Organizations´ Best Practice to Reap the Benefits of Employees´ Intrapreneurial Behavior

A case study

Victoria Walberg

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Victoria Walberg

Supervisor: Yangyang Zhao

ABSTRACT

Many scholars have researched the sphere of how intrapreneurship is initiated and what makes it work. However, there are few empirical studies on how organizational factors actually impact the employees' intrapreneurial behaviors. A theory of intrapreneurial assessment instrument was mainly developed by Kuratko, Montagno, and Hornsby (1990) about an organization´s ability to foster intrapreneurial activities based upon the dimensions of management support, organizational structure, and resource availability.

This case study has used the main factors identified to be relatively reliable to understand intrapreneurial behavior and impacts on it. An exploratory case study has been carried out to investigate how these organizational factors impact employees' intrapreneurial behaviors. The main finding suggests that time availability and sufficient management support are the main factors impacting intrapreneurial behavior. Additionally, in a large organization, it requires transparency for the employees to navigate and network to increase intrapreneurial activity through employees behavior.

Finally, managers should consider a stable, framed and controlled way of approaching intrapreneurial behavior to create an environment that supports intrapreneurial behavior. In addition, allowing some slack in time-schedule and in allocating hours for projects or other tasks, will enable the employees´ to behave intrapreneurial and approach intrapreneurial activities.

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The following master thesis is the result of work conducted between January and May 2019. During this time I have studied the aspect of how organizational factors impact intrapreneurial behavior. I have gained knowledge from managers with a top-down view, from employees with the bottom-up view, for so to conclude with the knowledge gained from both views.

Writing this master thesis was challenging, and I would especially thank Yangyang Zhao for the incredibly good assistance throughout this project. The participants of the interviewees deserve a great thank for letting me use some of their valuable time. I would also grant some attention and thank to the organization of investigation that allows me access and insights all necessary documents that enables me to complete the master thesis. The master thesis would not be complete without this support.

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1 INTRODUCTION

Innovation starts with an idea. The idea of improvement of something already existing, or the idea of creating something totally different from existing products or services, or something in-between. In the start phase of innovation development, the organization may integrate or organize for activities leading to innovation.

1.1 BACKGROUND

In this study, a large established organization is selected for the case study. It is a global technology company within the energy industry doing business-to-business (B2B). The organization has a long industrial history and is, as most other businesses, influenced by technology trends such as the energy revolution and industry 4.0.

When compelling new sources of knowledge shapes a global competition, it forces organizations to make decisions faster. Large, established organizations are more complex in structure due to control and governance. This impacts the efficiency of decision-making processes, which affects the capability to keep up with organizations where systems are suitable for a more efficient decision-making process (Teece, 1996).

Moreover, discussing situations of the challenge appearing by innovation activities are more complex now than before, and the organizations have not transformed in response to the transition in innovation processes. Overall, the importance of understanding the organizational structure and context is interdependent with the organization´s approach towards innovation. Bruneel, Van de Velde, Clarysse, and Gemmel (2012) finds that if a radical innovation project succeeds, it normally happens with a different hierarchal level of managers and employees committed and involved in the project. They also suggest that radical innovation projects are initiated by the research and development department.

Hierarchical organizations are likely to involve bureaucratic features since the decision-making is associated with a more complex structure where top management requires reports and justifications for decisions, as for e.g. idea feasibility (Teece, 1996). For large organizations, neither entirely centralized nor decentralized are good alternatives for the hierarchal approach

(Teece, 1996). To find something in-between to enable the organization to accomplish complex organizational tasks, as innovation evaluation and decision to start innovation development.

Intrapreneurship is an emerging field in research and has obtained increased attention in organizational practices (Blanka, 2018). Intrapreneurship is mostly viewed as bottom-up, meaning that employees take initiatives of intrapreneurial activities which creates the environment for intrapreneurship. However, there are some requirements for the potential intrapreneurs to unfold. Blanka (2018) introduces organizational support and appropriate culture allowing for experimentation and learning by trying and failing as some requirements. Additionally, the employees´ intrapreneurial capacity depends on the knowledge of organizational resources, opportunities, and obstructions fronted by the organization (Kuratko, Hornsby, & Covin, 2014).

Similarities and differences between intrapreneurs and entrepreneurs and their behaviors have been a hot topic over the years. Calisto and Sarkar (2017) demonstrate a fine line between intrapreneurs behavior, entrepreneurs behavior, and employees behavior. The main similarity is that intrapreneurs and employees seek similar activities as entrepreneurs do. However, the intrapreneurs and employees are highly reliant on the organizations´ innovative process, the structural constrictions and procedures, to carry out the activities (Luchsinger & Bagby, 1987). Still, both intrapreneurs and entrepreneurs are related to stimulating for increased productivity and increased the efforts put into the activities that add value to the organization.

Leaders (de Jong & Den Hartog, 2007), managers (Kuratko et al., 1990), and the employees (Antoncic & Antoncic, 2011) impact the organization´s degree of innovative behavior. However, one way for the organization to enhance innovative behavior is to take greater advantage of their employees' ability to perform intrapreneurial behavior (de Jong & Den Hartog, 2007). Scholars have pointed out that intrapreneurship mainly arises from employees intrapreneurial behavior (Blanka, 2018; Burgelman, 1983; Calisto & Sarkar, 2017; Kuratko et al., 2014). A deep understanding of factors influencing the intrapreneurial behavior of employees is important for researchers, but also for firms aiming to foster intrapreneurship Blanka (2018).

1.2   RESEARCH OBJECTIVE

The objective of this project is to understand how one organization´s factors impact the employees' intrapreneurial behaviors. This study is business research, where the main objective is to collect, record, analyze, and interpret data with the aim to solve problems (Wilson, 2014) within intrapreneurship management. The importance of such research is to identify the opportunities and threats and increase the possibility of actions being carried out with a higher likeliness of success. In this study, a large complex project-based organization is believed to be a representative similar large complex project-based organizations, within the energy industry.

1.3   TERMS AND DEFINITIONS

This section is to introduce the terms that will be discussed in this study. Terms will be described by using definitions and examples from other study findings related to the term. These terms have different meanings in literature, but will for this study mean as introduced in this section. First, for this study, an intrapreneur is an employee behaving intrapreneurial and approaching intrapreneurial activity which influences the organization´s intrapreneurship (Baron & Tang, 2011).

1.3.1   INTRAPRENEURIAL BEHAVIOR

One of the well-known internal forces deciding the level of innovation in large companies is the strategy of allowing autonomous behavior (Calisto & Sarkar, 2017; Kannan-Narasimhan & Lawrence, 2018), also called intrapreneurial behavior (Burgelman, 1983). Intrapreneurial behaviors are defined by Calisto and Sarkar (2017, p. 46) "*as the autonomous, extra-role, and change-oriented behavior of employees within an organizational context, related to innovative actions*". When intrapreneurial behaviors are well-known, well-designed and well-integrated within an organization, employees across the organization will engage in such behavior (Kuratko et al., 2014). In this study, innovative actions refer to intrapreneurial activity.

Moreover, intrapreneurial behavior is associated with innovativeness, meaning intrapreneurial thinking, and efforts put into their routine task operations (Park, Kim, & Krishna, 2014). Baron and Tang (2011) were not the first ones who suggested creativity as an important behavioral factor, contributing to innovations at the organization level. Additionally, earlier scholars stated that enhanced creativity can encourage the increasing organization´s intrapreneurship

(Burgelman, 1984). Additionally, Neessen, Caniëls, Vos, and de Jong (2019) argued that motivation, satisfaction, and relationship with the organization may have an impact on how the employee intends to behave intrapreneurial.

1.3.2 INTRAPRENEURIAL ACTIVITIES

Intrapreneurial activities are related to the activities performed with the intention to improve the organizations´ processes or products (Calisto & Sarkar, 2017). de Jong and Den Hartog (2007, p. 58) presents four dimensions of *innovative work behavior* which this study presents as the intrapreneurial activities. Intrapreneurial activities are related to the intrapreneurial behavior through the following dimensions; (1) idea exploration; (2) idea generation; (3) championing, and; (4) implementation of the idea(s).

Moreover, there are many ways of promoting and encouraging employees to intrapreneurial activities. If an organization has the aim to promote intrapreneurial behavior, conditions where a perspective of seeking opportunities are interesting, and the uncertainty associated with it is seen as an opportunity itself, and not as a threat (Krueger, 2000). Encouraging intrapreneurial activities, organizations should enhance the employee´s intrapreneurial behavior, and cultivate interventions that support and leverages the employee's experience and knowledge, in addition to their feasibility perception (Dutta, Gwebu, & Wang, 2013).

1.3.3 INTRAPRENEURSHIP

Neessen et al. (2019) proposed a definition of intrapreneurship which this case study will adopt. The definition was developed with the purpose of unifying several definitions of intrapreneurship. Neessen et al. (2019, p. 551) proposed following definition for intrapreneurship: *"Intrapreneurship is a process whereby employee(s) recognize and exploit opportunities by being innovative, proactive and by taking risks, in order for the organization to create new products, processes, and services, initiate self-renewal or venture new businesses to enhance the competitiveness and performance of the organization".*

1.3.4 ORGANIZATIONAL FACTORS

An organization is a particular system or arrangement (Cambridge Dictionary, 2019). A factor is defined as one of several things that affect or influence a situation. Organizational factors are

therefore the things that influence something within the particular system of an organization. In this case the intrapreneurial behavior.

1.4 MASTER THESIS´ STRUCTURE

This master thesis is structured to provide the reader with a relevant introduction at first. Hereafter, the theory and concepts that the study is based upon will be explained. And then presenting analysis and results followed by the discussion and conclusion.

Theoretical Framework presents a thorough description of the theory and concepts used in this study. The purpose of the literature review is to provide the reader with a greater understanding of different perspectives on topics of relevance to the theoretical framework. Additionally, the literature is crucial to rival explanations of the theoretical framework and research topic. After theories and concepts from framework and literature review, the reader shall have gained enough data to go about the topic and the study´s perspective. The methodology presents how this study has been carried out, the procedure used and what measures that have been done, in addition to which approaches this study has adopted. Analysis and Results will present the results from each question introduced in the methodology chapter. Primary and secondary data collected has been interpreted in the presentation of analysis and results, and addresses the rival explanations of relevance. The discussion is the next section that discusses the theoretical framework in combination with the results and findings in this study before Summary and Conclusion summarizes the whole case study. Conclusion, research contributions to theory, and research contribution to the industry, in addition to how this research may serve future research and discussing the limitations throughout this study.

2 THEORETICAL FRAMEWORK

This section will introduce the theory and concepts that this case study is based upon. First, the theory of planned behavior will add to the knowledge of how one's behavior appears in work situations. Secondly describing concepts for what is foundational for intrapreneurial behavior to appear. Lastly, the organizational factors; management support, organizational structure, and resource availability is the reliable factors impacting intrapreneurial behavior. These are used to guide me through the study. They will now gain knowledge to the reader for what definitions, theories, and concepts this study is based upon.

2.1 THE THEORY OF PLANNED BEHAVIOR

The theory of planned behavior was developed to explain the behavior of humans in specific settings (Ajzen, 1991). One of the most central factors to understand an individual's behavior in a setting is to know their intention of performing a behavior. Intentions can indicate the motivational factors behind the behavior. It also indicates that the according performance is most likely dependent on the engagement in the behavior, and the intentional motivation behind the engagement. However, the behavior is decided by the will of the person performing the behavior, for the statements above to be true (Ajzen, 1991). That is to say, that a person must be conscious to decide by his/her own behalf whether to perform a behavior or chose not to. When understanding the intentions of behavior, it will be important to measure the accurate behavior of the control. Lastly, it is important, if a person wants to succeed in performing a behavior, that right resources and opportunities are present, in addition to underlying motivation driving the intentions of the behavior.

Further, organizational behavior and possible contribution to the employee's behavior will be described to understand where the behavior exists and appear. It is important to note that there is a social pressure of how one should behave and that this may impact the employee's way of behaving (Ajzen, 1991; Neessen et al., 2019).

