have extensively studied intrapreneurial behavior in seasoned professionals and mid-level managers, a notable research gap remains concerning newly graduated recruits from campuses. Young incumbents offer new viewpoints, technological expertise, and great flexibility, recognising them as important assets to innovation. The perspective of organisation towards recognition, fairness in rewards, and support systems can greatly influence their desire to participate in intrapreneurial endeavours.

A significant workplace factor affecting this behavior is the reward system. Historically, rewards have been categorized as either extrinsic (such as salary, bonuses, and promotions) or intrinsic (like job satisfaction, purpose, and autonomy). This research adopts a more nuanced perspective by distinguishing "recognition" from "rewards". Recognition is characterized as the social and psychological validation of employee contributions, such as verbal commendation, peer appreciation, awards, public recognition, etc. It may or may not be linked to financial or material rewards. Conversely, rewards are characterized as formal, concrete incentives like promotions, increments or bonuses that are clearly associated with performance or innovation (Ryan, R. M., & Deci, E. L. (2001), n.d.).

This distinction is especially significant for campus hires, who are in a critical phase of developing their professional identities. Acknowledgment, even without physical rewards, can affect their sense of worth in an organization and their perception of the significance of their contributions and ideas. On the other hand, lacking formal incentives even with acknowledgment might discourage certain individuals, especially in competitive settings. Consequently, both concepts need to be examined separately to grasp their separate and joint effects on intrapreneurial conduct.

The connection between recognition/rewards and intrapreneurial behavior does not exist in isolation. It is greatly influenced by the organizational culture, which encompasses the collective values, beliefs, and behavioral standards that oversee employee interactions. Culture serves a mediating function—it shapes how workers view recognition and rewards,

and if those views are sufficiently strong to impact proactive or risk-taking actions. A culture that encourages experimentation, psychological safety, a shared mission, and engagement, (Denison, D. R., Mishra, 1995) four-dimensional model can greatly improve the effectiveness of recognition and rewards by creating a nurturing atmosphere for innovation. Conversely, cultures based on hierarchy, control, or fear of failure might stifle the very behaviors that rewards seek to promote.

The current research is located within the Indian corporate environment, concentrating on Hyderabad which is a key centre for IT, pharmaceuticals, services, and manufacturing sectors. These sectors often hire numerous graduates straight from campuses, making them a perfect sample for this research. The research adopts a perception-focused methodology, seeking to comprehend how recently hired campus graduates perceive organisational recognition, rewards, and culture, and how these perceptions influence their intrapreneurial behaviours.

1.1. Objectives of the study:

- To Identify the components of Rewards and Recognition that influence Organisation Culture.
- To explore the organisational cultural traits perceived by campus recruited freshers based on Denison's Model.
- To analyse the effect of rewards and recognition on the organisational culture perceived by Campus recruited Freshers.
- To examine the effect of organisational culture on Intrapreneurial behaviour among campus recruited Freshers.

1.2. Problem Statement:

In the contemporary competitive business landscape, intrapreneurial behaviour is progressively acknowledged as a vital catalyst for innovation, flexibility, and organizational effectiveness. While earlier studies have recognized the separate influences of rewards and organizational culture on employee behavior, there is a lack of empirical research examining the interaction between these elements, especially concerning newly hired employees. Fresh graduates recruited from campuses are frequently seen as merely executing tasks who represent an underappreciated talent reservoir with significant potential for intrapreneurial impact. Freshers demonstrate proactive, innovative and risk taking behaviour that is greatly influenced by the organisational environment which they are situated in. There is a significant deficiency of empirical studies in Indian context. The study explores organisational culture that influences the connection between financial and non financial rewards on Intrapreneurial Behaviour with in this demographic segment. This research tackles this gap by investigating how rewards affect intrapreneurial tendencies, using organisational culture as a mediating element

1.3. Need for the Study

While many studies have investigated the connection between rewards, recognition, and intrapreneurial behavior, there has been little focus on fresh graduates recruited from campuses, a distinct and overlooked part of the workforce. Although organisational culture is recognized as a key factor affecting employee behaviour, its mediating function in the link between rewards and intrapreneurial behaviour is still inadequately examined, in Indian organizations. This research attempts to fill the gaps and offer more profound understanding of how organisational culture can improve intrapreneurial results for newly hired employees.

2.0. REVIEW OF LITERATURE

The literature review is crucial as it lays the theoretical groundwork for the study, reveals current research gaps, and guarantees the uniqueness of the present work. It offers insight into the variables at play, aids in the development of objectives and hypotheses, and influences methodological decisions. This research emphasizes the scarce studies on newly recruited students from campuses and the unexamined mediating function of organizational culture, thus supporting the importance and necessity of the current inquiry.

