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Navigating Innovation:
The Impact of Governance Mechanisms on Intrapreneurial Behavior

1st examiner: Prof. Dr. Heinz-Theo Wagner

2nd examiner: Prof. Dr. Andy Weeger

Author: Timur Tasoglu (Enrolment number: 243243)

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Abstract

The concept of intrapreneurial behavior pertains to the scientific understanding of how employees within an organization exhibit independent, creative, and proactive behaviors to undertake risks and capitalize on opportunities, thereby fostering innovation and facilitating positive transformations. The significance of these concepts is growing in importance for organizations as they strive to achieve sustained success in the business domain. This paper explores the inquiry of optimal organizational structure for fostering intrapreneurial behavior. To address this inquiry, the categorization employed governance mechanisms, which encompass instruments and structures designed to facilitate efficient management and control within an organization. A scientific classification system that divides governance mechanisms into three categories - structural, procedural, and relational - was applied for this purpose. A qualitative study was undertaken utilizing semistructured interviews. This study involved conducting interviews with a sample of 10 employees working in exploration units within companies operating in the metal processing industry in Germany. Further investigation could be conducted to explore the intricate connection between governance mechanisms and intrapreneurial behavior, based on the insights derived from these interviews. The findings indicate that the implementation of structural and processual governance mechanisms should be designed to facilitate autonomy and decentralized decision-making. In contrast, relational governance mechanisms are responsible for fostering employee motivation towards intrapreneurial activities through the establishment of trust and openness among various stakeholders. The findings not only provide confirmation for prior research, but also expand upon it by presenting a comprehensive methodology for classifying the various factors that influence intrapreneurial behavior. Additionally, this study presents additional results that contribute to the understanding of this concept.

Keywords: Intrapreneurship, Intrapreneurial Behavior, Governance Mechanisms, Organizational Support, Employee Behavior, Innovation

Table of Contents

List of Figures

List of Tables

List of Abbreviations

CG. *Corporate Governance*
EL. *Entrepreneurial Learning*
EO. *Entrepreneurial Orientation*
GM. *Governance Mechanisms*
IB. *Intrapreneurial Behavior*
IT. *Information Technology*
ITGM. *Information Technology Governance Mechanisms*
MVP. *Minimum Viable Product*
R&D. *Research and Development*

1 Introduction

Kodak, Nokia, Blockbuster and Yahoo - these names echo in many people's minds, but not because of their enduring successes, but because of their colossal failures. These companies, once pioneers in their industries, fell almost completely out of favour in a world of disruptive change and radical innovation (Andriole 2020). They are examples of how even established giants in the global marketplace can fail in an era of rapid change. They could not keep up, could not muster the speed and creativity that are essential in times when innovation has become the elixir of life (Evans and Chen 2023).

In today's business landscape, long-term goals are no longer just an option, but a necessity (Pisano 2015). Innovation is the key to adapting to constant environmental changes and meeting the growing demands of customers and stakeholders (Bohlmann et al. 2013). But how do companies manage to maintain their innovative strength and hold their ground in an ever-changing world? This is the central question that numerous concepts have addressed. One particularly promising concept is that of intrapreneurial behavior. Intrapreneurial behavior enables employees within an organization to build a behavior that allows them to proactively develop innovative ideas, take risks and drive new projects or business units within the company (Pinchot III 1985). Employees who exhibit this behavior become creative, proactive and risk-taking forces who seize opportunities to drive and innovate the company in which they work (Neessen et al. 2018).

However, this raises the question of how companies manage their organizations and what concrete actions need to be taken to promote intrapreneurial behavior among their employees in the long term. One concept that plays a key role here is governance mechanisms. These mechanisms are instruments, activities, processes and tools that serve to ensure that the company's goals and requirements are met (de Haes and van Grembergen 2004). Originally, governance mechanisms are known from IT governance and have been subdivided by some authors into the dimensions of structural, processual and relational governance mechanisms (Peterson 2004; Van Grembergen et al. 2004; Weill and Ross 2004). They form the foundation for the implementation of governance principles and policies and are crucial for the effective governance and management of an organization (Almeida et al. 2013). As noted by Van Grembergen and De Haes (2018), these mechanisms should adapt to the organization's culture, strategic goals, legal framework and individual stakeholder needs. This means that in the case of the strategic goal of promoting intrapreneurial activities, they should be implemented in such a way that they promote this in order to have long-term success.

Extensive research has been conducted in the academic literature on the factors influencing intrapreneurial behavior and related concepts such as corporate entrepreneurship. The studies analysed focused primarily on Small and Medium-sized Companies and were mainly directed towards North America and Asian countries. This reflects the wide-ranging relevance of this topic in different geographical and industry-specific contexts. The authors of this research have often focused on examining a limited number of key factors. In particular, the most commonly researched influencing factors have included organizational structure (Al-Hawari et al. 2021; Brazeal 1993; Carrier 1996; Echols and Neck 1998; Escribá-Carda et al. 2020; Rhee et al. 2017; Rigtering and Weitzel 2013), leadership influence (Edú et al. 2014; Farrukh et al. 2022; Klein 2023; Moriano et al. 2014b; Rigtering and Weitzel 2013), top management (Antoncic and Hisrich 2001; Carrier 1996; Chouchane et al. 2023; Rhee et al. 2017) and corporate culture (Antoncic and Hisrich 2001; Castrogiovanni et al. 2011; Lee and Peterson 2000; Usman et al. 2021). For example, Antoncic and Hisrich's (2001) research found that both internal and external organizational support from top managers is positively related to individual intrapreneurship. The litera-

ture also indicates that organizational structures should ideally be flat to allow for autonomy and decentralised decision-making in teams (Echols and Neck 1998; Rigtering and Weitzel 2013). Furthermore, the relationship between different leadership styles and intrapreneurial behavior has been intensively researched. Different leadership styles such as transactional, transformational, spiritual and authentic leadership styles were examined for their effects on entrepreneurial behavior within the organization (Chouchane et al. 2023; Moriano et al. 2014b; Rhee et al. 2017).

The research context in this area has historically been characterised by a broad diversity, but specific specialisation has been lacking. Therefore, the present thesis centers its attention on the examination of the unit context of exploration within the metalworking industry in Germany, as these factors serve as the primary catalysts for innovation within organizations. In this context, which has been little explored so far, there is a special opportunity to close the research gap and gain precise insights into the application of governance mechanisms and their impact on intrapreneurial behavior.

The existing research literature shows a significant research gap, as there are no comprehensive studies that examine all factors influencing intrapreneurial behavior in connection with governance mechanisms in an integrative framework. Instead, previous studies have usually been limited to individual influencing factors. There is a lack of comprehensive analysis and categorisation of these influencing factors in order to derive concrete practical implications for organizations. Furthermore, the challenge is to view governance mechanisms not as interacting factors, but rather as structuring and classifying instruments for these influencing factors. The role of governance mechanisms is to provide a framework to organise and categorise the numerous influencing factors on intrapreneurial behavior so that precise practical measures and recommendations for action can be derived from these findings for different organizational contexts. This gap leads to the following research question:

„How are Governance Mechanisms related to Intrapreneurial Behavior?"

The research model was developed based on the literature review conducted, with the aim of providing further insights into the relationship between governance mechanisms and intrapreneurial behavior. In order to construct this model, an extensive examination of the two concepts was undertaken. A categorization was conducted with the goal to further investigate the specific effects on the dimensions of the concepts described in the literature, based on the existing findings.

The method chosen is to employ a qualitative research method based on semistructured interviews. This research approach allows for an in-depth exploration of the complex link between governance mechanisms and intrapreneurial behavior addressed in the research question. In total, ten participants from large metalworking companies working in exploration departments were interviewed. The selection of this group of participants makes it possible to gain relevant insights from practice and to highlight the importance of research for real business scenarios. The quality interviews with experts in this specific context ensure that the results obtained provide a solid basis for answering the research question. The research aims to shed light on the relationship between governance mechanisms and intrapreneurial behavior. Based on the findings of the existing literature, a categorisation was made in order to examine the specific effects on the dimensions of both concepts described in the literature in more detail.

In this paper, a systematic approach is taken to investigate the relationship between governance mechanisms and intrapreneurial behavior. First, an extensive literature review is conducted in which the relevant concepts are defined and distinguished from similar approaches. These basics serve as a starting point for the development of a research model that aims to clarify the relationships posed in the research question. Subsequently, the applied research methodology will be explained in detail in order to explain how the collected data will be used to answer the research question. The results from the qualitative interviews are presented comprehensively and visually. In the discussion, these results are interpreted

and analysed in the context of the existing literature. Furthermore, practical applications and possible limitations are discussed. Finally, the paper culminates in a summary conclusion that highlights the main findings and the contribution to the research.

2 Literature Review / Background

This chapter provides the background and theoretical foundation for this research paper. In the following sections, governance mechanisms, the concept of intrapreneurship, intrapreneurial behavior and known factors influencing intrapreneurial behavior are examined and defined in detail.

Section 1 - Governance Mechanisms: The first section of this chapter focuses on governance mechanisms. These are discussed in detail and defined using a categorisation. It examines how these mechanisms are implemented in exploration units.

Section 2 - Intrapreneurship: The second section serves to clearly define and delimit the concept of intrapreneurship. Similarities and differences to entrepreneurship are elaborated in order to provide a better understanding.

Section 3 - Intrapreneurial Behavior: In the third section, intrapreneurial behavior is defined and differentiated from related concepts. It is illustrated by comparing it with other behavioral ideas to highlight the uniqueness and importance of these concepts.

Section 4 - Governance Mechanisms influencing intrapreneurial behavior: In the last section of this chapter, already known influencing factors for intrapreneurial behavior are examined. The different categories of governance mechanisms are considered to understand how these factors influence intrapreneurial behavior in organizations.

2.1 Governance Mechanisms

The modern business world is characterised by constant change, driven by globalisation, technological innovation and increasing market complexity. In this rapidly changing environment, effective organizational governance mechanisms are critical to ensure long-term success. Governance mechanisms (GM) play a key role in this context. This section is dedicated to the study of GM as a fundamental component of the theoretical underpinnings of this thesis. It aims to provide an understanding of the definition, functions and types of GM. To be able to explain GM, corporate governance (CG) should first be defined and delineated.

CG is a very broad term in science. In general, the term is mainly used to describe different aspects of the relationship between management, owners and other stakeholders (Bebchuk et al. 2009; Monks and Minow 2011). CG refers to the way companies are managed and controlled to ensure that the interests of investors are protected and an appropriate return on their investment is achieved (Mallin 2016). Hence, it can be posited that the primary objective is to address and reconcile conflicts and divergent objectives within the organizational dynamics of a company The objective is to create efficient mechanisms and regulations that ensure that the interests of all relevant parties are taken into account, while limiting opportunistic behavior (Peterson 2004).

GM, on the other hand, are instruments, processes and structures established in organizations and corporate structures that serve to ensure the management, control, direction and supervision of corporate activities (Weill and Ross 2004). They constitute the foundation for the implementation of govern-

ance principles and guidelines and are crucial for the effective steering and management of an organization (Almeida et al. 2013). These mechanisms play a crucial role in ensuring the alignment of interests and expectations among various stakeholders, such as shareholders, directors, employees, customers, suppliers, and regulators (Hicks et al. 2012). The derivation of GM is based on the principles of corporate governance and the specific requirements and goals of an organization. The development and implementation of these mechanisms requires a deep analysis of the corporate culture, the strategic goals, the legal framework and the individual needs of the stakeholders (Van Grembergen and De Haes 2018). They should be designed to promote efficiency, effectiveness and accountability while ensuring compliance with legal requirements and ethical standards.

While CG refers to the entire set of principles, policies and practices that govern governance, GM are specific tools, processes and structures used within the framework of CG to enable the implementation of governance principles. To illustrate this, it can be said that CG sets out the goals, values and principles that should guide an organization, while GM provides the methods and structures to achieve them and ensure compliance with these principles.

De Haes and Van Grembergen (2005) studied IT Governance Mechanisms (ITGM), which are tools, processes, structures and practices implemented in organizations to ensure governance and control of information technology. These mechanisms are used to ensure that IT activities are in line with the strategic goals and business requirements of the organization. Generally, these mechanisms are divided into three categories: organizational, processual and relational mechanisms (de Haes and van Grembergen 2004; Peterson 2004). This breakdown has been made in order to achieve an effective ITG, so that an organization has to work on different levels of horizontal integration (Peterson 2004). This means ensuring that both the formal organizational structure (structural capability) and the processes (processual capability) and interpersonal relationships (relational capability) are aligned and work together to achieve the ITG goals (Peterson 2004).

In this thesis the focus is on the analysis of GM for exploration units within organizations from the metal processing industry. Exploration units are often characterized by high uncertainty, rapid change and the need to foster innovation and intrapreneurial thinking. It is important to note that the term 'exploration units' in this study is intentionally very broad in order to capture a variety of organizational structures. In this context, exploration units include both innovation departments and research and development departments, although they may have fundamentally different missions and focuses. Research and development and innovation departments are two key functions in companies that focus on the creation and implementation of innovations (Hauschildt et al. 2016; Sylwester 2001). Research and Development (R&D) focuses on scientific research and technology development to generate new insights and technologies (Bican and Brem 2020). This department often works long-term on technological breakthroughs and prototypes (Hoffman et al. 1998). In contrast, innovation departments focus on transforming existing technologies and ideas into marketable products, services and business models (Blindenbach-Driessen and Van den Ende 2014). They aim to respond quickly to market demands and develop creative solutions that promote the company's growth (Cumming 1998). Effective management of such units requires specific GM that may differ from traditional IT governance models. To address challenges in exploration units, we draw on the established categorization of ITGM. This categorization provides a theoretical framework that enables the systematic analysis and comparison of different aspects. Although the original development of this categorization took place in an IT context, it provides a valuable basis for understanding and structuring GM for exploration units. For these reasons, the definition of De Haes and Van Grembergen (2005)has been redefined for the present work:

"Governance mechanisms are tools and structures designed to ensure the effective management and control of exploration in an organization. These mechanisms are designed to ensure that an organization's resources are deployed in accordance with its business objectives and requirements."

The three categories of GM are examined in more detail below.

2.1.1 Structural Mechanisms

Structural Mechanisms encompass the formal organizational structure of an organization, including hierarchy, responsibilities, distribution of tasks, and organizational architecture. Structural governance mechanisms define how decisions are made, approvals are granted, and responsibilities are assigned (De Haes and Van Grembergen 2005; Peterson 2004; Webb et al. 2006). Webb et al. (2006) describe three main models of structural ITGM. There is Centralized Governance, where IT has authority over all IT decisions, Decentralized Governance, where authority shifts to IT departments in divisions, and Federal Governance, which favors split decision making (Webb et al. 2006). In contrast, the study conducted by Peterson (2004) focused on investigating the formal mechanisms and roles that facilitate the integration of business and IT management functions. As an illustration of formal roles, the author references Chief Information Officers (CIOs) and Digital Information Officers (DIOs) who oversee the management and coordination of the Information Technology (IT) function across different organizational levels. (Peterson 2004). Furthermore, connection functions such as IT relationship managers and IT vendor managers are mentioned as promoting the integration of decision-making processes between business and IT units. Finally, formal groups and team arrangements, including committees and competence centers, are mentioned as important elements of the structural capability for IT governance to pool knowledge and develop organizationally valuable capabilities (Peterson 2004). De Haes and Van Grembergen (2005) add that there should also be various committees, such as an IT steering committee, to coordinate and make decisions between IT and business units in order to improve the efficiency and effectiveness of the IT investment.

