



Bibliometric Analysis of Intrapreneurship and Entrepreneurship Using VOSviewer Based on Google Scholar

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Abstract :

Research on intrapreneurship and entrepreneurship is vast, but bibliometric mapping can help structure our research. Since Schumpeter's work (1934), the literature has evolved with different conceptualizations, notably intrapreneurship. Practitioners' growing interest in these concepts highlights the need for a bibliometric study in this field. This article aims to create a visualization map on entrepreneurship and intrapreneurship to assist future researchers. The bibliographic analysis will be based on data extracted from Google Scholar and the Publish or Perish tool. This study will generate meaningful links to existing research on these topics, using Vosviewer to represent co-author networks and term co-occurrence.

Key Words: Entrepreneurship, Intrapreneurship, Mapping, Bibliometric, Analysis VOSviewer

JEL Classification : L26, M13, O31

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Introduction:

In traditional culture, the entrepreneurial spirit was virtually absent; one just had to follow instructions, not take initiative, and always fear failure. In contrast, entrepreneurial culture is based on creation, innovation, experimentation, and taking responsibility.(Toftoy, Chatterjee, & Toftoy, 2004)

In today's economy, competition and uncertainty characterize the global business market. However, for companies to remain profitable, it is imperative that they resort to innovation and creativity, starting with the original idea, which will subsequently develop an entrepreneurial spirit.(Bouchard, 2009)

In recent decades, entrepreneurship has evolved from an emerging field to an area of academic research. The initial goal of researchers is to analyze entrepreneurship and



its influence on economic growth. Entrepreneurship as a concept emerged in the 1700s and was revived in the 1930s by Schumpeter through several theories. However, entrepreneurship has been approached in many ways, but the basis remains the same: *the creation of businesses in a given market*.

Furthermore, over the years, in the world of literature, the term entrepreneurship has not been limited to creation alone, but has explored other areas and concepts such as intrapreneurship and entrepreneurial intent. This is why we can say that the entrepreneurial system consists of the creation of new startups as well as intrapreneurship, the latter being the identification and exploitation of innovative ideas by employees of an existing company.

This article focuses on two key concepts, entrepreneurship and intrapreneurship, through bibliometric research. The latter is a subfield of entrepreneurship, hence the interest in studying these two concepts together. (Hornsby, Kuratko, Holt, & Wales, 2013) .

That said, we will attempt to answer the following questions:

- What are the areas of research related to entrepreneurship between 2002 and 2023?
- What are the most dominant article titles related to intrapreneurship between 2013 and 2023?
- Which authors have been cited together in the fields of intrapreneurship and entrepreneurship (2013-2023)?

To answer these questions, this study pursues three main objectives. Firstly, to identify and map research areas related to entrepreneurship between 2002 and 2023. Secondly, to analyze dominant article titles in intrapreneurship (2013-2023). And thirdly, to examine co-citation networks among key authors in both fields, while providing an accessible methodology for researchers in developing countries.

Based on the objectives outlined above, the following research hypotheses are proposed:": H1: Research areas in entrepreneurship have diversified between 2002 and 2023, evolving from entrepreneurial education and management toward themes such as women's entrepreneurship, international entrepreneurship, and entrepreneurship theory research. H2: The dominant terms in intrapreneurship research (2013-2023) focus on innovation, organizational performance, and employee entrepreneurial behavior, as evidenced by co-occurrence analyses.

Consequently, this study is based on a bibliometric analysis of co-citations measuring the relationship between research articles (2002 to 2023), titles, abstracts, and keywords in order to assess the strength of the variables. The expansion of intrapreneurship as a field of research has been marked by terminological confusion and a wide variety of theoretical approaches .

This study aims to develop the methodology of future researchers. The emergence of Harzing's Publish or Perish tool and Vosviewer has made it possible to produce data in the form of visual maps. The latter provides mind maps representing the words and expressions closest to the subject, examining studies in terms of temporal evolution, geographical distribution, and number of authors. This analysis will help



researchers extract data on a desired topic, so that students from underdeveloped and developing countries who do not have access to expensive databases can easily collect data for bibliometric analysis.