2.1 Rewards and Recognition: A Catalyst for Intrapreneurial Behaviour

Rewards and recognition act as crucial factors in influencing employee motivation and actions, especially in promoting intrapreneurial efforts. These mechanisms serve as both external and internal motivators that can greatly impact employees' readiness to take initiative, develop new concepts, and participate in risk-taking yet creative endeavours within organizational limits (Kuratko, Donald F., 2017.) ("Ryan, R. M., & Deci, E. L. (2001)). In companies that have structured systems to recognize and reward employee contributions and particularly those exceeding normal performance, there tends to be a higher occurrence of proactive and innovative behaviour (Omar Radwan ALmasria, 2018).

Numerous empirical studies have supported the direct influence of reward systems on intrapreneurial involvement. (Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. 2019.) highlighted that psychological empowerment is partially influenced by perceived organizational rewards, fosters proactive work behavior. It is essential for in-

trapreneurship. (Daniel Hjorth, 2012) suggested that rewards based on recognition offered in a supportive environment will boost intrinsic motivation and foster creative performance. This is crucial as creativity frequently serves as the forerunner to intrapreneurial results like product innovation, process enhancement and opportunity identification.

In the Indian context, (Sharma & Chrisman, 1999) found that reward systems in private sector organizations heavily impact intrapreneurial intentions. Their results indicated that workers who view their organization as equitable and attentive to acknowledging innovative efforts are more inclined to exhibit risk-taking and opportunity-seeking behaviours. Additionally, the presence of non-financial incentives like acknowledgment, recognition, chances for growth, and independence has been shown to be especially potent in motivating younger staff and newcomers to explore entrepreneurial concepts within the company.

The Cognitive Evaluation Theory (CET) provides understanding of the complex function of rewards from a theoretical standpoint. CET states that extrinsic rewards can occasionally diminish intrinsic motivation when they are seen as controlling factors (Ryan, R. M., & Deci, E. L. (2001). Yet, when rewards indicate skill and are surprising or informative (like recognition from peers or appreciation from leadership), they can bolster intrinsic motivations and subsequently strengthen entrepreneurial action. The two-fold impact of rewards is especially significant for campus-recruited newcomers, as their initial experiences with acknowledgment influence their view of the organization and their ongoing inclination towards innovation.

The connection between rewards and intrapreneurial behaviour is also influenced by psychological safety and the culture within the organization. As stated by (Ioana Alexandra Onea, 2023), rewards by themselves are not enough without a setting that encourages freedom of expression and experimentation. In this context, rewards serve as both reinforcements and indicators of organizational priorities to measure innovation.

In conclusion, rewards and recognition act as crucial predecessor to intrapreneurial actions aligning financial rewards with social recognition and career growth enables employees, especially newcomers, to engage beyond their designated responsibilities and promote internal innovation. When integrated into a nurturing cultural environment, these mechanisms establish the groundwork for a workforce that is actively engaged in intrapreneurship.

2.2 Intrapreneurial Conduct: Aspects and influencing Factors.

Intrapreneurial behaviour denotes the proactive, innovative, and risk-taking actions performed by employees inside a well-defined organization aimed at creating new ventures, products, or processes (Antonicic & Hisrich, 2003b). In contrast to entrepreneurs, intrapreneurs utilize existing organizational resources while exhibiting a comparable psychological mindset characterized by opportunity identification, innovation, tenacity, and the motivation to execute new concepts (Kuratko, Donald F., 2013). In recent years, intrapreneurship has received renewed focus as companies increasingly depend on internal innovation to gain competitive advantage.

The aspects of intrapreneurial behaviour have been thoroughly researched. (Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2011), pinpointed four critical elements: innovativeness (the creation of novel ideas), proactiveness (foreseeing and addressing upcoming requirements), risk-taking (readiness to seek uncertain results), and self-renewal (ongoing learning and adaptability). These dimensions closely correspond with corporate entrepreneurship frameworks and highlight that intrapreneurial behaviour is driven by individuals and sensitive to the context.

Various precedents have been recognized in empirical research. Factors at the individual level, including self-efficacy, job engagement, and a harmonious passion for one's work, correlate with a heightened intent to pursue intrapreneurial activities (Cardon et al., 2009). At the organizational level, supportive environments are marked by independence, time availability, management support, and resource accessibility which are essential in promoting intrapreneurial behaviour (Hornsby et al., 2002). (Hornsby et al., 2002), showed that workers tend to display intrapreneurial initiative when they view their work environment as flexible, supportive and full of opportunities.

Recent research has highlighted the impact of leadership as a vital facilitator of intrapreneurship. Genuine leadership approaches that foster trust, equity, and transparency have been linked positively to innovative actions in the workplace (Reuvers et al., 2008). Leaders who serve as advocates for innovation frequently foster psychological safety that promotes experimentation, particularly among young professionals and employees in the early stages of their careers. This is especially important for newly recruited students on campus who need cultural and structural support to transform their potential into tangible results.