In general, R&D departments are more firmly anchored in the organizational structure than innovation departments. Depending on the size of the company and its organizational structure, there are centralized and decentralized R&D departments (Argyres and Silverman 2004; Arora et al. 2011; Gassmann and Von Zedtwitz 1999; Hill et al. 2000). Decentralization is commonly observed in large corporations, wherein it is implemented across multiple product lines or business units. Typically, these departments exhibit a structure akin to other departments within the organization, featuring a hierarchical management level encompassing the chief of R&D, an intermediate level comprising team or department managers, and a technical staff contingent. The composition of the technical staff, contingent upon the nature of the product, encompasses professionals such as engineers, scientists, technicians, or designers (Argyres and Silverman 2004). Since R&D departments are more concerned with technical research, product development or solving technical challenges, they have a higher density of committees or supervisory boards (Jayawarna and Holt 2009). Both the products have to meet various requirements and they are often responsible for ensuring the quality of products and technologies (Taylor and Pearson 1994).

Innovation department are often more agile in terms of idea generation and experimte (Keum and See 2017). In addition, innovation departments are often active in the early stages of the innovation process and tend to interface less with technical, financial or regulatory committees (Cerezo-Narváez et al., 2019). Instead, their focus is often on working with innovation councils or creative teams, as they are largely responsible for idea management in the company (Flynn et al., 2003). In comparison, innovation departments often have flatter hierarchies and operate in a more agile environment than R&D departments. In parallel, innovation departments frequently have a close connection to the management or

the board of directors, as they influence strategic decisions and drive the long-term growth of the company (Burgelman et al. 2008). One common distinction between innovation departments and R&D departments lies in the practice of engaging in collaborative partnerships with external entities. In many cases, innovation departments collaborate with start-ups, innovation ecosystems, or other external partners, whereas R&D primarily relies on internal resources (Brettel and Cleven 2011; Schuster and Brem 2015). R&D departments often receive substantial budgets and resources for technical research and development. Innovation departments can draw on less substantial budgets as they focus more on concept development and early-stage experimentation (Argyres and Silverman 2004).

In summary, R&D departments in large companies often have a decentralized structure and take care of technical research and product development with a higher number of boards and control committees. Innovation departments, on the other hand, are characterized by flatter hierarchies, more agile working environments and a close link to management. They emphasize increased collaboration with external partners and focus on concept development and experimentation in the early innovation phase, which is reflected in their budgets. Regarding the structural GM in relation to exploration, the basis of De Haes and Van Grembergen (2005) was also used to generate a suitable definition:

"Structural governance mechanisms refer to the formal, organizational structures and roles that are put in place to manage Innovation within an organization."

2.1.2 Processual Mechanisms

Processual Mechanisms are mechanisms that aim at the design, implementation and management of processes and procedures within an organization (De Haes and Van Grembergen 2005; Webb et al. 2006; Weill and Ross 2004). They can be applied to different areas of business management and focus on the systematic organization of processes to ensure efficiency, quality and compliance (Almeida et al. 2013). Peterson (2004) examined processual mechanisms in IT decision making and monitoring. These process capabilities vary in scope and include activities such as business justifications for IT decisions, prioritization of IT investments, and monitoring IT performance. The significance of relational capabilities and their role in intricate IT governance contexts is also addressed in the subsequent section, as it has been determined that structural and processual capabilities alone are insufficient despite being necessary (Peterson 2004). Almeida et al. (2013), in turn, identified in their literature review the use of the IT Balanced Scorecard to align IT with business goals, chargeback as an accounting metric to allocate IT costs to business units, and the importance of Service Level Agreements to define acceptable service standards. Furthermore, frameworks such as ITIL or planning processes have also been identified (Bianchi and Sousa 2016; Van Grembergen et al. 2004). In addition to budgeting and reporting processes, risk management processes also play a major role in managing the long-term goals in an organization (Bianchi and Sousa 2016; Van Grembergen et al. 2004).

Since R&D projects are usually more technical than innovation projects, they usually still use classic project management methods such as the waterfall method, while innovation projects usually use agile project management methods (Nechaev and Antipina 2016; Rachma and Muhlas 2022). Furthermore, R&D considers the product over the entire product development life cycle, while innovation departments accompany the product, service or business model from the idea to the market launch (Ale Ebrahim et al. 2010; Nechaev and Antipina 2016). Innovation departments are also mainly involved in the development of the innovation strategy (Herzog and Leker 2010). R&D, on the other hand, has less influence on the strategy of the company. Due to the technical orientation in R&D departments, the focus in human resource management is on recruiting engineers, scientists or technical specialists, while innovation departments aim to find talent that is more creative and also has business knowledge (Arulrajah 2014; Piva and Vivarelli 2009). R&D focuses on the research and development of products and technologies.

The process begins with scientific research, followed by concept development, prototyping, design, production and testing (Lederman and Maloney 2003). Innovation departments focus on idea generation and implementation (Adams et al. 2006). Ideas are gathered from a variety of sources, evaluated, and then turned into prototypes or minimum viable products (MVPs) (Damodharan et al. 2020). Successful innovations are brought to market, scaled and continuously improved. Another process-related difference between these departments is the measurement of success. While R&D projects are often measured by technical criteria such as performance, efficiency or quality, the success of innovation departments is measured by customer acceptance, sales increase or market penetration (Adams et al. 2006; Wakelin 2001; Werner and Souder 1997). Since the research of technical products is often more costly, these often receive a higher budget framework than innovation departments, which in turn require less capital through the development of MVPs or prototypes (Wakelin 2001).

R&D projects are technically oriented and often use classic project management methods such as waterfall. They have a longer time horizon, consider the entire product development cycle and focus on technical criteria for measuring success. Innovation projects, on the other hand, rely on agile methods, accompany ideas from conception to market launch, shape the innovation strategy and measure success based on customer acceptance. Budgets are often higher in R&D because they require technical research, while innovation departments develop MVPs and require less capital. These differences reflect the different roles and goals of the two departments. Process GM are defined in the context of exploration units as follows:

“Processual governance mechanisms involve the development and implementation of Innovation-related processes, policies, and procedures.”

2.1.3 Relational Mechanisms

Relational governance mechanisms are mechanisms in business management that focus on interpersonal relationships, collaborations, and partnerships within and outside the organization. They play a crucial role in ensuring effective cooperation and building trust between different stakeholder groups (Peterson 2004; Van Grembergen and De Haes 2018; Webb et al. 2006; Weill and Ross 2004). This skill promotes voluntary and collaborative behavior among various stakeholders to clarify differences and resolve issues and find inclusive solutions (Peterson 2004). Relational capabilities enable an organization to find broader solutions and unleash creativity in co-creating solutions that cross functional boundaries (Peterson 2004). This includes mechanisms such as direct contact, lobbying, negotiation, shared incentives and rewards, physical proximity of business and IT managers, and the creation of "virtual meeting places". In addition, strategic dialogs and joint learning between business and IT stakeholders are emphasized to promote the integration of expertise and tacit knowledge (Peterson 2004). The development of shared learning enables coordination in complex and dynamic environments, especially when reliability requirements are high and decision making is not routine (Peterson 2004). In a study by Bianchi and Sousa (2016), several mechanisms were identified to foster collaboration and understanding between business and IT stakeholders in IT governance. These include physical proximity of business and IT teams, cross-training, knowledge management specifically around IT governance, leadership by example, strong IT leadership, regular internal communications, active participation and collaboration of key stakeholders, sharing understanding of business and IT goals and communications from senior management, and establishing an office for the CIO or IT governance (Bianchi and Sousa 2016). Another very important mechanism that can change the behavior of employees is the corporate culture, which is a top-down process and must be exemplified by the top management (de Haes and van Grembergen 2004).

In R&D departments, relational governance mechanisms focus on technology exchange with partner organizations and research collaborations with universities, with technology exchange agreements and cooperation agreements playing a central role (Kafouros et al. 2020; Melnychuk et al. 2021; Tojeiro-Rivero and Moreno 2019). The management of patents and intellectual property is crucial to protect research results, while project management methods contribute to the efficient coordination of research projects. (Argyres et al. 2020; Grzegorczyk and Głowiński 2020). Employee development is promoted through targeted training and mentoring programs, while codes of ethics and policies ensure that all activities are ethical (Kim and Lee 2022; Rodríguez-Moreno and Rochina-Barrachina 2019). Partnerships with suppliers and participation in innovation ecosystems broaden the innovation context, and knowledge-sharing programs and strategic alliances with competitors strengthen innovation capabilities (Bernal et al. 2022; Choi 2020; Kafouros et al. 2020).

In innovation departments, on the other hand, the focus is on relational GM associated to fostering a broader innovation culture. Innovation forums and conferences promote the exchange of knowledge, while open innovation platforms enable the generation of ideas both internally and externally (Castaneda and Cuellar 2020; Christopherson et al. 2008; West et al. 2006). Acquiring startups and integrating innovators brings in fresh thinking, while fostering a culture of innovation through training in creative problem-solving methods such as design thinking and idea management platforms (Aggarwal and Wu 2019; Kurtmollaiev et al. 2018). Leadership styles influence the culture of innovation, and partnerships with customers and their involvement in the innovation process are common practices. (Klein 2023; Moriano et al. 2014a; Newman et al. 2018). Innovation partnerships with suppliers and the use of innovation management platforms contribute to the transparent tracking of projects and progress (Bougrain and Haudeville 2002). Innovation assessment and benchmarking promote continuous improvement (Olshavsky and Spreng 1996).

In summary, we can state that relational GM in R&D departments aim to promote technological innovation and intellectual property protection, while innovation departments take broader approaches to develop and realize creative ideas in shifting aspects of the organization. Both departments often complement each other and contribute significantly to the innovative power of an organization.

In terms of intrapreneurial behavior, which will be discussed in the next section, the implementation of the right GM is crucial. If a company recognizes that it needs to be more innovative in order to keep up with changes in the business world, it can help foster intrapreneurial behavior among its employees by adapting its GM. This could include creating flexible organizational structures, establishing innovation processes, and emphasizing collaborations and partnerships to foster innovation and intrapreneurship. The choice and adaptation of GM depends on the individual requirements and goals of an organization and the challenges it faces. Relational GM is defined as follows:

“Relational Mechanisms are defined as informal activities concerning the relationship between business and Exploration.”

Furthermore, it can be said that Governance Mechanisms (GM) play a crucial role in the modern business world as they help organizations succeed in an ever-changing environment. These mechanisms include structural, processual, and relational approaches that ensure that governance is effective, processes are optimized, and interpersonal relationships are maintained both internally and externally.

2.2 Intrapreneurship

This chapter provides an examination, definition, and detailed differentiation of the concept of intrapreneurship. Furthermore, this chapter undertakes a comparative analysis between the aforementioned

concept and the widely recognized concept of entrepreneurship, aiming to identify commonalities and distinctions.

2.2.1 Defintion and Differentiation

In an increasingly volatile and constantly changing business world, the ability to innovate is becoming a decisive success factor for companies. This is especially true against the backdrop of rapid technological progress and changing market conditions. One of the concepts that has gained importance over the last four decades and has proven to be an effective approach to foster innovation and entrepreneurial thinking in organizations is intrapreneurship. This concept enables employees within an organization to demonstrate entrepreneurial behavior, develop innovative ideas, take risks, and drive new projects or business areas (Antoncic and Hisrich 2003; Augusto Felício et al. 2012; Bouchard and Basso 2011; Turró et al. 2013). This literature section takes a closer look at the concept of intrapreneurship and examines its significance for the competitiveness and innovative strength of companies.

The first time that science established a concept in this direction was Schumpeter (1911), who said that entrepreneurs must be not only independent actors in the economic sphere, but also people who perform crucial tasks within the framework of entrepreneurship as employed professionalsThe term intrapreneurship appeared for the first time when Pinchot III (1985) combined the terms in-tracorporate and entrepreneur and made it intrapreneurship. He defined intrapreneurship as his concept which gives employees within an organization a framework in which they can act. This means that they proactively develop innovative ideas, take risks and drive new projects or business units within the company. This concept is intended to reflect an entrepreneur within an existing organization (Pinchot and Pellman 1999). Another widely cited definition came from Antoncic (2001a), who see intrapreneurship as entrepreneurship within an existing organization and refer to emerging behavioral intentions and organizational behaviors related to deviations from the usual way of doing things.

In further research, two branches of science have emerged. On the one hand, intrapreneurship with regard to the outcome of intrapreneurship and, on the other hand, with regard to the skills and behavior of an intrapreneur. The first was first addressed by Covin and Slevin (1991). They refer to intrapreneurship as the promotion of entrepreneurship and innovation within an organization in order to increase the ability to adapt to changing market conditions and create competitive advantage. In addition, intrapreneurship can be seen as an act of entrepreneurship within an established organization. Hence, employees try to develop new ideas, search for innovative solutions and improve existing processes or products in order to promote the growth and competitiveness of the organization (Haller 2014).

In contrast, most of the definitions are at the individual level and tie back to the original definitions mentioned above. In this view, intrapreneurship is seen as the application of entrepreneurial thinking and action by employees within an organization to create new business opportunities and enhance organizational performance (Kuratko et al. 2015). This means that an employee should behave like an entrepreneur in his or her business environment (Ahmed et al. 2013). Since intrapreneurship refers to entrepreneurial activities within an existing organization, intrapreneurs often work with resources and the financial support of the organization, which reduces the risk for the individual (Alpkan et al. 2013). In return, however, this means that they are controlled by the organization and their decisions are distributed across the hierarchical levels (Parker 2011b). In the case of failure, the organization is largely liable, in contrast to the intrapreneur himself (Antoncic and Hisrich 2003). Furthermore, one major goal of intrapreneurship is to ensure the culture and the innovation potential with the help of an increase in process optimizations but also new products (Antoncic and Hisrich 2003; Feyzbakhsh et al. 2008; Moriano et al. 2014b; Parker 2011a; Turró et al. 2013). This leads to sustainable financial success and increases the competitiveness of the organization (ÅMO 2010).

Since there is still no generally accepted definition of intrapreneurship, this paper refers to the definition by Pinchot III (1985). This definition reads as follows: “Intrapreneurship is the practice of entrepreneurial skills and approaches by employees within an established organization. It involves the application of entrepreneurial thinking and behaviors to innovate, take risks, and create new ventures, products, or services within the corporate environment. Intrapreneurs are individuals who act as internal entrepreneurs, driving innovation and change while working for a larger organization, often with access to the company's resources and support. Intrapreneurship is a strategy for fostering creativity, improving competitiveness, and adapting to a rapidly changing business landscape (Pinchot III 1985).“ This definition was first coined by Pinchot III in the 1980s and has since gained prominence in the corporate world and in research. This selection was made based on the relevance of the definition. In addition, it is still important to note that this definition clearly refers to employee behavior. Since in this work, it is about intrapreneurial behavior, this is a clear advantage of this definition.

While intrapreneurship mainly refers to the role of employees within an existing organization, there is another concept that is broader and also refers to the entire entrepreneurial activities of a company. It includes both internal and external initiatives to innovate and create new business opportunities (Belousova and Gailly 2013). Intrapreneurship endeavors to foster and leverage novel concepts originating from employees in order to propel organizational progress, whereas corporate entrepreneurship strives to enhance the overall competitiveness and innovativeness of the company (Parker 2011b). Intrapreneurship is also often seen as part of corporate entrepreneurship. Overall, Johanna de Villiers-Scheepers (2012) describes intrapreneurship as a process of established companies that enables them to be innovative, risky and proactive. This can mean the creation of new companies or divisions, intrapreneurship as well as strategic renewal.

