How does autonomy misfit, together with psychological safety in a team, contribute to intrapreneurial behaviour?

Rode draad chapter 1 & 2

Paul de Raaij

Table of Contents

[Common thread 3](#_Toc101807994)

[Chapter 1. Introduction 3](#_Toc101807995)

[1.1 Background & Context 3](#_Toc101807996)

[1.2 Problem statement 3](#_Toc101807997)

[1.3 Relevance for practice and academics 4](#_Toc101807998)

[1.4 Conceptual model 5](#_Toc101807999)

[1.5 Method of research 5](#_Toc101808000)

[Chapter 2. Literature 6](#_Toc101808001)

[2.1 What is intrapreneurship 6](#_Toc101808002)

[2.2 Introducing intrapreneurial behaviour & person-environment fit 6](#_Toc101808003)

[2.3 Autonomy misfit 7](#_Toc101808004)

[2.4 Psychological safety 7](#_Toc101808005)

[2.5 Autonomy misfit, proactive behaviour & psychological safety 8](#_Toc101808006)

[Bibliography 9](#_Toc101808007)

# Common thread

An answer to the question:

How does autonomy misfit, together with psychological safety in a team, contribute to intrapreneurial behaviour?

## Chapter 1. Introduction

### 1.1 Background & Context

* Organisations need to remain and gain competitive advantage to stay ahead of their competition
* Already in 1986 Tushman & Nadler (1986) stressed that “organisations can gain competitive advantage only by managing effectively for today while simultaneously creating innovation for tomorrow” and suggested that “there is perhaps no more pressing managerial problem that the sustained management of innovation” (Urbancova, 2013).
* It requires all employees to be innovative and contribute to the ever-changing goals of the organisation
* Intrapreneurs are more and more deemed as an important factor to innovation and economic growth and thus organization’s competitive advantages (Elert & Stenkula, 2020; Gawke et al., 2019)
* It changes the expectations from organisations of their employees
* “Rather than being passive recipients of changing jobs and products, employees need to adopt roles as “innovators” and “differentiators” (Bowen, 2016).
* “More specifically, employees are increasingly required to adopt a more intrapreneurial way of working to deal with or even initiate these changing requirements and directly impact a firm’s strategic direction (Peters & Waterman, 1984).
* Organisations are looking to increase intrapreneurship
* Intrapreneurship, also known as corporate entrepreneurship, is a process of recognising and exploiting opportunities by being innovative, proactive and taking risks (de Jong et al., 2015; Gawke et al., 2019; Neessen et al., 2019)
* These three latter dimensions are behavioural dimensions of intrapreneurship that have attitudes and characteristics as their antecedents (de Jong et al., 2015; Neessen et al., 2019)
* Three approaches to intrapreneurship (Gawke et al., 2019).
  + Entrepreneurial orientation
  + Intrapreneurial outcomes approach
  + Behaviour-based approach
* The behaviours of innovativeness, proactivity, and risk taking matches the entrepreneurial orientation as described by (Gawke et al., 2019)

