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MSC in Social, Health, and Organizational Psychology

***The Intrapreneurial Edge – the Relations between Creative-Self Efficacy,
Person-Environment Fit and Intrapreneurial Behaviors, Moderated by
Inclusive Leadership***

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Abstract

Promoting intrapreneurial behaviors (IBs) in employees is crucial for gaining an advantageous edge in a dynamic environment. The present study addresses a research gap in individual-level factors within IB research by examining creative self-efficacy (CSE) and person-environment fit (PE) as predictors of IBs. The first two hypotheses were that CSE and PE will have a strong positive relationship with IBs. Due to the extensive literature on inclusive leadership (IL), characterized by openness, availability, and accessibility, and IL's importance on IBs, the current research additionally includes IL as a potential moderator. The next two hypotheses were that for higher levels of perceived inclusivity of one's supervision, the CSE-IB and PE-IB relationships will be stronger. A cross-sectional study design was used to investigate the hypothesized relationships and convenience sampling was utilized to gather participants. Working adults (N = 141) filled out a self-administered online survey. The results displayed significance of CSE and PE as individual-level predictors of IBs but did not provide evidence for the moderation hypotheses. Post-hoc analysis and conceptual frameworks suggest a novel approach towards a more integrative framework of IBs, PE, and IL.

Keywords: Intrapreneurial Behaviors, Person-Environment Fit, Creative Self-Efficacy, Inclusive Leadership

Introduction

The modern workplace has time and again been described as a dynamic, fast-paced, and competitive environment (Mushtaq et al., 2017). To thrive within this environment, companies and employees must adapt certain work and life perspectives. Vast research has been done over the last few decades on what these perspectives might entail (De Vos et al., 2020; Nielsen & Randall, 2013). A recurring pattern within this conversation is that of proactivity, risk-taking, and innovativeness or, when operationalized, that of intrapreneurship. Defined by the tendency of entrepreneurial behaviors of employees (Stull, 2005), intrapreneurial behaviors (IBs) have become a crucial focus of organizational research. After all, such employee behaviors may result in new business ventures, novel opportunities and added economic (and perhaps societal) value (Parker, 2011). According to research, organizations that facilitate intrapreneurship are expected to reach higher levels of performance, growth, and profitability (Antoncic & Hisrich, 2001). Literature also shows that IBs are crucial for public sector organizations, where intrapreneurship streamlines bureaucratic processes and boosts sustainability (Kraus et al., 2019). The benefits of IBs have encouraged academics to investigate the potential precursors and ways to induce such behaviors. A prevalent perspective is that of inclusive leadership's significance on IBs (Ramati-Navon et al., 2022). Inclusive leaders, characterized by "openness, accessibility, and availability in their interactions with followers" (Carmeli et al., 2010, p. 250) are thought to induce intrapreneurial behaviors in employees by fostering psychological availability and indirectly influencing regulatory focus (activating promotion focus; Ramati-Navon et al., 2022). Despite the extensive research on inclusive leadership and broader organizational cultures' influence on IBs, the field lacks individual approach into employees (Ghura et al., 2022). A systematic literature review by Blanka (2019) also calls attention to this absence of individual traits in the intrapreneurship field: "research providing an overview of individual-level intrapreneurship is rare, leading to the need for a research focus at this level" (Blanka, 2019, p. 921). Blanka (2019) argues for more nuanced analysis of intrapreneurship where employee personality traits, individual characteristics, and plain preferences are considered. The present study addresses this research gap by examining certain individual characteristics as predictors of *who* within a given organization are more likely to exhibit IB tendencies. Specifically, the focus of current research falls on creative self-efficacy – "the belief one has the ability to produce creative outcomes" (Tierney & Farmer, 2002, p. 1138), and person-environment fit – one's perceived compatibility with their organization (Chan et al., 2012).

Creative self-efficacy has been investigated within organizational creativity (Tierney & Farmer, 2002) and creative performance (Choi, 2004) in past literature. To the best of the present researcher's knowledge, the concept has not been examined within intrapreneurship research, but there is precedent in considering it as a potential precursor to IBs. Person-environment fit, on the other hand, follows Arslanagic-Kalajdzic et al. (2019) findings, suggesting that PE fit is a crucial antecedent to intrapreneurship. They propose proactiveness and work-engagement as two pathways through which person-environment fit affects intrapreneurial behaviors. More in-depth theoretical reasoning for the purpose of the study and the selected constructs are covered below.

Regarding the practical and social relevance of the research, the study strives to offer a more individualized approach towards IBs in the workplace, wherein understanding which employees are more likely to display intrapreneurial tendencies may save valuable firm resources and boost the likelihood of intrapreneurial endeavors. Understanding the nuanced details of individual characteristics and preferences involves understanding personal differences (strengths and weaknesses) and utilizing them accordingly. Establishing an inclusive culture may have no consequence in terms of intrapreneurship, if none of the employees feel like they belong or do not believe in their own creative abilities.

To conclude, the research question of this paper is: *“To what extent are creative self-efficacy and person-environment fit related to intrapreneurial behaviors, and to what extent are these relationships moderated by inclusive leadership?”*

Theoretical Framework

There is no overarching theoretical model that supports the proposed effects. The researcher employs past literatures speculations on some of the hypothesized relationships (namely, PE fit on IBs) and different theories to support the hypotheses. The theories are: Social Cognitive Theory, theory of planned behavior (and its' relation to self-efficacy), PE fit theory, Relational Leadership Theory, and Regulatory Focus Theory.

It All Starts with an Idea – the Role of Creative Self-Efficacy on Intrapreneurial Behaviors

Since Tierney's and Farmer's (2002) influential article, introducing creative self-efficacy (CSE) – “the belief one has the ability to produce creative outcomes” – as a concept within organizational creativity (Tierney & Farmer, 2002, p. 1138), many more scholars have followed this foundation (Mathisen & Bronnick, 2009; Choi, 2004) and validated the construct further. Creative self-efficacy is associated with behavioral change (Puozzo & Audrin, 2021) and has roots in Social Cognitive Theory (SCT) as a meaningful determinant

of behavior (Vinnikova et al., 2020). SCT's proposed motivational pathway highlights the importance of self-influence and self-regulation on behavioral action (Cai et al., 2021). Within this foundation, creative self-efficacy is an important predictor of behavior – the confidence that high CSE entails dictates creative performance (Cai et al., 2021) and leads to more creative outputs generated (Mathisen & Bronnick, 2009). Seeing as creativity is inherently linked to the beginning of an intrapreneurial endeavor (Antoncic & Hisrich, 2001) and how intrapreneurship is intertwined with creative results within organizations (innovativeness; Stull, 2005), it is reasonable to assume that higher levels of creative self-efficacy are associated with stronger IB tendencies. Additionally drawing on the theory of planned behavior (TPB), the present study further suggests the relation between CSE and IBs. TPB refers to intention and perceived behavioral control (self-efficacy) influencing human behavior (Ajzen, 1991). As Choi (2004) argues, TPB elements (intention and control) “represent two key psychological readiness factors (i.e., “can” and “will”), providing a favorable condition for actual performance of the behavior in many situations” (Choi, 2004, p. 190). That is, CSE may activate the “can” and “will” motivational factors to promote creative performance, crucial for IBs. Following SCT and TPB, it may very well be the case that creative self-efficacy affects intrapreneurial behaviors through the pathways of behavioral control (self-efficacy) and behavioral intention. The current study hypothesizes that creative self-efficacy is positively related to intrapreneurial behaviors:

H1: The higher the levels of CSE employees indicate, the more likely they will show preference for IBs.