Another term often used in connection with intrapreneurship is entrepeneurial orientation, which focuses on the general orientation or culture of a company in terms of entrepreneurial characteristics and behaviors. This orientation of the company is such that they seek innovation, act proactively, take risks and seize opportunities, and act in a customer-focused manner (Lumpkin and Dess 1996). Establishing a corporate culture that fosters and incentivizes such conduct over an extended period is of paramount importance. (Kreiser et al. 2002). This concept is also part of corporate entrepreneurship and is similar to intrapreneurship in its origins.

Some authors have taken a closer look at the phenomenon of intrapreneurship in order to better understand it and have created models, some of which have been empirically validated.Guth and Ginsberg (1990) presented a model based only on the ideas of strategy and management. Here, the importance of the environment, strategic leaders, organizational structure and overall performance in relation to intrapreneurship is examined. This model is associated with corporate entrepreneurship, yet it aligns with the criteria outlined in the chosen definition for intrapreneurship. Although this model lacks empirical validation, it serves as a foundational framework for numerous forthcoming models. However, Zahra (1991) in his study was able to confirm the importance of the relevant environmental factors for such behavior. Moreover, it was proved that the main strategy of the company is related to the development of entrepreneurship. Another well-known model emphasizes the organizational characteristics that promote intrapreneurship in a company (Antoncic and Hisrich 2001). It takes into account elements such as communication, formal controls and organizational support that are positively associated with intrapreneurship (Antoncic 2001a). Their model provides an empirically based approach to analyzing intrapreneurship support. Furthermore, Kuratko et al. (2005) developed a theoretical model that builds on the above models to identify specific organizational factors for promoting intrapreneurship. A prominent feature of this model is its integration of insights into the intrapreneurship phenomenon. Of particular

note is their emphasis on the role of middle managers and their connection to a successful intrapreneurial culture. Furthermore, they placed particular emphasis on analyzing internal factors such as autonomy, reward systems, employee time commitment, and the supporting organizational structure as influencing factors on intrapreneurship (Kuratko et al. 2005). This model provides a valuable approach to identifying organizational factors that support the promotion of intrapreneurship in companiesRutherford and Holt (2007) examined the reasons for entrepreneurial behavior in the workplace. Their research focused on the relationship between processes, contexts, and individual employee characteristics that influence the development of corporate entrepreneurship. They found that corporate entrepreneurship is linked to positive individual outcomes such as job satisfaction, intention to change, and affective retention of employees. Their model captures process variables describing internal entrepreneurship promotion by managers, context variables describing aspects of strategic renewal and diffusion of corporate entrepreneurship, and individual variables reflecting employee readiness and capabilities (Rutherford and Holt 2007). A few years later, Ireland et al. (2009) presented a model that is considered a pioneer in the design of a pro-entrepreneurship organizational structure. Their model emphasized the importance of strategy as a driver of corporate entrepreneurship. They argued that corporate entrepreneurship should be studied not only at the individual level (employees), but also at the middle level (middle managers) and at the organizational level, as it can be an integral part of a company's entrepreneurial philosophy (Ireland et al. 2009).

In conclusion, this section shows that intrapreneurship is crucial in today's business world, given the increasing volatility and rapid technological change. The concept enables employees to foster entrepreneurial behavior and drive innovative ideas, which in turn strengthens companies' adaptability and ability to create competitive advantage. In the following sections, this concept is examined in more detail with regard to intrapreneurial behavior. In addition, the relationship between intrapreneurial behavior and governance mechanisms will be illuminated.

2.2.2 Intrapreneurship vs. Entrepreneurship

After the concept of intrapreneurship was explained in detail in the previous chapter, the focus now turns to a comparison between intrapreneurship and entrepreneurship. Intrapreneurship, as a form of entrepreneurship within existing organizations, has become increasingly important in the business world (Antoncic and Hisrich 2003). On the other hand, entrepreneurship is a classic concept of entrepreneurship and is therefore widely known and researched.

This comparison aims to highlight the differences and similarities between these two concepts and analyze their respective significance for organizations. It will take a closer look at the key characteristics and processes of entrepreneurship and intrapreneurship and how they can foster innovation and growth. It also highlights the practical challenges of implementing these concepts and explores proven strategies for maximizing their potential. Before these two concepts can be compared, this section examines and defines entrepreneurship in more detail.

Probably the most relevant definition of entrepreneurship goes back to the 20th century. Schumpeter (1911) described entrepreneurship as the process of "creative destruction" in which entrepreneurs introduce new products, services and business models to revolutionize markets. This can be extended to include discovering gaps in the market and exploiting an imbalance of supply and demand (Kirzner 2015). Kirzner (2015), on the other hand, illustrates entrepreneurship as a process in which entrepreneurs identify and exploit profit opportunities by allocating resources efficiently. In contrast, Stevenson and Gumpert (1985) assert that an entrepreneur should be able to create value by identifying an opportunity. Furthermore, they should be able to provide the necessary resources while managing the respec-

tive organizational unit (Stevenson and Gumpert 1985). Bhide (1994) attempted to summarize past definitions and defined entrepreneurship as a process in which entrepreneurs obtain unconventional resources and develop innovative solutions to market problems to achieve competitive advantage. Later, Shane and Venkataraman (2000) focused more on the individual and added that individuals perceive and exploit opportunities to create new products, services, or business models. Entrepreneurship focuses on the creation and management of a business, with the entrepreneur bearing the risk and responsibility for success and failure (Audretsch and Thurik 2001; Bygrave and Zacharakis 2015).

In summary, the core of entrepreneurship is the ability to recognize market opportunities that are not apparent to others (Barney 1991; Hisrich et al. 1998; Kuratko et al. 2017; Morris et al. 2002; Shane and Venkataraman 2000; Zahra and George 2017). This process involves the creative use of resources and the willingness to take risks in order to develop innovative products, services or business models and thus create value (Hisrich et al. 1998; Shane and Venkataraman 2000; Zahra and George 2017). The basic idea is to revolutionize existing markets (Schumpeter 1911), identify market gaps and exploit supply and demand imbalances (Kirzner 2015). Stevenson and Gumpert (1985) added that entrepreneurs are responsible for success and failure.

While intrapreneurship refers to entrepreneurial activities within an existing organization, entrepreneurship mainly aims at (Pinchot III 1985), creating and managing one's own companies (Audretsch and Thurik 2001; Bygrave and Zacharakis 2015; Ireland et al. 2009). The concept of corporate entrepreneurship mentioned in the previous chapter is a discipline of entrepreneurship, but aims to create companies or teams within existing organizations (Ireland et al. 2009). Therefore, it can be argued that entrepreneurship can also work in existing organizations, but the main focus is still on creating and leading something. For this reason, intrapreneurship, in contrast to entrepreneurship, is also mainly about the organization, as intrapreneurs use the resources of the company (Turro et al. 2013). Entrepreneurs, on the other hand, bear the full financial risk of their company (Bygrave and Zacharakis 2015; Xu and Ruef 2004). This also means that the failure of a project is usually less catastrophic for the intrapreneur than for the entrepreneur (Stevenson and Gumpert 1985).

As described above, intrapreneurs use only the resources of their company and therefore have much easier access to capital, personnel and infrastructure (Parker 2011b). Entrepreneurs have to build these resources from scratch or are forced to bring in external financiers (Sapienza and Korsgaard 1996; Zahra and George 2017). As a result, intrapreneurs often already have easy access to existing customers and established markets, while one of the main activities of an entrepreneur is to build new customer relationships (Parker 2011a). This can also be applied to the network, since in intrapreneurship this is partly already present in the company (Antoncic 2001a; Blanka 2019). The goal of intrapreneurship is to promote and implement innovations within an organization in order to improve existing business models. This means that they generally want to make the company more competitive by extending or improving the existing product portfolio (Parker 2011b; Tietz and Parker 2012). Entrepreneurship, on the other hand, aims to enter a completely new market or customer group, creating entirely new products, services, or business models (Hisrich et al. 1998; Hitt et al. 2011; Morris et al. 2002). Since the organizational structure, culture, and work environment in existing organizations are often shaped differently than in small, startup companies, there are also some different implications here. Entrepreneurs, in contrast to intrapreneurs, have much more freedom of decision and less control, as they are owners and mainly have to justify themselves to investors (Hult et al. 2003).

Intrapreneurs have to adapt to existing company guidelines and processes and therefore have longer decision-making paths, which can automatically lead to a slowing down of goals (Auer Antoncic and Antoncic 2011). In this context, the initial period as an entrepreneur is often long-delayed, as it takes

time to build up the company and penetrate the market (Kibler and Kautonen 2016). In terms of scalability, entrepreneurs often find it easier to scale their products, services or business models, as they do not have to adhere to existing processes and can, for example, build their own sales processes (Parker 2011b). Another factor for this could be motivation. Intrapreneurs are motivated by recognition, career development and financial rewards, while entrepreneurs are intrinsically driven by personal passion and the realization of their own vision (Folger 1993). The following table (see table 1) will summarize and contrast the results.

Table 1: Comparison Intrapreneurship vs. Entrepreneurship

Comparison Factor	***Intrapreneurship***	***Entrepreneurship***
Affiliation to the organization	Within an existing company	Mostly independent business
Risk and Responsibility	Carried mainly by the company	Carried by the Entrepreneur
Company environment	Operates within the existing given circumstances and cultures	Entrepreneur sets the culture and environment
Access to Resources	Gets resources from the company like capital, personnel and infrastructure	Builds on own resources or is dependent on external resources like investors
Target market	Existing Customer base and creation of value by expanding or improving the existing portfolio	Penetrate new markets and customer segments
Focus	Enhance existing business models	Creation of entirely new products, services or business models
Control and Autonomy	Have to stick to corporate policies and processes	Entrepreneurs will have most of the control and decision-making on their own
Liability	Failure of a project can maximal cost the job of the intrapreneur	loses everything he has put in
Motivation	Motivation through internal recognition, career development or financial rewards	Intrinsic motivation through personal passion and the pursuit of their own vision
Network	Network is mostly within the existing company	Has to build up a completely new network
Speed	Lack of speed due to corporate processes and regulations	Faster speed due to freedem and passion
Long-Term Impact	Enhance competitiveness and profitability of an existing enterprise	Long-term establishment of an independent and profitable company
Scalability	Operate within the confines of the parent company	Flexibility due to not being bound by existing structures and processes of an organization

2.3 Intrapreneurial Behavior

This chapter examines the concept of intrapreneurial behavior as it relates to intrapreneurship and provides an analysis of its defining characteristics. Moreover, analogous notions were adopted in order to distinguish them from intrapreneurial endeavors.

2.3.1 Definition and its Characteristics

Over the years, the role of employees in organizations has changed. The reason for this is the increasing volatility and constant change in the business world. As a result, organizations tend to decentralize decision-making processes and give employees more responsibility (Foss et al 2015). In contrast, employees are required to use it to actively drive innovation, be flexible and proactive (Giunipero 2005). Rather than simply listening to the boss, an employee should be able to take roles as innovators and differentiators. In order to accomplish this as an organization, there are several concepts that strive for a solution approach to obtain this desired behavior from employees. One of these challenging concepts is intrapreneurial behavior (IB), a behavior that refers to entrepreneurial thinking and acting within an existing organization (Mahmoud et al. 2020). Having already defined intrapreneurship and distinguished it from entrepreneurship, we will now take a closer look at the essence of IB.

This section will further explain what IB exactly means and identify the key elements of this behavior. The importance of this mindset for modern organizations will be highlighted, while at the same time illuminating the potential challenges and obstacles that IB can face in practice.

IB originates from the term intrapreneurship discussed in the previous chapter and represents the actions of an entrepreneur operating within a large organization (Farrukh et al. 2016; Martiarena 2013; Pinchot and Pellman 1999). A major advantage of employees with IB is that companies are sustainably more competitive and perform better than companies that do not encourage this behavior (Moriano et al. 2014b). To maintain current profit levels in a volatile environment, companies must be able to balance exploration and exploitation, as discovering new innovations is a key focus, especially in technology-oriented companies, to counteract ever-changing circumstances (O'Reilly and Tushman 2004). This principle is also called ambidexterity in the literature and is the ability of an organization to simultaneously conduct exploration activities aimed at discovering and developing new sources of knowledge and business opportunities and conduct exploitation activities aimed at efficiently and effectively using and optimizing existing resources (O'Reilly and Tushman 2013). To master exploration in a company it requires capable employees who have the behavior of an entrepreneur (Gündoğdu 2012).

Although intrapreneurial employees work in a safer work environment and use existing resources of the company, these employees exhibit many characteristics of an entrepreneur. In the research literature, numerous studies have intensively examined and extended the basic dimensions of IB as proposed by Miller (2011). These dimensions include innovative work behavior, proactive action, and the ability to be less risk averse (Amo 2006; Antoncic 2001a; Bolton and Lane 2012; Camelo-Ordaz et al. 2012; Covin and Slevin 1991; Farrukh et al. 2017; Jain and Ali 2012; Lumpkin and Dess 1996; Miller 2011; Shian et al. 2022; Zahra 1991). These dimensions have been filled in over time with the ability to seek opportunities (Amo 2006; Augusto Felício et al. 2012; Bolton and Lane 2012; Bosma et al. 2010; Gawke et al. 2019; Kibirango et al. 2017). Many papers focus on the innovativeness of an employee, which focuses on the innovative work behavior. This means that the employee is creative and willing to experiment and can adapt to rapidly changing circumstances (Neessen et al. 2018). Proactivity in the case of IB refers to the ability to independently drive new projects or initiatives without receiving explicit instructions (Wennekers and De Jong 2008). Moreover, the willingness to take risks refers not only to calculating risks and accepting potential risks, but also to taking responsibility for them (Antoncic 2003). In addition to these dimensions, researchers such as Shian et al. (2022) point out that an intrapreneurial employee

should also be able to build a network and strengthen the social and reputational relationships of employees and promote their IB. In addition to promoting the behavior of the employees, this also contributes to the fact that ideas can be implemented more quickly, since one has good contacts in the necessary places in the company and can thus often bypass processes (Roux 2023). Another often discussed dimension is the performance readiness of intrapreneurs (Covin and Slevin 1991; Jain and Ali 2012; Kuratko et al. 2005; Lumpkin and Dess 1996; Zahra 1991). An intrapreneur must have the ability to set clear goals and work hard to achieve them, while demonstrating a willingness to take responsibility and overcome challenges to ensure the success of their innovative projects. Performance orientation and motivation through success are crucial characteristics for intrapreneurs (Jain and Ali 2012).

This study focuses on four dimensions, as it is not possible to conduct a comprehensive study and cover all the dimensions mentioned in the literature within the scope of this thesis. Therefore, this study focused on the four most relevant elements of IB. Relevance here was measured by mentions in the literature, which Neessen et al. (2018) did in their literature review. Innovative Work behavior was changed in the case to creativity, because as mentioned before it is largely about the creativity of the employees and this characteristic is easier to illustrate in an interview than innovativeness. Therefore, in combination with the most cited definition of intrapreneurship on an individual level by Pinchot III (1985), the following definition has emerged:

Intrapreneurial Behavior describes the behavior of employees in an organization who are highly autonomous, creative and proactive, taking risks and seeking opportunities to innovate and drive positive change."