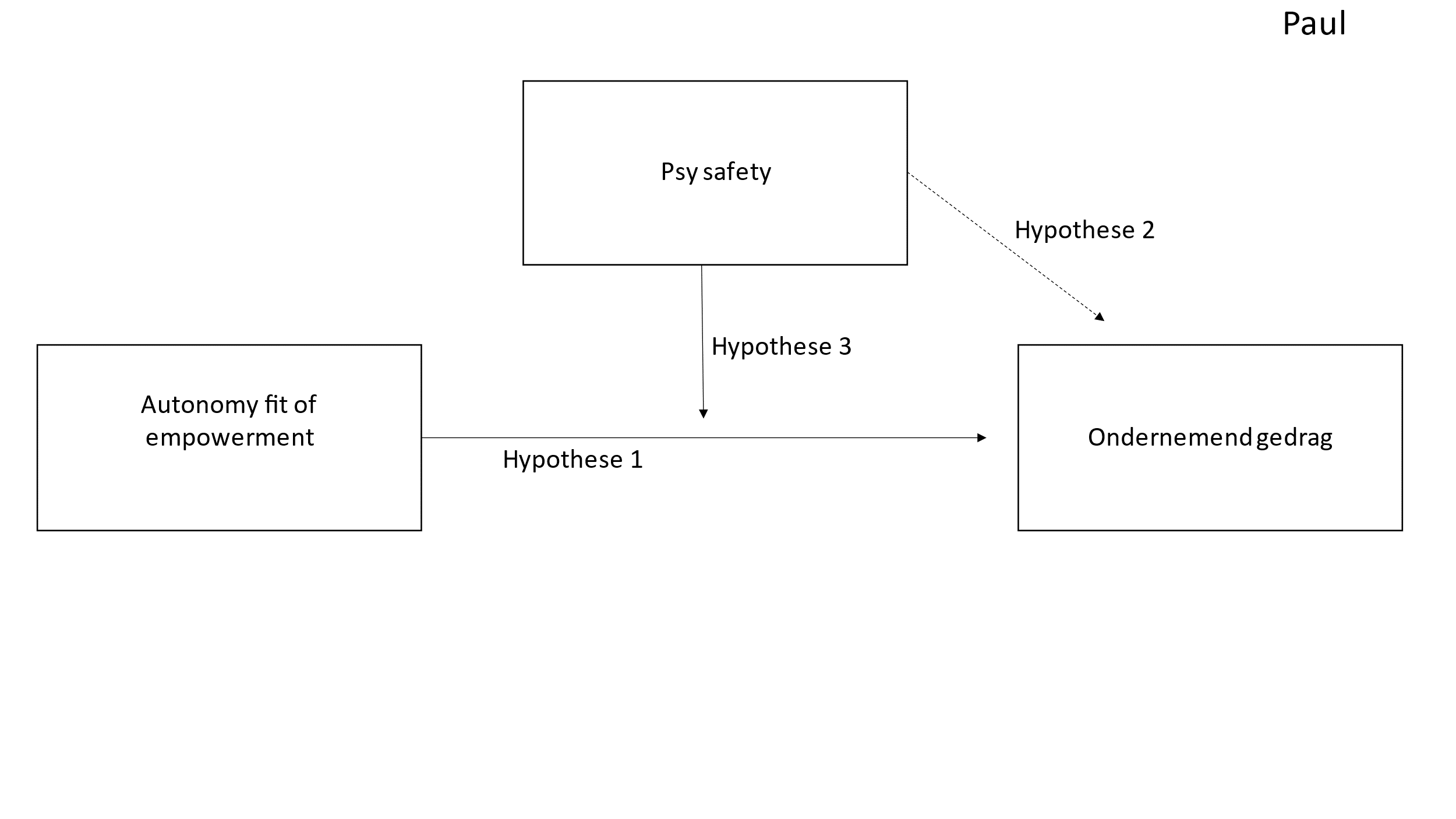
### 1.2 Problem statement

* Not all employees will behave as intrapreneurs. Neessen et al. (2019) stated that “giving employees autonomy in their work is one of the other dimensions that influence the intrapreneur.”
* Possible explanation why some people will act as intrapreneurs and others don’t, can be examined through the perspective of Person-Environment fit.
* “The P-E fit approach suggests that individual attitudes, behaviours, and other outcomes result not from the person or environment separately, but rather from the relationship between the two (Edwards, 1996), emphasising the importance of compatibility between workers and the work environment (Kristof, 1996) in worker well-being and performance (Jong & Ford, 2021)”
* Many relations between person and environment has been researched, and the same goes for consequences and outputs of P-E (mis)fit. (Kristof-Brown et al., 2005; Pee & Min, 2017; Yu & Davis, 2016)
* Job autonomy has been researched in various ways (Jong & Ford, 2021; Simmering et al., 2003; Sørlie et al., 2022; Yu & Davis, 2016), but not in relation with innovation or intrapreneurship.
* This research aims to bring new perspectives on the needs-supplies misfit between person and organisation regarding the levels of autonomy, and it’s impact on intrapreneurial behaviour
* Innovation and process improvements have been found at teams that have high levels of psychological safety (A. Edmondson, 1999; A. C. Edmondson & Lei, 2014; Newman et al., 2017).
* Psychological safety is a shared belief held by members of a team that the team is safe for interpersonal risk taking (A. Edmondson, 1999).
* If a team feels safe, they will share more information and as such learn more then teams with lower levels of psychological safety (A. Edmondson, 1999; Newman et al., 2017).