I. Literature review

Our study is based on a bibliometric analysis of entrepreneurship and intrapreneurship, which are two very similar concepts, although there is always a nuance in the terminology. In this literature review section, we attempt to highlight intrapreneurship as well as entrepreneurship and the relationship between the two.

1. Intrapreneurship

The first author to address the concept of intrapreneurship was (Pinchot, 1985), who defined it as "a new opportunity within the same company to create added value." For (Drucker, 1986), intrapreneurship is directly related to the generation of new opportunities for business growth.

(Antoncic & Hisrich, 2001) also addressed the relationship between intrapreneurship and improved business performance, which was taken up by (Hornsby et al., 2013). Similarly addressed the concept of innovation in the field of intrapreneurship, while (Ireland, Hitt, & Sirmon, 2003) (Morris, Webb, & Franklin, 2011) discussed the success and survival of companies and, finally, commercial success and its relationship with intrapreneurship undertaken by (Nicholson, Shen, & Nicholson, 2016).

However, like any field of research with various definitions, intrapreneurship has experienced confusion in terminology due to the use of several theoretical approaches (Åmo & Kolvereid, 2005).

Researchers (Antoncic & Hisrich, 2003) have identified two trends, both of which exist at the company level:

- Entrepreneurial orientation, subsequently followed by (Bouchard & Basso, 2011) and (Covin & Wales, 2012).
- Corporate entrepreneurship, developed by (Ireland, Covin, & Kuratko, 2009; Rigtering & Weitzel, 2013).

A few years later, (Gawke, Gorgievski, & Bakker, 2019) developed the theory and highlighted three distinct approaches to intrapreneurship, listed below:

- Entrepreneurial orientation approach: intrapreneurship is a higher-level factor where company employees take the initiative, increase innovation, and take risks. (Edú Valsania, Moriano, & Molero, 2016)
- Intrapreneurship results-based approach: focusing on employee participation and contribution to intrapreneurial activities within the company. (Hornsby, Kuratko, Shepherd, & Bott, 2009)
- Approach focused on employee behavior: intrapreneurship is achieved through entrepreneurial behavior on the part of employees (Edquist, Hommen, & McKelvey, 2001) as well as strategic renewal in order to optimize the company's capacity for external and internal change. (Zampetakis, Beldekos, & Moustakis, 2009).



Several authors argue that intrapreneurship is influenced by various parameters, which we have grouped together in the table above:

Table 1: «Parameters of intrapreneurship according to authors »

Intrapreneurship	
Authors	Parameters
(Badguerahanian & Abetti, 1995)	Environment and dynamics
	New production
	Technology and industrial growth
(Johanna de Villiers-Scheepers, 2012)	Autonomy
	Salary rewards
(Neessen, Caniëls, Vos, & De Jong, 2019)	Employee characteristics
(Bakker & Demerouti, 2014)	Job design
(S. K. Parker, Bindl, & Strauss, 2010)	Proactive behavior

Source: created by the author

However, intrapreneurship remains an important part of the entrepreneurial world, and the consequences of its application are the improvement and growth of business performance in a hostile environment (Covin & Slevin, 1991). As well as the growth of intrapreneurial practices that adhere to the startup a competitive environment where it can develop and prosper. (Louis Jacques Filion, 1999)

Intrapreneurship is a trend that encompasses several approaches, but these can be grouped into two main areas: the profile of the intrapreneur and the intrapreneurial process.

1.1. Intrapreneur :

The concept of "intrapreneur" was introduced by author (Pinchot, 1985), the father of intrapreneurship, who demonstrates the idea that to become an entrepreneur, it is not necessary to leave the company. The intrapreneur is the main actor in the intrapreneurial process within the company

1.2. The intrapreneurial process:

This second axis focuses on the intrapreneurial process, also known as the organizational process. (Russell, 1999) develop the systemic model of intrapreneurship, while (Kuratko, Hornsby, Naffziger, & Montagno, 1993) discuss the importance of corporate culture (entrepreneurial thinking) in promoting entrepreneurial behavior among employees, which varies from one country to another depending on the environmental or organizational context (Hofstede, Hofstede, & Minkov, 2010).



2. Entrepreneurship:

The origin of the term entrepreneurship dates back to the 1850s. Many researchers believe that the term entrepreneurship is closely related to the term business administration.