2.2 FUNDAMENTALS FOR INTRAPRENEURIAL BEHAVIOR

Gawke, Gorgievski, and Bakker (2017) studied the relationship between employees' resources and their inputs in intrapreneurial behavior in an organization. Their study showed a positive outcome, giving employees the potential to increase personal resources. Increased employee intrapreneurship increases the employees' work engagement. Neessen et al. (2019) argued that motivation, satisfaction, and relationship with the organization have an impact on how the employee intends to behave intrapreneurial. Moreover, motivations and intentions behind intrapreneurial behavior are crucial for possible uncovered impacts different from the organizational factors.

2.2.1 SATISFACTION

Improving elements in employee satisfaction basically facilitate the development for the employee and increase their participation in decision-making processes, and more information sharing of the tasks, and existing challenges and delegations (Antoncic & Antoncic, 2011). Antoncic and Antoncic (2011) tested how employees´ satisfaction is related to intrapreneurship. They found that four different dimensions related to satisfaction did have a positive link with intrapreneurship. These four dimensions are listed as followed: (1) General satisfaction, where satisfaction may be working hours, conditions of work and the reputation of work; (2) Relationships between employees, including the co-workers relationship; (3) Benefits, and the organizational culture, where salary, remuneration, promotion, education, job stability, organizational climate, and culture, are key; and (4) Employee loyalty. Additionally, Park et al. (2014) found that if management does not encourage supervisory of creativity and innovativeness performed by employees, it may spread a dissatisfaction, and discourage towards future innovativeness.

2.2.2 MOTIVATION

Chan et al. (2017) suggested employees with motivations to reach leadership roles or other professional career motivations may show a greater level of intrapreneurial behavior compared to those without the same motivations. Conveniently, entrepreneurial motivation is also shown to have a positive relation to intrapreneurial behavior. Another resource that has shown to

increase the employees' level of motivation, is organized feedback (de Jong & Den Hartog, 2007).

2.2.3 RELATION AND TRUST

It is also important to note that there is a social pressure of how one should behave and that this may impact the employee's way of behaving (Ajzen, 1991; Neessen et al., 2019). The relationship between management and employee is important to cultivate intrapreneurial behavior (Park et al., 2014).

2.3 ORGANIZATIONAL FACTORS IMPACT INTRAPRENEURIAL BEHAVIOR

Kuratko et al. (1990) focused to demonstrate which organizational factors that were essential to perceive an environment for intrapreneurial behavior to occur. It is mainly *"focused upon internal ambient factors impacting intrapreneurial behavior"* (Kuratko et al., 1990). To identify factors, the researchers analyzed existing factors in corporate settings to further use in measuring the degree of intrapreneurship culture in organizations. Several different factors may be needed to develop an intrapreneurial environment (Kuratko et al., 1990). Kuratko et al. (1990, p. 51) identified five different factors based upon several names on the following distinctive categories; *"(1) management support for intrapreneurship; (2) organizational structure; (3) risk-taking; (4) time availability; and (5) reward and resource availability"*.

Further, the risk-taking factor is integrated into the management support factor, and the time-availability is integrated into the rewards and resource availability factor. In this study, risk-taking will be integrated into organizational structure due to approaching risk-taking as an organized factor and not as the managers' ability to support. Moreover, it left Kuratko et al. (1990) with three distinctive organizational factors; (1) Management support, (2) Organizational Structure, and (3) Reward and resource availability. The factors hold item descriptors that are used to describe what employees related to the factors. The items´ factor-loading is decided upon if the employees found it relevant to their own every day at work.

2.3.1 MANAGEMENT SUPPORT FOR INTRAPRENEURSHIP

For this category, in accordance to Kuratko et al. (1990), three different descriptor items are seen as highly relevant; 1) "Risk-taker" is considered a positive attribute, 2) Top management sponsorship, and 3) Encouragement for calculated risks (Kuratko et al., 1990). Additionally, for this study, management support for intrapreneurship has been modified in order to be clear in communicating that it is the individuals' that is the purpose and is, consequently changed to management support for intrapreneurial behavior.

Sakhdari and Farsi (2018) presented findings that recommend that the managers aiming to enhance corporate entrepreneurship, should promote and motivate for intrapreneurial culture. An intrapreneurial culture can, according to Sakhdari and Farsi (2018), be pursued through (1) valuing employee´s creativity, (2) risk-taking willingness, and (3) willingness to experiment and testing. Moreover, Sakhdari and Farsi (2018) and Stevenson and Jarillo (1990) agreed on the managerial requirements for driving intrapreneurial behavior. Where intrapreneurial management should be a model of management that emphasizes and fosters the detection of opportunities, motivation, and facilitation to pursue the opportunity, and last, but not least, to foster confidence to succeed (Stevenson & Jarillo, 1990).

Shafique and Kalyar (2018) findings show a positive effect when the top management includes employees in processes of decision-making, increases and invites for creativity by stimulating a proactive approach to the employees, which will increase self-renewal processes, enhance the firms´ proactivity, and again encourages intrapreneurship. Additionally, Park et al. (2014) tested three different management strategies to understand how the relationship between management and employees can increase the employees' volunteering participation in intrapreneurial activities. By testing the quality of the organization-employee relationship, they found that improving and investing in the relationship with employees, made it more sufficient when motivating and engaging the employees in intrapreneurial activities.

de Jong and Den Hartog (2007) demonstrated insights of how leaders´ behavior impacts the intrapreneurial behavior. The leader´s to do´s and every-day tasks could impact the employee's practices around generating new ideas. When the leader´s intention was to enhance the intrapreneurial behavior, it was shown that it ensured sufficient autonomy for the employees, and supported employee´s intrapreneurial activities. Their findings suggest that to encourage

the employees towards more idea generation, leaders should be open, willing to take the risk and to create a positive and safe environment.

2.3.2 ORGANIZATIONAL STRUCTURE

For this category, three different descriptor items are seen as highly relevant; 1) Concern for job descriptions, 2) Defining turf is important, and 3) Difficult to form teams (Kuratko et al., 1990). Organizational structure is more or less the way a large organization is organized (Cambridge Dictionary, 2019). Burgelman (1984) pointed out the increasing awareness of the importance of having internal intrapreneurs to gain business growth. Large, complex organizations that are resource-rich are expected to have entrepreneurial potential if the organization initiates or drives a strategy of autonomous behavior (Burgelman, 1984). Such an autonomous strategy will encourage intrapreneurial behaviors.

A concept called entrepreneurial proclivity was introduced by Matsuno, Mentzer, and Ozesomer (2002). Entrepreneurial proclivity is introduced as a strategy for management to facilitate intrapreneurial practices, processes and methods. It is described to be the organization´s 1) willingness of introducing novel products and/or processes, 2) the ability to undertake and implement opportunities, and 3) willing of risk-taking and stepping into uncertainty for innovation (Calisto & Sarkar, 2017; Matsuno et al., 2002). In Calisto and Sarkar (2017) study, the strategy is seen as the manager's responsibility for contributing and communicating the strategy. This study will consider it as a part of the organizations´ structure factor. Because implementing intrapreneurial activities in a large complex organization should be organized from top-management. Additionally, the organized activities, processes, and methods to encourage intrapreneurial behavior are not a necessity for intrapreneurial behavior to exist and occur in the organization (Calisto & Sarkar, 2017).

"Employees who behave entrepreneurially within the safe setting of an established organization can develop and foster entrepreneurial skills, show intrapreneurial behavior and experiment on new ideas" (Blanka, 2018, p. 28). In addition to intrapreneurship-friendly culture, the likelihood of intrapreneurial activities will increase. For an organization to be entrepreneurial, it requires that the organization pursues opportunities (Stevenson & Jarillo, 1990). However, the organization is fully reliant on employees being able to exploit opportunities to reach a very amount of organizational intrapreneurial behavior.

Older established firms are strongly recommended to engage in the employees´ satisfaction level to keep up with the rivalry (Antoncic & Antoncic, 2011). Satisfaction is related to the job description, the colleagues and teamwork. In addition to salary, self-determination, and avoidance of too many formal task implementation procedures.

2.3.3 RESOURCES AVAILABILITY

For this category, one descriptor item is seen as highly relevant; 1) Problems with the company budget process (Kuratko et al., 1990). Intrapreneurial behavior may be highly reliant on having resources available by financial supportive schemes, time availability and resources available for the employees at lower-level (Neessen et al., 2019).

Gawke et al. (2017) studied the relationship between employees' resources and their inputs in intrapreneurial behavior in an organization and demonstrated that increased intrapreneurial behavior increases the employees work engagement.

de Jong and Den Hartog (2007) did suggest that it may help to sometimes encourage employees by providing them with financial rewards if the desired behavior is met. The aim behind the rewards is to focus on the employees' effort in implementing new services or processes. However, their case also shows that employees found financial rewards not the best motivation to idea generation. Additionally, Doran and Ryan (2017) found that non-financial rewards neither gave any significant impact on any innovation outputs.

Time availability is mentioned by several scholars as an organizational factor that fosters intrapreneurial behavior by limiting workload and time constraints for the individual to use time on incubating ideas (Puech & Durand, 2017). They stated that time is not a quantity question, as they indicated that time should be used on something specific, i.e. intrapreneurial activity. They also introduced intrapreneurial time and described this as time used to perform intrapreneurial activities.

3 LITERATURE REVIEW

This chapter will now introduce different theories and concepts related to the research. This is to cover rival explanations for the theoretical framework and to draw a greater picture of this study topic. The literature has been searched for with the intention to provide this study with sufficient information and knowledge about the topic of research. The knowledge that is relevant to this study is identified to care for intrapreneurial behavior and different approaches of how the organizations facilitate it.

3.1 INTRAPRENEURSHIP

In recent years terms as corporate entrepreneurship, intrapreneurship (Cuervo, Ribeiro, & Roig, 2007), corporate venturing, internal corporate entrepreneurship, new business venturing, internal corporate venturing, and strategic or organizational renewal (Sharma & Chrisman, 1999), have all been used in regards to organizational creation or renewal. The two terms; intrapreneurship and corporate entrepreneurship, have been defined in different ways by different scholars (Burgelman, 1983; Kuratko et al., 1990; Zahra, 1996), and regardless of the individual or organizational view of the term, the description is similar (Neessen et al., 2019). The understanding of investigating entrepreneurial activities facilitated by the organization, with the aim to encourage employees to innovate, is shared (Sharma & Chrisman, 1999). Further, corporate entrepreneurship can be defined as the activity and/or practice within an organization where the aim is to encourage and foster entrepreneurial spirit (Cuervo et al., 2007). Additionally, exploit knowledge generated across fields, and developing entrepreneurial functions in organizations.

3.1.1 FACILITATING FOR INTRAPRENEURIAL BEHAVIOR

Entrepreneurial proclivity represents innovation initiated top-down, whilst intrapreneurial behavior is representing innovation initiated bottom-up. According to Calisto and Sarkar (2017), entrepreneurial proclivity and intrapreneurial behavior are not dependent on each other. One organization may score highly on intrapreneurial behavior without having significant entrepreneurial proclivity.

Six different types of facilitation are identified to stimulate new ideas and/or creativity among employees which had the likelihood of resulting in product-, process-, organizational- and/or

marketing- innovations (Doran & Ryan, 2017). Those facilitations are in different forms: (1) Sessions with brainstorming, (2) Work-teams with multidisciplinary or cross-functional members, (3) Staff and job rotation in different departments within the organization, (4) Financial rewards or incentives for new idea generation, (5) non-financial rewards or incentives for new idea generation, such as free time, recognition, more interesting work, and (6) New idea development and creativity training for employees. All of them are analyzed to increase the likelihood of at least one of the innovation-types. 1 and 2 were shown to impact all of the innovation types, whilst the rewards, 4 and 5, were not shown to impact any output of innovation types. Doran and Ryan (2017) did recognize that the incentives may not be motivating because of intrapreneurs gaining pleasure as self-starters, of task completion with an underlying incentive of doing the job because they want to, rather because they have to.

Further, implemented ideas were significantly found to correlate with managerial support, rewards, and reinforcements, and work autonomy and -discretion (Hornsby, Kuratko, Shepherd, & Bott, 2009). To sustain corporate entrepreneurship, it depends on individual members (i.e. employees in our study) being active in doing different innovative activities, as well as the executive managers and leaders having a positive perception and support upon these activities (Kuratko et al., 2014).