Am I Where I Need to Be? The Role of Person-Environment Fit on Intrapreneurial Behaviors

Person-environment fit (PE) represents the perceived compatibility (fit) an individual has with their environment (in this instance, organization; Cable & DeRue, 2002). Employees and employers alike can use PE as a decision-making tool (Vianen, 2018). For employees, PE fit entails determining whether a given organizational culture (it's values, demands, and supplies) is in line with individual principles (attitudes, abilities, and needs). PE fit's managerial implications are that of functionality – the action of choosing the ‘correct’ employee to represent the companies’ values, and fit its’ demands (Ahmad et al., 2011). Such efforts from employees and employers are intuitively reasonable (an employee will produce more and better outcomes, and will be happier doing so, if they are compatible with a given company), as well as conceptually sound (Kalajdzic et al., 2019). It has been long established

now, that perceived fit with one's environment predicts one's attitudes and behaviors (Tepper et al., 2018). Because perceived PE fit is a precursor to organizational behaviors, it is reasonable to examine the constructs significance on intrapreneurial behavior tendencies. Moreover, part of the PE Fit theory postulates that "outcomes are usually more favorable when organizations supply resources in amounts that fit employee needs" (Tepper et al., 2018, p. 1344). The behavioral "outcomes" here refer to organizational citizenship behaviors (OCB) – "performance contributions beyond the individual's job description that formal reward systems do not typically recognize" (Tepper et al., 2018, p. 1352). OCB resembles IBs in that neither are mandatory, yet both greatly contribute to firms' performance. In fact, Neessen and colleagues (2021) found a direct association between organizational citizenship behaviors towards environment and intrapreneurship (Neessen et al., 2021). Drawing on such theoretical pathways, it appears that high PE fit may increase the likelihood of favorable outcomes (intrapreneurial behaviors) within organizations. Lastly, there is a direct academic precedent in using PE fit when analyzing intrapreneurship (Arslanagic-Kalajdzic et al., 2019). In their cross-cultural study, Arslanagic-Kalajdzic et al. (2019) investigated uncertainty avoidance and intrapreneurship, using PE fit to explain the synergy between the two. The researchers go as far as to mention that their "findings reveal the differential nature of the PE fit (Muchinsky and Monahan 1987) that is needed for the development of intrapreneurial intentions" (Arslanagic-Kalajdzic et al., 2019, p. 441). Following the conceptual reasonings as well as Arslanagic-Kalajdzic and colleague (2019) findings, the current paper utilizes PE fit in understanding who within organizations are more likely to display intrapreneurship tendencies. The hypothesis is that person-environment fit is positively related to intrapreneurial behaviors.

H2: The higher the perceived PE fit, the more likely a given employee will exhibit IBs.

Cultivating Unity and Empowerment: The Role of Inclusive Leadership

The literature on intrapreneurship has repeatedly examined various leadership styles as means of inducing IBs in the workplace (Elenkov & Manev, 2005; Gupta & Srivastava, 2013). Inclusive leadership has been at the forefront of this conversation, repeatedly displaying significant influence on intrapreneurship (Ramati-Navon, 2022). The relationship between inclusive leadership and intrapreneurial tendencies can be explained through the lenses of Relational Leadership Theory (RLT) and Regulatory Focus Theory (RFT). RLT emphasizes the dynamic nature of leadership process, that hinges on the social reality (social connections), rather than individual leaders' characteristics and traits (Carmeli et al., 2010).

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More specifically, RLT suggests that inclusive leaders, by being open, available, and accessible, cultivate an organizational climate of trust and psychological safety. In turn, employees feel validated, heard, and respected, which encourages them to take risks (Ramati-Navon et al., 2022), share innovative ideas, and express creativity (Carmeli et al., 2010). On the other hand, regulatory focus theory (Higgins, 1997) postulates two motivational orientations: prevention-focused and promotion-focused, which distinctly influence decision-making and goal setting (Brockner & Higgins, 2001). Promotion foci deals with goal pursuit and gains, whereas prevention foci with security, safety, and non-losses (Ryan et al., 2019). Both orientations are crucial in intrapreneurship: promotion motivation encourages risk-taking and innovativeness, while prevention motivation boosts performance (Ramati-Navon et al., 2022). When combined with IBs, RFT proposes that inclusive managers foster psychological availability, “making the followers feel more emotionally, cognitively and behaviorally resourceful and psychologically available to engage, thus propelling a promotion focus behavior.” (Ramati-Navon et al., 2022, p. 241). Prevention-focus in intrapreneurial endeavor, on the other hand, is triggered by performance obligations and potential losses, rather than inclusivity of the leadership (Ramati-Navon et al., 2022). That is, the risks of losing once status within the company or failing to produce desired financial outcomes activates prevention foci in intrapreneurial endeavors. In any case, there are clear theoretical pathways (through the lenses of RLT and RFT) through which inclusive leadership affects intrapreneurial behaviors. Although a plethora of academic literature examines the direct effects of leadership on IB, as Ghura and colleagues (2022) note, researchers and practitioners have a hard time of utilizing this relationship. The present study suggests a potential solution – to view (inclusive) leadership as a moderator between intrapreneurial behaviors and individual factors (in this case, creative self-efficacy and person-environment fit). Albeit seldom explored, there is academic precedent in considering leadership as a moderator within intrapreneurship research (Razavi & Aziz, 2017; Srivastava & Srivastava, 2022; Alipour et al., 2011). Razavi and Aziz (2017), for instance, found a significant moderating effect of transformational leadership on the intrapreneurial intention and intrapreneurship relationship, meaning that strong inspirational and intellectual leadership increases the likelihood of IBs, when employees already exhibit intrapreneurial intentions. Seeing as creative self-efficacy is associated with intrapreneurial behaviors (Chouchane et al., 2023), it is reasonable to assume that inclusive leadership may moderate the relationship between CSE and IBs. Chouchane and colleagues (2023) also indicate that perceived

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organizational support (POS) is a crucial element of intrapreneurship. POS and PE Fit both recognize organizational commitment as a synergetic element within the constructs (Ballout, 2007). Following such logic, it is plausible that inclusive leadership moderates the relationship between person-environment fit and intrapreneurial behaviors. That is, by constructing a diverse climate for collaboration and openness, inclusive leaders may encourage employees who feel highly compatible with their workplaces (higher levels of organizational commitment) to exhibit intrapreneurial behavior tendencies. Hence, the last hypotheses are that for higher levels of perceived inclusivity of the leader (IL), the relationship between creative self-efficacy (CSE), person-environment fit (PE) and intrapreneurial behaviors (IBs) will be stronger:

H3 a. = The positive relationship between CSE and IB is moderated by IL; the relationship is stronger for higher levels of IL.

H3 b. = The positive relationship between PE and IB is moderated by IL; the relationship is stronger for higher levels of IL.

Based on past theories, hypothesized relationships and own rationale, 4 hypotheses are established. No control variables are included in the analysis as the literature on IBs, and specifically individual-level antecedents, lacks additional information to see what potential control variables may influence the suggested relationships. Because of the explorative nature of the present study, all 3 variables of interest were tested separately. The suggested model of the study, together with the hypotheses, can be seen in Figure 1.