Entrepreneurship is a very complex and diverse phenomenon, which is why there are several definitions. For (Julien, 2010), entrepreneurship is limited solely to business creation. Furthermore, (Schumpeter & Swedberg, 2021) reports that entrepreneurship causes changes in the market and the economic sector.

Similarly, for (Verstraete & Saporta, 2006), entrepreneurship is a phenomenon that combines the entrepreneur who acts, structures, and works for socio-economic purposes and the resulting organization.

On the other hand (Louis Jacques Filion, 1997) states that entrepreneurship is the field that studies the practice of entrepreneurs; it is a source of wealth as it also enables job creation and reduces unemployment.

Indeed, entrepreneurship is "a state of mind that compels inactive populations to take initiative, accept challenges, and become actors in their personal and professional futures." (Janssen, 2016)

According to the Global Entrepreneurship Monitor (GEM) international research program, countries characterized by high entrepreneurial activity, such as the United States and Canada, see their GDP depend on the progress of SMEs each year. (Verstraete & Saporta, 2006)

Austrian economist Joseph Schumpeter (1935) is considered the pioneer of entrepreneurship. He highlights the role of innovation and the idea of "creative destruction" undertaken by entrepreneurs who identify opportunities and develop technologies that enable economic activity to flourish.

Furthermore, numerous studies have mentioned that the term entrepreneurship is closely linked to the term creativity. (Kreitmeyr-koska, 2019)

The phenomenon of entrepreneurship refers to a regular search for opportunity, so it is considered a continuous and cumulative learning process based on the innovative, creative, and risk-taking entrepreneur.

However, we cannot talk about entrepreneurship without mentioning its main player, the entrepreneur. According to the father of entrepreneurship, Josef Schumpeter: "An entrepreneur is anyone with the ability to convert an original idea into an excellent innovation."

(Matthew, Ford, & Human, 2001) offer a comparison based on the personal characteristics of the entrepreneur and the intrapreneur, the latter being defined as a person working within a company with an entrepreneurial spirit, limited by a commercial environment. (Buekens, 2014).

**Table 2 : «Difference between intrapreneurs and entrepreneurs»**

Authors	Entrepreneur	Intrapreneur
(Champagne & Carrier, 2004)	High expectations	Moderate expectations
(Carrier, 2011)	Independent	Dependent
(Basso 2006)	Non-hybrid	Hybrid
(S. C. Parker, 2011)	New company	Existing company
(Nyström, 2012)	Competence and experience determine success	Opportunity determines success
(Davis, 1999)	Aggressive and free	Flexible and adaptable
(Menzel, Aaltio, & Ulijn, 2007)	Manager	Leader

Source: developed by the author

However, it cannot be denied that entrepreneurs and intrapreneurs share the same goal, which is to seek out new opportunities while taking risks.

2.1. The difference between entrepreneurship and intrapreneurship:

In the entrepreneurial world, various researchers have examined the following question: what is the difference between "entrepreneurship" and "intrapreneurship"? Here are a few examples:

- Entrepreneurship occurs when one or more entrepreneurs engage in the creation of an independent business, while intrapreneurship is when members of a company identify and exploit ideas for their own businesses
- Intrapreneurship (Antoncic & Hisrich, 2000) is an entrepreneurial activity carried out within an existing organization, while seeking new opportunities (Stevenson & Jarillo, 2007)

Entrepreneurship, on the other hand, is the management of human and material resources with the aim of creating and establishing a new business. (HAMMOUDA & LASSASSI, 2010).

II. Methodology:

The bibliometric research was based on the analysis of publications on entrepreneurship and intrapreneurship to discover and clarify the important words associated with these terms, extracted from GOOGLE SCHOLAR, which is a very rich database. However, there are other databases such as Scopus, WoS, and Dimensions, but this study only used Google Scholar because it contains a very wide range of publications and is free to access, unlike the other databases.

The search was conducted on September 10, 2023, using the following keywords: "intrapreneurship" and "entrepreneurship," in a time frame ranging from 2002 to 2023. The search yielded 2,367 results, including book chapters, articles, and conference papers, broken down as follows:



Table 3 : «Results obtained from the Google Scholar database (Publish or Perish 8) »

Intrapreneurship	2002-2012	2013-2023
	443 RESULTS	930 RESULTS
Entrepreneurship	2002	2013
	994 RESULTS	1000 RESULTS

Source: compiled by the author

The data received was saved in RIS format using Publish or Perish8 software.