Kannan-Narasimhan and Lawrence (2018) studied innovations that are unsuitable with the organization´s strategy in-place. These types of innovators use their own strategy to impact the decision-makers to adopt their innovation. However, the decision-makers cannot be forced to have the same view as the lower-level innovator has of its own innovation. Still, the innovator in the lower level of the organization´s hierarchy may frame and use resourcing in practice to impact decision-makers to successfully adapt their innovation.

Baron and Tang (2011) elaborated the complex processes of how creativity as a part of the intrapreneur's behavior influenced organization innovation outcomes. Their results show positive relations between creativity as a variable and number of innovations, as well as a positive relationship for the level of the radicalness of the innovations. Baron and Tang (2011) were not the first ones to suggest creativity as an important behavioral factor contributing towards innovations at organization-level, also earlier scholars state that enhanced creativity can encourage to increased organization´s innovation (Burgelman, 1984).

3.1.2 STIMULATING FOR INTRAPRENEURIAL BEHAVIOR

Six different types of factors are identified to stimulate new ideas and/or creativity among employees which had the likelihood of resulting in product-, process-, organizational- and/or marketing- innovation (Doran & Ryan, 2017). The different factors tested was; (1) Sessions with brainstorming, (2) Work-teams with multidisciplinary or cross-functional members, (3) Staff and job rotation in different departments within the organization, (4) Financial rewards or incentives for new idea generation, (5) non-financial rewards or incentives for new idea generation, such as free time, recognition, more interesting work, and (6) New idea development and creativity training for employees. All factors of stimulation methods were shown to result or increasing the likelihood of at least one of the innovation-types. 1 and 2 were shown to impact all of the innovation types, whilst the rewards, 4 and 5, were not shown to impact any output of innovation types. Doran and Ryan (2017) to recognize that the incentives may not be motivated because of the creative employees gaining pleasure as self-starters, of task completion itself, with an underlying incentive of doing the job because they want to, rather because they have to. The latter is supported by that incentives or rewards may rather force work tasks than motivate in completing them. Further, implemented ideas were significantly found to correlate with managerial support, rewards and reinforcements, and work autonomy and work discretion (Hornsby et al., 2009). To sustain corporate entrepreneurship, it depends on individual members, employees, being active in doing different innovative activities, as well as the executive managers and leaders having a positive perception and supporting upon these activities (Kuratko et al., 2014).

3.2   ORGANIZATION´S INTERNAL FACTORS

Galende and Manuel de la Fruente (2003) studied an organization´s innovative behavior by using the resource-based view. The main focus of that study was to understand the internal factors of an organization´s innovative behavior. Galende and Manuel de la Fruente (2003) stated that parts of the innovative behavior within an organization are affected by internal factors like size, level of debt, human resources, commercial resources, organizational resources, diversification, and internationalization. In short, internal factors do impact the organization´s internal innovative behavior, either increasing or decreasing depending on the compositions of the factors.

3.2.1 ORGANIZATIONAL STRATEGY AND WILLINGNESS

Matsuno et al. (2002) claimed entrepreneurial orientation, entrepreneurial management, and entrepreneurial proclivity, are different terms consisting of strategic actions all with the aim of improving or fostering intrapreneurship (Burgelman, 1984).

3.2.2 MANAGEMENT BEHAVIOR

de Jong and Den Hartog (2007) stated the importance of the safe and positive atmosphere created by managers, supported by Kuratko et al. (1990) argued for the importance of managers while creating an atmosphere that supports intrapreneurial behavior presence. Brundin, Patzelt, and Shepherd (2008) analyzed how managers influence the intrapreneurial willingness held by employees. They identified clearly some factors that show the managers' emotional displays have a great impact. In situations where managers display confidence and satisfaction with intrapreneurial projects, it encouraged the employees' will to behave intrapreneurial. This finding is not totally different from the positive atmosphere demonstrated by Kuratko et al. (1990), and de Jong and Den Hartog (2007). Additionally, Brundin et al. (2008) found that situations where managers display frustration, anxiety, and/or confusion led to discouraging the employees´ willingness to behave intrapreneurial. Therefore, managers are important, not only for facilitating strategies, but also in how they express themselves, and behavior may be experienced supportive or non-supportive towards intrapreneurial behavior.

There are other ways of leader behavior that promotes ideas (de Jong & Den Hartog, 2007). One being explicitly incorporate, communicating an attractive vision that may lead to idea generation within the exact innovation wanted. Other ways include direct stimulation of employees, processes of openness and transparency, creating room and time for knowledge sharing and diffusion, and giving the employees challenging tasks. It shows there are many different ways a manager can encourage the employee's intrapreneurial behavior and intrapreneurial activities.

4 METHODOLOGY

The methodology is defined by Wilson (2014) to be "*The approach and strategy used to conduct research*". Wilson (2014) also introduced elements and concepts within the methodology which are meant to present the structured characteristics of business research. The following headings are presented by Wilson (2014) as the *Honeycomb of research methodology*, and will also be used to present the research methodology in this study with few modifications. The set up will, therefore, be as follows;

1) Quality testing of research
2) Research philosophy
3) Research design
4) Data collection and,
5) Data analysis techniques (as a separate chapter)

Data analysis techniques will be presented in a separate chapter, *5 Data analysis process*.

4.1 QUALITY TESTING OF RESEARCH

This section will be an introduction to the issues of validity and reliability. It is mainly to address the importance of validity and reliability. This section is meant to introduce the method used for quality considerations done throughout this study. However, this section will only explain the reason for why the tactics are and the considerations done in this study will be addressed in the appropriate chapter section (See Table 1).

Sections	Tactics of case study	Quality tests
Research design	Use theory in single-case studies	External validity
Data collection	Use multiple sources of evidence	Internal validity
	Establish chain of evidence	"
	Use case study protocol	Reliability
	Develop case study database	"
Data analysis process and, analysis and results	Do pattern matching	Internal validity
	Do explanation building	"
	Address rival explanation	"
Conclusion	Have key informants review draft of case study report	Construct validity

Table 1: Case Study Tactics by Yin (2009), ordered so to fit this research.

There are four tests established to qualify empirical social research, and Yin (2009) represents tactics to increase quality. The four tests established is divided into three validity tests and one reliability test. First, validity tests are defined as; *construct validity, internal validity, and external validity,* the fourth test is *Reliability* (Yin, 2009). Construct validity represents the correct identification of operational measures done for the studied concepts. Internal validity concerns the spurious relationships, and are seeking the distinguished established causal relationships. External validity is the domain that can be defined as where the findings of the study may be or can be generalized. Reliability has only one way of testing, and that is to demonstrate operations such a way that the same procedures can be followed, and the repetition of the study will give the same results (Yin, 2009).

4.2 RESEARCH PHILOSOPHY

By having knowledge with the research philosophy it will enhance and guide the researcher to identify, adapt and recognize the research designs that will work best for the proposed research (Wilson, 2014). The research philosophy is mainly used for the reader to gain a better understanding of under what views the researcher has conducted the study. For this study, the researcher has approached the interpretivism, were believing that social aspects of a business cannot be measured as on the same basis as natural science. This perception allows gaining a greater understanding of what the social world and the cultural settings of the participants are. This perception would be hard to avoid when I will be interacting with the participants during the data collection. Therefore, it will be subjectivism and consist of understanding the motivations and social interactions of the participants. Last, but not least, the nature of value, axiology, is the role of my values. This research due to interacting with the participants and their cultural setting has a higher possibility of being biased. The interdependency with the research, the interpretivists normally consider their research to be their own values. During the research, I have been working on a desk in an open office landscape at the organization that is studied in this case. Still, data have not been collected from observations I have been exposed for by disposing of the desk. Nevertheless, impressions of the social culture may have influenced the perception of research participants. For this research, a subjectivist approach is beneficial as attitudes and beliefs may clearly impact the behavior of the employees and managers, and will, therefore, be important to understand.

4.3 RESEARCH APPROACH

In business research, the main strategies are qualitative and quantitative (Wilson, 2014). This study uses the qualitative strategy, which involves data collected from i.e. interviews. To gain an in-depth understanding, a qualitative study strategy is used towards gathering evidence supporting this study´s problem. The perception is more likely open to confrontation and the willingness to share is great (Wilson, 2014).

In this case study, a deductive approach has been adopted. Most research methods are associated with two different approaches, one being inductive, and the other- deductive (Wilson, 2014). This study has the deductive approach due to applying the existing theory to the research. With such an approach, the study is clearly presenting a developed research question, analytical framework and interview questions based upon existing theories. Further, the study is answering the research question by adding knowledge to an existing theory. Although the deductive approach normally suggests a quantitative method for data collection, the distinction is ambiguous, and a deductive approach can also involve the qualitative data collection method (Wilson, 2014), which will be discussed in the data collection section.

4.4 RESEARCH DESIGN

This study has been designed as a case study where the collection and analysis of data are framed in single-case research design with a holistic view. A case study design usually involves, when in business research, an in-depth analysis of individuals, an organization or a sector. The single-case is appropriate to use for this study when I desire to capture the circumstances and conditions of an everyday commonplace situation (Yin, 2009). In this study, a large established organization is investigated by doing an in-depth analysis of the employee´s view. A single-case design with a holistic view normally represents a typical problem among many different problems, and this study is not different from that one decisive piece in the big picture of intrapreneurship is to be solved. The holistic view of the case design is chosen because the underlying theory of the case study itself is of a holistic nature (Yin, 2009).

4.4.1 UNIT OF ANALYSIS

The case study has a single-case design with one unit of analysis, an organization. The organization that is selected for the case study is a large, global technology company doing

business-to-business (B2B). The company has a long industrial history and is, as most other businesses, influenced by technology trends such as the energy revolution and industry 4.0.

4.4.2 RESEARCH QUESTION

In order to achieve the aforementioned research objective, the following central research question is defined to be:

"How do the organizational factors impact employees´ intrapreneurial behaviors in a large, established organization?"

Further, to gain enough information and answer the research question, a decomposition of the central research question is applied. The following decompositions in the form of sub-questions are defined as:

A)   What are the organizational factors in this specific organization?
B)   What are the fundamentals of intrapreneurial behavior to appear?
C)   How organizational factors impact intrapreneurial behavior?

These questions are central in the study and will be central in the data collection method, the analysis process, as well as for the presentation of the data.

4.4.3 EXTERNAL VALIDITY

This case study is based upon an existing theory so that this study can add knowledge by using the results conducted in this study in the existing theory. This is used when the researcher wants the findings to be generalized (Yin, 2009).

4.5 DATA COLLECTION

Data collected as evidence for a case study may be collected from several different sources of evidence (Yin, 2009). Yin (2009) discusses six sources that are associated with an array of data, such as documentation, archival records, interviews, direct observations, participant-observation, and physical artifacts. This study has performed qualitative research were interviews that are semi-structured, one-to-one with employees of the organization are conducted for the primary data collection. This study will consist of data collected primarily

from thirteen face-to-face interviews, and secondary data collected from the organization's internal quantitative study "High-Performance Organization Engagement Survey".

4.5.1 PRIMARY DATA COLLECTION

First, this study has mainly conducted semi-structured face-to-face interviews with different employees within the same case organization in Norway. Only two of the interviewees were conducted over skype business calls. When performing face-to-face interviews both verbal and non-verbal communication can bring interesting insights to the interviewees´ behavior and attitude (Wilson, 2014). With internal access to the organization, and with immediate vicinity to the employee´s located in Norway. Participants were recruited through internal e-mail.

A total of 13 interviews were conducted for this case study. 11 of them face-to-face, and two over the telephone (See Table 2).

Individual´s association	Face-to-face	Tele-phone	Taped	Int. guide 1	Int. guide 2	Int. guide 3
R&D employee	X			X		
R&D employee	X		X	X		
R&D employee	X		X		X	
R&D employee	X		X		X	
R&D employee	X		X		X	
Project manager		X	X		X	
Product manager	X		X		X	
Account manager	X		X		X	
Innovation catalyst	X		X		X	
Manager	X		X		X	
Department Manager	X		X			X
Vice president	X		X			X
Vice president		X	X			X

Table 2: Overview of the individuals interviewed and the data collecting tools used.