Intrapreneurs are often characterized by a strong identification with their company and have a sincere interest in moving the company forward (Moriano et al. 2014b). This passion drives them to not only actively promote new ideas, but also to motivate the team and all employees (Smith et al. 2016). Due to their extensive network, they have a considerable reach in the company and can often achieve more than top management alone due to their interpersonal skills (Blanka 2019). This leads to a strong ambition within the company and a strong awareness of making a significant contribution to the company's success (Alam et al. 2020). Intrapreneurs live for their work and actively express their enthusiasm.

In addition, intrapreneurial characteristics such as extrinsic satisfaction, intrinsic satisfaction and job satisfaction can have a positive influence on the willingness to implement entrepreneurial or intrapreneurial intentions (Auer Antoncic and Antoncic 2011). Extrinsic satisfaction for the intrapreneur, in contrast to the entrepreneur, is recognition and prestige in the company rather than financial aspects (Auer Antoncic and Antoncic 2011). Intrinsic motivation refers to the progress of the project that the intrapreneur is driving (Auer Antoncic and Antoncic 2011). This shows that IB is closely linked to the intrinsic motivation and satisfaction of employees.

The literature strongly indicates that IB of employees has a positive impact on the the innovation performance of the company (Guerrero and Peña 2013). In particular, radical innovations can be driven by knowledge-intensive organizations that promote intrapreneurship (Stam 2013). The IB mentioned above increases the number of spin-offs within a large company structure (ÅMO and KOLVEREID 2005). Lee et al. (2017) suggest that while companies improve their innovativeness, organizational ambidexterity is also needed to be sustainably successful, as innovation alone is not enough to run a company successfully. That means companies should be able to both explore and exploit at the same time and thus find the balance between innovation units and the core (Menzel et al. 2007; O'Reilly and Tushman 2013). If these continue to be in balance, intrapreneurship has a positive effect on the overall organizational result of the company (Guerrero and Peña 2013; Menzel et al. 2007). Additionally, it has been demonstrated that IB causes long-term initiatives to be completed sooner because these are expedited (Rigtering and

Weitzel 2013). When individuals' self-perceptions are linked to entrepreneurial skills, this can have an impact on both individual IB and the organization as a whole (Martiarena 2013).

Neessen et al. (2018) developed a framework (see figure 1) to illustrate how IB relates to the organization The researchers conducted a systematic literature review in which they analyzed many scientific articles and research papers.

Their main goal was to find out which characteristics, attitudes, and behaviors are most common among intrapreneurs and how they influence IB. In doing so, they found that there are several characteristics that distinguish intrapreneurs, such as strong self-confidence in their own ability to successfully complete certain tasks (Neessen et al. 2018). The researchers also identified that employees' individual experience and knowledge played a role, especially if they already had entrepreneurial experience. In addition, personal skills and competencies, such as social skills and teamwork, played an important role in successfully implementing intrapreneurial activities (Neessen et al. 2018).

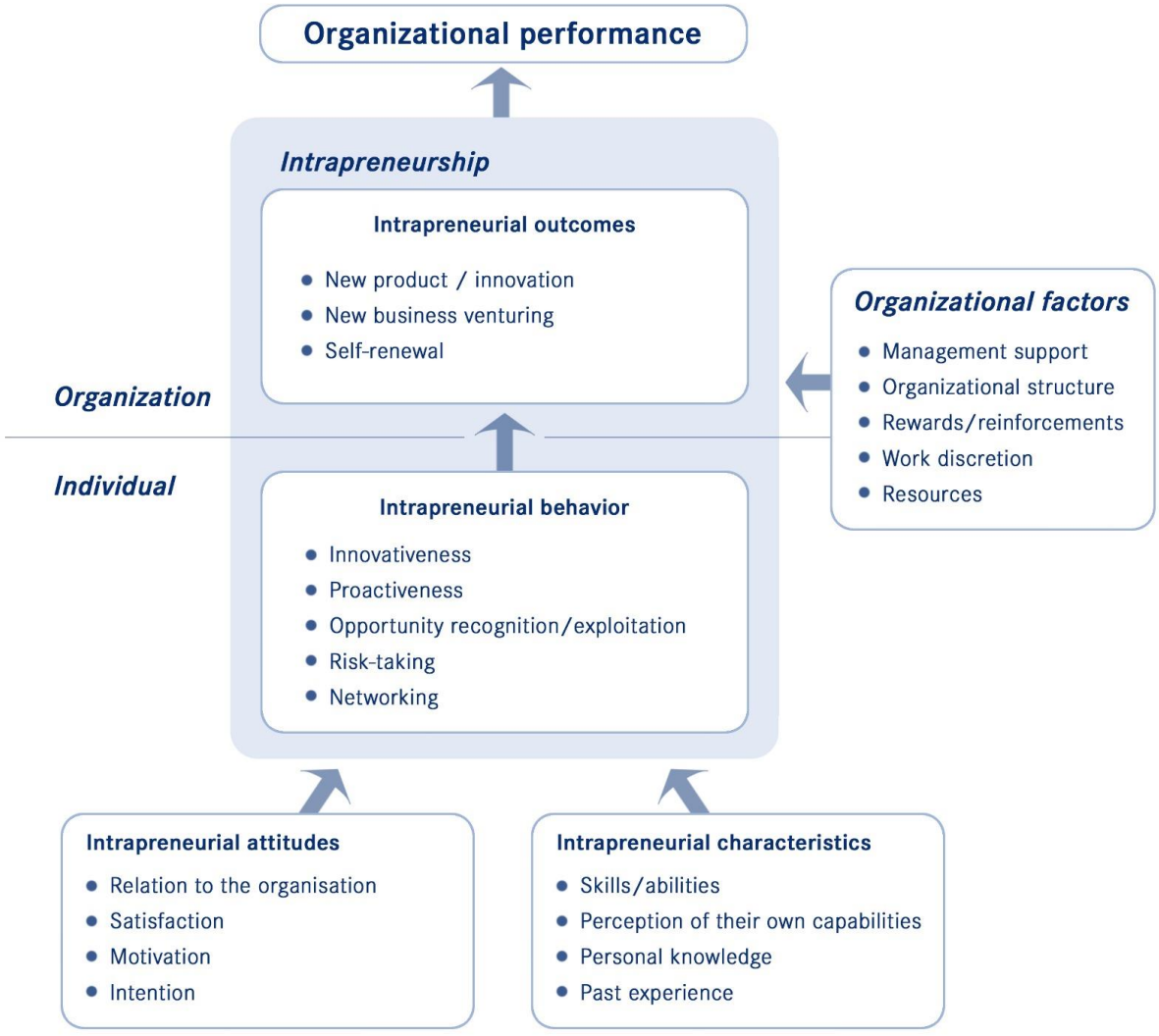

Figure 1: Intrapreneurship Model according to Neesseen et al. (2018)

The result of this research is a comprehensive model that depicts the relationship between the characteristics, attitudes, and behaviors of intrapreneurs at the individual level and intrapreneurial outcomes at the organizational level. This model illustrates how the behavior and attitudes of an individual intrapreneur can contribute to organizations becoming more innovative and developing new products or services (Neessen et al. 2018).

The study also showed that the organization itself plays a role by either encouraging the intrapreneurial activities of its employees by providing resources and support, or hindering them by restricting such activities (Neessen et al. 2018). These factors will be examined in more detail in the later chapter "Governance Mechanisms influencing Intrapreneurial Beahvior". It is to be found out, which control mechanisms were already examined, which are either hindering or promoting IB. In the next chapter IB will be compared with similar concepts to find out which similarities and differences they have with each other.

2.3.2 Intrapreneurial Behavior compared with related Concepts

After corporate entrepreneurship has already been identified as a comparable concept to intrapreneurship, this section compares concepts that resemble IB. However, other concepts have emerged in the business literature that share at least two dimensions or characteristics with IB and influence corporate governance and innovation. These concepts are Entrepreneurial Orientation, Entrepreneurial Learning, Innovative Behavior, and Creative Behavior. Each of these concepts has its own unique characteristics, but also shares commonalities with IB that are worth exploring in more detail. This comparison aims to differentiate IB from the aforementioned concepts, but also to identify commonalities between them. The aim is to gain a deeper understanding of how these concepts interact in business practice and to what extent they are suitable to take at hand for further analysis.

2.3.2.1 Entrepreneurial Orientation

Entrepreneurial Orientation (EO) is a significant concept in business research that describes the fundamental orientation of an organization towards entrepreneurial thinking and action. Entrereneurial Orientation reflects the willingness of an organization to adopt entrepreneurial principles and behaviors in order to increase its competitiveness and innovativeness (Covin and Slevin 1989; Kreiser et al. 2013; Lumpkin and Dess 1996; Miller and Friesen 1982; Rauch et al. 2009; Wiklund 1999).

One of the most common dimensions of EO emphasized in many definitions is the propensity to innovate. This means that organizations with high EO strive to continuously develop innovative solutions and explore new products, services, or business opportunities. They show a remarkable ability to generate creative ideas and put them into practice (Lumpkin and Dess 1996). Another central dimension of EO is proactivity. This involves organizations not only reacting to market changes or trends, but actively taking action to create opportunities and anticipate market changes. This often involves taking risks and having the courage to explore new avenues to achieve competitive advantage (Covin and Slevin 1989). Risk-taking is another key component of EO. Organizations with EO are not fearful of change or uncertainty, but are willing to take calculated risks to achieve their goals. This means not only financial risks, but also a willingness to invest in unconventional activities (Miller and Friesen 1982).

Overall, EO aims to create an organizational culture characterized by curiosity, flexibility and the pursuit of competitive advantage. This culture encourages employees to actively seek out new business opportunities, foster innovative ideas, and view change as an opportunity. EO can be found in a variety of industries and contexts, with manifestations varying according to an organization's goals and resources.

IB and EO are two concepts that are frequently discussed in organizational research and still have different focuses and perspectives. IB focuses on the individual behavior of employees within an organization (Farrukh et al. 2016; Mahmoud et al. 2020). It addresses the actions, skills, and attributes of employees that drive innovation. IB emphasizes creativity, proactivity, and risk-taking at the individual level. Employees with IB are able to independently generate new ideas, initiate projects, and develop innovative solutions (Blanka 2019; Davis 1999; Neessen et al. 2018). This concept emphasizes the importance of personal motivation and skills to foster innovation in an organization (Neessen et al. 2018).

On the other side is EO, which represents an organization-wide orientation. EO describes the strategic orientation of an organization that promotes entrepreneurial thinking and action at all levels (Covin and Slevin 1989; Lumpkin and Dess 1996; Wiklund 1999). It involves the willingness of the entire organization to identify opportunities, take risks, and respond proactively to changing market conditions (Lumpkin and Dess 1996; Rauch et al. 2009). EO emphasizes creating an entrepreneurial organizational culture that fosters innovation orientation and customer focus (Kuratko et al. 2005). It is about how the entire organization aligns its resources, processes, and decisions to achieve long-term competitive advantage (Rauch et al. 2009).

Although IB and EO have different focuses, they nevertheless share important commonalities: Both concepts place great emphasis on innovation and the ability to generate and implement new ideas. Both IB and EO promote proactive action, whether at the individual level (IB) or at the organizational level (EO). They encourage taking risks and facing market challenges. Both concepts emphasize the importance of customer satisfaction and needs when designing products or services. Finally, both IB and EO have the common goal of ensuring the long-term competitiveness of an organization and guaranteeing its long-term success.

Overall, IB and EO are closely linked, as they highlight different aspects of the same fundamental goal - promoting entrepreneurial thinking and action - at the individual and organizational levels. While IB focuses on individual behavior, EO emphasizes strategic alignment and organizational culture. Together, they help keep organizations competitive and develop innovative solutions in an ever-changing business environment.

2.3.2.2 Entrepreneurial learning

Entrepreneurial Learning (EL) is a concept that is often discussed in organizational research and is closely related to IB yet has different emphases and perspectives. EL focuses on the process of learning and growing of individuals within an organization to develop entrepreneurial skills and mindset (Fayolle et al. 2006; Mwasalwiba 2010).

One of the most striking similarities between EL and IB is the emphasis on creativity and innovation. IB focuses on individual employee behavior, while EL emphasizes the educational process that prepares individuals to develop and implement entrepreneurial ideas (Fayolle et al. 2006). Both concepts foster the ability to develop new solutions and drive innovative projects (Davis 1999; Fayolle et al. 2006).

Another important dimension of EL is learning through experience and reflection. EL emphasizes the acquisition of entrepreneurial knowledge and skills through hands-on experience, mistakes, and reflection on one's actions (Harrison and Leitch 2005; Lattacher and Wdowiak 2020). Similarly, IB emphasizes the ability of employees to independently initiate new projects and take risks (Blanka 2019). Both concepts are about learning from experience and continuously evolving.

The ability to take proactive initiative is another common feature of EL and IB. EL encourages individuals to actively seek entrepreneurial opportunities and challenges and to take the initiative to expand their entrepreneurial knowledge (Fayolle et al. 2006; Winter et al. 2007). Likewise, IB promotes proactive action at the individual level by encouraging employees to drive innovative ideas and take risks (Neessen et al. 2018).

When viewed as a whole, EL and IB show close links as they illuminate the process of entrepreneurial learning and action at both the individual and organizational levels. EL focuses on the education and personal development of individuals, while IB focuses on the concrete behavior of employees in organizations in relation to innovation and entrepreneurial action. This means that EL emphasizes the im-

portance of learning and reflection to acquire entrepreneurial skills, while IB focuses on the actual behavior and actions of employees in the context of innovation and entrepreneurship. Ultimately, both concepts help to foster innovativeness and entrepreneurial orientation in organizations by supporting individual learning and proactive action.

2.3.2.3 Innovative Behavior

Another concept related to IB is Innovative Behavior. This concept of organizational research, which describes the individual behavior of employees in relation to innovation and entrepreneurial action. Innovative Behavior involves the ability and motivation of employees to independently generate new ideas, initiate innovative projects, and develop creative solutions (Carmeli et al. 2006; De Jong and Den Hartog 2007; Kleysen and Street 2001; Scott and Bruce 1994; Thurlings et al. 2015; Yuan and Woodman 2010). This concept places great emphasis on creativity, proactivity, and a willingness to take risks to drive innovation in an organization. Innovative Behavior emphasizes the importance of personal characteristics and skills to drive innovation (Amabile 1988; Park et al. 2014).

A key characteristic of innovative behavior is creativity. Innovative employees are able to come up with original and unconventional ideas (Abdullah et al. 2016; Lukes and Stephan 2017; Scott and Bruce 1994). They surpass conventional problem-solving methodologies and possess the capability to generate novel and distinctive resolutions for preexisting challenges or issues This creativity drives the innovation process. In addition, innovative behavior is characterized by proactivity. Individuals who exhibit innovative behaviors take the initiative to initiate innovative projects or drive change (Park and Jo 2018; Scott and Bruce 1994). Rather than passively waiting for instructions, they actively advocate and drive innovative ideas (Taştan 2013). Risk-taking is another characteristic of innovative behavior. Innovative employees are willing to accept uncertainty and embrace potential risks and failures in order to develop and implement innovative solutions (Mokhber et al. 2018). They are bold in breaking new ground and are not fearful of change. Autonomy also plays an important role. Innovative employees work independently to develop and implement innovations. They are able to work independently on projects and may require less direct supervision (Janssen 2003; Purc and Laguna 2019).

According to the literature, this concept shares some common features with IB. Both concepts refer to entrepreneurial behavior of employees within an organization. In both IB and Innovative Behavior, the main goal is to increase the innovative power of the company with the help of skills. The aim of each of these concepts is to develop new products, services or business models. The qualities required for this, which play a role in both concepts and which an employee should possess, are creativity, proactivity and a willingness to take risks. Ultimately, both concepts aim to ensure the long-term competitiveness of an organization and guarantee its long-term success.