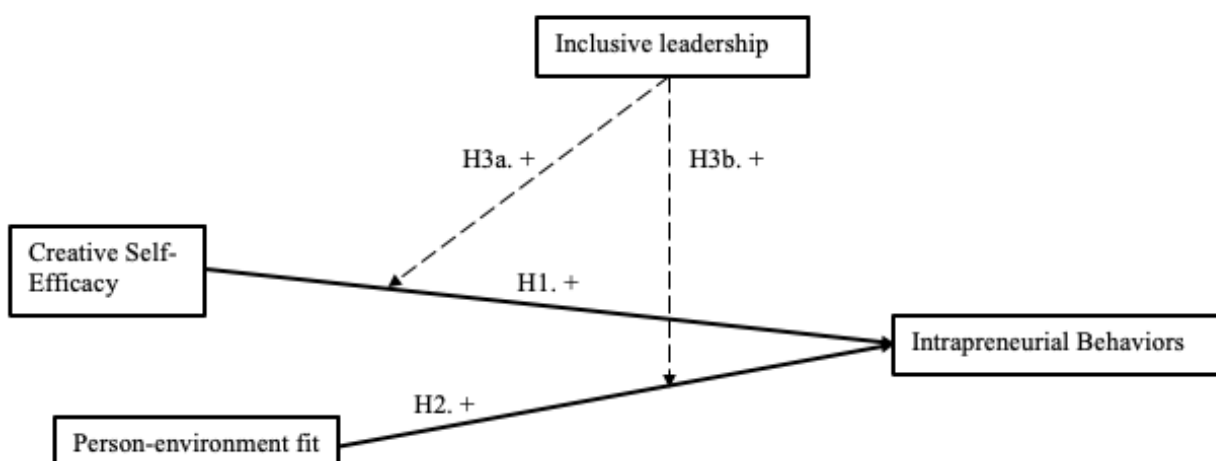


Figure 1: Conceptual Model.

The relationship between creative self-efficacy and intrapreneurial behavior, and person-environment fit and intrapreneurial behavior; moderation of inclusive leadership on both direct relationships.

Methods

Research Design

The hypothesized relationships between creative self-efficacy (CSE), person-environment fit (PE), intrapreneurial behaviors (IB), and inclusive leadership (IL) were investigated by means of quantitative research methodology. A cross-sectional study design was used, where participant responses were recorded at a “given point in time” (Kesmodel, 2018), through a self-administered survey. Such method was chosen because of its’ convenience: low cost, anonymity of the respondents, and high accessibility (Dalati & Gomez, 2018). The target variables (CSE, PE, IB, and IL) were measured using previously established and tested questionnaires (*Measures* section). The survey additionally included demographic questions, such as age, gender, nationality, and employment status.

Sample

The aim of this study was to examine intrapreneurial behaviors within different organizational settings, including part-time work, full-time work, and student employment. The target population of this study were employees, older than 18 years of age. To assess the sufficient sample size needed, G*Power test (version 3.1.9.2) was carried out prior to data collection. Based on a medium effect size of 0.15, the alpha level of 0.05, power of 0.95 and 3 predictors, a minimum of 119 valid respondents (N) were found to relate to these parameter settings of the study.

The researchers’ reach was limited to their own networks. Convenience sampling was used to gather participants. It is worth noting that convenience sampling, although time- and cost- efficient, may be prone to sampling bias and the sample may be less generalizable, especially considering the present studies emphasis on certain demographic characteristics, such as age and employment status (Hultsch, 2002). 326 surveys were initiated, only 144 of which were fully finished (44.17%), presumably due to high attrition. Some respondents left comments saying that although they were over the age of 18, they had not yet experienced a “proper workplace” and hence the questions were irrelevant. Others (more than 100) failed to provide answers for all the measures. After screening for missing responses, the dataset was checked for outliers, 3 of them were removed (Appendix A) and the final sample then consisted of 141 responses (43%).

The average participant age was around 28 with a standard deviation of approximately 10. Majority of the respondents were females (57.4 %), males occupied 41.1 % of the total sample size. More than 70 % of people indicated having a university-level education (BA,

MA, or PhD), which should be considered, regarding the sample's generalizability. Lastly, 7.1 % of participants were unemployed at the time of sampling, however, their scores were kept within the analysis as the questionnaire asked participants to imagine their previous workplaces, given they were unemployed. 64 % of respondents were working full-time and 48 % part-time. The overall demographic composition is depicted in Appendix B.

General Procedure

The survey was composed by the researcher in collaboration with two other colleagues. The full survey consisted of 9 different scales, 4 of which were utilized within the present research. The survey was distributed electronically through emails and shared via the three researcher's social networks (LinkedIn, Facebook, Instagram). Participants were provided with a brief purpose of the study and were asked to provide informed consent.

Prior to the distribution of the questionnaire, the project was registered with the Utrecht University Student Ethics Review & registration site (UU-SER) and was approved by the Faculty Ethics Review Board (FERB). The informed consent included the ethical considerations and the confidentiality of the research.

Measures

All the scales used to collect the data have been established by previous researchers, carefully tested, published, and have proven reliability and validity. All the instruments were suitable for the respondent group and fit the conceptual definitions of the research model. All the items were measured on 5-point Likert scales, ranging from 1 (strongly agree) to 5 (strongly disagree). The average scale scores were computed by summing up all the scores of all the items and then dividing by the number of items. A high score on one variable meant that an individual experiences a high degree of said variable in their workplace. For instance, a high score (nearing 1) on IL would mean high levels of *perceived* inclusive leadership within an organization. On the other hand, for example a low score (nearing 5) on IB would mean that an individual is less likely to see themselves as displaying intrapreneurial tendencies within their workplace. The measurements were self-assessed, meaning all the constructs were evaluated on the individual (perceptual) level. All the items of the scales can be found in Appendix C, whereas the factor loadings in Appendix D.

Intrapreneurial Behaviors (IB)

IBs were measured by Stull's (2005) 15-item questionnaire, which asked the participants to rate statements regarding their approach to work. The scale contained 3 dimensions of intrapreneurship, namely risk-taking (questions 1 through 5), proactiveness

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(questions 6 through 10), and innovativeness (questions 11 through 15). The statements included: “In my work, I engage in activities that have a chance of not working out” (risk-taking); “In my work, I keep ahead of changes instead of responding to them” (proactiveness); and “In my work, I generate useful new ideas” (innovativeness). All items can be found in Appendix C. The items were coded on a 5-point Likert scale (1=strongly agree, 5=strongly disagree), two of the negatively phrased items had to be reverse coded: “I approach new projects or activities in a cautious manner” and “I avoid taking calculate risks”. Scores on IB were summed from all 3 sub-dimensions (risk-taking, proactiveness, and innovativeness). In agreement with the previous literature (Stull, 2005), reliability analysis on IB scale demonstrated a high Cronbach’s alpha of .83 (compared to Stull’s .76). Given the IB measure was comprised of 3 sub-scales, 3 separate reliability analyses were also carried out and Cronbach’s alphas were found to be .66 (risk-taking), .71 (proactiveness), and .81 (innovativeness). In the current research, the inter-item correlations for the two sub-scales of proactiveness and innovativeness were moderate to high (ranging from .15 to .63, averaging at around .39). However, the inter-item correlations within the first sub-scale of risk-taking, ranged from -.02 to .61. All the very low/ negative inter-item correlations were observed between the negatively formulated (reversed) questions, suggesting the potential lack of participant awareness to the questions and/or answer options. However, it was decided to keep the items within the analysis so to retain the original scale. Regarding the validity of the measure, KMO and Bartlett’s Test showed a statistically significant high score of .80 ($p < .005$). PCA (promax rotation) revealed five Eigenvalues equal to or above 1 (4.44, 2.16, 1.15, 1.07, 1.02). The scree plot, however, displayed a clear cut after the first component, explaining 29.58% of the total variance. Accordingly, one-factor solution was decided to be sufficient for the present research.