Eight of the interviewees were selected based on the recommendation of relevancy from the department manager of the R&D department. The remaining five were selected based on their interesting profiles through the search of an internal organizational map. An interesting profile for this study was decided with the evaluation of the following factors; 1) if highly engaged in

intrapreneurial activities, and 2) if the experience and/or competence and/or position were different from the other participant´s profiles.

The purpose of the election strategy was to gain a set of data representing a holistic view within the organization and in order to secure knowledge to answer the research questions (i.e. the research question´s decomposition A, B, C). In addition, the selection took gender-neutrality into consideration, and in total, the ratio ended on 100% male respondents for group A, while group B and C represents 50% male and 50% woman. The following paragraphs will describe how participants were chosen in regards to answer the questions (See Table 3).

	Individuals	Group A	Group B	Group C
1	R&D employee		X	
2	R&D employee		X	
3	R&D employee			X
4	R&D employee			X
5	R&D employee			X
6	Project manager			X
7	Product manager			X
8	Account manager			X
9	Innovation catalyst			X
10	Manager			X
11	Department Manager	X		
12	Vice president	X		
13	Vice president	X		

Table 3: Overview of how the different interviewee is organized in analysis to find answers to the decomposed (Question A, B and, C) research question.

A.   What are the organizational factors in this specific organization?

Participants were carefully selected within the organization including one department manager and two vice presidents who have been in the organization for a long time, experienced at different position-levels, and with great knowledge to intrapreneurial activities. One-to-one interviews, where two face-to-face and one phone interviews were conducted, all with the purpose to understand what organizational factors exist in the organization. These interviews were conducted with interview guide A. (APPENDIX A).

B. What are the fundamental needs for intrapreneurial behavior to appear?

Participants in the interviews were two employees within the R&D department, one with more than fifteen years of experience within the organization, and the other with about five years of experience. The R&D department was a safe choice reaching the creative minds that are well-known with solving problems and coming up with ideas. One-To-One and face-to-face interviews were conducted. Both interviews were with the purpose to understand what basics needs for them to behave intrapreneurial. These interviews were conducted with interview guide B. (APPENDIX B)

C. How do organizational factors impact intrapreneurial behavior?

Participants in the interviews were eight employees with backgrounds from sales, customer relations, project management, product management, and managers. A broad selection of interviewees ensures a broad perspective of the organization are presented that different functional units are covered. One-to-one interviews and face-to-face with seven out of eight interviewees, where the last one was conducted over the phone. These interviews were conducted with interview guide C. (APPENDIX C)

Questions A, B, and C will be presented separately with sub-topics of the organizational factors in the result and analysis part. Data collected from the interviews have been used to answer the questions and will be referred to as group A, group B, and group C hence to the questions and data collected from the interviews. Data collected from group A have only been used to solve question A. Data collected from group B and C have been used to answer the questions B and C. Relevant data collected from group B may have also been used to solve question C and vice versa.

A semi-structured interview style and guide made room for more flexible questions to answer the respondent with. Additionally, such an interview guide helped the interviewer to engage in communication due to flexible guidance in the interview conversations (Wilson, 2014). It was more or less a conversation with some structured questions if needed and when it was investigating in-depth of relevant behaviors, the use of how-questions was considered as most efficient (Stevenson & Jarillo, 1990). All interviews started with mapping if the employees' are satisfied in their positions and at work with work tasks. In addition to their motivational goals when approaching intrapreneurial behaviors. Further, it was important to map rather or not the person was familiar with existing mechanisms categorized in the different factors.

The interviews were recorded to maintain effective during the interview (Wilson, 2014). If the interviewee agreed to be taped, this tape was transcribed for accurate information, and if the interviewee disagreed to be taped (one interviewee in this study), the interview-report was completed directly after completion of the interview.

One interview guide with a set of structured questions per group was used but still allowed great flexibility and scope for the interviewee to bring up themes themselves. There were three different interview guides (See Figure 1). Interview guide A was to approach managers view of the organizational factors. Interview guide B was to approach individuals to view the employee´s intrapreneurial behavior. Interview guide C was to approach the employees to view on the organizational factors. The interviews were conducted within the timeframe 14th of March and 12th of April 2019.
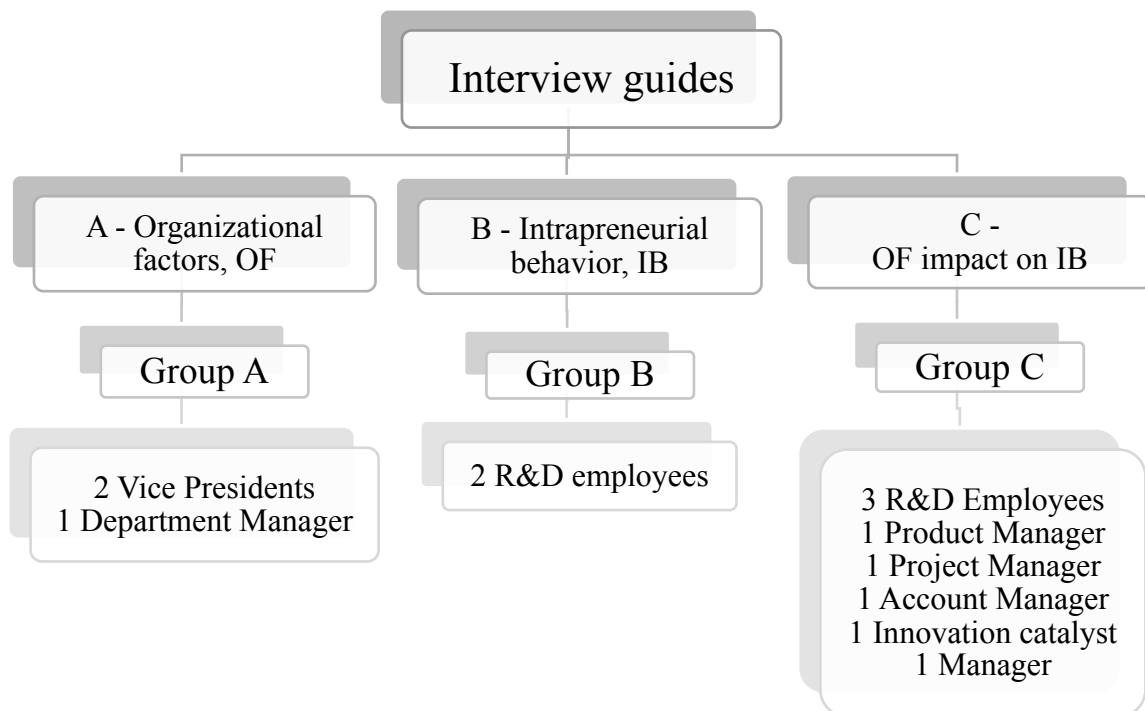
Figure 1: An overview of the compositions of interview guides and interviewees used in the data collection process.

4.5.1.1 STRUCTURING AND PLANNING INTERVIEWS

The strengths of interviews that are with the possibility of focusing on the case study topics are highly available (Yin, 2009). Additionally, the insights provided will be explained, increasing the insights of personal attitudes, perceptions, and meanings. Anyhow, there may be some weaknesses following interviews such as response bias, inaccuracies with poor recalls, and reflexivity, meaning that the interviewee may tend to say what the interviewer wants to hear. With this in mind, semi-structured interviews fell naturally to use, and after conducting the pilot, I understood that this will give me unforeseen information. Still, there needed to be some structure as the organizational factors have been proven to be important in prior research (literature reviewed). Moreover, when the first interview guide was constructed, I conducted a test round on an employee with lots of experience, both with research and within the intrapreneurial sphere. Further, the interview guide proceeded to one more employee with few changes made. Thereafter, changes were done to the guide for a better fit with the relevant data collection regarding organizational-leveled factors.

Finally, the remaining interviews were conducted with the same interview guide. With the advantage of having access to the potential interviewees' schedules, I could easily find out when their schedule was free and book time for a meeting. This made the scheduling an appointment very easy, even if the interviewees were busy and some were planned a month in advance. In the e-mail and meeting invitation, there was information about what the study is about and formalities around the interviews to increase the likelihood of a good and professional first impression. In addition to having formalities written in the invitation, I repeated them before starting the interview so that me and the interviewee had the same understanding of why the data were important to this study, what the data were going to be used for, and the rights (s)he had over data collected from her/him. (APPENDIX D)

4.5.2 SECONDARY DATA COLLECTION

Secondary data were collected from the organizational documentation. Data collected from the organization is a quantitative study conducted recently. The internal study "High-Performance Organization Engagement Survey", hereafter referred to as HiPO ES, was conducted and delivered by an external analytical consulting company. The main purpose of such a study is to improve the employees engagement, understanding and improving leadership, modifying strategies and goals, in addition, to knowing the organization's capabilities (KANTAR TNS,

2019). HiPO ES had a 69,6% response rate, representing about 70% of the total of employees in the organization. The HiPO ES report is formally used to clarify the findings from the interviews.

4.5.3 VALIDITY

To ensure the probity of the interview guide and the qualitative research questions, a pilot interview study was conducted through a one-to-one meeting with an employee that is highly competent within the topic of relevance. Additionally, the content was discussed with the employee after completion of the pilot. The interview had no changes from the first to the second interview conducted with another employee.

In this study, instead of using one key informant reviewing the draft, the data from the interviews, were confirmed with the respective interviewee after completion of the interview. This was practiced both to ensure that it was correctly understood before further incorporation in analysis, but also because interviewees showed interest to do so. Another tactic is to use multiple sources of evidence, i.e. that literature or prior study is measured with data collected from interviews (Yin, 2009). In this study, there are multiple sources of evidence to support and strengthen the validity of the findings. With support from the survey data, based on prior literature, and with a suitable size of interviews, this study, according to (Yin, 2009) should present convincing and accurate findings.

4.5.4 RELIABILITY

The goal of reliability is to minimize the errors and biases in a study (Yin, 2009). A case study protocol is argued to be desirable under any circumstances of case studies (Yin, 2009). A case study protocol in this case study is mainly developed to guide me in the data collection of this single case study. In maintaining the chain of evidence, the case study database program makes it easy access to follow from what interviews and interview guides and which questions that the conclusions were made upon and the other way around.

4.5.4.1 CASE STUDY DATABASE

A case study database is developed to organize and document the data collected for the case study (Yin, 2009). All documents used in this research are kept track on in a database program NVivo 11.4.3 (2084). This program allows organizing the documents related to conducted

interviews; records, interview transcripts, interview guides, memos of non-verbal expressions from interviews, and additional secondary data such as the HiPO ES report and relevant literature. Except for the record of the interviews is held in the database due to confidentiality and with respect to interviewees being anonymous in the study. Additionally, narratives and other documents used in the analysis are stored in this database. This database will allow other investigators to check the relevant data for more information, or to repeat the study by using the same data used for this study.

5 DATA ANALYSIS PROCESS

This section will describe what analysis choices and methods that are used in this study. The process is mainly performed with respect to recommended strategies from Wilson (2014) and Yin (2009). Coding and categorization are done with the theoretical framework as the main guide to recognizing the value in the data collected. Further, the process will be explained in more detail.