In contrast, there are also essential differences between these concepts. Innovative Behavior focuses primarily on the individual behavior and skills of employees to drive innovation. It emphasizes the personal motivation and creativity of employees. In contrast, IB focuses on entrepreneurial behavior within the organization as a whole. It refers to activities designed to identify and exploit new business opportunities within the existing organizational structure. This often requires the cooperation of employees from different departments and hierarchical levels.

In summary, both IB and Innovative Behavior share the common goal of ensuring the long-term competitiveness of an organization and ensuring its long-term success. Regardless of whether it is the individual behavior of employees or the entrepreneurial action on an organizational level, they strive to promote innovation and to establish an entrepreneurial culture of thinking in the organization.

This chapter aimed to compare the most important comparable concepts IB and to analyze similarities and differences. After this comparison has been made, the next chapter will examine which control mechanisms have an influence on IB.

2.4 Governance Mechanisms influencing Intrapreneurial Behavior

IB, which is recognized in organizations as a crucial driver of innovation and growth, has gained increased attention in recent years. Employees who think and act entrepreneurially play a key role in generating new ideas, optimizing internal processes and developing innovative solutions to complex challenges. Promoting IB in companies can therefore represent a significant competitive advantage.

A central aspect in promoting IB is the implementation of GM. These mechanisms form the set of rules that define and influence the framework for action within the organization. As previously discussed, GM can be divided into structural, process, and relationship methods (de Haes and van Grembergen 2004). These diverse approaches to governance can have a significant impact on employee behavior. In this analysis (see table 2), a closer look is taken at which of these GM have been studied in previous research and what influence they have on IB in organizations. A comprehensive review of existing findings is provided, and the different mechanisms are compared to find out which ones are most effective in promoting IB. Studies were analyzed that have one or more GM related to IB. Since mainly Relational Mechanisms have been studied in the literature, the dependent variable was extended to the concepts compared above, since they are so similar that it can be assumed that the influence would be comparable. It should also be mentioned that this analysis does not include all existing papers on these topics, as this would not be possible within the scope of this thesis. The focus was to examine the largest possible but also diverse sample of scientific papers. This analysis summarizes a wide range of research findings that address GM and their influence on IB in organizations. Numerous studies have examined various control mechanisms and interesting patterns and findings have emerged.

One of the recurring findings is that the quality of communication within an organization plays a significant role. Open and timely communication has repeatedly been associated with positive effects on IB (Antoncic 2001a; Castrogiovanni et al. 2011). This indicates that transparent communication structures can promote IB. Furthermore, the analysis revealed that organizational values and the values promoted by strategic leaders are important drivers of IB (Antoncic 2001a; Carrier 1996; Usman et al. 2021). Die Schaffung einer Unternehmenskultur, die Innovation und unternehmerisches Denken fördert, wurde als entscheidend erachtet(Carrier 1996; Lee et al. 2017; Lee and Peterson 2000).

The importance of network factors, trust and support from top managers was also emphasized. (Antoncic 2001a; Rigtering and Weitzel 2013). It was found that various network characteristics, trust within the organization, and support from leaders both internally and externally can positively influence IB.

In addition, structural mechanisms such as organizational structure and process mechanisms such as environmental analysis and budgeting have been identified as relevant factors that can influence IB (Brazeal 1993; Escribá-Carda et al. 2020; Hitt et al. 2011; Rhee et al. 2017). Companies with a clear intrapreneurship strategy and flexible budgeting processes appeared to have a higher propensity for IB (Antoncic 2001a).

However, it should be noted that there were also contradictory results. For example, transformational leadership was seen as conducive to IB in some studies, while a negative relationship was found in others. This illustrates the complexity of the interaction between leadership and IB. (Klein 2023; Moriano et al. 2014b).

In the following, the existing literature will be examined in more detail, analyzing factors influencing IB and categorizing them with the help of the predefined GM. The following table (see table 2) shows the influence of the respective GM on IB and the research context in which they have been studied so far.

Table 2: Governance Mechanisms influencing Intrapreneurial Behavior

Reference	*Governance Mechanism*	*Category*	*Dependent Variable*	*Theoretical Relation*	*Research Context*
(Antoncic 2001a)	Communication	Relational	Intrapreneurial Behavior	Open and timely communication has a positive impact on intrapreneurship	Eastern Europe/USA – Different Branches (manufacturing consumer and industrial goods, consumer and business services, trade, and construction)
	Organizational Values			The values promoted by strategic leaders were identified as important drivers of IB	
	Network Properties			Various network characteristics, such as the number of connections and centrality in the network, were considered important for intrapreneurship.	
	Trust			At the intra-firm level, there is a significant relationship between trust and the promotion of IB.	
	Support from Top Managers,			Internally and externally oriented organizational support is positively associated with intrapreneurship.	
	Training				
	Rewards				
	Availibility of Resources	Processual		The budgeting process can have a positive impact on IB if it is flexible	
	Environmental Scanning			The intensity of environmental scanning, i.e. recognising and predicting changes in the external environment, was seen as conducive to intrapreneurship	
(Carrier 1996)	Company Growth Strategy, Intrapreneurshipstrategy	Processual	Intrapreneurship	Growth-oriented companies have a more positive impact on IB. An intrapreneurship strategy would clarify the impact	Canada – Small or medium-sized firms with less than 200 employees
	Simplicity of the Organizational Structure	Structural	Intrapreneurship	Simple organizational structures facilitate the implementation of intrapreneurship.	
	Trust of the Company Owner, Positive Corporate Culture	Relational	Intrapreneurship	Trust on the part of the company owner promotes IB. A positive corporate culture also increases the frequency of innovation	
(Lee and Peterson 2000)	Global Culture	Relational	Entrepreneurial Orientation	Different influence depending on national culture	Different countries all around the world/ different

					people and branches
(Hitt et al. 2011)	Partnerships with Startups	Structural	Entrepreneurial Orientation	Startup partnerships can foster creativity and entrepreneurial approach	Literature Review – Different perspectives
(DeTienne and Chandler 2004)	Education and Training	Relational	Entrepreneurial Behavior	Individuals can learn opportunity recognition processes through training and education	USA – Undergraduates at a university
(Usman et al. 2021)	Spiritual Leadership	Relational	Intrapreneurial Behavior	Spiritual leadership has a significant positive impact on IB by psychologically empowering staff.	Pakistan – Employees and Managers in a hotel
(Farrukh et al. 2017)	Affective and Normative Commitment	Relational	Intrapreneurial Behavior	Affective engagement and normative engagement have a positive and significant impact on IB, while sustained engagement is negatively associated with the same behavior	Pakistan – Professors in universities
(Chouchane et al. 2023)	Organizational Support	Relational	Intrapreneurial Behavior	the indirect effect of perceived organizational support on IB via intrapreneurial intentions is moderated by employees' intrapreneurial sense of self-efficacy	Canada – SMEs in the insurance industry
(Edú et al. 2014)	Authentic Leadership	Relational	Intrapreneurial Behavior	authentic leadership has a positive impact on employees' IB by fostering their organizational identification and empowerment	Spain – 50 % university level and 40 % middle studies in Spanish Companies
(Gerards et al. 2021)	Work independent of time and place	Relational	Intrapreneurial Behavior	Time- and location-independent work positively associated with "startup behavior", but not with "strategic renewal behavior"	Netherlands – Individuals working in 13 different economic sectors
(Escribá-Carda et al. 2020)	high-performance work system	Structural	Intrapreneurial Behavior	the relationship between employees' perceptions of high-performance work system and IB does not exist directly. Alternatively, this relationship arises through staff knowledge sharing.	Spain – Knowledeintesive employees from six industrial companies
(Farrukh et al. 2022)	Leader Expectations and Leader-Member Exchange	Relational	Intrapreneurial Behavior	leader-member exchange and leaders' expectations are positively linked to employees' IB. Furthermore, this link is mediated by the organizational climate	China – Supervisors in different branches like pharmaceutical, chemical etc.
(Rigtering and Weitzel 2013)	Horizontal Participation	Strucutral	Intrapreneurial Behavior	Involving employees in decision-making processes with a bottom-up process has a positive impact on IB	Netherlands – SME’s Non-Profit/ Profit organizations with less than 250 employees

	Company Size			The size of a company (large or SME) influences the likelihood of an employee being involved in intrapreneurial projects.	
	Formalization			Formalisation within a company has no significant influence on IB	
	Trust in the Manager	Relational		The trust in the manager has a positive impact on IB	
(Klein 2023)	Tramsformational Leadership	Relational	Intrapreneurial Behavior	higher levels of transformational leadership were associated with lower levels of IB	Israel – Managers and employees from different companies
	Transactional Leadership			higher levels of transactional leadership were associated with lower levels of IB	
(Moriano et al. 2014b)	Transformational Leadership	Relational	Intrapreneurial Behavior	Transformational leadership has a positive influence on IB	Spain – Public and private organizations
	Transactional Leadership			Transactional leadership has a negative influence on IB	
(Brazeal 1993)	Recruiting	Processual	Innovative Behavior	Attention to soft skills for entrepreneurial skills in hiring has a positive impact on innovative Behavior	USA – Managers with the Potential to work innovative
	Autonomous Venture Groups	Structural		The existence of autonomous venture groups strongly encourages innovative behavior within these groups	
(Castrogiovanni et al. 2011)	Open Communication	Relational	Corporate Entrepreneurship	the development of open communication between owners and employees, and between employees themselves, can help explain the dynamics of entrepreneurial behavior in small b	Spain – SMEs high technological capacity firms
(Echols and Neck 1998)	Organizational Structure	Structural	Entrepreneurial Behavior	To create an entrepreneurial structure, it is important that managers design an organic and amorphous organizational structure. This structure should be flexible and adaptable.	Literature Review – different studies
	Flat Decision Process	Processual		Flat Decision Processes promote innovation, risk-taking and flexibility in the organizational structure.	
(Rhee et al. 2017)	Autonomous Teams	Structural	Innovative Behavior	Autonomous teams empower employees to build innovative behavior.	Republic of Korea – skilled employees of manufacturing organizations
	Organizational Structure			A less formalised organizational structure has a positive influence to promote staff empowerment	

(Al-Hawari et al. 2021)	Decentralization	Structural	Innovative Behavior	when employees have freedom of choice and risk-taking within their organization, they tend to be more creative and proactive in looking for new and efficient opportunities	Case Study in Dubai with a hotel
(Freixanet et al. 2020)	Open Innovation	Processual	Entrepreneurial Orientation	Companies that have implemented an open innovation process tend to have a higher EO	Spain – SMEs from different sectors
(Junker et al. 2021)	Agile Work Practices	Processual	Intrapreneurial Behavior	agile work practices mediated the relationship between IB and team performance. In addition, proactive behavioral norms were found to influence the moderating effect of agile work practices on the relationship between intrapreneurship and individual performance.	Germany – Transport and logistics organization – Agile transformation teams
(Hidajat 2019)	Design Thinking	Processual	Innovative Behavior	Design Thinking training is effective in increasing the intention to behave innovative.	Indonesia – University students

Overall, this analysis shows that there is already a lot of knowledge about how different GM can influence IB in organizations. However, there is still room for further research. The previous analysis has shed light on different GM and their influence on IB. In the next chapter, we will turn our attention to a detailed explanation of our research model. This model allows a more detailed investigation of the complex relationships between control mechanisms and IB.

3 Research Model

The aim of this paper is to answer the research question "How are Governance Mechanisms related to Intrapreneural Behavior?". To address this question, the research model is visualized and analyzed.

An overarching goal of companies is to increase their ability to innovate, and thus to encourage the implementation of IB (Christensen 2013). Companies that are innovative have a competitive advantage in the market. They can adapt to changing market conditions, develop new products and services faster, and respond to customer demands (Lengnick-Hall 1992). This often leads to a stronger market position and long-term success (Birkinshaw et al. 2008). It is seen as critical to achieving corporate goals. CG plays a crucial role in aligning corporate goals and strategies (Monks and Minow 2011). herefore, it is crucial to implement the right GM to ensure that employees adjust their behavior according to the company's goals (de Haes and van Grembergen 2004). GM possesses the ability to exert influence over employee conduct across multiple domains (Peterson 2004). As explained in the previous chapter, GM are categorized as Structural, Processualand Relational Mechanisms.

Although R&D and innovation units have different focuses, these two functions often work together to turn technologies into successful innovations that move the company forward. Therefore, it is likely that they have an interest in fostering IB among their employees. However, the metalworking industry is often characterized by traditional approaches, and large companies, some of them family-run, may be more likely to rely on conventional approaches (Aydin and Ceylan 2009). The question that arises is

whether it is possible in such an environment to create an environment that supports the development of IB. The research model will help to investigate and understand these complex relationships between GM and IB in the metalworking industry. It provides the opportunity to identify the specific factors and mechanisms that have an impact on IB and ultimately contribute to enhancing the company's innovation capabilities. Before explaining the research model in more detail, we will take a look at the different variables.

As discussed in Section 2.1, GM, which serves as an independent variable, refers to the way organizational governance is designed and executed in an organization to ensure that strategic goals are achieved (de Haes and van Grembergen 2004). GM include the definition and implementation of processes, structures, and relational mechanisms (De Haes and Van Grembergen 2005). These mechanisms, in his definition, are critical to ensure the effectiveness of collaboration between business units and IT and to ensure that IT investments meet business needs and deliver desired benefits (de Haes and van Grembergen 2004). In the context of the present work, this would mean that these mechanisms are critical to ensure the effectiveness of collaboration between the business units and the exploration units. Furthermore, that the innovations are both profitable and fulfill their desired benefits.

Since this thesis relates to the influence of GM on IB, it serves as the dependent variable. IB, as defined in chapter 2.3.2., refers to the behavior of employees in an organization who act proactively, think and act creatively, take risks and seize opportunities to drive innovative projects and foster the entrepreneurial spirit within the company. Therefore, the variable "intrapreneurial behavior" consists of the dimensions, creativity, proactivity, opportunity taking, and risk taking. Creativity in the context of IB means that intrapreneurs develop innovative ideas (Menzel et al. 2007). This creativity goes hand in hand with proactivity, as they act independently and identify opportunities within the organization (Augusto Felício et al. 2012; Blanka 2019). The willingness to take risks is also important, as it allows them to take calculated risks to implement their ideas (Luchsinger and Bagby 1987). Finally, intrapreneurs skillfully exploit opportunities to advance the businessn (Neessen et al. 2018).

Furthermore, chapter 2.4 already took a closer look at the literature and identified GMs that have a positive or negative effect on IB in different research contexts. In the literature so far, mainly relational GM have been identified. Among these, the most frequently addressed GM was the influence of different leadership styles on IB (Antoncic 2001a; Carrier 1996; Chouchane et al. 2023; Echols and Neck 1998; Edú et al. 2014; Farrukh et al. 2022; Klein 2023; Moriano et al. 2014b; Rigtering and Weitzel 2013; Usman et al. 2021). The focus here was on leadership styles such as authentic leadership, transactional leadership, transformational leadership, and spiritual leadership. Among others, the choice of the right communication seems to play a major role (Antoncic 2001a; Castrogiovanni et al. 2011; Farrukh et al. 2017). Other studies have looked at training or education, rewards, work environment, and organizational culture as influencing factors (Antoncic 2001a; Carrier 1996; Lee and Peterson 2000; Rigtering and Weitzel 2013). On the other hand, in terms of structural mechanisms, researchers have mainly focused on organizational structure and employee roles. Among them, structures such as decentralization, centralization, autonomous units, high performance work systems, and complexity of the structure have been related (Al-Hawari et al. 2021; Brazeal 1993; Carrier 1996; Echols and Neck 1998; Hitt et al. 2011; Rhee et al. 2017; Rigtering and Weitzel 2013). The processual level processes such as Open Innovation, Agile methods, decision-making processes, human resource processes, strategy development processes, and resource allocation have been identified as influencing IB (Antoncic 2001a; Brazeal 1993; Carrier 1996; Echols and Neck 1998; Freixanet et al. 2020; Junker et al. 2021). These mechanisms influence the ability of employees to develop and implement innovative ideas by providing and fostering the framework and resources for intrapreneurship. By integrating and effectively leveraging these procedural GM, organizations can foster a culture of intrapreneurship and drive innovation.