Initially, the analysis focused on the co-citation and co-occurrence of keywords, and then on co-authors, in order to create visualization maps using Vosviewer software, find patterns, and identify key players in the research community.

Table 4: « Bibliometric analysis indicators»

Type of analysis	Unit of analysis	Analysis software VOSViewer
Common authors Co-authorship	Authors	
Joint publications Co-occurrence	Keywords Titles Abstracts	

Source: compiled by the author

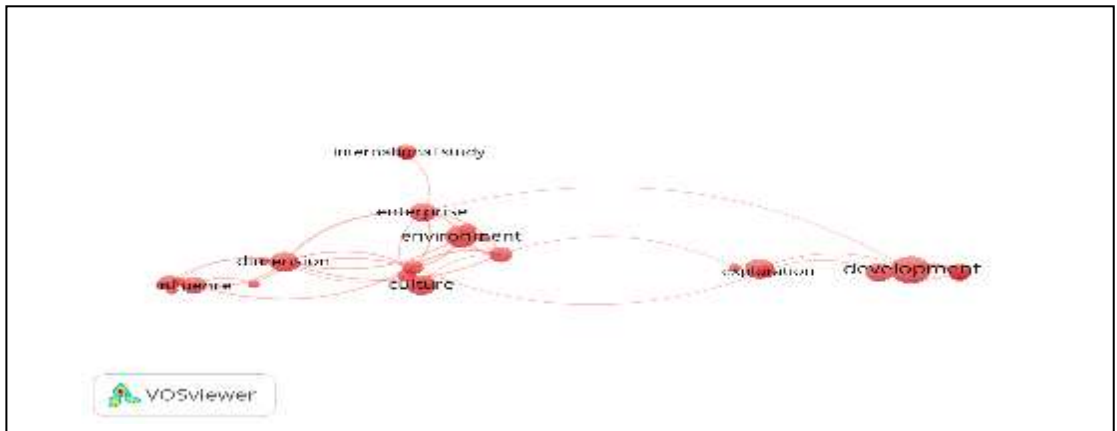
III. Results

After collecting data from Google Scholar and creating network maps in VOSViewer, using the keywords intrapreneurship and entrepreneurship, we obtained the following results:

1. We will first analyze the concept of "intrapreneurship":

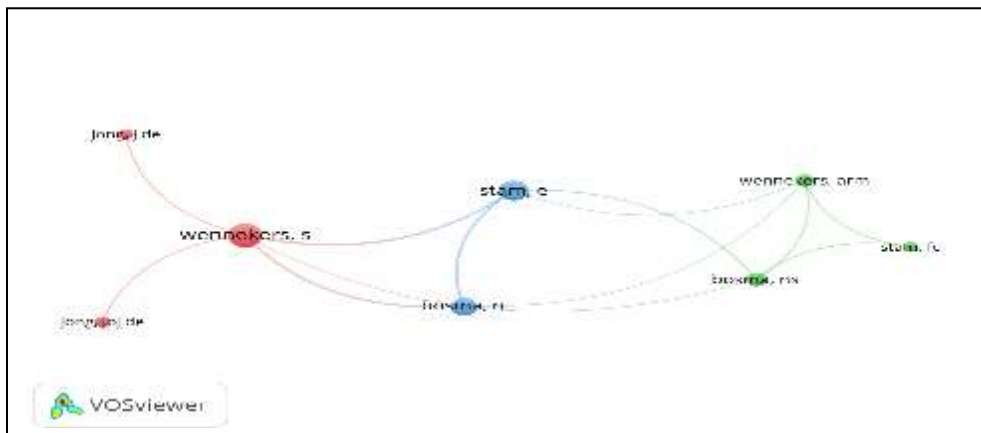
1.1. 2002–2012

Figure 01 shows a network visualization map of co-occurrences. We note that the word "development" is the most prominent; it is considered a dependent variable, while "influence, dimension, culture, environment, company, and international study" are considered independent variables and have low rates. However, the latter are cited together several times

Fig.1: « Network visualization of co-occurring words (2002-2012) »

Source: personal creation using VOSViewer software

Figure 02 shows a network visualization map of co-authors cited. There are hundreds of authors working on "intrapreneurship," but we note that there are authors who have cited each other. This representation shows us a total of 08 authors, 3 groups of different colors. However, authors with a high number of publications are represented by a large circle in a strong color (e.g., Wennekens, S.), and those with a low number of publications () are represented by a circle in a weak color (Stam, FC).