5.1 ANALYSIS PROCESS

The qualitative data analysis has been mentioned more than once, to naturally be exploratory (Wilson, 2014; Wilson, Mandich, & Magalhaes, 2016; Yin, 2009). The software program introduced in the case study database description above, NVivo, is also used as a computer-assisting tool for data analysis. NVivo is a computer-assisted qualitative data analysis software (Wilson, 2014; Yin, 2009). The program helps to code and categorizing, and gathers the relevant data sets to one organized overview. The program as an assistant of organizing the documents and raw data and an analytical strategy is crucial (Yin, 2009) to generate theory from the data (Wilson, 2014). Wilson (2014) presented three-step guidance in analyzing the qualitative data which is used in this case study. The following steps are an overview of the data analytical process:

1) Transcribe the conducted interviews *(chapter 5.1)*
2) Find patterns, generate categories and themes. *(chapter 5.2)*
3) Explain what your findings mean *(chapter 5.3)*

With qualitative data being analyzed, there are different approaches available for adoption. Grounded theory is an inductive approach (Wilson, 2014). It involves a process of collecting qualitative raw data, continuing with coding and analyzing and further propose a theory generated from the data. Thereafter, evaluating and comparing the proposed theory with existing theories (Wilson, 2014). With this approach, the normal is to not have any preconceptions collected from theory. However, the approach is partly used in this study, except for the latter part of this study when analyzing relations to prior studies before proposing a theory. The process is, therefore, a modified version of the grounded theory to match this case study design (See Figure 2). When that is introduced, a more detailed description of the approach and strategy will be elaborated in the coming subchapters.
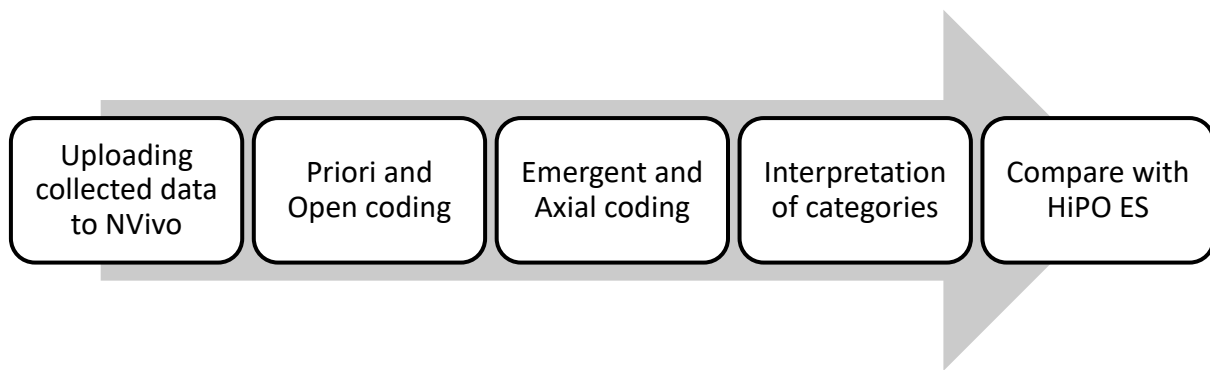
Figure 2 The process used to generate raw data into comparative theory categories

5.1.1 TRANSCRIPTION OF INTERVIEW DATA

First, all records from interviews are transcribed and made into textual form in excel. The excel document sheets are uploaded to the software program. To transcribe the data to textual format makes it possible for the software program (NVivo) to handle the data. Transcription of the tape was performed directly after the interviews were conducted.

5.1.2 GENERATING CATEGORIES AND PATTERN-MATCHING

After transcribing data, the next step in analyzing qualitative data begins with reading through the transcriptions and starting coding (Wilson, 2014). Therefore, looking over and coding one by one interview into different categories is a natural second step. The coding categories have been adopted upon the theoretical framework, priori coding, a deductive approach meaning that the categories are decided before analyzing (Wilson, 2014). Some categories have been adopted by emergent coding, the inductive approach, meaning that few, a minor number of the categories, were developed during the examination of the transcriptions. The combination of emergent coding and priori coding allows the researcher to search for specific categories, in addition, to note and be aware and flexible for the unforeseen elements (Wilson, 2014). Moreover, different types of coding exist and in this analysis open coding has been the strategy for the priori coding. Open coding is as explained above for categorizing data and it mainly involves data labeling and categorizing. Additionally, axial coding has been adopted as a result of using emergent coding. Axial coding opens up for subcategories related to main categories. In the analysis of the present study, the open coding establishes labels and categories, and the emergent coding, which does not only allow flexibility in the unforeseen data but also to establish a new type of coding: axial. Sub categories related to the established categories were

developed during the examination. In other words, emergent coding developed the axial type to manage the raw data (See Table 4).

Theoretical categories	Priori coding (categories)	Emergent coding (sub-categories)
Management support	Autonomy	
	Management relation	
	Decision-making processes	
	New idea generation support	Experiment and testing of ideas
Organizational structure	Organizational communication	Networking
	Organization	
	Structure	Desired organizational structure
Reward and Resources available	Reward system	Desired reward
	Time availability	Facilitation of work-agenda and tasks
	Competencies and funding	
Open	Training and courses	
	Innovative actions	Creativity
		Time flexibility
		Motivation and satisfaction

Table 4: The coding strategy, categories, and labels developed for raw data management.

5.1.3 INTERPRETATIONS

This is the step where meaning is added to the data, and the data become meaningful and understandable (Wilson, 2014). Therefore, further work on the raw data, after reducing it with codes and categories, is the action of explaining the meaning of the data, interpretation. Moreover, the recommended questions by Wilson (2014) are considered in the development of own questions to gain a deeper understanding of the categorized raw data. Four questions repeated for each category: 1) Is there any relation between this category and any other category or subcategory?; 2) What does the content of the category actually mean, and does it add any value to the case study?; 3) What in this category can be directly related to previous research, and what cannot?; 4) Are there any extremes or unique differences? These questions are used to further reduce data and describe the findings by understanding interactions, relations, and the raw data value. Finally, evaluating and pattern-matching logic to compare the empirical evidence category with the secondary data, HiPO ES.

5.2 VALIDITY AND RELIABILITY

The citations are translated and may, therefore, be weakened in the citation wording. The respective interviewee has reviewed and confirmed the interpretation done of their citations that have been used in this case study. All the persons cited received an email with an attached file where all citations from the person reached out to were gathered. The email stated that if no feedback was received by May 18, the citation(s) and interpretation(s) done for the persons citing would be seen as approved. Still, I received about 9 answers where some had objections that were closely listened to and respected. Some citations were moved and some were changed in regards to taking care of the message in the language translation.

6 ANALYSIS AND RESULTS

In this section, the results from the primary data analysis will be presented with secondary data as incorporated support to the primary shreds of evidence. The data will be presented in the same way which has been analyzed. In addition, rival explanations where it seems natural to address it. The three questions introduced in the section of the research question, these will be used to present the results as follows;

A.   What are the organizational factors in this specific organization?
        Presents findings collected by group A and are divided into the organizational factors of investigation.

B.   What are the fundamentals impacting intrapreneurial behavior to appear?
        Presents findings collected by group B and are divided into key fundamentals.

C.   What organizational factors impacts intrapreneurial behavior?
        Presents findings collected by group C and are divided into the organizational factors of investigation.

(See Table 3 to be reminded the individual´s in the groups A, B, and C)

6.1   FACTORS´ IN THE ORGANIZATION – GROUP A

The theoretical framework is clearly indicating that behavior from management does impact the intrapreneurial behavior (de Jong & Den Hartog, 2007). Additionally, the theoretical framework of the factors being important to intrapreneurial behavior is based upon managers opinions of what is important for the employees (Kuratko et al., 1990). The theoretical framework does suggest management support as the most important, and that it can encourage intrapreneurial behavior directly, compared to the other factors. Further, conducted information from group A (See Table 3) in this study, indicates that management support, organizational structure, and resource availability vary from one unit to another, and the variations very much depend on the leader and management of the unit. This section will be divided into the factors from the theoretical framework in the discussion of results.

6.1.1 MANAGEMENT SUPPORT FOR INTRAPRENEURIAL BEHAVIOR

The theory states that idea generation was related to the leader´s openness, allowing trying and failing (Blanka, 2018), and the presence of an atmosphere being safe and positive (de Jong & Den Hartog, 2007), and valuing the employee´s creativity (Sakhdari & Farsi, 2018). Overall, the interviews of this study indicate that the management's support towards employees' intrapreneurial behavior is a present factor in the organization. It is clear that the managers appreciate and actively support new idea generations, but that it also has a lack of procedures or framework to be integrated into everyday work tasks. The following is an example of what we're all agreed upon:

"Some environments and some leaders do allow and facilitate employees to step outside the box.. this is usually where it is clearly an ambition and vision of the unit´s leader."

For the citation "some" is a repeated word which may indicate rather be the exception than the norm. However, it does represent all participants' views in group A, meaning that group A indicated that this is their approach as a leader´s. Some leaders are therefore interpreted to be more than willing to support the intrapreneurial behavior to emerge by reducing the barriers and creating room for it to evolve.

"I am always positive to new ideas, at the same time it is challenging when the frame and structure are unclear for how we should adopt new ideas to what already exists and see if there is any relation between the new idea and ongoing activities so that it is easy to defend."

The above is another good example of what was clearly communicated by majority of group A. The claim of "always be positive to new ideas" is also tested by HiPO ES that shows 63% of employees' response are positive and/or highly positive to that their unit's strong encouragement and support of new ideas. During interviews, conversations about new idea generation also indicate that it was hard to always keep a positive mind to support the idea, but no one ever "…turns down a good idea around here". Additionally, according to HiPO ES, 75% of the employees' responded highly positive and/or positive to the following statement: "My leader works hard to actively improve the work efficiency in my unit", and to the statement:

"My leader gives me feedback that motivates me to do a better job" indicated by 77% of the employee´s to be highly positive and/or positive. These results strengthen group A findings.

Further, the organization is large and have many units, group A discusses how to best possible support and find a future path for the idea presented to them, and the following represents the procedure that the organization has approached by group A:

"We have different competencies, so we try to involve units where the idea would most probably fit for further development."

Group A indicates that it is more about reaching and finding the right unit with the right competence where the idea will further be developed. Few indicated it was hard to bring the idea further.

"We have… our unit has, a kind of entrepreneurial spirit, and we are trying to create room to allow it in our projects… we challenge the frames of the projects because we mean that we have the competence needed to do so."

6.1.2 ORGANIZATIONAL STRUCTURE

Organizational structure is the factor with a minor of prior theory related and with a diffuse description of how it actually impacts the intrapreneurial behavior (Kuratko et al., 2014). Due to that, this topic was one of the hard ones. Also because of the wide range of possible ways for the interviewees to interpret structure. The findings indicate room for failure, and the network and navigation are crucial, in addition to the organizational willingness to experiment which may indicate autonomy.

"It is mostly if not always allowed to fail, one can fail several times and know that one has back cover. That is good!"

"It is important to grow on failure. It´s allowed to fail… we should applaud failure too – that's learning."

Group A indicates that failing is part of learning and that the organization does not judge one failing, rather its functions as a support. This is interpreted that an allowance to experiment with new ideas and projects where the organization´s willingness to experimenting is present.

 "We are primarily a service organization that will solve customer problems, but there are some groups that are allowed engaging in slightly looser issues. "

This also allows for the discussion of the organizational structure being organized for the greater part of the organization to mainly approach customers problems. However, such an approach may impact intrapreneurial behaviors when the idea is not a customer problem. Additionally, it can indicate a lower risk-taking willingness in the organization.

All in group A indicates strongly that the network the employee gains and the navigation skills is crucial and impacts the possibility and opportunities to perform intrapreneurial behavior.

"This organization is the world´s largest village, it´s all about knowing whom to ask about what."

6.1.3 RESOURCE AVAILABILITY

The theory behind this factor is explained mainly consisting of financial issues; budget processes, funding processes, and rewards related to financial goals (Kuratko et al., 1990). For this study, resources available, time available, and integrated reward systems are indicated as highly important to drive and support the intrapreneurial behavior. Especially for this group, their capability of allocating resources is promoted as available, restricted, and time-consuming.

"We do not have any seed-funds which make it difficult to just support all types of new ideas, they somehow need to fit with what we already do."

Considering the majority of group A, resources available is shown to impact the ability of employees in behaving intrapreneurial. The opposition does indicate that financial limits are close to never the reason why employees do not behave intrapreneurial and that it is a critical reason. Moreover, reward systems are present, but seem not to be an important impact on intrapreneurial behavior;

"All leaders receive a reward, based on results from the year before, its typically based upon the bottom line, and new orders, and different KPIs from the previous year."

"I am not a fan of reward systems, it quite often creates a focus on… what I believe is not the right focus… I believe in overall satisfaction in the work situation."

"It has rarely been the only driving force to anything as I know of in this organization."

Reward systems exist, but, according to group A, it is not something supported or believed in being a factor for employees´ intrapreneurial behavior.