Additionally, research conducted by (Ye, D., Xie, W., & Zheng, L. (2023).) employing structural equation modelling revealed that perceived organizational support, in conjunction with recognition and learning opportunities, greatly impacted employees' tendency to participate in intrapreneurial activities. In a similar vein, (Hornsby et al., 2002) suggest that com-

panies fostering experimentation and allowing calculated risk-taking cultivate an environment where intrapreneurial behaviour becomes integrated into everyday work routines.

In the Indian context, (Hornsby et al., 2002), reported that IT sector employees with greater access to training, autonomy, and performance-linked recognition were more inclined toward innovation and venture creation within their firms. Their findings underscore the importance of aligning structural support mechanisms with employee-driven motivation.

Notably, intrapreneurial behaviour has also been linked to organizational outcomes such as adaptability, growth, and renewal (Antoncic & Hisrich, 2003a). Companies that successfully promote intrapreneurial behaviour often experience improvements in agility, customer responsiveness, and knowledge transfer. This reinforces the idea that intrapreneurship is not merely a function of individual initiative but is profoundly shaped by the interaction between the employee and the organizational environment, including reward systems and cultural attributes.

In the Indian context, (Hornsby et al., 2002), observed that employees in the IT sector who had increased access to training, autonomy, and performance-based recognition showed a stronger tendency for innovation and entrepreneurial activities within their organizations. Their results highlight the significance of matching structural support systems with motivation driven by employees.

Significantly, intrapreneurial actions have also been associated with organizational results like adaptability, growth, and rejuvenation (Antoncic & Hisrich, 2003a). Firms that effectively encourage intrapreneurial activity frequently see enhancements in agility, customer responsiveness, and knowledge sharing. This emphasizes that intrapreneurship is not solely a result of personal initiative but is significantly influenced by the interplay between the employee and the organizational context, encompassing reward mechanisms and cultural characteristics.

2.3. Organizational Culture and Intrapreneurial Behavior

Organizational culture is broadly recognized as a key factor influencing employee behavior and organizational results. (Denison & Mishra, 1995) state that organisational culture includes essential characteristics like involvement, consistency, adaptability, and mission, which collectively create a unified and creative workplace atmosphere. These cultural dimensions influence employee engagement and greatly affect intrapreneurial tendencies, especially in early-career employees who need clarity, inclusion, and support for their innovative initiatives.

From a study conducted by (Hornsby et al., 2002) it is revealed that organisational culture significantly affects corporate entrepreneurship and intrapreneurial actions. It is particularly when the culture fosters risk-taking, innovation, and autonomy. In the same vein, (Kuratko, Donald F., 2018) and Morris (2018) contend that an encouraging environment fosters hidden entrepreneurial capabilities in staff, motivating them to be innovative and take initiative.

For younger workers, like newly hired graduates from campuses, culture is essential for their integration and impact. A constructive culture, marked by receptiveness to concepts, clear communication, and common objectives, fosters psychological safety and encourages new employees to engage in intrapreneurial efforts (Antoncic & Hisrich, 2001). This corresponds with the Social Exchange Theory, which asserts that employees respond to supportive organizational settings with increased engagement and creative behaviors.

Practical research has supported these theoretical assertions. Hornsby et al. (2002) discovered that Entry level and middle-level staff are more inclined to demonstrate intrapreneurial behavior with a view that the organizational culture as supportive of initiative and get recognised for employee contributions. Additionally, the Denison Organisational Culture Model has been utilized in various sectors to show that high-performing cultures, especially those characterized by significant involvement and adaptability, directly lead to innovative results (Denison et al., 2006).

In the Indian setting, Sharma and Chrisman (2007) discovered that organizational culture plays a significant role in influencing innovation practices among young employees in service-oriented companies. Their research emphasizes that although structural facilitators such as incentives are significant, culture frequently serves as the critical component that converts incentives into impactful entrepreneurial behavior.

Organisational culture is not just a background element but a dynamic influence that affects how employees—particularly newcomers—react to organisational stimuli such as rewards. A culture that fosters innovation, embraces calculated risk-taking, and promotes involvement strengthens employees' intrapreneurial orientation, positioning it as a crucial mediating factor in the current study

2.4. Theoretical backup of the study

2.4.1. Cognitive Evaluation Theory, a subset of Self-Determination Theory established by (“Ryan, R. M., & Deci, E. L. (2001)., n.d.), investigates how external rewards influence intrinsic motivation. This theory suggests that when people

view rewards as controlling or conditional, it can weaken their intrinsic motivation. Nonetheless, when rewards are perceived as informative and enhancing competence, they can bolster intrinsic motivation. In this research, the theory offers a fundamental insight into how organizational rewards—especially financial and non-financial incentives—can affect intrapreneurial motivation. It highlights the essential impact of external motivators on either fostering or hindering employees' internal desire to innovate, take risks, and act proactively in organizational environments