### 1.3 Relevance for practice and academics

* Not much is known about the relation of psychological safety and intrapreneurial behaviour and between autonomy (mis)fit and intrapreneurial behaviour, the contribution of this research is to fill in these gaps.
* Practice
  + Organisations benefit from innovation and other means of gaining competitive advantage (Elert & Stenkula, 2020)
  + The whole organisations needs to be intrapreneurs, but gaining more intrapreneurs is a hard path.
  + It will provide tangible advice whether or not psychological safety and/or autonomy misfit is beneficial towards intrapreneurial behaviour.
  + Organisations looking for intreprenereurial behaviour might want to adopt their recruitment strategy by selecting adaptable minds that can cope with misfit between levels of needs and supplies of autonomy (van Vianen, 2018; Yu & Davis, 2016)
* Academics
  + Not much is known on the relationship between autonomy misfit, psychological safety and intrapreneurial behaviour
  + van Vianen (2018) raised the question “Which environmental and individual factors mitigate experienced misfits?” This research aims to shed a light on the question if psychological safety moderates an experienced misfit of autonomy

### 1.4 Conceptual model



Conceptual model

### 1.5 Method of research

* Quantitative study
* Analysis following the polynomial regression model (“On the Use of Polynomial Regression Equations as an Alternative to Difference Scores in Organizational Research,” 1993)
* to define further

## Chapter 2. Literature

### 2.1 What is intrapreneurship

Description:

* Intrapreneurship, also known as corporate entrepreneurship, is a process:
  + “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 selfrenewal or venture new businesses to enhance the competitiveness and performance of the organization.” (Neessen et al., 2019, p. 7).
* As such intrapreneurship must be seen as a process and not an attitude.
* The rationale behind this is that intrapreneurship is not merely a behavior of an individual or an organization, but is about a set of activities of an individual or an organization to get from point A to point B in time, with an increased competitiveness and performance of the organization as the end goal.” (Neessen et al., 2019, p. 8)

### 2.2 Introducing intrapreneurial behaviour & person-environment fit

Description:

* Intrapreneurship is defined in two big themes by Neessen et al. (2019): outcomes and behaviour.
* These behaviours are commonly defined as: proactive, innovativeness, risk taking (de Jong et al., 2015; Gawke et al., 2019; Neessen et al., 2019)
  + “Articles that investigated the behavior of the intrapreneur mostly concentrated on these dimensions: innovativeness/creativeness, proactiveness, opportunity recognition and exploitation, risk-taking and networking.” (Neessen et al., 2019, p. 8)
* This follows an entrepreneurial orientation mentioned by Gawke et al. (2019)
* Whether or not an employee will engage in intrapreneurial behaviour will be decided by a diverse set of factors. Neessen et al. (2019) in their review on intrapreneurship developed a nomological framework that displayed organisational factors, and attitudes and characteristics of intrapreneurs.
* Predicting if an individual will engage in certain human behaviour is a core tenet of the person-environment fit theory (van Vianen, 2018). The combination of person and environment will lead to a better prediction then the two factors separately.
* “The P-E fit approach suggests that individual attitudes, behaviours, and other outcomes result not from the person or environment separately, but rather from the relationship between the two (Edwards, 1996) (Jong & Ford, 2021).”
* In the world of P-E fit a wide-range of fit concepts exists (van Vianen, 2018)
* A needs-supplies fit displays the alignment of the employees needs, desires, or preferences and the supply provided by the job the perform (Kristof-Brown et al., 2005)
* The needs-supplies will help us in determining if the NS fit or misfit on the organisational factor of autonomy (Neessen et al., 2019) will influence intrapreneurial behaviour.

### 2.3 Autonomy misfit

* Generally, a fit between person and their environment is desired to reach the optimal outcome, however the field of P-E fit argues for a nuanced perspective.
* van Vianen (2018) displayed in her in review study that experiencing misfit will lead to adaptation. Depending on the misfit perception, opportunities to repair the misfit, and environmental and individual mitigating factors it might motivate individuals to leave the job or to adapt to the situation.
* For example, Yu & Davis (2016) discovered that the mismatch between the levels of autonomy desired by an employee and the autonomy provided has been found to lead to higher levels of proactive behaviour at newcomers
* This finding originates from the self-regulatory view that argues that newcomer behaviours are highest when there is a misfit between the organisational supply of autonomy and the needs of the individual (Yu & Davis, 2016).
* On that same note Simmering et al. (2003) found that autonomy misfit for an individual leads to higher engagement in employee development. Surprisingly this holds true for individuals with low levels of autonomy, but high levels of autonomy as well (Simmering et al., 2003).
* Although the research of Yu & Davis (2016) and Simmering et al. (2003) are primarily focused on newcomers, Simmering et al. (2003) suggests that established employees could use the same strategies as newcomers to improve their fit levels.
* Neessen et al. (2019) determined autonomy as an important organisational factor contributing to intrapreneurial behaviour. Jong & Ford (2021) argues that it is critical not to only examine the job autonomy on its own, but to examine the congruence between autonomy and preference for autonomy.
* Examining the needs-supplies fit of autonomy as such will provide a clearer picture on the effect of autonomy as contributing factor to intrapreneurial behaviour.
* Kristof-Brown et al. (2005) also showed that “in almost every case the complementary form of needs–supplies fit has the greatest impact on “individual attitudes and behavior” (Kristof-Brown et al., 2005, pp. 317 - 318). Which also suggest that in this case an effect on intrapreneurial behaviour will exists.
* As such I hypothesise that a misfit of the needs-supplies regarding autonomy will positively influence intrapreneurial behaviour.