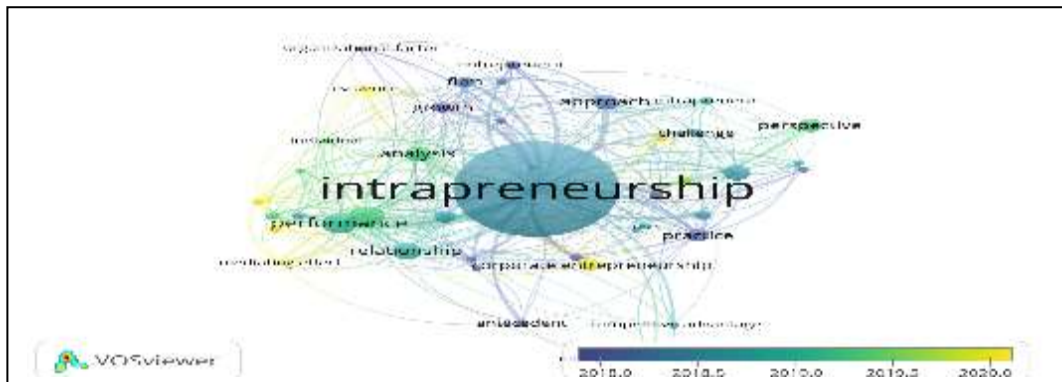
Fig.2:« Network visualization of cited co-authors »

Source: personal creation using VOSViewer software

1.2. 2013-2023

Figure 03 shows the terms used in the titles and abstracts of all the selected articles that are cited together. It represents a co-occurrence visualization network map of a total of 25 terms arranged as follows: five color groups, red, green, blue, purple, and yellow. We can see that the term intrapreneurship is marked by a strong circle. This result relates to the second question of our study.

Fig.5 :« Overlay visualization of co-occurrence (2013-2023)»



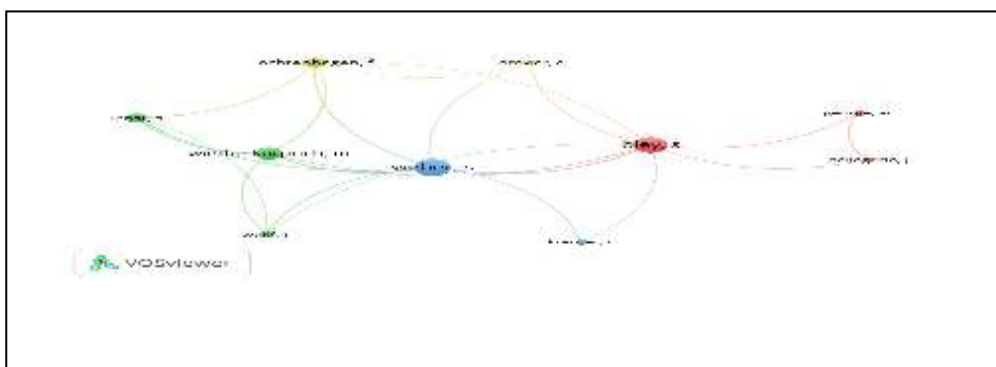
Source: personal creation using VOSViewer software

Figure 06 shows a network visualization map of co-authors cited. Hundreds of authors worked on "intrapreneurship" between 2013 and 2023, but we have focused on authors who cited each other.

This representation shows us a total of 10 authors, divided into 4 groups of different colors. Furthermore, authors with a high number of publications are represented by a large circle in a strong color (e.g., Weber, S.), while those with a low number of publications are represented by a circle in a weak color (Stam, FC).

The authors who have a strong relationship (have cited each other) are: Michaela Wiethe-Körprich / Sandra Bley / Silke Anna Theresa Weber. This result relates to our third question.