6.1.4 WHAT ARE THE ORGANIZATIONAL FACTORS IN THIS SPECIFIC ORGANIZATION?

First, the management has a positive approach towards intrapreneurial behavior, and it is clear that they challenge the frames and structure to give more room for intrapreneurial behavior among the employees. However, it does vary from one leader to another. There is no clear framework for how to approach intrapreneurial behavior. Second, an indicated organized willingness of experimentation and acceptance of failure are found based on group A. Third, a focus on solving customer problems may be too narrow for the intrapreneurial proactive behavior. It may have an impact on other ideas generated outside customer needs/problems not seen as relevant. Fourth, the organization seems to be highly reliant on key individuals, when networking is one crucial way of getting support for intrapreneurial behavior. Fifth, the availability of financial resources seems short, but it requires patience and detailed reporting. Last, reward systems exist only give none incentives or impacts on intrapreneurial activities.

6.2 FUNDAMENTALS FOR INTRAPRENEURIAL BEHAVIOR – GROUP B

Some pressure or self-intentions are a necessity for a person desiring or is motivated to behave in a certain way (Ajzen, 1991). Satisfaction, motivation, confidence, and relations are seen as underlying motives for an employee´s desire in behaving intrapreneurial (Antoncic & Antoncic, 2011; Chan et al., 2017). Overall, conducted information from group B (See Table 3) in this study, indicates different fundamentals. Physical, social and mental aspects of intrapreneurial behavior are conducted. This includes actual space, areas, satisfaction, mutually respect, having a vision, and motivations´ as confidence and open tasks.

6.2.1 THE INTRAPRENEURIAL BEHAVIORS VOICE

Some fundamentals will be important to impact the intrapreneurial behavior to appear. The overall shows the following key fundamental for intrapreneurial behavior; motivation, satisfaction, and time flexibility.

HiPO ES shows that 83% of the employees in the organization answers highly positive and/or positive to the question- "they are experiencing their work as meaningful". In addition, according to the HiPO ES, 86% answers highly positive and/or positive to the question- "How satisfied are you working for Organization?". This indicates that the well-being and satisfaction level of the employees is above average.

"For me, it is important that I have confidence in my colleagues, trust them in being honest…"

The vast majority in group B did indicate that their motivation towards creativity and approaching intrapreneurial activities mainly were their contribution level. Allowance of contributing and challenging work tasks.

"I need something that I believe in, a vision".

"I really like my every day at work, it´s dynamic, get to see a lot of people, which I find very exciting and fun".

"Talking to people is good. When I get a cup of coffee, something that gets me out of the office"

All in group B indicated positivity to external, getting out of their office, changing the environment and talking to new people to be common drives to creativity.

"Even though we need governance and structure, we can make it feel freer.. why not play music, creative music in the reception, maybe more colors, creating space to meet where it´s meant to interact with colleagues… food, eat, the lunch area should be smaller... we should be forced to interact with new people, colleagues".

"Trust from the leader leads to a more free work situation and more free rein in disposing of my schedule and time."

"I believe in using more time, having more time available, more spare time, breaks, room to breathe. That is so important throughout the working day".

A vast repeated indication through all interviews is the value of; time, free time, own-time, and open-schedule. Many expressions for time availability. A tight time-schedule may also be indicated by the 83% employees stating that employees in their unit often do more than what is expected of them, according to HiPO ES. This may also be interpreted as high work capacity or a result of a high contribution and motivation to perform work tasks. Here is another example supporting time as an important factor;

"I am afraid of the American thing that everything should speed up and one should be measured on everything one does and one is put in boxes – I think that is the death of all creativity"

6.2.2 WHAT ARE THE FUNDAMENTALS IMPACTING INTRAPRENEURIAL BEHAVIOR TO APPEAR?

First, a satisfied employee is an employee that has confidence in the colleagues, performing meaningful work tasks, and contributing to something and challenging open work tasks. Second, the employees need a room or area to meet with other people, either colleagues or externals. The coffee machine is indicated as an area where intrapreneurs meet and talk to their colleagues or people in general. Third, and last, flexible hours, some indicating to establish few

hours every week where the employee decides her/himself of what the time should be dedicated to, others suggest slack in schedule, more hours per project, etc. to create more time to be creative.

6.3 THE FACTORS´ IMPACT INTRAPRENEURIAL BEHAVIOR – GROUP C

The theoretical framework is three factors having the greatest impact on intrapreneurial behavior to be the following (Kuratko et al., 1990). Kuratko et al. (1990) choose to integrate time availability in the resource availability which is a logical choice. For this study, time availability has shown to be very important and of high impact to the intrapreneurial behavior. It will, therefore, be prioritized, in addition to the evidence of management support of idea generation. Overall, conducted information from group C (See Table 3) indicates management support, organizational structure, and resource availability have a significant effect on the employees' intrapreneurial behavior. Further, this section will be discussed in terms of the three factors; management support, organizational structure, and resource availability.

6.3.1 MANAGEMENT SUPPORT FOR INTRAPRENEURIAL BEHAVIOR

Overall, good experiences of management support are indicated by group C. One observation done under the interpretation of the data, is that it seems like the majority of the interviewees are not as dependent on the leader to behave intrapreneurial, as the leader is not as mentioned as expected. This can further be interpreted that leaders allow autonomous behavior is the culture. However, there are some barriers related to management.

"My leader always supports me when I present a new idea."

"I have been in different units. In some cases, if you come with a new idea then the answer is that it will be very hard or just no, it does work as we do it today, and it sort of comes a wall that makes it totally uninteresting... Now, if I tell anyone in this department, the answer is mostly wow, cool, how can we do that".

With the examples above, it indicates the support from managers that to be positive to new ideas and to encourage the employees to see value in intrapreneurial behavior is important. Group C indicates that the manager´s support ends shortly after an idea is presented, accepted and encouraged. The support seems to be incomplete. An interpretation of insufficient support is drawn based upon the positivity and encouragement indicated by the majority of group C, and the following example is a good representation of the vast indications;

"I feel like all good ideas are more than welcome... but I miss where I am going from there."

Three examples that represent managers' confidence in the employees and encouragement to intrapreneurial behavior;

"I am very proactive, so for me, it is important to stress some interest from the professionals on the topic, before presenting anything to my leader."

"I probably get a little confidence in doing some piracy, we manage to deliver... so even though we work a bit outside the limits, it´s ok."

"When I challenged with a question, I got the challenge right back…"

Those statements indicate a high degree of autonomy and self-determination, which is supported by the following HiPO ES statement "I experience that I can make decisions in the work I do" with a result of 86% of the employees being highly positive and/or positive. Even that 86% states self-determination, interviewees cited above are all from the R&D department which can indicate a higher tolerance for intrapreneurial behavior in this unit. This is stated by other interviewees, the less minority indicates as the following states;

"I experience that some departments have more allowance for innovation than others. I believe it is because the central management does not share the same understanding of it"

Moreover, according to HiPO ES, the employees state that their leader creates an environment highly influenced by openness and confidence, 81% answers highly positive and/or positive to this statement. Further, "I have confidence in my leader" got 88% answers highly positive and/or positive.

6.3.2 ORGANIZATIONAL STRUCTURE

Overall, important findings of organizational structure are mainly related to the employee's approach of how to get around in the organization, bureaucracy, networking, and communication of ongoing projects within the organization. Additionally, the organization is project-based and highly reliant on customer problems. These can be repeated issues affecting the approach to intrapreneurial behavior.

Following statements is indicated by more than half of group C, and will represent examples of repeating issues;

"The way we work now is much more influenced by the network we have than the hierarchy."

"I want to test my ideas and products much earlier than what the process allows me to."

"I find that I have a leadership style with a high degree of employee empowerment and see that the organization, in general, has that, which is a very good value, especially for innovation."

These indicate an effect on the employee's intrapreneurial behavior. The network is crucial which is also indicated by Group A, but group C promotes that the network is more important than the hierarchy. It can be interpreted that key personalities are more important to employees seeking intrapreneurial activity, than the persons´ position. Indicating that a network of people seeking intrapreneurial activity might be present.

Further, governance is an important part of the structure, which has been indicated by the majority of group C. The following example is a descriptive overall interpretation for what the participants indicate of governing the complex organization;

"It is important that people feel safe and they have self-determination. It is a balance though, because it is a big organization that needs governance, the structure, systems, and processes to be there, and people need to follow them."

"I am governed by a budget."

Moreover, a factor indicated by few but with such a reflected and concrete statement, participants engaged in the following problem;

"One is probably very quick to judge ideas that are not good just because they are not prioritized by the customer´s investments. But, we can rather make sure that we create priorities for the customer than wait for the order."

"Internal funding do not facilitate the organization to be proactive, or lead the market, but it is more for what the customer wants"

This is interpreted as a minority problem. Still, it is highly interpreted as a limit to perform an experiment on problems and issues besides a clear problem first being announced by the customer before being valuable. Further, an important issue or factor impacting the intrapreneurial, indicated by the vast majority, is network and communication;

"Incredibly large organization, incredibly complex, and challenging to keep the innovative intrapreneurial spirit at the same time as knowing what's already been done or are ongoing projects".

"I have no hours available or free hours, but I do have the network that I use to tricks and mix with to make some more available time"

Additionally, according to HiPO ES, the result of a highly positive and/or positive (85%) considering the teamwork within the unit, whilst the teamwork or cooperation between the units is considered much lower, 51% considers that this is highly positive and/or positive.
Risk is seldom mentioned throughout the interviewees. Two interviewees in group C mentioned risk, and stated the following;

"There must be room to take risks, not in technological means, but solving a problem for a customer.. it will cost a lot, but we will most probably earn much more".

"I wish that we were more the leader and not the follower. The most dominant thing is that we do as the end customer says… I would like to see the organization being more willing to take risks"

6.3.3 RESOURCES AVAILABILITY

For this study, resources available, time available, and integrated reward systems are indicated as highly important to drive and support the intrapreneurial behavior. Additionally, time availability is an issue being more expressed in this case than what has been indicated by the theoretical framework. To introduce this section, two good examples of what the majority of group C has indicated will be presented. They cover the most coherent findings as follows. First, time and financial slack;

"I have no room for, time or money to spend, and it is very bureaucratic if I want more time and money for something… It´s limiting innovation, I do understand that one cannot just let go of it, but one should have a little room for all to do improvements, here and there"

Second, the large organization´s ability to respond to internal requests;
"The general methodology of the organization is too slow, one has to know everything in detail and report before one maybe gets granted with some time and money the year after if one´s lucky."

Slow processes or limited funding resources are clearly indicated by the vast majority of group C to be a hinder to their ability in behaving intrapreneurial. The less minority do agree on that it is limiting but indicate other ways of prioritizing the work. Some hours on testing new ideas are performed with the funded project that's ongoing. It means that time is taken from the ongoing project is to test the new ideas´ feasibility. Interpretation of all indications in the interviewees, it seems that only the less minority or few projects hold such opportunity. A good example representing the latter argument;

"Usually, you get, say ten hours, to solve a task because it usually takes ten hours, but one may want to use twenty hours so that the next time the same task might take five hours. If so, one needs to ask for permission and if it is possible of doing it this way. "

Moreover, other issues are indicated by the less minority reflecting on the limitations of available resources because of the leaderships' focus and valuation;

"The payoffs are usually too far ahead for the management to see the value of using resources on it, additionally, short-term resources get affected… and so do the short-term payoffs. One may not get to use the resources needed for a long-term project because of overly focus incentives on short-term results"

And two specific views of internal funding limiting impacts;
"The more creative the ideas are, the harder get support from leader... but also from the internal funding system".

"… I do believe we are slavishly subject to internal funding… the most complex in the whole organization, which are budgeting and distribution of funds and resources"

An example of clearly indicating that the internal funds are crucial for the ability to behave intrapreneurial and perform intrapreneurial activities. As an indication of the citation above, the vast majority holds the approach of being limited by internal funding. There is also one interviewee appreciating available resources in the organization. Following citation has two parts, the first is unique that indicates an overindulged of available resources, whilst the latter part indicates that it might be hard to get to them and is more or less indicated by the majority of the interviewees:

"We are spoiled, the organization is full of solutions and technology; resources make it easier and we have them, and just sometimes we need to pull the right strings to get to them."

The majority of group C is pointing towards the following;

"Resources that are much easier to work with than those locked into something else."