Inclusive Leadership (IL)

IL was measured on a 9-item scale, developed by Carmeli et al. (2010). The measure included 3 sub-scales, namely openness, availability, and accessibility. The questionnaire consisted of items such as: “The supervisor is open to hearing new ideas” (openness); “The supervisor is an ongoing ‘presence’ in this team - someone who is readily available” (availability); and “The supervisor is accessible for discussing emerging problems” (accessibility). All items can be found in Appendix C. The items were coded on a 5-point Likert scale (1=strongly agree, 5=strongly disagree), and the scores on IL were summed from all 3 sub-dimensions. In line with Carmelli et al., (2010) research, Cronbach’s alpha for IL

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was found to be .91 (compared to .94 in earlier literature), suggesting high internal reliability of the scale (Tavakol & Dennick, 2011). All three sub-scales also displayed high Cronbach's alphas of .87, .83, and .76 respectively. Inter-item correlation matrix displayed moderate to high scores, ranging from .38 to .71 (averaging at around .55). In respect to the validity of the measure, KMO and Bartlett's Test showed a statistically significant high score of .91 ($p < .005$). PCA (promax rotation) unveiled two Eigenvalues equal or above 1 (5.29, 1.09). Still, the scree plot showed a clear break after the first component, explaining 58.8% of the total variance. It was decided to use a one-factor solution for the study.

Creative Self-Efficacy (CSE)

CSE was measured using Maciej's (2012) 6-item sub-scale, taken from the Short Scale for Creative Self. The questions identified the extent to which participants trust and believe in their own creativity. Some of the sample items included: "I trust my creative abilities"; "Compared to my friends, I am distinguished by my imagination and ingenuity"; and "I am sure I can deal with problems requiring creative thinking". All items can be found in Appendix C. The items were coded on a 5-point Likert scale (1=strongly agree, 5=strongly disagree). Reliability analysis displayed a Cronbach's alpha of .75, compared to Maciej's (2012) reported alpha of .81. Further inspection into the inter-item correlations showed moderate relationships, ranging from 0.12 to 0.61 and averaging at around .33. KMO and Bartlett's Test showed a statistically significant high score of .73 ($p < .005$). PCA (promax rotation) unveiled two Eigenvalues equal or above 1 (2.74, 1.09). The scree plot revealed a one-factor solution with the first component explaining 45.69% of the total variance.

Person-Environment Fit (PE)

PE was measured utilizing Cable's and DeRue's (2002) subjective fit perception scale. The measure consisted of three 3-item subscales, assessing person-organization (P-O) fit, needs-supplies (N-S) fit, and demands-abilities (D-A) fit. The sample items included: "The things that I value in life are very similar to the things that my organization values" (P-O); "There is a good fit between what my job offers me and what I am looking for in a job" (N-S); and "My abilities and training are a good fit with the requirements of my job" (D-A). All items can be found in Appendix C. The items were coded on a 5-point Likert scale (1=strongly agree, 5=strongly disagree) and the scores on PE were summed up from all 3 sub-dimensions. Reliability analysis displayed a high Cronbach's alpha of .84, with its sub-scales showing Cronbach's alphas of .9, .62, and .81 respectively (compared to the Cronbach's alphas of .91, .89, and .84 in past research). One notable exception, in

comparison to the original work by D. M. Cable and D. Scott DeRue, is the second sub-scale (Needs-Supplies Fit), scoring lower in the reliability analysis than in past literature. Considering that .62 is still a moderate score, and the two other sub-scales, as well as the scale collectively displayed high reliability (Tavakol & Dennick, 2011), it was decided to keep all items within the study. The inter-item correlation matrix showed moderate to high scores for the first (Person-Organization) and third (Demands-Abilities) sub-scales, ranging from .54 to .84, and averaging at around .68. The second Needs-Supplies sub-scale demonstrated small to moderate inter-item correlations, ranging from .16 to .63 (averaging at .34). KMO and Bartlett's Test showed a statistically significant high score of .78 ($p < .005$). PCA (promax rotation) demonstrated three Eigenvalues equal or above 1 (4.06, 1.63, 1.00). The scree plot presented a clear cut after the first component, explaining 45.09% of the total variance, suggesting a one-factor solution.

Analysis

For the analysis of the data, IBM's SPSS Version 28.0.0.1 statistical software was used. Firstly, missing responses were checked for and excluded as discussed in the *Participants* section (also see Appendix A). Secondly, multiple regression analysis assumptions were inspected. All of them were met, although a slight issue appeared when checking for normality. Shapiro-Wilk test displayed significant values (below the 0.05 level) for IB, CSE, and IL (not PE), however the normal Q-Q plots of all variables closely followed the line, indicating approximate normality. Further inspection of the scatter plots revealed no serious deviation from normality. All the other assumptions, namely of linearity, multicollinearity, and homoscedasticity were fully met: the linearity tests showed significant results ($p < 0.05$) and non-significant results for deviations from linearity for each independent variable on IB; VIF of less than 3 for each pair of the independent variables as well as all the tolerance levels nearing 1; and no significant residual deviations from the line while checking for homoscedasticity. All the tables for multiple linear regression assumptions can be found in Appendix E.

Next, the Kaiser-Meyer-Olkin (KMO) measure was checked to be above 0.5 for all the scales as well as the Bartlett's test of sphericity to be significant for all measures ($p < 0.05$). Then, Principal Component Analysis (PCA) was carried out to determine the factor loadings (3 factor extraction with oblique rotation and 1 factor solution for IB, IL, and PE scales, 1 factor extraction with oblique rotation and 1 factor solution for CSE scale). For determination of number of factors, the number of factors in the scale were extracted using

scree test of Catell's as a point of reference. Reliability analyses were performed to check the Cronbach's alphas as well as the inter-item correlations. All sub-scale correlations and scale Cronbach's alphas can be found in Appendix F.

Further, descriptive statistics (means, standard deviations, and Pearson's correlations) were determined for demographic (frequencies; described in the *Participants* section) and hypotheses variables. The general rules of thumb for Pearson's correlation values, coined by Cohen (1988) are that $r \sim .1$ (weak), $r \sim .3$ (moderate), and $r \geq .5$ (strong). These reference points were used to interpret the correlational relationships.

Lastly, the hypotheses of the research model were tested using Process Model Tool of Hayes (2018). Specifically, model 1 was utilized to investigate our hypotheses for moderation. It was decided to run the model separately two times to investigate the moderation effects, given the explorative nature of the study and the focus falling on each and separate hypotheses, rather than an overarching model. Additionally, two multiple linear regressions were run to also test the direct effects. 95 % Confidence level ($\alpha = 0.05$) was decided to be used for significance testing.