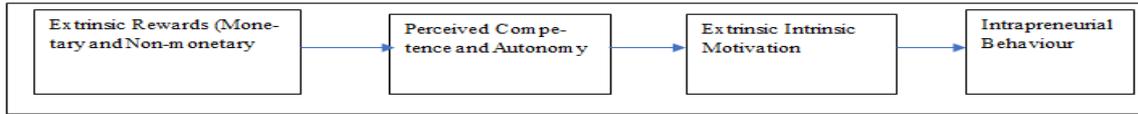


Fig 1: Cognitive Evaluation Theory of Intrapreneurial Behaviour

2.4.2. Social Exchange Theory asserts that human interactions are influenced by reciprocal exchanges that provide shared advantages over time. (Blau, 1964) highlighted that workers who recognize organizational support—like acknowledgment, equity, and a nurturing environment—are more inclined to respond with positive behaviors at work. In this study, this theory provides a framework to comprehend how recognition and organizational culture act as social factors that motivate employees to engage beyond their official responsibilities. Particularly, when workers obtain significant acknowledgment or function within an environment of trust and cooperation, they might react with improved intrapreneurial actions like creativity, risk-taking, and being proactive.

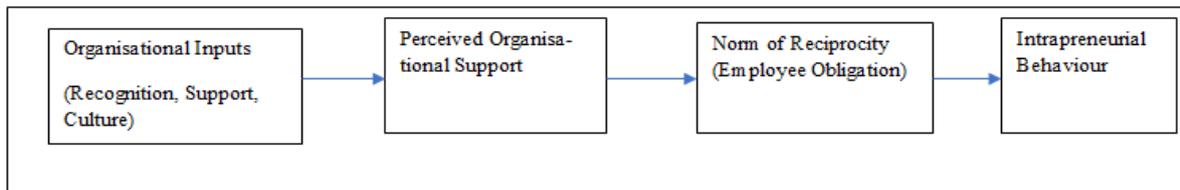


Fig2: Social Exchange-Based Model of Intrapreneurial Behaviour

2.4.3. Denison and Mishra’s Organisational Culture Model (1995), defines culture via four essential dimensions: involvement, consistency, adaptability, and mission. These aspects together influence how organizations cultivate internal cohesion and address external challenges. Central to this study is the model’s focus on engagement and flexibility, which strongly correlates with promoting innovation and intrapreneurial endeavors. The incorporation of organisational culture as an intermediary variable in the conceptual framework is firmly established in this model. It offers a systematic insight into how culture can affect the connection between incentives and intrapreneurial actions by fostering an atmosphere that promotes idea creation, independence, and teamwork.

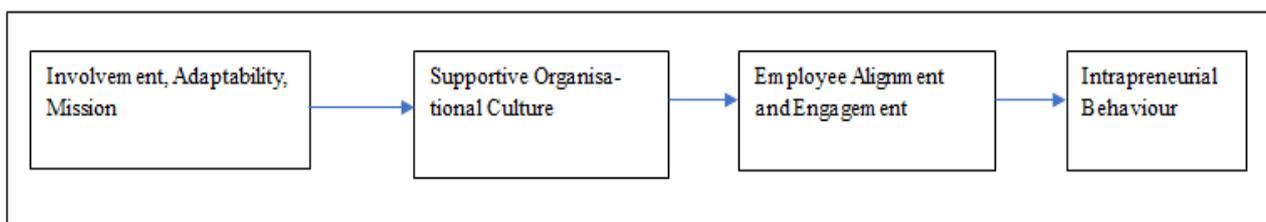


Fig 3: Denison and Mishra’s Organisational Culture Model of Intrapreneurial Behaviour

2.4.4. Herzberg’s Motivator-Hygiene Theory differentiates between two categories of workplace elements: hygiene factors, which inhibit dissatisfaction, and motivators, which encourage satisfaction and enhance performance. Recognition is a significant factor influencing employee engagement, satisfaction, and voluntary effort. In this study, the theory plays a key role in illustrating how recognition independently affects organizational culture and intrapreneurial results. By emphasizing recognition as a compelling motivator, the theory endorses its conceptual integration as both a direct factor influencing employee behavior and a precursor to a robust, innovation-oriented organizational culture

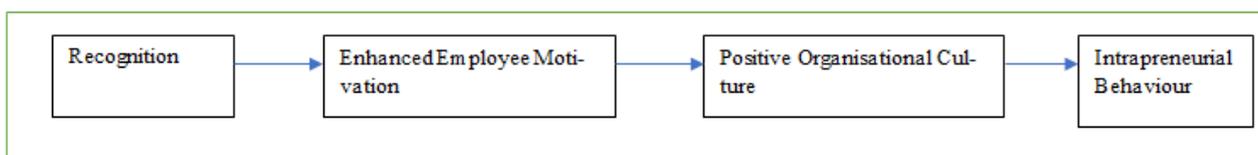


Fig4: The Model of Herzberg Motivation Hygiene Theory that supports Recognition Variable.