Since different studies from different contexts were used here, it is complicated to standardize them. Both the size of the company and the industry play a decisive role. In addition, it is important to consider in which departments or areas the people studied work. Since this is not uniformly given, the present work tries to give a uniform consensus for exploration units in the metalworking industry in Germany. Furthermore, the quantity of studies on different GM that have an influence on IB is not given. The work also serves to get a broader overview of the implemented GM in metalworking companies and to get an overview of their effect on employee behavior.

The literature provides clear information that GM can influence IB. The research model (see figure 2) shows that GM has a direct influence on IB. Among others, the model of Neessen et al. (2018) presented in chapter 2.3.1 was used, which illustrates that the company can control IB in the form of structure, processes and other influencing factors. In the context of this thesis, the influence on the overall IB is investigated, as it is not possible to obtain a direct influence on the individual dimensions of IB within the interviews. Furthermore, the relationship between IB and overall performance was not investigated, since the existing literature clearly indicates that IB has a positive influence on the performance of companies and this is not possible in a qualitative study.

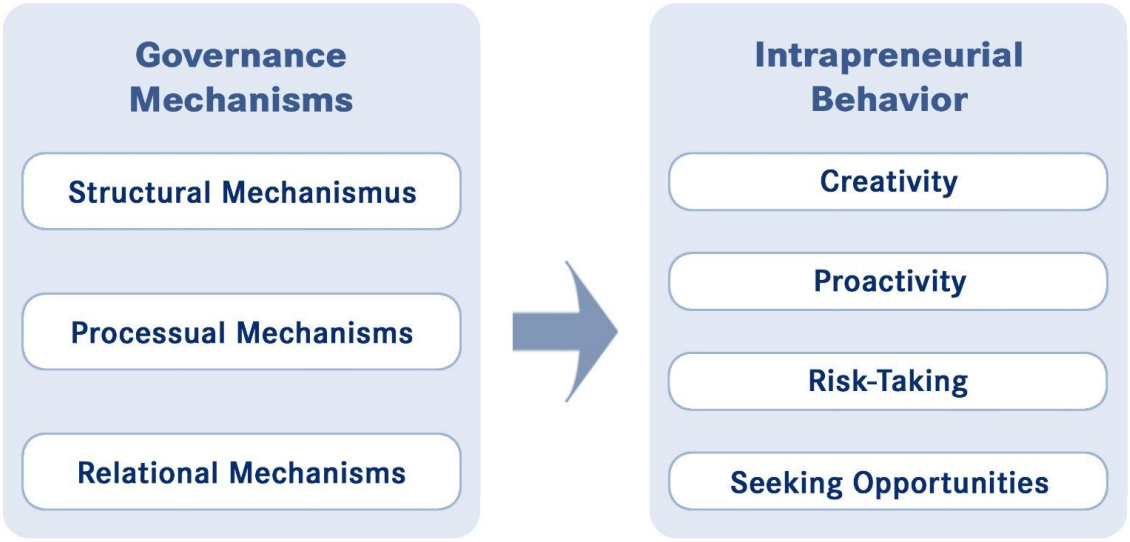

Figure 2: Research Model

4 Research Methodology

This chapter provides the methodological background and theoretical foundation for this research. In the following sections, the Research Philosophy, Research Design and Research Purpose, Data Collection, including the use of semistructured interviews and the empirical setting, as well as Data Analysis, Qualitative Content Analysis and the Category System, are examined and defined in detail.

Section 1 - Research Philosophy: The first section of this chapter focuses on explaining the applied research philosophy. Here it is clarified which basic scientific assumption this thesis follows and how the research philosophy influences the methodology and the approach to the research questions.

Section 2 - Research Design and Research Purpose: The second section serves to clearly define and delineate the research design and research purpose. This includes a discussion of why the chosen design is best suited to answer the research questions.

Section 3 - Data Collection: The third section explains data collection in more detail. Here, the focus is on semistructured interviews as the central method for data collection. Furthermore, the empirical environment in which the data collection took place is described.

Section 4 - Data Analysis: In the last section of this chapter, the methods for data analysis are presented, especially qualitative content analysis and the developed category system. Here, it is clarified how the analysis of the collected data is conducted in order to answer the research questions.

4.1 Research Philosophy

Research philosophy refers to the views, assumptions, values and beliefs of a researcher that influence the conduct of research (Cooper and Schindler 2014; Greener 2008; Saunders et al. 2009; Zikmund et al. 2013). These should be considered and analysed in research as they can influence the research process (Bell et al. 2022). It shapes the author's research questions, methodological choices, data collection and analysis techniques, and interpretation of results (Saunders et al. 2009). Five main categories for the research philosophy are illuminated in management and economics research: positivism, critical realism, interpretivism, postmodernism, and pragmatics (Bell et al. 2022; Cooper and Schindler 2014; Saunders et al. 2009). Furthermore, Saunders et al. (2009) highlight in their book three fundamental tenets of research philosophy that integrate ontological, epistemological, and axiologocal approaches. The current work adopts several pragmatic features while claiming interpretivism as its foundation.

The question of what exists and what constitutes reality is central to ontology. You investigate what is real and what kinds of entities or phenomena exist in the world (Saunders et al. 2009). On the other hand, epistemology is the theory of knowledge and deals with the question of how knowledge is created, evaluated, and justified (Saunders et al. 2009). The axiology lastly relies on the study of values and judgments. You look at what is considered to be fair, valuable, or morally when it comes to justice (Saunders et al. 2009).

Interpretivism follows a distinctly subjective orientation in which social reality does not exist externally and independently of an individual's perspective, as is the case in objectivism, but rather emerges from the perceptions and resulting actions of social actors (people) (Saunders et al. 2009). It is crucial that the researcher adopts an empathetic stance with the challenge of entering the social world of the research subjects and understanding their world from their perspective (Saunders et al. 2009).

The nature of reality and what can be learned from it are topics covered by ontological presuppositions. Positivists hold that there is an objective reality that exists independently of human perception, in contrast to interpretivists who hold that reality is created through human interaction and experience (Bell et al. 2022; Saunders et al. 2009). This means that people continuously create different meanings, interpretations, and realities because they are in a constant flux of processes and experiences. Epistemological assumptions are concerned with how knowledge is acquired and what knowledge is considered real. In this regard, interpretivists assume that knowledge is subjective and contextual and is acquired through interpretation and understanding (Cooper and Schindler 2014; Saunders et al. 2009). In terms of axiology, the researcher is part of the research subject which results in it being value bound and subjective (Bell et al. 2022). Some believe that an interpretive approach is particularly appropriate in the field of business and management research, especially in areas such as organizational behavior, mar-

keting, and human resource management. Business situations are not only complicated but also distinctive. They are the result of a particular set of events and people coming together at a particular time (Saunders et al. 2009).

This work follows a qualitative approach. This means that the goal is to practically recreate reality in this study. This leads to the fact that the person conducting this study sees himself as a subjective interpretivist and drives an intrepretative research philosophical approach. Through qualitative interviews, the researcher interacts with individuals who offer first-hand experiences, individual opinions, and personal insights that are interpreted according to the research objective. Thereby. With the help of knowledge transfer from previous literature, this can create a better understanding about the concept of IB in a real-world setting. In addition, companies working in exploration units in the metalworking industry can get helpful thinking and solutions for the real business environment.

4.2 Research Design and Research Purpose

This chapter will explain decision for an inductive way of thinking and an exploration as well as descriptive research approach. This choice of method is critical to the course of the study and will be justified in the coming sections. The choice of this research strategy is crucial as it will influence how this study is conducted and what results can be expected. The following sections will provide a detailed in-depth explanation of why an inductive mindset was chosen and how this approach aligns with an exploratory and descriptive research approach.

4.2.1 Qualitative Research Approach

In order to justify the choice of methods for a study and to gain an overview of different research methods, it is first important to distinguish between qualitative and quantitative research.

The fundamental difference between these two research approaches is based on different views of human beings and ways of thinking (Creswell and Creswell 2017; Zikmund et al. 2013). Quantitative research is oriented toward the natural sciences and follows a materialistic-deterministic view of the world and human beings (Holton and Burnett 2005). It focuses on the analysis of single variables and examines, for example, their influence on human behavior (Creswell and Creswell 2017). By contrast, qualitative social research focuses on individuals themselves and the specific situation in which they find themselves (Cooper and Schindler 2014; Creswell and Creswell 2017). Hierbei ist eine angemessene Interpretation der Ergebnisse von entscheidender Bedeutung (Williams 2007). It is important to capture the complexity of the subject under investigation as comprehensively as possible (holistic view) (Cooper and Schindler 2014).

The choice of research method should depend on the research objective, as the two approaches have different goals (Cooper and Schindler 2014). If the aim is explanatory, a quantitative approach is appropriate, in which correlation hypotheses are tested and the distribution of characteristics in the overall population is estimated (Holton and Burnett 2005). In this approach, unimportant characteristics are ignored. In the qualitative approach, on the other hand, the focus is on the analysis of individual cases, taking into account the historical development of the results. The focus is not on testing general laws (Creswell and Poth 2016).

Both approaches pursue the goal of gaining insights, whether through generalization or through the analysis of individual cases. Both approaches can complement each other, provided they understand and respect their respective strengths and limitations.

The choice of qualitative research method in this study, especially the decision to use qualitative research, is based on several considerations. The main goal is to develop a deeper understanding of the

relationship between GM and IB. Qualitative research allows researchers to explore the complexity of this research field without limiting themselves to predetermined assumptions or hypotheses. Because this research topic has not been extensively addressed in the literature to date, qualitative research provides the flexibility to work without prior assumptions and create space for innovative approaches and unexpected findings.

Qualitative research allows for deep insights into the dynamics of this research field because it allows researchers to ask open-ended questions and use a wide range of data sources, including interviews, observations, and document analysis. In the case of this thesis, qualitative data from interviews and existing literature are available. This creates space for comprehensive insights and allows for a thorough understanding of the relationship between GM and IB to be developed.

4.2.2 Inductive Reasoning

In research, there are two dominant research approaches. One is deduction, which is also called testing theory, and the other is induction, which is known as building theory (Creswell and Creswell 2017; Glaser and Strauss 2017; Saunders et al. 2009). In this context, deduction aims to explain causal relationships between variables and often uses quantitative data (Saunders et al. 2009). It also requires a clear definition of concepts and a rigorous methodology to ensure reproducibility of results. In addition, an important aspect of deduction is the ability to generalize, meaning that results can be generalized to a larger population, which usually requires a large enough sample (Bell et al. 2022).

This contrasts with induction. This involves collecting data and observations without having a prior theory or hypothesis. The basic goal here is to develop a better understanding of a particular problem or phenomenon by analyzing the data and subsequently leading to the formulation of a new theory or the identification of patterns and relationships in the data (Glaser and Strauss 2017). This approach is often part of qualitative research because it tends to present deeper insights into complex social phenomena (Creswell and Poth 2016). Induction emphasizes the importance of understanding the social world from the perspective of the people who experience it and allows for alternative explanations for observations. It is often useful when the research goal is to understand "why" something happens, rather than just "what" happens (Saunders et al. 2009).

This study follows an inductive reasoning approach as it aims to develop a deeper understanding of the relationship between GM and IB. The research interest extends not only to identifying specific GM, but also to exploring the reasons why they may influence IB. This approach allows us to acknowledge the complexity of this research field while leaving room for the discovery of new ideas and concepts.

Because this research topic has not been extensively addressed in the literature, the inductive approach provides the flexibility to work without prior assumptions or hypotheses. It aims to explore the diversity of GM and its impact on IB from different perspectives, creating space for innovative approaches and unexpected results. This will allow us to gain a comprehensive insight into the dynamics of this research field and contribute to the development of sound insights.

4.2.3 Explanatory and Exploratory Research

In terms of research purpose, Saunders et al. (2009) highlighted the importance of exploratory, explanatory, descriptive, and evaluative research approaches. Descriptive research aims to describe phenomena, situations, or characteristics as they are. It focuses on collecting and presenting facts and characteristics without examining or explaining cause-and-effect relationships (Bell et al. 2022; Saunders et al. 2009).

Explanatory research, in turn, seeks to identify and explain cause-effect relationships among variables or phenomena. It seeks to understand the reasons for certain phenomena or behaviors (Bell et al. 2022; Saunders et al. 2009).Furthermore, exploratory research can shed light on an under-researched or ill-defined area of research. It is used to generate hypotheses, develop new ideas, and formulate research questions(Bell et al. 2022; Saunders et al. 2009).

Last, there is evaluative research, which is the value of assessing the effectiveness or performance of a program, policy, product, or process. It is concerned with whether the stated goals were achieved and how well they were achieved (Bell et al. 2022; Saunders et al. 2009).

This thesis will draw on both an explanatory research approach and an exploratory research approach. Part of the work aims to test the effects of independent variables on dependent variables, thus testing and extending existing theories. At the same time, the research will also have an exploratory component where the goal is to develop a deeper understanding of an under-researched and unclearly defined area of research. This allows for the exploration of new ideas and concepts without being bound by prior assumptions or hypotheses. The combination of these two research approaches should help to gain a more comprehensive understanding of the phenomenon under study.

Combining these approaches means first collecting data without fixed hypotheses or theories (inductive mindset) to develop a better understanding of the research topic (exploratory approach). Then, one can use the collected data to describe the phenomenon or issue in detail (descriptive approach). In this way, new insights can be gained and research questions formulated that can be explored in more depth in further studies.

4.3 Data Collection

This thesis uses qualitative research methods to gain deep insight into a complex research field. A key component of this research strategy is semistructured interviews, which allow for the collection of multi-faceted and nuanced information from experts. This chapter provides an in-depth analysis of the rationale for selecting semistructured interviews as a research tool and describes the empirical setting in which these interviews were conducted. It also explains the process of selecting interview participants and highlights the methodological considerations that played a role in the design of this research.

4.3.1 Semistructured Interviews

In qualitative research there are many methods to achieve a research goal. The best-known techniques are focus groups, depth interviews, conversations, semistructured interviews, observations and many more. In the case of this thesis, it was decided to use semistructured interviews.

Semistructured interviews are a qualitative research method that combines elements of open and closed questions. They are usually used to collect in-depth infromation from individuals on a specific topic or group of topics (Rubin and Rubin 2011). The interviews aim to elicit short essay responses through the open-ended questions, which provides space for possible interpretations and is also an opportunity to generate findings that are outside the research spectrum (Creswell and Poth 2016; Glaser and Strauss 2017). The interviewer is not provided with a guide that he or she checks off from front to back, but rather creates sections with an opening question. This is followed by exploratory questions that either refer to what has been said so far or aim to find out what has not been said (Zikmund et al. 2013).