Results

Descriptive Statistics

The means, standard deviations, range, and Pearson's correlations are depicted in Table 2. The average scores for all variables were rather low. The means for CSE ($M = 1.97$, $SD = 0.54$) and IL ($M = 1.99$, $SD = 0.78$) were low to moderate, participants mostly indicated that they somewhat agree with the presented statements, meaning the respondents considered themselves to be relatively creative people, working under fairly inclusive supervision. PE ($M = 2.36$, $SD = 0.70$) and IB ($M = 2.53$, $SD = 0.53$) average scores were slightly above the mid-point (3) of the scales, signifying participants experienced a moderate perceived compatibility with their organizations and saw themselves as experiencing mild intrapreneurial tendencies.

In the present study, the Pearson's correlations were mostly moderate, except for CSE and IL ($r = .09$, $p > 0.05$). IB was statistically significantly correlated with moderate strength to the two independent variables: to CSE ($r = .38$, $p < 0.05$), to PE ($r = .31$, $p < 0.05$), and statistically significantly correlated with a small strength to the potential moderator IL ($r = .19$, $p < 0.05$). CSE was additionally statistically significantly correlated to PE with a small strength ($r = .23$, $p < 0.05$). Finally, PE was statistically significantly correlated with IL with a moderate strength ($r = .36$, $p < 0.05$).

Table 2

Descriptive Statistics: Means, Standard Deviations, and Pearson's Correlations of gender, age, IB, CSE, PE, and IL.

Variable	M	SD	1.	2.	3.	4.	5.	6.
1. Gender ¹	1.6	.52	1					
2. Age ²	27.56	9.75	.02	1				
3. IB	2.53	0.53	.21*	-.02	1			
4. CSE	1.97	0.54	.12	.00	.19*	1		
5. PE	2.36	.70	-.02	-.07	.38*	.23*	1	
6. IL	1.99	.78	-.01	-.22*	.31*	.09	.36*	1

Note: N = 141, M = mean, SD = standard deviation. 1: male = 1, female = 2, non-binary = 3. 2: years. *Correlation significant at the 0.05 level (two-tailed).

Hypothesis Testing

Hayes macro was utilized to investigate the moderating relationships. Due to the center of the study being separate hypotheses, the Hayes macro was run two separate times. Two linear regressions were also used to analyze the direct effects, in addition to the moderating relationships. The direct effects will be discussed first.

Regarding hypothesis 1 (*H1 = the higher levels of CSE employees indicate, the more likely they will show preference for IBs*), the results displayed a significant effect at the significance level of 95 % ($b = .37$, $t = 4.83$, $p = .00$). CSE explained 14.4 % of the total variance ($R^2 = .144$). *H1* was supported – the stronger beliefs individuals had about their abilities to generate creative outcomes, the more likely they were to exhibit intrapreneurial behavior tendencies. Subsequently, the second hypothesis (*H2 = The higher the perceived PE fit is, the more likely a given employee will exhibit IBs*) was tested utilizing linear regression. The results displayed a significant effect at the 95 % level ($b = .24$, $t = 3.84$, $p = .00$). PE explained 9.6 % of the total variance ($R^2 = .096$). *H2* was supported – the more individuals perceived to be compatible with their organizations, the more likely they were to express intrapreneurial behavior tendencies. Results are presented in the table 3 below.

Table 3

Results of Two Linear Regressions between (1) creative self-efficacy (CSE) and intrapreneurial behaviors (IB), and (2) person-environment fit (PE) and intrapreneurial behaviors (IB).

Variable	R ²	b	t	p
Creative self-efficacy	.144	.37	4.83	.001
Person-environment fit	.096	.24	3.84	.001

Note: dependent variable – intrapreneurial behaviors (IB); b = unstandardized coefficients

To investigate the assumed moderating relationships, Process Model Tool of Hayes (2018) model 1 was used. The Hayes macro was carried out with two different models, first model (Model A) treated IB as the dependent variable (Y), IL as the moderator (M), and CSE as the independent variable (X). The second model (Model B) was constructed in a similar manner, except for the independent variable (X) now being PE, rather than CSE. Results are depicted in Table 4 below.

The regression analyses, using Hayes model 1 found no support for the two last hypotheses. Model A displayed no statistically significant moderating effect of IL on the CSE-IB relationship ($b = -.04$, $p > 0.05$). Furthermore, the effect of IL on IB through CSE did not significantly differ from zero, as can be seen from the 95 % Confidence Interval (-.27 to .19). Hypothesis 3a was unsubstantiated:

H3 a. = The positive relationship between creative self-efficacy (CSE) and IB is moderated by IL; the relationship is stronger for higher levels of IL

Lastly, Model B demonstrated no significant effect of IL on IB through PE ($b = -.15$, $p > 0.05$). The effect additionally did not significantly differ from zero, as is displayed by the 95 % Confidence Interval (-.32 to .02). Hypothesis 3b was rejected:

H3 b. = The positive relationship between person-environment fit (PE FIT) and IB is moderated by IL; the relationship is stronger for higher levels of IL.

Table 4

Macro of Hayes model 1 regression analysis: moderating effects of IL on IB through CSE and PE

	b	se	t	p	LLCI	ULCI
Model A						
(constant)	1.47	.46	3.18	.00	.55	2.38
CSE	.43	.23	1.84	.07	-.03	.89
IL	.18	.23	.79	.43	-.28	.64
CSE*IL	-.04	.12	-.31	.76	-.27	.19
R ²	.17					
Model B						
(constant)	1.17	.45	2.63	.01	.29	2.06
PE	.51	.18	2.79	.01	.15	.87
IL	.46	.23	1.99	.05	.003	.91
PE*IL	-.15	.09	-1.76	.08	-.32	.02
R ²	.12					

Note: dependent variable – intrapreneurial behaviors (IB)

Discussion

The studies objectives were twofold: first, to investigate the direct effects of CSE and PE Fit on IBs. The corresponding research questions were whether the belief in one's own creative abilities (CSE) as well as whether the perceived compatibility with one's organization (PE) affects intrapreneurial behaviors (IB). Second objective was to explore the moderating effects of IL on the CSE-IB and PE-IB relationships. That is, the subsequent two research questions were whether the perceived inclusivity of the supervision/ leadership within one's organization will moderate the direct relationships with IB.