Hypothesis 1: Autonomy misfit is positively related to intrapreneurial behaviour

### 2.4 Psychological safety

* The business environment of today accomplishes much work in collaboration (A. C. Edmondson & Lei, 2014; Frazier et al., 2017; Newman et al., 2017)
* Organisational research has identified psychological safety as an important factor in understanding how people collaborate (A. C. Edmondson & Lei, 2014)
* Frazier et al. (2017) recognises that psychological safety is a key factor in facilitating the process of learning, collaborating, and employee enagement
* Psychological safety is the shared belief by members of the team that the team is safe for interpersonal risk-0taking (A. Edmondson, 1999; A. C. Edmondson & Lei, 2014; Frazier et al., 2017; Newman et al., 2017)
* High levels of psychological safety has been linked to higher levels of creative thinking and risk-taking, innovation in R&D teams, process improvements in manufacturing, knowledge creation, and successful implementation of technology (Newman et al., 2017)

Relevance to intrapreneurial behaviour:

* Higher levels of psychological safety enhance risk-taking, information sharing and learning behaviour of members from the team (A. Edmondson, 1999; Newman et al., 2017)
* Risk-taking is an intrapreneurial behaviour in the nomological network of Neessen et al. (2019)
* The outcomes and characteristics of psychological safety can be expected to have a relation with each other, as such I hypothesise:

Hypothesis 2: Psychological safety is positively related to intrapreneurial behaviour

* Given that higher levels of proactiveness is present in case of a misfit on autonomy level, I hypothesise that higher levels of proactiveness, reached due to psychological safety will positively influence the intrapreneurial behaviour

### 2.5 Autonomy misfit, proactive behaviour & psychological safety

* Yu & Davis (2016) & Simmering et al. (2003) identified that an autonomy misfit leads to higher levels of proactive behaviour.
* Ashford & Black (1996) identified seven key types of change-oriented proactive behaviours:
  + feedback seeking; information seeking; job change negotiation; positive framing; general socialising; building relationships with the boss; and networking
* From these behaviours information seeking,and feedback seeking have been found to be moderated by psychological safety
* De Stobbeleir et al. (2020) showed that higher levels of psychological safety increase the amount of feedback seeking
* feedback seeking may be beneficial for individuals to cope with the misfit of autonomy (van Vianen, 2018)
* High levels of psychological safety have shown that information will be sought within the team, where lower levels of psychological safety will lead to information seeking outside the team (Safdar et al., 2017)
* These forms of proactive behaviours all embed a form of risk-taking. It requires confidence and trust to engage in voice behaviour and start to ask for feedback and information.
* As higher levels of psychological safety reduce the barrier to engage in proactive behaviours I hypothesise that the level of psychological safety will influence the effect of autonomy misfit towards intrapreneurial behaviour
* Meaning that high levels of autonomy misfit and high levels of psychological safety will lead to higher levels of psychological safety.

Hypothesis 3: Psychological safety moderates the positive effect of autonomy misfit towards intrapreneurial behaviour

# Bibliography

Ashford, S. J., & Black, J. S. (1996). Proactivity During Organizational Entry: The Role of Desire for Control. *Journal of Applied Psychology*, *81*(2), 199–214.