This work makes use of semistructured interviews, as they are the most suitable for answering the research question. One reason for this is that the interviews allow to dive deep into a topic and to get detailed and nuanced answers. Furthermore, this includes the inclusion of individual perspectives, experiences and opinions that are not captured in quantitative surveys, for example. This is important in

order to derive targeted practical implications at the end, as the interviews were conducted with people from different companies. Due to the differentiation and complexity of each company, the individual hurdles of the companies can be addressed in more detail. In addition, this format is particularly suitable for exploratory research, as questions can be adapted based on the responses, which allows for exploration of enerwate topics.

The semistructured interview guide included five different topic blocks (see table 3). First, they were asked about the working environment to see how they would assess their IB themselves and to find out which GM are implemented in the company. Subsequently, they were asked about the connection between these two constructs, to what extent they feel that the implemented GM is a hindrance or a support for the IB. As final questions, they were then asked about the most important GM and about other topics that may not have been addressed to find out if the intermediate questions were applied correctly. The goal of these questions should be that a big picture emerges about GM that are implemented in companies and can hinder or promote IB. Furthermore, the openness of the questions should guarantee that explanations for the influence of these mechanisms also emerge.

Table 3: Interview Guide

Question Block	*Please describe how intrapreneurial behavior appears in your work context?*	*Please describe how governance mechanisms are represented in your work context?*	*What mechanisms do you think are implemented that prevent or promote this?*	*Which governance mechanism has the strongest influence and why?*	*What do you think I should have asked or what did I forget?*
Estimated Time in Minutes	10	10	15	3	2

The interviews were conducted exclusively anonymously, which has the advantage that the interviewed participants usually provide more open answers. Furthermore, care was taken to ensure that the participants knew in advance what to expect. The acquisition of participants was carried out through various channels. Firstly, a total of 62 people were contacted via the social medium "LinkedIn", five of whom agreed to take part in the interviews. In the cover letter, the topic of the present work was explained, its added value was listed, data protection issues were addressed and it was pointed out that no preparation was necessary. The remaining five persons came from the personal network and were invited to the interview either by phone call or message. The participants were given the opportunity to book a free appointment via the online tool "Doodle" and were then sent an invitation to an online appointment via Zoom as an Outlook calendar invitation.

The interviews were conducted online via the collaboration tool "Zoom" provided by the university. The length of the interviews varied from 35 minutes to 72 minutes. A total of almost 8 hours of interview material was collected through the ten interviews. The interviews were all recorded using Zoom's built-in recording tool. After the interviews were conducted, the recordings were transcribed using an AI tool. Due to the lack of accuracy of the AI tool, the interviews were personally touched up afterward.

4.3.2 Empirical Setting

Answering the research question presented in the introduction, *"How are Governance Mechanisms related to Intrapreneurial Behavior"* requires contextualization, as global research across all industries proves infeasible in the context of this thesis. For this purpose, this section limits the study and then describes the suitability of the selected interviewees.

The first limitation relates to the geographical distribution of the selected companies. In this context, the focus was placed on German-speaking companies that have their headquarters in Germany. This decision was made for several reasons. First, the language barrier was removed, as it was assumed that the interview participants were fluent in German. Secondly, it was considered easier to contact German companies, as a certain network was already in place.

Furthermore, the metal processing industry was chosen as the second restriction. Companies involved in the processing of metals and metallic materials were identified as the metalworking industry. This industry includes sectors such as the automotive industry, aerospace, electrical industry and railroad industry. This focus is justified by comparing large companies from Germany with over 1000 employees. In particular, these industries all have in common that they deal with the manufacture of physical products and these usually require a high degree of precision and quality assurance. Furthermore, these industries are heavily dependent on technology and innovation, as the market demands on these industries are ever increasing. This means that research and development play a major role in these companies. In addition, these industries are dependent on engineers, which is why they can be compared very well, as it can be assumed that they have a similar mindset.

The last constraint refers to the choice of people working in exploration units. Exploration units refer to specific areas or departments within an organization that focus on developing new ideas, exploring innovative projects, and conducting experimental activities. These units are often focused on exploring new business opportunities, taking risks, and finding innovative solutions. Among explorative units, both R&D and innovation departments were recognized for the study. The main reason for choosing these departments is the previous knowledge that the interview participants have about the research subject. As already described, the concept of IB is presumably a familiar one to those selected. Since this context has not yet been properly explored in the literature, this selection proves to be very useful, as it can be assumed that well-founded results can be obtained based on the matching skills. Furthermore, it is assumed that these departments have already implemented many successful GM, which should lead to interesting practical implications. As a further characteristic, the interviewee should work or have worked in such an environment for at least three years, as it is essential that he or she has thoroughly dealt with the mechanisms of the company. Attached is a table (see table 4) that explains the selection of participants in more detail.

Table 4: Characterstics of the Interview Participants

Participant	***Characteristics***
P1	P1 is currently a product owner in an outsourced innovation hub of a large German automotive company. He has been working in this Innovation Hub for more than 5 years and has been involved in several innovation projects.
P2	P2 was originally planned as a test interview because this person works in a management consultancy. However, he was able to demonstrate over 10 years of experience in innovation projects within companies from the mechanical engineering and automotive industries. As this interview had provided a lot of interesting insights, it was included in the pool, but only statements that were related to the work in the projects were marked as helpful.
P3	P3 has been working for a well-known German automotive supplier for over 30 years and has been through everything from research & development departments to innovation departments. He has also had the experience of working in these departments both as a manager and as a skilled worker.

P4	P4 has been working for a German automotive company for over 8 years and is responsible for digitalisation and digital transformation in the company. This department has a particular focus on digital innovation.
P5	P5 is part of the innovation team of a German garden tool and electrical manufacturer and has been working in this company for over 10 years and has taken on positions of in-house consulting, change management and innovation management.
P6	P6 has the role of an innovation intrapreneur in his company and is responsible for innovation projects as well as the early recognition of innovation. The company he works for belongs to the mechanical engineering industry.
P7	P7 works in a large German company in the railway industry and is a team leader for a unit in the data and AI lab. The focus of this department is to find new usable application areas for artificial intelligence and to implement them.
P8	P8 is part of an external innovation unit of a large German industrial company, which is active in several sectors such as automotive technology. This spin-off unit specialises in digital innovation such as cyber security.
P9	P6 works in research & development within a large German company, which is for example part of the aerospace and robotics industry. In addition to his activities in research & development, he is also responsible for open innovation topics within the company.
P10	P10 is an innovation manager and responsible for business models in a large German company. This company is active in the aerospace, automotive and electrical industries, among others.

4.4 Data Analysis

This chapter deals with the detailed explanation of the data analysis, a central step in the research methodology. Special attention is given to the qualitative content analysis as well as the category system developed. Data analysis forms the core of this study and enables the transformation of the collected data into findings and conclusions.

4.4.1 Qualitative Content Analysis

his research is based on a carefully selected and proven method for analyzing qualitative data - Qualitative Content Analysis based on Mayring (2004). In this section, the choice of analysis method is explained. The choice of the right method for data evaluation is of crucial importance, as it contributes significantly to obtaining sound and meaningful results. Qualitative content analysis according to (2004) offers a structured and systematic approach to the analysis of textual data, which enables in-depth insights into complex topics and issues to be gained (Mayring 2022). In addition, this section discusses the theoretical foundations of Mayring's Qualitative Content Analysis and describes the specific steps that were taken in applying this ana-lysis approach in this study.

Qualitative content analysis as defined by Mayring (2004) is a systematic method for examining qualitative textual data that aims to identify and interpret patterns, themes, and meanings in these data. Mayring (2004) has developed several steps to reach the goal from several texts at the end. Before categories are defined in this process, the text data are converted into transcripts and prepared into a text document. Subsequently, a category system is developed, which is seen as a basic evaluation instrument (Mayring 2004). The category system is used to search and analyze the material according to specific structures and criteria. Two different categorization techniques can be used: inductive or deductive (Mayring 2004). Inductive means that the categories are developed directly from the data

material. In deductive categorization, on the other hand, the categories are established in a theory-guided manner prior to the analysis of the material (Mayring 2022). In addition, there are different techniques that can be used as a search grid, depending on the objective: (1) summary in the form of abstraction and reduction, in order to get an overall picture of the raw material (2) explication, by focusing on individual questionable text passages, which are questioned and explained with the help of the additional material (3) structuring, which has the goal of filtering out certain aspects from the material, to lay out a cross-section of the material under previously defined order criteria (Mayring 2022). After the category system has been established, the text passages are coded and then further categories are formed to represent identified patterns and themes.

In this thesis, a structured approach was chosen because it is the most appropriate for identifying specific patterns and themes in the data. In addition, the work builds on existing theories and concepts and this approach makes it possible to integrate them with the help of deductive categories. Furthermore, structured content analysis has the advantage that the analysis is reproducible, which leads to validity and traceability. A deductive-inductive approach was chosen for the coding system, as existing theories form the basis for the evaluation and more specific patterns and themes are addressed inductively.

4.4.2 Category System

As discussed in the previous section, this work follows a deductive-inductive approach to coding. This means that categories have first been formed deductively using previously defined concepts. This means. That first with the help of the concepts predefined in the theory two levels of a coding guide suggested by Mayring (2004) were established deductively and subsequently inductively searched for certain patterns. This coding guide, which can be found in the appendix contains the established codes with their definition (Mayring 2004). In addition to the definition, a coding guide must also contain an anchor example, which shows an example passage of the coded material. The last dimension is the coding rule, which is used to determine which text passages may be marked (Mayring 2004). In this case, the deductive categories were transferred to the coding guide prior to the analysis of the text passages, while the inductive categories were established during the process, as they were further developed during the iterative process. The deductive content analysis would originally have been sufficient to cover and classify all GM. However, it was decided to add another inductive layer as these lead to the identification of themes and grids. The advantage of this was that our coding made it possible to subdivide the many different types of GM into further subcategories, so that it was easier to find commonalities or explanatory approaches.

MAXQDA software was used to code the transcripts, which enabled efficient data management and analysis. MAXQDA facilitated the organization and categorization of the data into the predefined deductive categories based on the interview guide. This initial coding process was consistent with the study's goal of examining how GM influence IB. In addition, MAXQDA offered the ability to identify patterns and trend more quickly and efficiently through the creation of diagrams and graphs.

In doing so, a first level of the coding system was developed based on the interview guide and existing literature. These categories are formed by (1) GM without any relation to IB (2) Self-Perception of their IB (3) GM negatively influencing IB (4) GM positively influencing IB. On the basis of these categories, all transcribed texts were read through in the first run and passages that could be classified in these categories were made visible with a coding in each case. A coding guide was created in advance, which defined the extent to which the text passage could be assigned.

In the second step of the coding process, the established categories were further deductively subdivided into sub-categories. For this purpose, the definitions and their scientific subdivisions established in chapter two were used. The three main categories related to GM were therefore subdivided according to De

Haes and Van Grembergen (2005) into (1) Structural Governance Mechanisms (2) Processual Governance Mechanisms and (3) Relational Governance Mechanisms. For the main category Self-Perception of their IB, this was subdivided into the four subcategories (1) Creativity (2) Proactivity (3) Risk-Taking (4) Opportunity-Seeking using the established definition. In this step, the text material was read through again and divided into the above-mentioned sub-categories.

In the third step, on the contrary, the provided text passages were worked through again with the difference that this time an inductive category development was in the foreground. This means that on the basis of the previously established categories, further subcategories were searched for that reveal certain patterns. The goal of this approach is to get a deeper understanding of how GM influences IB. The category Self-Perception of their IB was not included in this process, as the deductive subcategories were sufficient for this as the final categorization. The coding guide was further developed during the coding process. The correlations found were also included as categories in the coding guide. The complete set-up of the three different levels of the coding process can be seen in the following.

Table 5: Coding System

Deductive Categories		***Inductive Categories***			
GM without any relation to IB	**A**	Relational GM	**A1**	Leadership	**A1.1**
				Collaboration	**A1.2**
				Events and Tools	**A1.3**
				Teamwork	**A1.4**
				Corporate Culture	**A1.5**
		Processual GM	**A2**	Micro Controlling	**A2.1**
				Strategy Process	**A2.2**
				Innovation Process	**A2.3**
				Project Work	**A2.4**
				Decision Process	**A2.5**
		Structural GM	**A3**	Roles	**A3.1**
				Company Goals	**A3.2**
				Team and Project Composition	**A3.3**
				Organizational Structure	**A3.4**
Self-Perception of their IB	**B**	Creativity	**B1**		
		Proactivity	**B2**		
		Risk-Taking	**B3**		
		Opportunity-Seeking	**B4**		
GM negatively influencing IB	**C**	Relational GM	**C1**	Management Support	**C1.1**
				Culture	**C1.2**
				Leadership	**C1.3**
				Teamwork + Collaboration	**C1.4**

				Employee Identification	**C1.5**
		Processual GM	**C2**	Decision Process	**C2.1**
				Budgeting Process	**C2.2**
				Communication Process	**C2.3**
				Micro Controlling	**C2.4**
				Risk Management	**C2.5**
				Innovation Process	**C2.6**
		Structural GM	**C3**	Organizational Structure	**C3.1**
				Legal Requirements	**C3.2**
				Company Goals	**C3.3**
				Adaption to the Business Environment	**C3.4**
				Roles	**C3.5**
				Reporting	**C3.6**
GM positively influencing IB	**D**	Relational GM	**D1**	Work Environment	**D1.1**
				Leadership	**D1.2**
				Corporate Culture	**D1.3**
				Teamwork	**D1.4**
				Education and Training	**D1.5**
				Events and Tools	**D1.6**
				Insentivation	**D1.7**
				Employee Identification	**D1.8**
				Company Values	**D1.9**
				Network	**D1.10**
				Management Support	**D1.11**
				Collaboration	**D1.12**
		Processual GM	**D2**	Decision Process	**D2.1**
				Communication Process	**D2.2**
				HR Process	**D2.3**
				Project Management	**D2.4**
				Agile & Creative Methods	**D2.5**
				Innovation Process	**D2.6**
				Priorization	**D2.7**
				Resource Allocation Process	**D2.8**
		Structural GM	**D3**	Organizational Structure	**D3.1**
				Roles	**D3.2**

Adaption to the Business Environment	**D3.3**
Reporting	**D3.4**
Legal Requirements	**D3.5**
Fullfillment of Company Goals	**D3.6**
Team and Project composition	**D3.7**

This approach resulted in the deductive and inductive coding process allowing for broad analysis and categorization. Through this approach, a deeper insight into the influence of GM on IB was provided. The results of this analysis are presented in the following chapter and will serve to facilitate answering the research question.

5 Results

This chapter presents the results of an extensive study that analyzed the complex relationships between governance mechanisms and IB within exploratory entities. The findings presented here are based on a thorough investigation of structured governance frameworks and their impact on innovation and intrapreneurship initiatives. The investigation is divided into several aspects:

Section 5.1 - Overview of Governance Mechanisms: Here, a detailed overview of the implemented GM in the exploratory units is provided. Structural, processual and relational aspects that regulate the management and promotion of innovation and intrapreneurship in these units are analyzed.

Section 5.2 - Perceived Intrapreneurial Behavior: In this section, the findings are deepened by examining the self-assessments of employees within the exploratory units regarding their own IB. These subjective assessments are of great importance in understanding employees' perceptions of and involvement in intrapreneurship.