Creative Self-Efficacy as Predictor of Intrapreneurial Behaviors

The analysis displayed a statistically significant positive affect of CSE on IB ($b = .37$, $p < 0.05$). The results suggest that when the belief in one's own capabilities to produce creative outcomes at work is strong, an individual is more likely to carry out creative endeavors in the form of novel services, products, or departments within the organization. To the knowledge of the researcher, creative self-efficacy as a direct antecedent of intrapreneurship has not been investigated before, thus explicit contrast between present

results and that of past research is not possible. However, conceptual links between creativity, self-efficacy and intrapreneurship have long been theorized (Ghura et al., 2022; Ward, 2004). The present research suggests that viewing oneself as capable in generating creative outcomes is likely to induce intrapreneurial behaviors within employees. One possible explanation for the findings is the conceptual overlap between creativity and self-efficacy to intrapreneurship (Antoncic & Hisrich, 2001). That is, the IB measure has a sub-dimension of innovativeness, characterized by “the tendency to engage in activity that results in *new ideas*, and *experimentation*”, which requires creativity for novel ideas to materialize (Neessen, 2019). Post-hoc correlational analysis revealed that out of all three intrapreneurial behavior sub-scales, creative self-efficacy had the highest correlation with innovativeness ($r = .38$, significant at $p = .05$, see Appendix G). Moreover, all 3 sub-dimensions of IB and the construct itself implies taking-action – something that self-efficacy in general is crucial for (Heslin & Klehe, 2006). Post-hoc correlations also displayed a statistically significant correlational relationship between proactivity and CSE ($r = .32$, $p = .00$). Lastly, excessive risk-taking has also been found to positively relate to high levels of self-efficacy (Heslin & Klehe, 2006). Albeit the present study failed to find a significant correlation between the risk-taking sub-dimension and CSE ($r = .14$, $p = .09$) in post-hoc analysis, past research signals that the overall concept of intrapreneurship is closely related to creative self-efficacy. In short, although creative self-efficacy has not been utilized in past intrapreneurial research as a direct antecedent, our findings, and the conceptual pathways behind the concept, propose an importance of CSE on IBs.

Person-Environment Fit as Predictor of Intrapreneurial Behaviors

The second significant direct effect yielded by the analysis was that of PE fit on IBs ($b = .24$, $p < 0.05$). This finding suggests that when employees see their values, needs, and abilities compatible with their organization, they will be more likely to exhibit intrapreneurial behaviors. The result is in line with past scholarly work on PE fit and intrapreneurship, specifically following Arslanagic-Kalajdzic and colleague (2019) conclusion about PE fit being a crucial antecedent of IBs. The present study’s results additionally follow Kennedy et al. (2018) reasoning that high PE fit may increase proactivity (one of the sub-dimensions of IB). Although post-hoc correlations showed a moderate positive significant relationship between proactiveness and PE ($r = .23$, $p = .01$), interestingly PE correlated strongest with IB sub-dimension of innovativeness ($r = .32$, $p = .00$). Bock et al. (2005) offers a potential explanation for such results. The researchers note that innovativeness in large part reflects the

organizational climate (Brock et al., 2005), which promotes knowledge sharing as well as openness to contradictory views and ideas (Pee & Min, 2017). There is a possibility that open and helpful organizational climate induces innovativeness, as well as makes employees feel more compatible with their workplaces. In turn, perhaps a synergetic relationship between PE and innovativeness develops, where the more employees feel like they belong, the more innovative they become and vice versa. Overall, it is reasonable to assume that the more compatible with their organization an employee feels (regarding values, needs, and abilities), the more engaged and proactive they will be, and more likely to display intrapreneurial behavior tendencies.

Inclusive Leadership as Moderator between Creative Self-Efficacy and Intrapreneurial Behaviors, as well as between Person-Environment Fit and Intrapreneurial Behaviors

The analyses revealed no statistically significant effects of IL on either CSE-IB or PE-IB relationships ($b = -.04, p > 0.05$; $b = -.15, p > 0.05$ respectively). A possible explanation for these results would be that when an employee already believes to be able to produce creative outcomes or perceives themselves as highly fitting within the organization, they will be motivated to create and carry out novel initiatives individually and simply ‘go for it’, regardless of the supervision present. Another likely interpretation of these findings is that inclusive leadership might play a predictive role of person-environment fit, which in turn boosts intrapreneurial behaviors. Such perspective is described in more detail below.

Post-Hoc Analysis – Inclusive Leadership as a Predictor of Intrapreneurial Behaviors

Considering our analyses yielded non-significant moderating effects, it was decided to run a backward stepwise regression in post-hoc investigation to check for the potential direct effects of IL (Appendix G). The findings, however, were similar to that of hypothesis testing – inclusive leadership as a direct predictor was not significant ($b = .07, t = 1.19, p = .24$). While inclusive leadership has undoubtable influence on IB within past scholarly work, the current study failed to duplicate such findings. Coming back to the previous reasoning for such results, it is possible that PE mediates the relationship between inclusive leadership and intrapreneurship. That is, inclusive leaders potentially alter perceived employee fit by prompting favorable reactions to the workplace. In turn, individuals feel more motivated to create and act through intrapreneurial behaviors. In fact, Bao and colleagues (2022) found that person-job fit partially mediates the relationship between inclusive leadership and work engagement. They propose social information processing theory as a pathway that explains such relationship. Social information processing theory postulates that employees

comprehend their social surroundings by processing social information in their organizations, which affects their work attitudes and behaviors (Salancik & Pfeffer, 1978). The researchers argue that managerial roles are a crucial source for such information and that inclusive leaders are especially important. When leaders are inclusive, they (1) express importance of follower ideas and perspectives (increasing their confidence); (2) signal that they care about their employees (inducing psychological safety); and (3) convey a message to their subordinates that they are willing to provide knowledge and resources and are eager to develop everyone's skills (Bao et al., 2022). These byproducts of inclusive leadership, according to Bao and colleagues (2022), are essential in facilitating person-job fit in employees, which in turn produce more work engagement (Bao et al., 2022). Albeit certainly not identical, work engagement and intrapreneurial behaviors relate quite a bit (Gawke et al., 2017). Conceptually, the perceived subjective fit may very well be influenced by the type of leadership present within one's workplace (Bao et al., 2022; Tepper et al., 2018). From such perspective, the concepts of PE and IL are potentially highly intertwined, and our study, although finding no support for direct or moderating effects of IL, raises an interesting question of whether inclusive leadership influences intrapreneurial behaviors through the pathway of person-environment fit (PE as a mediator).

Theoretical Contributions

The study has contributed theoretically to the conversation on intrapreneurial behaviors in shedding light on the importance of individual characteristics within the workplace. Firstly, our results support, to the knowledge of the researcher, an unprecedented research perspective of creative self-efficacy being an antecedent to IBs and consolidates the long-theorized relationships between creativity, self-efficacy, and intrapreneurship. Ghura and colleagues (2022) argued for conceptual analysis on self-efficacy and its' possible effects on intrapreneurial behaviors. Certainly, creative self-efficacy cannot be identically compared to self-efficacy, yet the concepts somewhat overlap (Mathisen & Bronnick, 2009). Present study considers such perspective and contributes to the field by introducing creative self-efficacy as a theoretical and practical predictor of intrapreneurship tendencies. Secondly, regarding person-environment fit, the current research builds on past literature (Kennedy et al., 2018; Arslanagic-Kalajdzic et al., 2019) in substantiating the claim that PE is a crucial factor in the context of intrapreneurship. The research presents a conceptual viewpoint of how individual factors may interplay with organizational-level ones, when regarding intrapreneurial behaviors.

Limitations and Ideas for Future Research

Although the study introduced novel evidence on part of the hypothesized relationships, the study was not without limitations. First, the research design was cross-sectional, meaning participant responses were recorded at a “given point in time” (Kesmodel, 2018). Albeit time- and cost- efficient (Dalati & Gomez, 2018), such design has its’ drawbacks, namely difficulties in deriving causal relationships for complex concepts from 1-time-dimension (Setia, 2016). The present study explores intricate aspects of work behaviors and work attitudes – individuals are dynamic in that their perceptions are not fixed and vary from one point in time to another. Asking employees to report once on their work-related perceptions and attitudes might carry bias and hence a longitudinal design would benefit future research into intrapreneurship.