Table 1: Theoretical Foundations Supporting the Study

Theory	Used In	Purpose and Relevance
Cognitive Evaluation Theory (Deci & Ryan, 1985)	Review of Literature and Conceptual Framework	It explains how rewards (as extrinsic motivation) can influence or diminish intrinsic motivation, which is central to intrapreneurial drive. This theory justifies the inclusion of organisational rewards as a predictor of intrapreneurial behaviour.
Social Exchange Theory (Blau, 1964)	Review of Literature, Model Justification, and Discussion	It justifies how recognition and organisational culture act as social inputs that lead to employee reciprocity, such as innovation, risk-taking, and proactive behaviour. It is critical for linking recognition and culture to intrapreneurial outcomes.
Denison’s Organisational Culture Model (Denison & Mishra, 1995)	Conceptual Framework and Discussion	It provides the basis for including organisational culture as a mediator. The model highlights cultural dimensions such as involvement, adaptability, and mission that support innovation and intrapreneurial activities.
Herzberg’s Motivator-Hygiene Theory (Herzberg, 1959)	Introduction and Review of Literature	It helps justify the standalone influence of recognition on motivation and organisational outcomes. Recognition is treated as a motivator in Herzberg’s theory, supporting its impact on culture and behaviour.

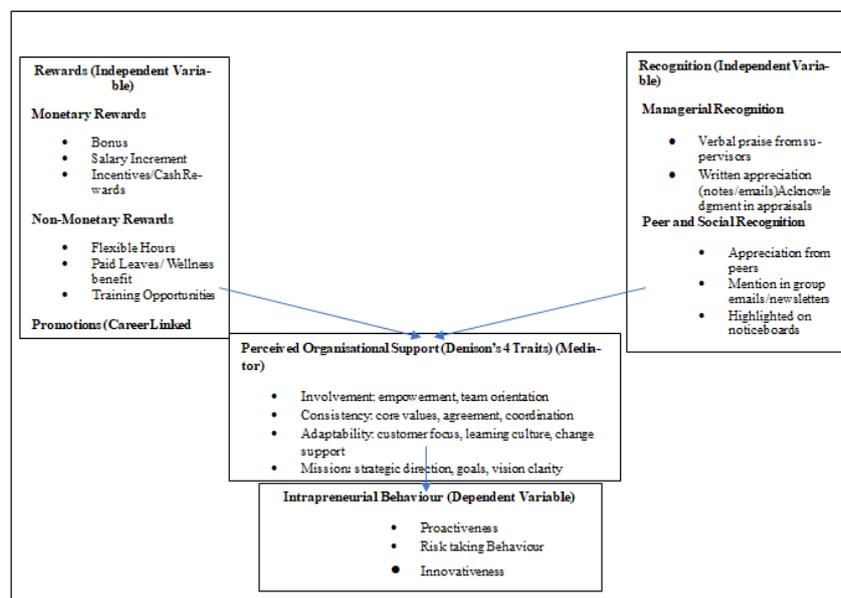
2.5. Synthesis of Review and Research Gap

The literature reviewed confirms that rewards and recognition significantly impact intrapreneurial behaviour, especially when mediated by a supportive organisational culture. While numerous studies explore these constructs individually, few have examined the interplay between structured reward systems and cultural attributes in shaping intrapreneurship among fresh campus recruits, particularly in the Indian context.

Existing research tends to focus on established employees with limited emphasis on how non-monetary rewards, peer recognition, and cultural inclusion affect early-career professionals. Moreover, the mediating role of organisational culture has to be understood as a dynamic force that either strengthens or weakens the impact of rewards which remains underexplored.

This study addresses these gaps by examining the mediating influence of organisational culture in the relationship between rewards and recognition and intrapreneurial behaviour, specifically among freshers recruited through campus placements in Hyderabad. The findings aim to contribute both to theoretical models of intrapreneurship and practical frameworks for HR and organizational development.

2.5.1. Research Model:



2.6. Conceptual Frame Work of the current study

The current study's conceptual framework is designed to investigate the connection between organisational recognition and rewards (independent variables), organisational culture (mediating variable), and intrapreneurial behaviour (dependent variable). The research examines newly hired freshers in Hyderabad and explores how their views on workplace recognition and rewards impact the cultivation of intrapreneurial characteristics like innovativeness, risk-taking, and proactiveness, while organisational culture serves as a facilitator.