Bowen, D. E. (2016). The changing role of employees in service theory and practice: An interdisciplinary view. *Human Resource Management Review*, *26*(1), 4–13. <https://doi.org/10.1016/j.hrmr.2015.09.002>

de Jong, J. P. J., Parker, S. K., Wennekers, S., & Wu, C.-H. (2015). Entrepreneurial Behavior in Organizations: Does Job Design Matter? *Entrepreneurship Theory and Practice*, *39*(4), 981–995. <https://doi.org/10.1111/etap.12084>

De Stobbeleir, K., Ashford, S., & Zhang, C. (2020). Shifting focus: Antecedents and outcomes of proactive feedback seeking from peers. *Human Relations*, *73*(3), 303–325. <https://doi.org/10.1177/0018726719828448>

Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, *44*(2), 350–383. <https://doi.org/10.2307/2666999>

Edmondson, A. C., & Lei, Z. (2014). Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 23–43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>

Elert, N., & Stenkula, M. (2020). Intrapreneurship: Productive and Non-Productive. *Entrepreneurship Theory and Practice*, 104225872096418. <https://doi.org/10.1177/1042258720964181>

Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological Safety: A Meta-Analytic Review and Extension: PERSONNEL PSYCHOLOGY. *Personnel Psychology*, *70*(1), 113–165. <https://doi.org/10.1111/peps.12183>

Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2019). Measuring intrapreneurship at the individual level: Development and validation of the Employee Intrapreneurship Scale (EIS). *European Management Journal*, *37*(6), 806–817. <https://doi.org/10.1016/j.emj.2019.03.001>

Jong, J., & Ford, M. (2021). An Exploration of the Relationship Between Autonomy Congruence, Perceived Supervisor Individualized Consideration, and Employee Outcomes. *Review of Public Personnel Administration*, *41*(3), 566–592. <https://doi.org/10.1177/0734371X20917185>

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). CONSEQUENCES OF INDIVIDUALS’ FIT AT WORK: A META-ANALYSIS OF PERSON-JOB, PERSON-ORGANIZATION, PERSON-GROUP, AND PERSON-SUPERVISOR FIT. *Personnel Psychology*, *58*(2), 281–342. <https://doi.org/10.1111/j.1744-6570.2005.00672.x>

Neessen, P. C. M., Caniëls, M. C. J., Vos, B., & de Jong, J. P. (2019). The intrapreneurial employee: Toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, *15*(2), 545–571. <https://doi.org/10.1007/s11365-018-0552-1>

Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human Resource Management Review*, *27*(3), 521–535. <https://doi.org/10.1016/j.hrmr.2017.01.001>

On the Use of Polynomial Regression Equations as an Alternative to Difference Scores in Organizational Research. (1993). *Academy of Management Journal*, *36*(6), 1577–1613.

Pee, L. G., & Min, J. (2017). Employees’ online knowledge sharing: The effects of person-environment fit. *Journal of Knowledge Management*, *21*(2), 432–453. <https://doi.org/10.1108/JKM-10-2016-0437>

Peters, T. J., & Waterman, R. H. (1984). In search of excellence. *Nursing Administration Quarterly*, *8*(3), 85–86.

Safdar, U., Badir, Y. F., & Afsar, B. (2017). Who can I ask? How psychological safety affects knowledge sourcing among new product development team members. *The Journal of High Technology Management Research*, *28*(1), 79–92. <https://doi.org/10.1016/j.hitech.2017.04.006>

Simmering, M. J., Colquitt, J. A., Noe, R. A., & Porter, C. O. L. H. (2003). Conscientiousness, autonomy fit, and development: A longitudinal study. *Journal of Applied Psychology*, *88*(5), 954–963. <https://doi.org/10.1037/0021-9010.88.5.954>

Sørlie, H. O., Hetland, J., Bakker, A. B., Espevik, R., & Olsen, O. K. (2022). Daily autonomy and job performance: Does person-organization fit act as a key resource? *Journal of Vocational Behavior*, *133*, 103691. <https://doi.org/10.1016/j.jvb.2022.103691>

Tushman, M., & Nadler, D. (1986). Organizing for Innovation. *California Management Review*, *XXVII*(3), 20.

Urbancova, H. (2013). Competitive Advantage Achievement through Innovation and Knowledge. *Journal of Competitiveness*, *5*(1), 82–96. <https://doi.org/10.7441/joc.2013.01.06>

van Vianen, A. E. M. (2018). Person: A Review of Its Basic Tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, *5*(1), 75–101. <https://doi.org/10.1146/annurev-orgpsych-032117-104702>

Yu, K. Y. T., & Davis, H. M. (2016). Autonomy’s impact on newcomer proactive behaviour and socialization: A needs-supplies fit perspective. *Journal of Occupational and Organizational Psychology*, *89*(1), 172–197. <https://doi.org/10.1111/joop.12116>