Second, three of the theoretic concepts within the present study were measured by scales, consisting of three sub-dimensions, which naturally raises the question of measure validity and reliability. Most alarmingly in the current research, ‘risk-taking’ sub-dimension of IB displayed moderate Cronbach’s alpha ($\alpha = .66$), low and even negative inter-item correlations (ranging from $-.02$ to $.61$), as already discussed in the *Methods* section. The PCA of IB scale displayed five components, when it was expected to see only three, meaning the concept within our sample had more factors than the original 3, provided by Stull (2005). Neessen and colleagues (2019) address the multi-dimensionality of intrapreneurship and note 5 behavioral dimensions they derived from their meta-analysis. Although it was decided to keep all the IB items and use a one-factor solution within our analysis, a more in-depth investigation into the different conceptual sub-dimensions of intrapreneurship would provide a more accurate understanding of nuances at play, when trying to predict, induce or even measure intrapreneurial behaviors. The present study found that the overall reliability of the IB scale is higher without the ‘risk-taking’ sub-dimension (Cronbach’s alpha = $.84$, vs. $.81$). Albeit tiny difference in reliability measures between the two, future studies should revise the IB scale for the sake of the scales’ validity.

Lastly, when investigating the moderating effects of inclusive leadership as part of the studies objectives, the non-significant findings manifested an unexpected future research avenue. That is, the present studies post-hoc correlational relationships, alongside the conceptual considerations of inclusive leadership and person-environment fit discussed above, hints at PE playing a mediating role through the IL-IB relationship. Future researchers

could utilize such pathway to map out the exact connections between inclusive leadership, person-environment fit, and intrapreneurship.

Managerial Implications

Present study demonstrated that as an additional dimension, it is beneficial for companies and especially managerial roles, to consider individual factors as indicators of *who* is more likely to exhibit intrapreneurial behavior tendencies. Specifically, the results suggest that alongside constructing the organizational culture around inducing intrapreneurial behaviors, companies and managers should also try to promote creativity and especially creative self-efficacy in employees. Various workshops focused towards stimulating creative thought processes and creative problem-solving would help in reinforcing beliefs that one is able to utilize creativity, in turn increasing intrapreneurial behavior likelihood. In fact, there is empirical evidence for the effectiveness of creative self-efficacy interventions among managers (Gist, 1989). Gist (1989) investigated two approaches to creativity training and found that cognitive modeling – observational technique where trainees attend to their self-instructional thoughts and guidance on creative idea formation – had an impressive effect on creativity levels. Mathisen and Bronnick (2009) took this approach one step further and specifically investigated creative self-efficacy interventions, based on cognitive modelling. The researchers found that such training, rooted in free association, building on each other's ideas, and not criticizing them, improved creative self-efficacy levels in employees (Mathisen & Bronnick, 2009). Thus, managerial roles should invest in such training methods to promote CSE and in turn intrapreneurial behaviors.

Regarding person-environment fit, the findings point to a premeditated approach towards IBs in the workplace, where managerial roles could scout the individuals who feel or are the most compatible with their organization or given tasks. On the other hand, adjusting organizational supplies (in respect to employee needs) as well as demands (in respect to employee abilities) may also prove useful in raising intrapreneurship tendencies. That is, managers and executives should investigate whether the demands (such as workload, tight deadlines, workplace conflicts, etc.) are reasonable and fit employee abilities. Essentially, the current study presents a more individualistic approach towards intrapreneurship and suggests managers distribute their focus between organizational factors (leadership, culture, environment) and individual factors (creativity, fit) accordingly. Managers should try to induce intrapreneurial behaviors within their employees, in addition to inducing them within their workplaces.

Concluding remarks

Intrapreneurial behaviors are a critical way for businesses to gain or keep their advantageous edge over the ever-evolving competitive markets. The present study showed that alongside investing in organizational culture and inclusive environment, it may serve well for executives to be attentive towards employees, their beliefs about themselves, and their very different abilities, competences, and needs as well as the organizations demands and supplies in accordance with its' individuals. Scrutinizing distinct personalities might lead to a more integrative framework of intrapreneurial behaviors and the research urges practitioners (managers and executives) and researchers alike to further consider such perspective.

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Appendix A: Deleted Outliers

The statistical software SPSS provided 11 outliers of the dataset, 3 of them were deleted. Three of the outliers had massively different scores on most of the variables. 2 of these responded to every question with either a '1' or sometimes '2', indicating potential straight lining. The third outlier with also highly different scores was removed after checking that the participant was a non-working 72-year-old. A 72-year-old being outside the zone of the study, it was decided to remove the score.

These outliers in the original dataset were 37th, 138th, and 117th.

Lastly, the other 8 outliers were also inspected individually and after closer analysis, it was decided to keep them within the dataset, as they may have represented the inevitable variation within the studies target population.

Appendix B: Demographic Variable Composition

Table 1

Sample demographics

Individual characteristics	Category	Quantity	Percentages
Gender ¹	Male	58	41.1 %
	Female	81	57.4 %
Age ²	≤ 20	10	7.1 %
	21 to 25	89	63.1 %
	26 to 30	12	8.5 %
	> 31	28	19.9 %
Educational background	Highschool/ Apprenticeship	42	29.8 %
	Bachelor	67	47.5 %
	Master or above	32	22.7 %
Employment status	Full-time	64	45.4 %
	Part-time	48	34 %
	Other ³	29	20.6

¹ 2 participants (1.4 %) indicated to be non-binary.

² 2 participants (1.4%) did not specify their age.

³ Other includes self-employed, unemployed, and working students

Appendix C: Measure Items

Intrapreneurial Behaviors (IB)

Every statement begins with “In my work, I...”

Risk Taking

1. Approach new projects or activities in a cautious manner.
2. Do things that have a chance of not working out.
3. Avoid taking calculated risks.
4. Engage in activities that have a chance of not working out.
5. Will take calculated risks despite the possibility of failure.

Proactiveness

6. Keep ahead of changes instead of responding to them.
7. Actively fix or improve things I don't like.
8. Act in anticipation of future problems, needs, or changes.
9. Take the initiative to start projects.
10. Tend to implement changes before they are needed.

Innovativeness

11. Generate useful new ideas.
12. Develop new processes, services or products.
13. Approach business tasks in innovative ways.
14. Find new ways to do things.
15. Often do things in unique ways.

Inclusive Leadership (IL)

Openness

1. The supervisor is open to hearing new ideas.
2. The supervisor is attentive to new opportunities to improve work processes.
3. The supervisor is open to discuss the desired goals and new ways to achieve them.

Availability

4. The supervisor is available for consultation on problems.
5. The supervisor is an ongoing 'presence' in this team - someone who is readily available.
6. The supervisor is available for professional questions I would like to consult with him/her.
7. The supervisor is ready to listen to my request.

Accessibility

8. The supervisor encourages me to access him/her on emerging issues.
9. The supervisor is accessible for discussing emerging problems.

Creative Self-Efficacy (CSE)

“In the following six questions, please think about your creative capabilities and how they relate to your problem-solving skills.”