2.7. Constructs Identified for the Study

Table 2: Constructs of the Study

Variable Type	Construct
Independent Variables (IVs)	1. Organisational Recognition 2. Organisational Rewards
Mediating Variable	Organisational Culture
Dependent Variable (DV)	Intrapreneurial Behaviour(with three subdimensions): • Innovativeness • Risk-taking • Proactiveness

2.8. Hypotheses of the study

Direct Effects on Organisational Culture

- **H1a:** Organisational rewards has a significant positive effect on organisational culture as perceived by campus-recruited freshers.
- **H1b:** Organisational recognition have a significant positive effect on organisational culture as perceived by campus-recruited freshers.

Direct Effects on Intrapreneurial Behaviour Dimensions

- **H2a:** Organisational culture has a significant positive effect on innovativeness among campus-recruited freshers.
- **H2b:** Organisational culture has a significant positive effect on risk-taking among campus-recruited freshers.
- **H2c:** Organisational culture has a significant positive effect on proactiveness among campus-recruited freshers

3.0. RESEARCH METHODOLOGY

This chapter describes the research method used to examine the mediating influence of organisational culture on the connection between organisational rewards/recognition and intrapreneurial behaviour among newly hired graduates in Hyderabad. The methodology encompasses the research framework, target population, sampling method, data gathering instruments, scale creation, and analytical approaches employed to confirm the proposed model and hypotheses.

3.1. Study Framework

The research employs a quantitative, descriptive, and cross-sectional design. It seeks to analyze the relationships of cause and effect among recognition, rewards, organizational culture, and the three aspects of intrapreneurial behavior (innovativeness, risk-taking, and proactiveness). Data collection was conducted using a structured questionnaire, and statistical methods were employed for analysis.

3.2. Demographics and Sampling Methods

The study's population consists of freshly recruited graduates from campuses employed in diverse private sector companies in Hyderabad, mainly within service-oriented industries (IT, consulting, financial services, etc.).

- **Sampling Technique:** The research employed a non-probability convenience sampling approach, choosing participants based on their availability and readiness to participate.
- **Sample Size:** The ultimate sample comprises 400 campus recruited freshers who are employed in full time positions and having 0-2 years of experience in the area of Hyderabad.

Primary data was collected through a well structured questionnaire developed based on a thorough review of literature and validated scales from previous empirical studies. Each construct was operationalised using multi item Likert type

scale, with respondents indicating their level of agreement on a 5 point scale ranging from 1- strongly disagree to 5- strongly agree.

3.3. Demographic Information

Table 3: Table showing Demographic Information of the respondents

Demographic Profile			
Gender		Freq	%
	Male	152	54
	Female	133	46
Total		285	100
	Interval	Male	Female
Age Composition	20	73	40
	21	28	59
	22	49	35
	23	8	0
	24	158	134
Total			
Academic Credentials	Btech/M tech	74	78
	Non technical Graduate	22	55
	Non Technical PG	36	20
Total		132	153
Designation	Trainee	75	45
	Executive	38	42
	Sr. Executive	25	32
	Consultant	20	15
Total		158	134
Experience	0-1 years	95	60
	1-2 years	38	42
	2-3 years	25	32
Total		158	134

3.3.1. Demographic Profile of the Respondents

The research involved 285 newly recruited students from the campus in Hyderabad, including 152 males and 133 female participants contributing to 54% and 46%. The demographic structure shows an even representation regarding gender. Age composition of the participants is between 20 and 22 years. Among males the largest group was at 24 followed by age 20 and female participants are 24 and 21. The results of Academic Credentials is, Among the total sample, B.Tech/M.Tech graduates represented a noteworthy segment of 74 male and 78 female participants. The designation of the respondents during the data collection process included Trainees, Executives, Senior Executives and consultants. Most respondents were trainees (75 men, 45 women), aligned with early career position. Experience of the participants is 95 males, 60 females possessed under one year of experience, indicating the novice group. A lesser group indicated 1–2 years (38 males, 42 females) and 2-3 years of experience (25 males, 32 females).

3.4.0. Reliability and Validity of the Scales

To ensure the robustness of the measurement instrument, the constructs used in this study were subjected to tests of reliability and validity. These tests were performed after data collection using SPSS, with a specific focus on internal consistency and construct validity.

3.4.1. Reliability Analysis

The internal consistency reliability of each scale was assessed using Cronbach's Alpha (α). A Cronbach's Alpha value of 0.70 or above is generally considered acceptable for social science research (Nunnally & Bernstein, 1994). The reliability coefficients for all major constructs used in the study were found to be within the acceptable range, indicating strong internal consistency.

Table 4: Table Showing Reliability Statistics through Cronbach alpha analysis of the Data

Reliability Statistics			
Variable	Value of Cronbach Alpha	No.Of Items	Significance
Recognition	0.741	12	Acceptable
Rewards	0.742	12	Acceptable
Organisation Culture	0.841	7	Good
Proactiveness	0.76	4	Acceptable
Risk Taking Behaviour	0.817	4	Good
Innovativeness	0.76	4	Acceptable

Reliability analysis was performed to evaluate the internal consistency of the constructs used in the research. The values of Cronbach's Alpha varied between 0.741 and 0.841, reflecting reliability from acceptable to good (Nunnally, 1978). The constructs Organisational Culture ($\alpha = 0.841$) and Risk-Taking Behaviour ($\alpha = 0.817$) showed strong internal consistency, while the other variables including Recognition, Rewards, Proactiveness, and Innovativeness had acceptable reliability with alpha scores exceeding the 0.70 mark. These findings validate that the measurement scales employed are adequately reliable for additional statistical analysis.

