



Hanaa BENCHRIFA

Hassan II University-FSJES MOHAMMEDIA
Morocco

Examining intrapreneurial dynamics in Moroccan SMEs: An analysis of organizational levers

Abstract:

Intrapreneurship has emerged as a pivotal catalyst for innovation within small and medium-sized enterprises (SMEs). While a multitude of scholarly investigations underscore the impact of both environmental and strategic determinants, this study accentuates the indispensable function of internal organizational mechanisms in cultivating intrapreneurial dynamics.

Employing a qualitative methodology that incorporates multiple case studies of Moroccan SMEs within the information and communication technology (ICT) sector, the research delineates organizational structure as a foundational element. The organic structure – defined by minimal formalization, a flattened hierarchy, authority based on expertise, moderately centralized governance, and fluid communication pathways – is identified as the most conducive organizational framework for the promotion of intrapreneurial behavior.

Nevertheless, the mere establishment of such a structure is insufficient in isolation. Intrapreneurial dynamics necessitate the execution of complementary organizational mechanisms. The organizational culture must actively promote creativity, acceptance of failure, and mutual trust between management and personnel. Moreover, human resource management assumes a critical role through the selective recruitment of intrapreneurial profiles (characterized by innovation, proactivity, and risk-taking), the enhancement of socialization practices that bolster integration and commitment, as well as ongoing skill development initiatives.

Additionally, a differentiated recognition and reward system, which acknowledges both minor and significant innovative contributions, functions as a potent motivational lever. Finally, conditional and progressive resource allocation, particularly in financial terms, facilitates the support of intrapreneurial initiatives in accordance with their feasibility and potential for growth.

The analysis therefore underscores the imperative of an integrated and coherent organizational configuration to sustainably nurture intrapreneurship within Moroccan SMEs.

Biography

Associate Professor (HDR) at Hassan II University- FSJES Mohammedia, Morocco, specializing in entrepreneurship, innovation, strategic management, and human resource management. With a Doctorate in Business Administration and significant experience in higher education. Her academic work explores intrapreneurial dynamics in SMEs, governance of startups, entrepreneurial intention and the role of HR in fostering innovation. She has published in peer-reviewed journals, contributed to collective books, and actively participates in national and international conferences. Her research aims to bridge theory and practice, particularly in the context of Moroccan businesses and entrepreneurial ecosystems.