It is shown the resources locked in a specific project or category is harder to relocate than free resources available for free disposition. Moreover, time availability, free hours, and schedules are indicated to be of high importance for the intrapreneurial behavior to appear. And the following statements represent the vast majority of group C;

"The organization may suffer a bit from busy is the new stupid, one does not have time available to be creative."

"I choose not to share new ideas when I know that my schedule is filled up, and I do not have time to work on the new idea anyway".

"I would like more time to go to external meetings, or gatherings, more conferences… arenas that boost my creativity".

"One has to have a surplus of time and if you have too many other things, the desire of being creative or innovative disappears."

Time is interpreted as one of the most valuable factors for the employees to behave intrapreneurial. It is mentioned in several settings and appears in the vast majority of topics when discussing and conversing with the interviewees. "Time" has been used in a total of 18 times in interviews of group C. In Table 5 is also time and hours in varying forms representing all times it has been expressed in all interviews conducted.

Expressed word	Count in total	# of different references	Average frequency/ interview
Timer (hours)	71	9	7,9
Timene (the hours)	6	2	3,0
Tid (Time)	179	11	16,3
Tida (The time)	9	3	3,0
Tiden (The time)	27	8	3,4
Total	292	33	8,8

Table 5: Word frequency in total and average frequency per interview conducted

6.3.4 WHAT ORGANIZATIONAL FACTORS IMPACTS INTRAPRENEURIAL BEHAVIOR?

First, management support for intrapreneurial behavior is when the management is supportive from the idea is expressed until the idea has been granted hours for feasibility testing, or have got sufficient approval or denial. Overall, participants indicate that further support is unclear after leaders have been positive to their idea. Additionally, it might not be the best idea to start

with promoting it to the leader, but to colleagues and professionals within the idea´s topic to roughly test the feasibility before promoting it to the leader. Nevertheless, this is accepting intrapreneurial behavior. Second, navigation in the organization is a challenge, communicating ongoing projects is desired for one to engage in the greater organization. It might not affect the intrapreneurial behavior directly, but it promotes the acceptance of intrapreneurial behavior. Additionally, the organization´s approach of waiting for customer order has an impact for the intrapreneurs to hold back when ideas are outside what the organization is capable of seeing at present state. Third, networking is important to create the space needed for intrapreneurial behavior to occur. Fourth, affected by the apparently slow structured organization where financial details are more important than experimenting and testing ideas. Room for, time available and some financial slack are highly indicated to be missing, and those are also indicated to be the most important factors impacting the opportunities and possibilities to behave intrapreneurial.

7 DISCUSSION

This section will discuss the results with the theoretical framework of the organizational factors impacting intrapreneurial behavior. This section has mainly chosen to discuss the results with the highest frequency and with the greatest indications of impact on the behavior. The discussion is organized in terms of the organizational factors, but a collective view of findings from groups A, B, and C.

7.1 MANAGEMENT SUPPORT FOR INTRAPRENEURIAL BEHAVIOR

In discussing whether or not management support impacts the intrapreneurial behavior, it is clear that it does either directly or indirectly influence the employee´s behavior. The foundational measures for this factor are demonstrated that leaders should be open, willing to take the risk, encouraging towards new idea generation, and creating a positive and safe environment to foster a culture of intrapreneurial behavior. The commitment of management, the access to resources and the appropriate rewarding of intrapreneurs are organizational-related enablers of intrapreneurial initiatives (Blanka, 2018).

de Jong and Den Hartog (2007) found that leaders behavior directly impacts the effort that employees put in generating new ideas. Supporting the employees in their intrapreneurial activity does ensure sufficient autonomy, which is highly positively related to intrapreneurial behavior (Burgelman, 1983). As found in this study, autonomy may be culturally integrated due to management not being indicated in relation to activities that clearly relates to intrapreneurial behavior. Although activities are not directly related, it may be an impact of the management creating an atmosphere of positivity and supportiveness for such behavior (Kuratko et al., 1990). Further, the atmosphere may not be easy-measurable, but managers behavior does have an impact. Managers displaying confidence with and satisfaction with ongoing projects encourage employees behaving intrapreneurial (Brundin et al., 2008). We may assume that when leaders show confidence and encouragement for the employees´ intrapreneurial activities, the confidence and positivity for the leader are reciprocated.

As the results show a positive relation and confidence in leaders. In addition to motivational feedback provided by leaders, intrapreneurial behavior may be activated by a motivation of

social pressure of how the employees should behave (Ajzen, 1991). This especially appears when a good relationship between management and the employee is present (Park et al., 2014), which seems to apply for the majority of the employees in this case.

Moreover, this study indicates that if the management is willing to support intrapreneurial behavior and to what extent the management is involved in such behavior very personally. Additionally, it is expressed that the support ends too early to further develop the innovation results. In this case, it seems that the atmosphere of positivity and supportiveness is present. However, it may not be sufficient enough that one can to the fullest behave intrapreneurial.

7.2 ORGANIZATIONAL STRUCTURE FOR INTRAPRENEURIAL BEHAVIOR

Navigation in such large complex organizations is challenging, both for the experienced and for the new employees. Intrapreneurship is what the organization must foster to encourage intrapreneurial spirit (Cuervo et al., 2007). In addition to exploiting the knowledge across fields and develop intrapreneurial functions within the organization. Clear communication of intrapreneurial activities and ongoing intrapreneurial projects may promote and impact intrapreneurial behavior. Blanka (2018) assumes that promoting factors such as intrapreneurial experience across fields will encourage to intrapreneurial behavior. It is all about knowing the right people and knowing where to find the right information. This study also has indications of those behaving intrapreneurial reach out and network with others behaving intrapreneurial. The foster of intrapreneurial behavior may be a network itself, the intrapreneurs´ helping each other out. Still, it is indicated that it is hard to navigate in such a big organization providing information globally about what project´s ongoing.

Networking is key that is indicated by all groups in this study, employees seeking to behave intrapreneurial are highly reliant on key persons to navigate them and support them further. In this case, the hierarchy is less valuable than the key persons. The network may be developed by equal minds seeking the same behavior (Ajzen, 1991), or it may be a result of a common problem that has been, in this case, indicated to be a limitation of time. In this case, it is indicated that the network is primarily used to either get the external interest and thereafter financial support or to allocate hours to explore an idea. Not only within the established organization but

also outside, intrapreneurs are part of a greater social system (Blanka, 2018). To gain a greater understanding of this network, researchers should look deeper into it.

Organizations' inactive approach towards intrapreneurial activities directly limits the employees' intrapreneurial behavior. Allowing risk-taking and feasibility testing even if the idea is outside the frame of customer-desired should be considered to allow and foster intrapreneurial behavior.

A high degree of work engagement is indicated by this case results, in addition to the HiPO ES, that it has a positive relation to intrapreneurial behaviors. The increased intrapreneurial behavior shows to increase the employee´s work engagement (Gawke et al., 2017).

7.3 RESOURCE AVAILABILITY FOR INTRAPRENEURIAL BEHAVIOR

Time availability is one of the most frequently mentioned factors in this study, especially when intrapreneurial behavior is desired. Puech and Durand (2017) stated that an organization normally has no lack of ideas, but the time for exploration. In this study allocating time to employees is also stated as time-consuming, meaning that it requires time to be allocated on intrapreneurial activities.

Puech and Durand (2017) introduced different ways of having time, either it is granted or it is grabbed. In this study, it is indicated that most of the time is grabbed because it takes too long to get time granted. The time that is grabbed is usually used to explore, experiment and test the feasibility of ideas, which is intrapreneurial activities, this is supported by Puech and Durand (2017) findings. Puech and Durand (2017) conducted qualitative research interviewing 47 individuals within the R&D department that normally are employed to perform intrapreneurial projects. Still, it does match the findings of this research where only 30% (4) are from the R&D. From this, we may assume that time availability is at least highly desired by the employees, but may not be seen as valuable to the leaders.

However, Puech and Durand (2017) noted that intrapreneurial behavior may occur as other ongoing projects are worked on. It means that work tasks may contribute to and inspire other ideas. This indicates if the spare-time and time left to create ideas are less sufficient than the creativity of the employees while working, there is no need for free-time, only accessible hours.

This means that the employee can have some time available for distribution if absolutely necessary. However, this may lead back to today´s routine of allocating hours for the intrapreneurial activity. Nevertheless, it should be a better way of distributing hours with a purpose to allow intrapreneurial behavior. It would be interesting to know even more about this topic of why the management does not allocate more free-time, as it may be restricted to financial reasons, but also the management style. For this case, time availability is definitely impacting the intrapreneurial behaviors, due to time unavailability impacting employees´ creativity and idea exploration.

8 SUMMARY AND CONCLUSION

This section will briefly summarize the case study before the research question will be answered in detail in the subsection for a *summary of findings.* Further, theoretical contribution and management implications will be discussed. The latter concluding remarks will be for limitations and future research. First, a reminder of the purpose of this study has been to find out how the organizational factors impact intrapreneurial behavior. Hence to the research question;

"How do the organizational factors impact the employee´s intrapreneurial behavior in a large established organization?"

8.1 SUMMARY OF THE STUDY

To answer the research question, a theoretical framework was developed by using the identified organizational factors introduced by Kuratko et al. (1990). The factors were identified to be management support for intrapreneurship, organizational structure, and reward and resource availability. Additionally, being capable of answering the research question with sufficient knowledge, concepts of how and why employees approach intrapreneurial behavior is considered in the framework. Antoncic and Antoncic (2011) with the theory of satisfaction, Chan et al. (2017) with a concept of underlying motivations, and Ajzen (1991) the theory of planned behavior were considered.

This case study is empirical research where mainly face-to-face interviews have been carried out from thirteen employees in a real case organization. The interviews have been conducted with three interview guides with one intention; gaining enough knowledge to answer the research question. With this approach, the study has gathered three different perspectives on the same topic; one from employees assessing how they approach intrapreneurial behavior, another having managers assessing how they approach employee´s intrapreneurial behavior and how the organization approaches the employee´s intrapreneurial behavior. The last one, where employees assess the organizational factors impacting how they approach intrapreneurial activities and behavior.

This study shows how organizational factors impact intrapreneurial behaviors. It demonstrates that it may impact by appearing limiting to the behavior´s creation or by supporting the behavior to unfold. Factors impact employee´s intrapreneurial behavior when encouraging to a positive supportive environment encouraging intrapreneurial behavior. However, systems and procedures that are inconvenient in assisting intrapreneurial activities will limit intrapreneurial behaviors to unfold.

8.2 SUMMARY OF FINDINGS

Overall, the limitational impact uncovered in this study is addressed extensively as time available to idea exploration. Furthermore, limitations due to management support factors imply that the support ends before it becomes satisfying. Enablers have been indicated to be the management support that encourages positivity and are engaged in the employees. In addition to reducing limitations such as allocation of time and funding, as far as it is possible. Further, networks seem also to be a factor impacting the choice of whom to ask for support due to the likeliness of increased intrapreneurial behavior.

This study does support the investigated factors demonstrated by Kuratko et al. (1990), to have an impact on intrapreneurial behavior. In addition to that management of such behavior is crucial to create the environment of employee´s behaving intrapreneurial (Burgelman, 1983; de Jong & Den Hartog, 2007; Park et al., 2014; Sakhdari & Farsi, 2018). This study is also supportive of time availability theory (Puech & Durand, 2017), and management support (Sakhdari & Farsi, 2018), as factors impacting intrapreneurial behavior (Kuratko et al., 1990).

In more detail, this study does recognize time as a limiting factor due to limiting possibilities of idea exploration. Time availability is addressed frequently in association with idea exploration and experimentation. Time is mentioned both from managers allocating hours to the employees to encourage intrapreneurial behavior and from the employees as unavailable reporting.

The organizational factor of structure has not shown as influential arguments compared to the two other factors; management support, and resource availability. Still, networking and navigation in a large organization may have an impact on employees being more confident in behaving intrapreneurial and approaching intrapreneurial activities. This study suggests an

increased quality of information communication encouraging intrapreneurial behavior. It may increase the network environment for intrapreneurial behavior. The network of intrapreneurial behavior has already shown to be valuable to the respondents in this case study.