1. I know I can efficiently solve even complicated problems.
2. I trust my creative abilities.
3. Compared to my friends, I am distinguished by my imagination and ingenuity.
4. Many times I have proven that I can cope with difficult situations.
5. I am sure I can deal with problems requiring creative thinking.
6. I am good at proposing original solutions to problems.

Person-Environment Fit (PE)

Person-Organization Fit

1. The things that I value in life are very similar to the things that my organisation values.
2. My personal values match my organisation's values and culture.
3. My organisation's values and culture provide a good fit with the things that I value in life.

Needs-Supplies Fit

4. There is a good fit between what my job offers me and what I am looking for in a job.
5. The attributes that I look for in a job are fulfilled very well by my present job.
6. The job that I currently hold gives me just about everything that I want from a job.

Demands-Abilities Fit

7. The match is very good between the demands of my job and my personal skills.
8. My abilities and training are a good fit with the requirements of my job.
9. My personal abilities and education provide a good match with the demands that my job places on me.

Appendix D: Factor Loadings

Items	Component
	1
Risk Taking	
1. Approach new projects or activities in a cautious manner.	.15
2. Do things that have a chance of not working out.	.21
3. Avoid taking calculated risks.	.33
4. Engage in activities that have a chance of not working out.	.19
5. Will take calculated risks despite the possibility of failure.	.47
Proactiveness	
6. Keep ahead of changes instead of responding to them.	.34
7. Actively fix or improve things I don't like.	.67
8. Act in anticipation of future problems, needs, or changes.	.38
9. Take the initiative to start projects.	.69
10. Tend to implement changes before they are needed.	.60
Innovativeness	
11. Generate useful new ideas.	.77
12. Develop new processes, services, or products.	.73
13. Approach business tasks in innovative ways.	.73
14. Find new ways to do things.	.74
15. Often do things in unique ways.	.49
<i>Note: Extraction Method: Principal Component. Rotation: Promax</i>	

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Items	Component
	1
Openness	
1. The supervisor is open to hearing new ideas.	.76
2. The supervisor is attentive to new opportunities to improve work processes.	.72
3. The supervisor is open to discuss the desired goals and new ways to achieve them.	.79
Availability	
4. The supervisor is available for consultation on problems.	.76
5. The supervisor is an ongoing 'presence' in this team - someone who is readily available.	.67
6. The supervisor is available for professional questions I would like to consult with him/her.	.76
7. The supervisor is ready to listen to my request.	.84
Accessibility	
8. The supervisor encourages me to access him/her on emerging issues.	.78
9. The supervisor is accessible for discussing emerging problems.	.81
<i>Note: Extraction Method: Principal Component. Rotation: Promax</i>	

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Items	Component
	1
1. I know I can efficiently solve even complicated problems.	.51
2. I trust my creative abilities.	.81
3. Compared to my friends, I am distinguished by my imagination and ingenuity.	.71
4. Many times I have proven that I can cope with difficult situations.	.49
5. I am sure I can deal with problems requiring creative thinking.	.82
6. I am good at proposing original solutions to problems.	.65
<i>Note: Extraction Method: Principal Component. Rotation: Promax</i>	

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Items	Component
	1
Person-Organization Fit	
1. The things that I value in life are very similar to the things that my organisation values.	.71
2. My personal values match my organisation's values and culture.	.78
3. My organisation's values and culture provide a good fit with the things that I value in life.	.78
Needs-Supplies Fit	
4. There is a good fit between what my job offers me and what I am looking for in a job.	.74
5. The attributes that I look for in a job are fulfilled very well by my present job.	.25
6. The job that I currently hold gives me just about everything that I want from a job.	.77
Demands-Abilities Fit	
7. The match is very good between the demands of my job and my personal skills.	.65
8. My abilities and training are a good fit with the requirements of my job.	.58
9. My personal abilities and education provide a good match with the demands that my job places on me.	.62
<i>Note: Extraction Method: Principal Component. Rotation: Promax</i>	

Appendix E: Checking for Assumptions

Table

Shapiro-Wilk Test of Normality Output

	Statistic	df	Sig.
IB	.979	141	.029*
CSE	.973	141	.007*
PE	.983	141	.073
IL	.914	141	<.001*

Note: statistical significance at the 0.05 level

Table

Tests of Linearity Output

		F	Sig.
IB*CSE	Linearity	22.98	<.001*
	Deviation from Linearity	.86	.59
IB*PE	Linearity	14.65	<.001*
	Deviation from Linearity	.96	.53
IB*IL	Linearity	6.05	.01*
	Deviation from Linearity	1.36	.14

Note: statistical significance at the 0.05 level

Table

Tests of Multicollinearity Output

		Tolerance	VIF.
IL and CSE on PE	IL	.99	1.01
	CSE	.99	1.01
CSE and PE on IL	CSE	.95	1.06
	PE	.95	1.06
PE and IL on CSE	PE	.87	1.15
	IL	.87	1.15

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Appendix F: sub-scale correlations and reliability (Cronbach's alphas)

Intrapreneurial Behaviors sub-scale correlations:

	1.	2.	3.	4.	Cronbach's alphas
1. IB	1				.81
2. Risk-Taking	.61	1			.65
3. Proactiveness	.79	.16	1		.68
4. Innovativeness	.85	.26	.62	1	.80

Inclusive Leadership sub-scale correlations:

	1.	2.	3.	4.	Cronbach's alphas
1. IL	1				.91
2. Openness	.86	1			.86
3. Availability	.93	.64	1		.82
4. Accessibility	.89	.63	.81	1	.75

Person-Environment sub-scale correlations:

	1.	2.	3.	4.	Cronbach's alphas
1. PE	1				.84
2. Person-Organization	.79	1			.90
3. Needs-Supplies	.82	.50	1		.62
4. Demands-Abilities	.75	.31	.46	1	.84

Creative Self-Efficacy measure Cronbach's alpha = .75

Appendix G: Post-Hoc Analysis – Backward Regression and sub-scale correlations

Table

Backward regression results: included variables

		b	se	t	Sig.
Model 1	(Constant)	1.41	.19	7.25	.00
	CSE	.32	.08	4.14	.00
	PE	.15	.06	2.39	.02
	IL	.07	.06	1.19	.24
Model 2	(Constant)	1.48	.19	7.95	.00
	CSE	.32	.08	4.14	.00
	PE	.18	.06	2.99	.00

Table

Backward regression results: excluded variables

Model	Variable	Beta in	t	Sig.	Partial Correlation
2	IL	.09	1.19	.24	.1

Sub-scale correlations						
	1.	2.	3.	4.	5.	6.
1. IB	1					
2. IB (Risk-Taking)	.61*	1				
3. IB (Proactiveness)	.79*	.16	1			
4. IB (Innovativeness)	.85*	.26*	.62*	1		
5. CSE	.38*	.09	.32*	.38*	1	
6. PE	.31*	.15	.23*	.31*	.23*	1

*Note: * statistical significance at the 95% level*

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Sub-scale correlations						
	1.	2.	3.	4.	5.	6.
1. IB	1					
2. IB (Risk-Taking)	.61*	1				
3. IB (Proactiveness)	.79*	.16	1			
4. IB (Innovativeness)	.85*	.26*	.62*	1		
5. CSE	.38*	.14	.32*	.38*	1	
6. PE	.31*	.15	.23*	.31*	.23*	1
<i>Note:</i> * statistical significance at the 95% level						