3.4.2. Validity Scale

To measure validity of the scale KMO test is conducted using SPSS. The Kaiser-Meyer-Olkin (KMO) test measures the adequacy of sampling for factor analysis. It assesses whether the variables in the dataset are sufficiently correlated to justify the use of factor analysis. Values above 0.6 are considered acceptable, indicating that patterns of correlations are compact and factor analysis is appropriate.

Table 5: Table Showing Validity Scale through KMO analysis of the Data

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.718	
Bartlett's Test of Sphericity	Approx. Chi-Square	268.260
	Df	42
	Sig.	0.000

The KMO value of 0.718 indicates a middling level of sampling adequacy (Kaiser, 1974), suggesting that the data is suitable for factor analysis. According to commonly accepted thresholds, KMO values between 0.7 and 0.8 are considered acceptable.

The Bartlett's Test of Sphericity yielded a Chi-Square value of 268.260 with 42 degrees of freedom and a significance level of $p = 0.000$, which is statistically significant.

4.0. DATA ANALYSIS

The study adopts a descriptive and empirical research design, aimed at exploring how organisational rewards influence intrapreneurial behaviour among campus-recruited freshers, with organisational culture as a mediating factor. The data analysis was conducted using SPSS, and included both descriptive and inferential techniques. In the inferential stage, the study employed Analysis of Variance (ANOVA) to test for significant differences in intrapreneurial behaviour and organisational culture across different demographic groups (e.g., gender, age, education, job role). ANOVA was chosen as an appropriate method to determine whether mean differences among more than two groups were statistically significant. While Multiple regression is used to measure Effect of Rewards and Recognition on Intrapreneurial Behaviour with the mediating effect of Organisational Culture.

4.1. Anova

Analysis of Variance (ANOVA) is a statistical method utilized to assess if there are meaningful differences among the means of three or more independent groups. It assists in determining if the changes in responses result from real group differences. This research utilized ANOVA to investigate if demographic variables like gender, age, and education level result in notable variations in views on organizational rewards, culture, and intrapreneurial behavior.

Table 6: Table Showing Analysis of Variance of Data

Variables/Demographics	Independent Variable		Mediating Variable	Dependent Variable/ Intrapreneurial Behaviour		
	Recognition	Rewards	Organisational culture	Proactiveness	Risktaking Behaviour	Innovativeness
Gender	0.135	0.318	0.487	0.950	0.103	0.122
Age	0.756	0.191	0.391	0.283	0.600	0.796
Education	0.303	0.804	0.579	0.750	0.164	0.743
Qualification	0.932	0.202	0.391	0.153	0.673	0.040
Experience	0.809	0.409	0.161	0.330	0.787	0.155

The ANOVA findings shown in the table above investigate how demographic factors (gender, age, education, qualification, and experience) affect the independent, mediating, and dependent variables of the research. Of all the examined relationships, a statistically significant difference was found solely in the scenario where 'Qualification' affects 'Innovativeness' ($p = 0.040$). This indicates that the qualification level influences how newly recruited graduates demonstrate innovative behavior in the organisation.

No other demographic factors exhibited a notable variation in recognition, rewards, organizational culture, proactiveness, or risk-taking behavior. These findings suggest that intrapreneurial behavior and views on organizational factors are mostly uniform across demographic groups, except that innovativeness varies with educational qualifications

4.3.0. Effect of Rewards, Recognition on Intrapreneurial Behaviour Mediating Organisational Culture

To assess the effect of independent variable, Rewards, Recognition on Intrapreneurial Behaviour Mediating Organisational Culture multiple regression is done. Multiple regression analysis is a statistical method utilized to investigate the connection between one dependent variable and several independent variables. It aids in determining the separate and joint impacts of predictor variables on the outcome variable, while accounting for the effects of other variables. This approach is especially beneficial for assessing theoretical models and comprehending the comparative impact of each element.