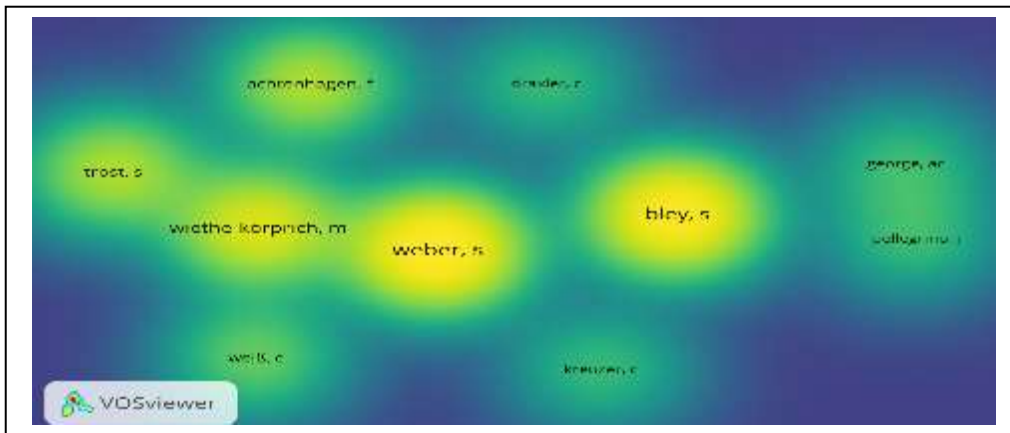
Fig.6: «Network visualization of cited co-authors (2013-2023)»



Source: personal creation using VOSViewer software

Figure 07 shows the density of cited co-authors, with three colors representing the weight of the element on the map. Yellow means that the element has the highest score, green shows a moderate score, and blue indicates a low score for the element, such as the authors "Weber, S," "Bley, S," and "Wiethe-Körprich, M," who have a high density represented by the color yellow.

Fig.7: «Visualization of the density of co-author words (2013-2023)»



Source: personal creation using VOSViewer software

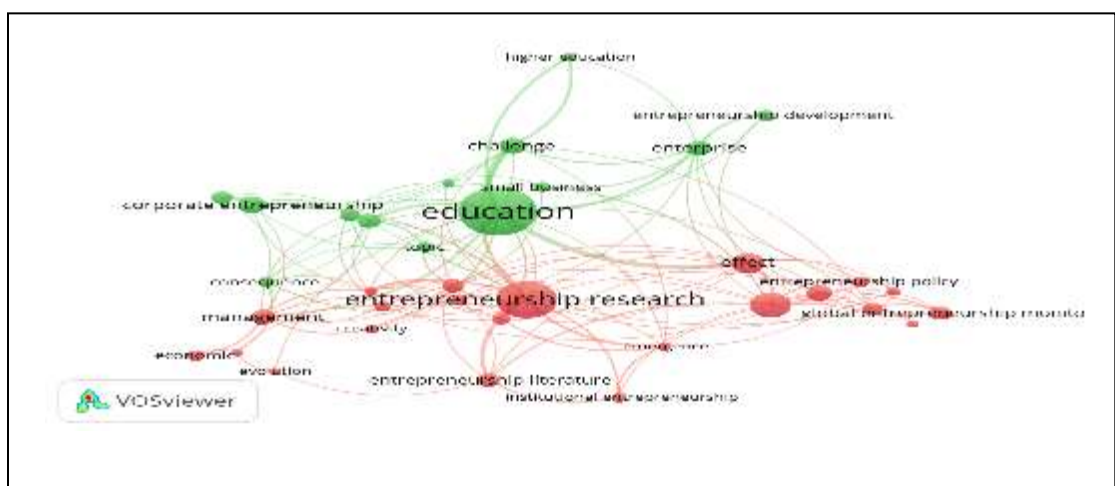
2. Secondly, we will analyze the concept of "Entrepreneurship"