A view added to as a part of the organizational structure factor (Kuratko et al., 1990) may be networking and organizational navigation within the structure and hierarchy. It is a finding that also may be relevant to discuss in the resources availability factor as knowledge and experience. It may contribute by adding to as a part of one factor where it in this study indicated to be highly important to manage the allocation of hours/time and confidence in behaving intrapreneurial.

8.3   THEORETICAL CONTRIBUTIONS

This study contributes to theory by investigating the organizational factors and impacts with the perspective from employees in contrast to prior research, where managers have had the greatest perspective to-say in qualitative studies. Additionally, the perspectives of employees expressing their intrapreneurial approach, with the perspective of managers informing and evaluating the organizational factors, in addition to the employees view describing the organizational factors impact on their behavior, is unique within one case study research.

8.4   IMPLICATIONS FOR MANAGEMENT

My study may serve information to the management of large complex organizations desiring to give sufficient support to employees that behave intrapreneurial, both inside and outside an R&D department.

Employees do experience that the support is insufficient and that it needs stability to be more transparent. Transparency, openness, and confidence with employees will encourage their intrapreneurial behavior. However, if managers desire to take great advantage of this behavior time to support and facilitate for idea exploration should be considered.

Resources such as time should be to some degree, available to employees. This study recommends to try out and allow employees to register a number of hours every month to idea feasibility testing or idea exploration. For the organizations with hours-reporting or similar, such measures as described above will communicate willingness for employees to explore. This

may increase intrapreneurial behavior resulting in an increase in innovative outcomes, satisfied employees, and motivation to test new ideas.

The management should have clear frames for how to approach intrapreneurial behavior. It will be a necessity to guide the employees reaching for support, and this support should be coherent through the organization. Intrapreneurial behavior is not only for the R&D and is important to be acknowledged in all units. Organizations with no R&D should be careful to understand that intrapreneurial behavior appears without having a closed department with a focus on such behavior to emerge. These organizations should especially seek information to serve and promote the individual´s intrapreneurial behavior.

The organization of investigation had a great project which is recommended to reinvest in. One had hours available to allocate anyone who came to them with an idea they would like to feasibility test. Such facilitation would, in this case, solve both the manager's insufficient support after being positive to a new idea, but also the resources available such as allocation of hours to idea exploration.

8.5 LIMITATIONS AND FUTURE RESEARCH

I have been eating lunch and observing some of the participants and other employees during the investigation without the observation being formal. I have been working in an open landscape in the R&D department. This may have increased my bias, but it may also have strengthened my understanding of the culture and social behavior in R&D. Anyway, I have mostly been close to R&D which may hold a greater level of intrapreneurial behavior compared to other employees. However, it may have increased bias for a positive organizational autonomy that may be different to employees in a different department.

The research is performed within one large organization and would therefore not be qualified to generalize any findings. However, the study has in regards to gender and position been diverse so to as much as possible gather a wide view of organizational factors impacting intrapreneurial behavior. It is important to state the fact that intrapreneurial behavior is also present in departments outside R&D and this will be important to note for future researchers investigating intrapreneurial behavior.

With the high availability of employees willing to participate in the study, I could conduct more interviews and contribute to a more generalized finding of intrapreneurial behavior within this organization. However, I conducted as many as I could and tried to collect the participants with the view that intrapreneurial behavior can appear everywhere within the organization. But due to the time frame, I was limited to conduct a representative number for this to be generalized within the organization.

Moreover, for future research, it would be interesting to investigate in such large organizations to understand how the intrapreneurial behavior differs from one department to another and if it is caused by the departments´ actual function in the organization. Another interesting view for future research is to observe how the intrapreneurial internal networks emerges, to add to theory with a greater understanding of how the intrapreneurial behavior emerge in such internal networks.

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APPENDIX A

Introduction	*Kan du fortelle hva din avdeling bidrar med i bedriften i helhet? Hva er din rolle her og hva er dine hovedoppgaver/ hovedansvar?*	
Organisasjon struktur	Hvordan mener du at organisasjonen er strukturert for innovasjon?	
	Hvordan bidrar organisasjonens struktur til intraprenørlig aktivitet?	
	Hvordan er din frihet til å legge tilrette for intraprenørlig aktiviteter?	
Management support	Hvordan forholder du deg til nye ideer? Hva synes du om at ansatte kommer til deg med nye ideer?	
	Hvordan presenterer ansatte nye ideer til deg? Hvordan imøtekommer du den måten å presentree ideer på?	
	Hvordan blir de ansatte ivaretatt i forhold til beslutningsprosesser?	
	Hvordan vil du forklare ditt forhold til de ansatte? Har du en strategi for hvordan du oppfører deg rundt de ansatte?	
Reward systems	Har dere noen form for belønningssystemer for ansatte? Konkurranser? Finansielle belønninger? Feedback sessions?	
Training	Hva har dere gjort i forhold til å trene de ansatte for å bli bedre på å ta intraprenørlige initiativ?	
Autonomy	Hvordan bestemmes arbeidsoppgavene til de ansatte? Hvordan er det tilrettelagt for den ansatte?	
Open	Hva gjør du som leder for å stimulere intraprenørlig oppførsel?	
Til slutt	Mnoe du ønsker å legge til?	

APPENDIX A: Group A Interview Guide

APPENDIX B

Intraprenørlig motivasjon	**a)** Har du noen mål for hva du skal oppnå innad i organisasjonen? **b)** Vet noen i organisasjonen om målet ditt? **c)** Hva gjør organisasjonen for at du blir motivert for å jobbe mot målet?	Understand position and possible motivations and/or satisfaction
Takk, da har jeg forstått litt din rolle og hva du ønsker å oppnå, da ønsker jeg å gå videre til tema om hvordan du er innovativ, jeg trenger bare at du er helt ærlig, bare usanne svar er dumme svar.		
Intrapreneurial behavior/innovativeness	**a)** Hva tenker du når jeg sier kreativitet? **b)** Hva aktiverer din kreativitet eller *<noe som ble nevnt i spm. ovenfor>* ?	Understand what activates the employee´s innovativeness
Stimulating intrapreneurial behavior	**a)** Hva gjør organisasjonen for at du kan eller har lyst til å være kreativ?	What foundational factors needs to exist for employees being creative
Intraprenørlig aktiviteter	**b)** Kommer du på noen spesifikke aktiviteter eller situasjoner som du opplever som en trigger for deg til å være kreativ?	Factors which impacts the employees behavior towards being more intrapreneurial
Intraprenørlig aktiviteter og proactiveness	**a)** Hva tenker du når jeg sier nye ideer? **b)** Hva trigger deg til å få nye ideer?	Activities facilitated by the organization stimulating employees creativity
Takk, videre så ønsker jeg å forstå litt bedre hvordan du opplever miljøet rundt deg for å dele, teste og gjennomføre ideer.		
Intraprenørlig oppførsel og intraprenørlig kultur	**a)** Hva må til for at du deler en ny ide? **b)** Hvem er første du deler/drøfter ideen med og hvorfor? **c)** Hvordan opplever du at din nye idè møtes av de du deler/drøfter den med?	Understadning if the intrapreneurial behavior experience the organization supporting the idea and generation ide to feasibility.
Intraprenørlig oppførsel og intraprenørlige aktiviteter	**a)** SCENARIO: Kan du komme på et prosjekt, produkt, endring i prosess, som var et resultat av din ide? I såfall, spol helt tilbake til starten, hvordan ideen startet og hva du gjorde for at den endet i endring? **b)** Hvilken følelse sitter du igjen med etter den opplevelsen du nettopp tok meg gjennom?	
Takk, videre så ønsker jeg å forstå litt bedre hvordan du opplever deg selv og hvordan du kan utvikle deg.		
Intraprenørlig opplevelse av bedriftens uttnyttelse	**a)** Opplever du deg selv som innovativ, kreativ, oppfinnsom? **b)** Hva kunne organisasjonen bedre nytta av dine ferdigheter?	Factors and activities contributing to organization´s innovation
Hindringer	**a)** Er det noe, noen, evt. situasjoner som gjør at du ikke ønsker å dele ideen din? **b)** Hva ser du på som et hinder for deg til å dele ideer?	Limitations may reveal important facilitational factors

APPENDIX B: Group B Interview Guide

APPENDIX C

Introduction	**a)** Har du noen mål for hva du skal oppnå innad i organisasjonen? **b)** Vet noen i organisasjonen om målet ditt? **c)** Hva gjør organisasjonen for at du blir motivert for å jobbe mot målet?	
Organisasjon struktur	Hvordan forholder du deg til nye ideer? Hvordan får du eksperimentert og testet dine nye ide?	
	Hvordan er organisasjonen strukturert for at du kan være innovativ?	
	Hvordan er din frihet for intraprenørlig aktiviteter?	
	Se for deg drømmescenarioet: Hvordan ser du for deg at organisasjonen er strukturert for å møte dine intraprenørlige behov?	
Management support	Hvordan presenterer du nye ideer til din leder? Hvordan opplever du at leder imøtekommer deg når du presenterer nye ideer?	
	Hvordan får du delta i beslutningsprosesser? Hvor mye opplever du at du har noe å si i en prosess med beslutning?	
	Hvordan vil du forklare ditt forhold til din leder?	
	Hvordan benytter du organisasjonens systemer med intensjon for å være innovativ? Se for deg drømmescenarioet: Hvordan oppfører avdelingen din seg og hvilket ansvar har du?	
Reward systems	Hva ønsker du at organisasjonen skal gjøre for å legger til rette for at du skal være innovativ? Hvordan forholde du deg til belønningssytemer?	
Training	Hvordan ville du forholdt deg til kurs? Hvilke kurs ville vært nyttig for deg, slik at du kunne tatt enda flere initiativ ift. innovasjon?	
Autonomy	Hvordan er arbeidsoppgavene dine tilrettelagt? Hvordan skulle du ønske arbeidoppgavene dine var tilrettelagt?	
Open	Hva gjør du for å stimulere din egen intraprenørlig oppførsel?	
Til slutt	Noe du ønsker å legge til?	

APPENDIX C: Group C Interview Guide

APPENDIX D

APPENDIX D: Email Template

TEMPLATE: EMAIL INVITATION FOR INTERVIEWEES

Hei <Name>,

Jeg skriver masteroppgave i samarbeid med COMPANY og ønsker å intervjue noen av dere ansatte. Jeg holder for tiden til i R&D og har funnet noen ansatte som er interessante og du er en av dem. Du er viktig for meg når det kommer til å forstå hvilke faktorer som påvirker deg til å være innovativ og hvordan du opplever at organisasjonen, tilrettelegger for det.

Uten å si veldig mye mer så ønsker jeg å invitere deg til et 30-40 minutters intervju/samtale <suggested time and place> (evt. på ditt kontor om det passer bedre for deg).

Jeg vet dette er kort varsel, men det så ut til å være ledig i kalenderen din, så jeg håper at du kan sette av litt tid. Hvis tiden ikke passer, men du ønsker å være med, gjerne forslå ny tid da jeg er fleksibel.

Hvis det er noe du lurer på rundt intervjuet eller relatert til tema og det passer seg bedre å spørre over telefon, så skal du ikke nøle med å ringe meg. Andre spørsmål som du ikke synes er sensitive, tar jeg gjerne over e-mail.

Formaliteter
1) Intervjuet varer 30-40 minutter.
2) Din identitet er anonym og det du forteller meg vil kun brukes som en del av et større studiet. All data samlet inn fra deg vil ikke være mulig å spore tilbake til deg.
3) Lydopptak av intervjuet er høyst ønsket. Denne dataen vil bli slettet så snart materiale er transkribert og skal kun brukes for at jeg skal få med all viktig data for forskingsprosjektet og for at det skal være mer effektivt. Du har all rett til å be meg slette eller endre dataen jeg har samlet inn fra deg.
4) For at det skal bli så riktig som mulig så setter jeg pris på ærlighet. Hvis det er noe du ikke ønsker å svare på så er det helt i orden og jeg kommer ikke til å spørre eller ønske å vite hvorfor. "Ingen kommentar" er også et fullverdig svar.
5) Du trenger ikke tenke så mye på dette, men besvare spørsmålene jeg stiller med det du opplever som riktig og sant for deg i din arbeidshverdag.

Med Vennlig hilsen

Victoria Walberg
Masterstudent