Table 7: Table Showing Effect of Rewards, Recognition on Organisation culture and OC on IB

Hypothesis	Relationship of Constructs	R	R2	Beta Coefficient	T statistics	P values (<0.05)	Status
H1a (Rewards to Organisational Culture)	Monetary Rewards to OC	0.367	0.145	0.28	2.53	0.01	Accepted
	Non Monetary Rewards to OC	0.428	0.150	0.28	2.85	0.00	Accepted
	Promotions to OC	-0.669	0.217	-0.47	-3.08	0.00	Accepted
H1b (Recognition to Organisational Culture)	Managerial Recognition to OC	-0.161	0.091	0.12	0.76	0.04	Accepted
	Peer and Social Recognition to OC	0.089	0.096	0.06	0.92	0.36	Rejected
	Symbolic and Opportunity based Recognition to OC	0.319	0.084	0.22	3.81	0.00	Accepted

H2 (OC to IB) H2 a	OC to Proactiveness	-0.041	0.045	-0.05	-0.92	0.36	Rejected
H2b	OC to Risk taking behaviour	0.176	0.050	0.20	3.50	0.00	Accepted
H2c	OC to Innovativeness	0.176	0.050	0.20	3.50	0.00	Accepted

The results reveal that monetary rewards ($R = 0.367$, $\beta = 0.28$, $p = 0.01$), non-monetary rewards ($R = 0.428$, $\beta = 0.28$, $p = 0.00$), and promotions ($R = -0.669$, $\beta = -0.47$, $p = 0.00$) significantly influence organisational culture. Even though promotions show that it is hypothetically significant, Promotions show a negative beta coefficient, indicating an inverse relationship with organisational culture.

Under the recognition dimension, managerial recognition ($\beta = 0.12$, $p = 0.04$) shows a very poor effect on organisational culture and peer/social recognition ($\beta = 0.06$, $p = 0.36$) was statistically insignificant, suggesting limited impact on organisational culture. However, symbolic and opportunity-based recognition had a significant and positive effect ($R = 0.319$, $\beta = 0.22$, $p = 0.00$), supporting its role in shaping organisational culture.

Further, organisational culture was found to significantly influence two dimensions of intrapreneurial behaviour: risk-taking behaviour ($\beta = 0.20$, $p = 0.00$) and innovativeness ($\beta = 0.20$, $p = 0.00$). However, its relationship with proactiveness was statistically insignificant ($\beta = -0.05$, $p = 0.36$).

5.0. DISCUSSION

The primary goal was to investigate how much organisational rewards and recognition impact the organisational culture experienced by new hires recruited from campuses. Regression analysis demonstrated that organizational rewards had a notable and beneficial impact on organizational culture thus confirming H1a. This indicates that concrete rewards, like incentives, bonuses, and opportunities for career growth, significantly influence the cultural views of new employees.

Conversely, recognition demonstrated that it is not statistically significant on effect on organisational culture, thus rejecting H1b. Though recognition is significant in motivational theory, its influence on forming collective cultural values among freshers seems restricted in this scenario. Peer and social recognition doesnot necessarily help in getting rewards form organisation. It yields psychological pleasure and enhances self esteem but doesnot turn into incentives or reward.

The results of H1c, shows that organisation culture promotes risk taking behaviour and innovativeness while doesnot encourage proactiveness. Since Proactiveness is keyfactor that influences intrapreneurial behaviour organisations should foster promoting proactiveness that enhances employees' vicinity towards a problem.

These results are partially consistent with Cognitive Evaluation Theory(Deci & Ryan, 1985), which highlights how external rewards can either increase or reduce intrinsic motivation. In this research, rewards had a favourable effect on cultural perception, while recognition did not significantly influence it. Herzberg's Two-Factor Theory backs this idea, considering recognition as a motivator; however, in this instance, it may not have been strong enough by itself to meaningfully influence organisational culture.

6.0.CONCLUSION

This research investigated how organisational culture mediates the link between rewards and recognition and intrapreneurial behaviour among newly recruited graduates from different sectors. Through the incorporation of essential theoretical foundations the study covers an all-encompassing perspective on the ways in which cultural dynamics and motivational factors influence proactive and innovative behaviours among employees.

Unlike the other studies, confining to one particular field, The study encompasses cross sectional sample of new incumbent employees from different sectors. This helps in understanding employee perspective towards rewards and recognition across multiple sectors. This study offers cross sectional insights of employees towards organisational practices to promote creativity and problem solving skills of employees. The theoretical implications of the study comprehend to contextual backdrop and practical implications assists to comprehend organisations to allocate resources towards cultural enhancement and importance of recognition to motivate new hires to foster intrapreneurship.

7.0. IMPLICATIONS FOR FURTHER STUDIES

The study offers valuable insights, the research presents multiple directions for further investigation. A comprehensive design could provide greater insights into how intrapreneurial traits and cultural perceptions develop over time among campus recruited freshers. The study can be extended as comparative studies with relevance to specific sectors and how rewards and cultural practices vary across different industries. The study can also be a mixed method approach to get deep understanding of the study using qualitative techniques like focus study.

In summary, this research establishes a basis for comprehending how early-career workers view and react to cultural and motivational influences and emphasizes the necessity of creating inclusive, incentive-based, and innovation-fostering workplaces across various industries

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