2.1. 2002-2012

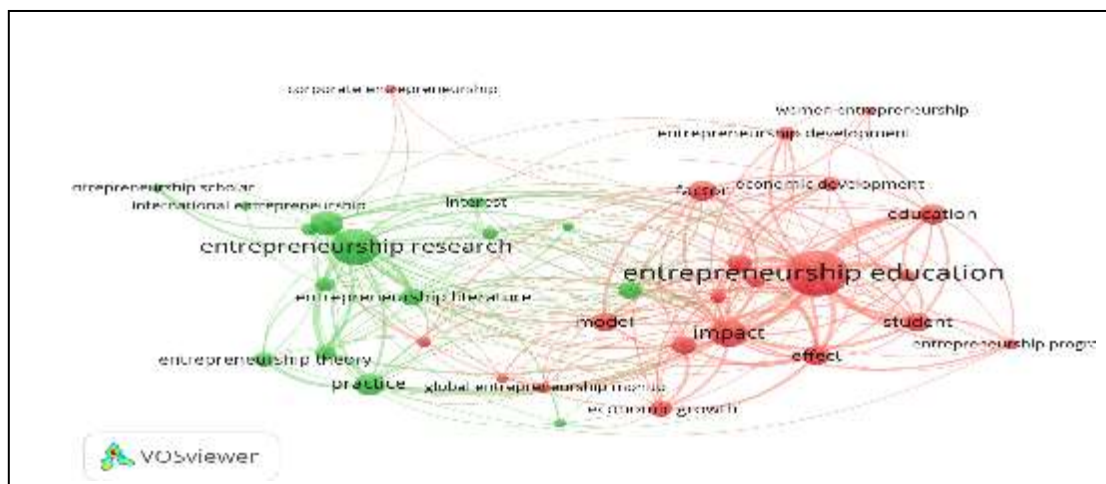
Figure 08 shows a network visualization map of co-occurrences. We can see two groups of different colors on the map. The word "Entrepreneurship" is the most prominent, it is considered a dependent variable, while "effect, entrepreneurship policy, management, creativity, evolution, and economic" are considered independent variables. Although the rate is low, the latter are cited together several times. On the other hand, for the term "education," considered a dependent variable, the independent variables with a low rate are "challenge, higher education, corporate entrepreneurship, enterprise..."

We can therefore see that the two terms "entrepreneurship" and "education" are the most frequently used between 2002 and 2012, and this result answers our first question.

Fig.8 : «Network visualization of co-occurring words (2002-2012)»

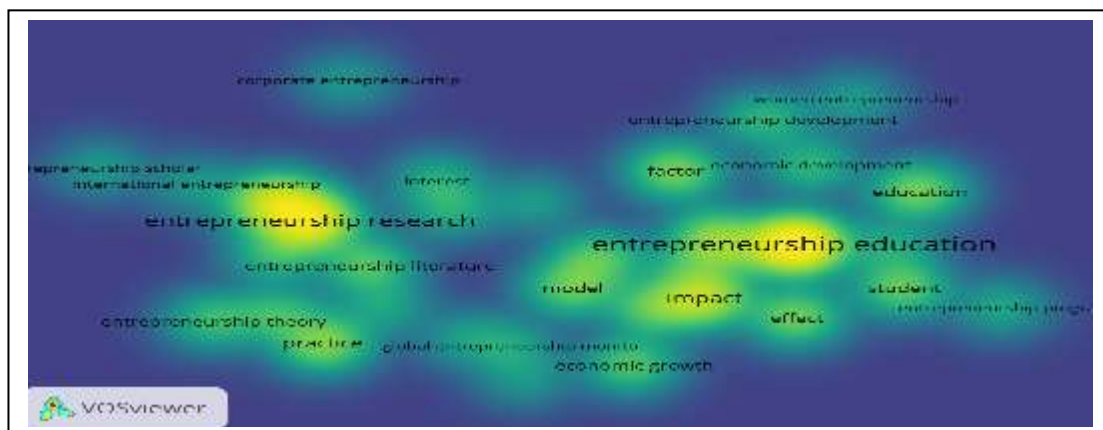


Source: personal creation using VOSViewer software

Fig. 10: «Network visualization of co-occurring words (2013-2023)»

Source: personal creation using VOSViewer software

However, Figure 11 illustrates the visualization of the density of co-occurring terms, shown in three different colors (yellow/green/blue). As shown in the map above, the concepts "entrepreneurship research" and "entrepreneurship education" are yellow, meaning they have a high score. On the other hand, green words such as "impact", "effect", "practice", "factor", "education..." have a moderate impact, and finally, those in blue, such as "women entrepreneurship" and "entrepreneurship scholar," have a low score.

Fig.11: «Visualization of co-occurrence density (2013-2023)»

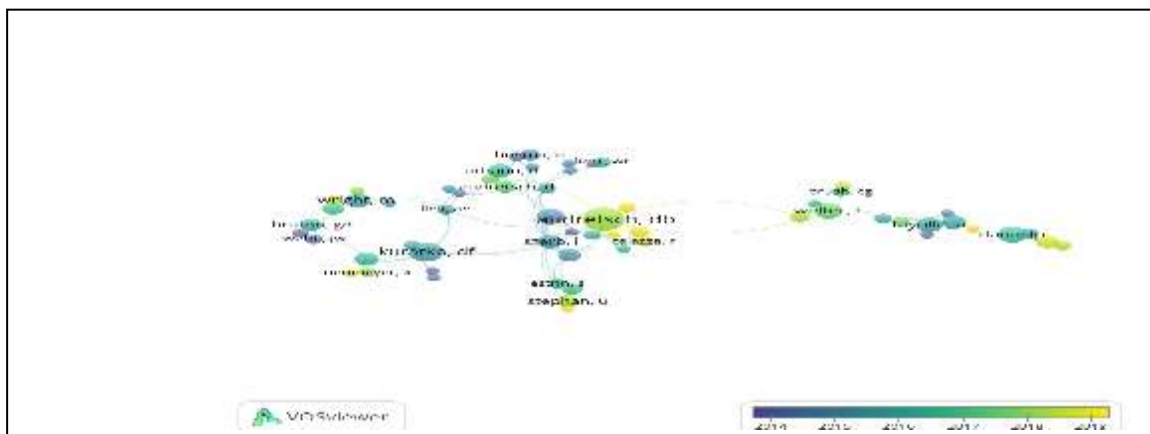
Source: personal creation using VOSViewer software

Figure 12 shows a visualization map superimposing (placing one thing on top of another) the authors' citations over the years. This map uses a "year" scale, shown in different colors: purple represents 2014, different shades of blue represent 2015 to 2017, green represents 2018, and yellow represents 2019.



The authors who have a strong relationship (have cited each other) are: Alain Fayolle/Francisco Liñán/Vanessa Ratten. This result also relates to the third question of our study.

Fig. 12: «Overlay visualization of cited co-authors (2013-2023)»



Source: personal creation using VOSViewer software

The purpose of this article is to provide an overview of research on human intrapreneurship and entrepreneurship. A bibliometric analysis of several publications in this field from 2002 to 2023 was carried out using publication metadata from VOSViewer and Google Scholar. According to the results, intrapreneurship and entrepreneurship are relatively recent fields of research, with a growing number of articles published in leading journals. In addition, the results revealed significant collaboration in this field of research.

Conclusion

Entrepreneurship plays a vital and indispensable role in a country's economic progress. Entrepreneurship and intrapreneurship are two important fields in both developed and developing countries. The objective of this article was to define the two concepts related to entrepreneurship and intrapreneurship; concepts that need to be clarified. Furthermore, its purpose was also to facilitate citation mapping and cluster analysis and to provide future researchers with a highly visual database and meaning around these two concepts.

Our analysis confirms both research hypotheses. First, entrepreneurship research has significantly diversified .Research expanded toward women's entrepreneurship, international entrepreneurship... Second, intrapreneurship research (2013-2023) centers on three dominant themes: innovation, organizational performance, and employee entrepreneurial behavior .

However, it should be noted that the most recent articles are all based on expensive, pay-per-view databases and therefore cannot be accessed via Google Scholar , so for Future research could integrate additional databases such as Scopus or Web of Science, compare results across regions, and explore the evolution of



intrapreneurship and entrepreneurship in emerging economies over longer periods. This research therefore focused on intrapreneurship (intrapreneurship) (Fithri et al., 2023; Hernández-Perlines, Ariza-Montes, & Blanco-González-Tejero, 2022) by extracting data from Google Scholar via Harzing's Publish or Perish tool. Finally, the data file was entered into VOSViewer and citation analysis networking maps were created.

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