Section 5.3 - Governance Mechanisms negatively influencing Intrapreneurial Behavior: Here, governance mechanisms that could potentially have a negative impact on IB in the exploratory units are highlighted. Obstacles and constraints are identified to reveal potential barriers to intrapreneurial spirit.

Section 5.4 - Governance Mechanisms positively influencing Intrapreneurial Behavior: This section focuses on GM that positively influence IB. Here, catalysts and support measures are presented that contribute to creating an environment that supports innovation, creativity and intrapreneurial endeavors.

Section 5.5. - Summary of the Results: Finally, the identified results are combined and presented in a table. In doing so, an overview is created to identify which mechanisms have a positive or negative influence on IB.

The findings presented here offer organizations valuable insights into how they can design their GM to foster sustainable growth and a thriving culture of innovation.

5.1 Overview about the Governance Mechanisms implemented by the Exploration Units

The companies surveyed are exclusively companies from the German metalworking industry. In addition, although some pass as Small and Medium sized, the companies are all large, having at least 2000 employees and generating sales of at least one billion per year.

In general, with regard to the organizational structure of the companies, it was found that the structure of the organization or the parent company are relatively clear and traditional, but their departments fall off this grid due to their goal to create new products or business models. In this context, interviewees P3, P5, P6, P7, P9, P10 stated to have embedded ambidextry in their company as a main goal of the company. This implies that there should be exploration departments and innovative people in the company as well as people who move the daily business forward. P6 clarifies this by emphasizing that: „*They always say there are two areas in the company. [...] We are more in the jungle area and I also always define myself as Indiana Jones with team and we don't know what is in front of us. That means we are out with machete and are supposed to explore. The others, they are more on the auto-track and are supposed to produce, buy, deliver, service now close"* (P6). Accordingly, P3 also emphasized that depending on the goal of the company, this must be balanced and is also a factor in the extent to which resources are invested by the company for R&D or innovation.

Notwithstanding the steep and intricate nature of the organizational structures, P1, P2, P3, P4, P5, P6, P7, P8, and P10 all indicated that their departments are organized in flat hierarchies with no more than three levels. However, P9 states: *"We have a very clear structure with superiors and decision-making committees. It's like a kind of skeleton that holds everything together, which is the necessity or, let's say, a control tool"* (P9). P2, P3, P4, P5, P6, P7, P8 and P10 all mentioned that, in addition to their hierarchical levels, certain committees ensure that decisions can be made correctly and that information can be scattered throughout the organization. This is due to the fact that the R&D and innovation departments are centrally located in the company and thus have to inform the entire product and business units about their activities, as they are also responsible for financing projects (P3, P7, P9). This is clarified by P7: *„We have various committees. For example, there is a direct committee for the topic of data and AI, which really covers the entire Group, i.e. from all business areas, where we really deal with questions on this topic"* (P7). P1, P2, P3, P4, P7 and P9 each indicated that their departments are very project-driven, meaning that they work mainly on projects. The rest tend to take a more strategic role in the company and work for innovation management, for example. However, P5 & P7 indicated that their companies are in transition and therefore there are or have been strong organizational changes. In addition, P7 said that this is normal for companies of size and one can always be restructured.

While the departments of P1 and P8 have been spun off and are, so to speak, independent innovation departments anchored under the parent company, the departments of the remaining interview participants are anchored within the parent company. The two innovation units that focused on digital innovation in the process broke away from the traditional organizational structure and organized their department according to SAFe, which provides an agile organizational framework to improve collaboration and coordination. Despite this, P1, P4, and P8 also indicated that despite the organizational difference, the parent company serves as the sponsor. P1 notes in this regard: *"Then you had periodic updates where you were in a kind of mini investor circle to report and possibly ask for new financial ones if you ran out of money. It was mostly made up of people who came from the parent company"* (P1).

Furthermore, a clear distribution of roles is mentioned in the interviews. The larger the company and the more the department works on the main product portfolio, the more it was mentioned that there are clearly defined roles in the company. These roles are focused on specific skills and tasks, which should

help to develop expertise in some areas (P1, P2, P3, P4, P6, P7. For example, P1 said: *"There were three levels. CEO, mid-level and working bee category. [...] There were the business people and then the roles that were more technical. These were for example UX, Tech or Business Analysis and everyone had their specific tasks" (P1).* Since the departments of P4 & P8 work according to SAFe, there are also clearly defined roles that can be derived from the framework. P3, who strongly differentiated between explorative and exploitative roles, also stated that explicitly for proactive innovation projects there is a group of experts whose job it is to drive this project forward and to build up a network in this regard (P3).

With regard to processual governance mechanisms, the importance of the innovation process was identified (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). All interview participants made clear that the innovation process typically starts with idea generation. This arises partly from strategic instructions from top management as well as from the employees themselves, who in many companies have the opportunity to submit their own ideas with the help of an idea management process (P1, P3, P4, P5, P8, P9, P10). P8 demonstrates this: *"But we also have a platform in our company [...] where every employee can come to us and present his or her idea, so to speak. It's like a little pitch in the company" (P8).* In addition, another feature that can be described as correspondingly important was the validation of the idea and the associated risk management. All interview participants made it clear that it is particularly important in their companies to validate ideas thoroughly before setting up a project. This is mainly done through validation with the customers themselves (P1, P2, P3, P6, P8, P9, P10). In this regard, it was also noted that the prioritization process is very important because there are often many ideas but only a few can really be implemented and therefore it is even more important to follow up on the ideas with the most potential. P4 added that: *"I see rather another problem that we still have I think also typical for large companies, that we do too many things at the same time and there it is perhaps less about making decisions [...] but rather that we work on too many fronts at the same time [...]". (P4).* In addition, validation often depends on what the strategic direction of the company is and whether the idea fits the long-term goals and strategic vision of the company (P1, P3, P5, P7). P1 suggests that the innovation process may vary if the product is closer to the parent company's corporate strategy, as collaboration is then required (P1). P7, in turn, says that products that are outside the company's vision and strategy are not pursued further in the innovation process (P7).

Additionally, it was mentioned by the participants that interdisciplinary teams are formed to conduct further research on the concept once it has been validated successfully (P1, P2, P3, P4, P6, P7, P8, P9, P10). Unlike P1, P3, P4, P7, P8, and P9, which determine team composition based on skill, task roles, and available time, P6 emphasizes the importance of team diversity. He provides further clarification that: *"Cultural diversity is very important. Man, woman, age, culture. That is a fixed criterion. Half of the participants are female and the other half male"* P6. In addition, it was clearly illustrated that it is important to involve the customer at every stage of the innovation process and to obtain feedback for the product (P1, P3, P4, P6, P7, P8, P10).

The budgeting process is an additional crucial procedure that significantly impacts the innovation process. It is explicitly stated that organizations are reluctant to invest unless they are presented with a remarkably solid business case (P2, P3, P5, P6, P8). In addition, P7 emphasizes that the budgeting process in large companies is often not transparent, as there are always several pots that can be used, but in the end, it is not known where the money really comes from. In several interviews, this budgeting process includes committees that are responsible for evaluating whether the idea or product can receive further resources (P3, P5, P6, P7, P8). These committees are mainly made up of people from top management who have a strong view of the company's strategy and vision (P3, P6, P7, P8). This is illustrated by P6: *"And this innovation board is also filled with all the relevant people who have the power. That*

means we have the CEO, we have CEOs of the business segments, we have customer service managers, CFO, customer sales officers, executive sales officers" (P6).

In terms of Relational Governance Mechanisms, the most frequently implemented mechanisms were employee training, collaboration with customers and suppliers, and the implementation of platforms and events that enhance collaboration and cooperation within the company. Participants all stressed the importance of training, coaching and education being strongly encouraged within the company. There are both formal programs and a culture that supports personal development and learning (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). Employees are encouraged to work proactively on their learning and professional development, and they receive support from mentors and coaches (P1, P2, P5, P6, P8, P9). This holistic approach to employee development helps to create an open and innovative corporate culture. It was also pointed out that it is even more important in today's world to not only have people who have a certain expertise, but also to train them to build business skills to better understand business models (P8, P9). P1 added that: *"Basically, there is a budget for training for every employee. You just have to be willing to accept it and then know to what extent you want to further your education. There were coaching programmes for a while where you could get a coach who tried to help you develop as an individual"* (P1).

Maintaining relationships with customers, suppliers, or other stakeholders was identified as an additional relevant mechanism. All participants maintain relationships with stakeholder groups that have a strong interest in the product and collaborate with them to be able to generate suitable products, services or services. P2 added that there are extra people who maintain contact with customers, suppliers, universities or other stakeholders as they are essential for the success of a product. The importance of the partners was underlined by P9: *“But for the projects that are implemented, a very high degree of independence is required, not only within the company, but also towards our customers, because at the end of the day we have to create something that brings both companies forward”* (P9).

With regard to events and platforms for collaboration, it became clear in the interviews how important these aspects are for the innovation processes in the companies. All interview participants emphasized the importance of events and platforms to promote the exchange of ideas and collaboration within the organization (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). A recurring theme was the organization of events such as "Lessons Learned" or "Fuckup Nights" (P1, P3, P6, P7, P8). These events served to share knowledge and experiences from past projects and to give employees the opportunity to learn from mistakes (P7). However, it was also pointed out that in large companies there is a fine line between the desire to teach others and the fear of being seen as the cause of mistakes (P1). Furthermore, workshops and brainstorming events were mentioned, where employees from different functions and backgrounds are brought together to generate creative ideas (P1, P3, P5, P6, P7, P8, P10). P10 added that: "*These heterogeneous groups promote diverse perspectives and approaches to solutions and bring people who otherwise have no interest in innovation to participate in it"* (P10). Some companies also followed a reward system, such as giving awards for innovative achievements (P3, P5, P8, P9, P10). These awards were given in various categories and served to recognize outstanding achievements in the field of innovation.

In summary, it can be said that clear organizational structures and GM have been established in the metal processing companies studied to promote innovation processes. These include idea generation, validation, team composition, customer integration and budgeting. Similarly, companies place great emphasis on employee training, maintaining relationships with customers and partners, and holding events and platforms to foster collaboration.

The next section takes a closer look at employees' self-perceptions of their IB. This will examine how employees interpret their role in this organizational context and how their individual behavior influences the culture of innovation in the companies.

5.2 Perceived Intrapreneurial Behavior

This section reflects the respondents' self-perception of their own IB in the work context. The four main dimensions Creativity, Proactivity, Risk-Taking and Opportunity Seeking were used for this purpose. In general, IB of the respondents and their departments was rated as very positive. This is also due to the fact that it is part of the task of an employee in an exploration unit to internalize these skills. Creativity played a central role in their success in their respective work areas. Furthermore, proactivity and opportunity utilization, which are two concepts very close to each other, were identified as extremely relevant. These are also adopted in the companies surveyed, while risk-taking is still seen as very reserved in some companies, as often the product does not allow for risks or the company does not see the relevance and therefore does not provide the appropriate budget. The categories are examined in more detail below.

Creativity

The self-assessment of creativity in different work contexts reflects a wide range of views and approaches. Respondents from different professional backgrounds identified creativity as a crucial factor for success in their respective fields of work. All participants stated that they are creative in their own way and have the environment for it (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). In terms of flexibility in ways of working, interviewees emphasized that traditional, highly structured ways of working have taken a back seat, making way for more agile approaches, which has greatly influenced openness to creativity (P1, P3, P5, P6, P7, P8, P10). The introduction of agile working methods such as design thinking, design sprints, SCRUM and innovation workshops opened up space for creative thinking for P1, P5, P6, P7, P8 and P10. This was concretized: *"The office was managed in such a way that we were all in one team office where material was deliberately provided so that you work collaboratively. And also that such elements as design thinking and design sprints are applied, where you can work creatively together"* (P1).

Another dimension of creativity in the respondents' work contexts is the ability to develop individual solutions for customers (P1, P2, P3, P4, P7, P9, P10). These customer needs are often unique and require creative approaches, whether in strategic direction, technical implementation, or business model design (P2, P8, P9). This pressure to provide the best possible outcome using an open solution space automatically drives employees to think outside the box. P2 explains it in this way: *"[...] but also when we look at our topics processually, methodically, I say, open our minds and are also creative here and consciously deviate from one or the other way and say."* (P2). Moreover, employees indicated that the organizations and teams actively encourage their employees to contribute creative ideas and develop solutions together (P1, P2, P3, P5, P6, P7, P8, P9, P10). This open approach promotes the development of creativity and creates a space in which innovative ideas can emerge (P8, P10). With regard to collaborative innovation, it was clarified: "*But we don't want to say that we are the only ones with ideas, because that wouldn't be true [...] we also always say that the whole company is the idea generator, or that this is also open innovation. People can look for ideas from outside and come to us and implement the idea with the help of our resources"* (P6). No idea is dismissed as too unconventional or untried. Instead, one encourages trying out new ways and experimenting (P5, P6, P8, P10).

Respondents emphasize the importance of diversity in their teams, seeing it as an essential source of different perspectives and approaches (P1, P3, P4, P6, P7, P8, P9, P10). In an increasingly diverse and

globalized workplace, the integration of different cultural, professional, and personal backgrounds is crucial (P6, P8). Moreover, this diversity not only fosters creativity, but also makes it possible to look at complex problems from different angles and develop diverse approaches to solving them (P6). Another key aspect of the respondents' creative approach is the early involvement of users in the development process (P1, P2, P4, P6, P7, P8, P9, P10). This user-centric approach makes it possible to better understand the needs, desires, and requirements of end users (P1, P7, P8). The emphasis on the relevance of the customer is clarified: *„[…] and so we make sure that we move forward step by step. And precisely because we have the stakeholders at the table, I would say we have sales people who have the outside view, so to speak, who are directly with the customer and can ask about it"* (P8). This goes beyond mere brainstorming and requires the ability to interpret users' concerns and expectations and to incorporate them into the design of products or services (P1, P3, P6, P7, P8, P9). The interviewees are aware that creativity is not only in the creative process itself, but also in the empathic and user-oriented way of thinking (P3, P7).

Overall, respondents rate their creativity as crucial to driving innovation and meeting individual customer needs. The work culture in their organizations creates a space where creativity is encouraged and valued. This enables them to respond flexibly to changing demands and challenges while leveraging the diversity of ideas and perspectives in their teams. Creativity is not just a concept for them, but a practical and essential skill in their everyday professional lives.

Proactivity

A recurring result on the topic of proactivity was in particular the view on the individual character of a person. It was made clear that the responsibility of an employee's proactivity also stands and falls in his or her own motivation and that some people do not want to work proactively at all, but prefer to be managed reactively (P1, P3, P4, P6, P7, P9). Nevertheless, a company can provide a framework so that this proactive behavior is actively promoted. This is confirmed: *"[...] we have quite short paths. So if someone has a problem or if someone wants to proactively do something, they can do it relatively well, simply because they can quickly reach a boss or something like that. But it depends relatively much on the individual"* (P4). In order to promote this behavior, short distances are usually not enough; you also need open and efficient communication with the important people in the company or with the customer (P2, P4, P7). In this respect, it is important to have people in the company who are able to create networks and also maintain them (P2, P3, P6). Interview participants P1, P2, P3, P6, P7 and P8 were all of the opinion that this succeeds very well in their departments. It is also emphasized that in the innovation field it is essential to have people who are able to think ahead and proactively drive things forward (P1, P2, P5, P6, P7, P8, P9, P10).

Having employees who act proactively is a basic prerequisite for success in innovation areas, since the ability to recognize new opportunities and potential alone is considered a proactive act. These skills are mainly promoted in the early phase of the innovation, while in the later course of the project it is required to rattle off decisions and committees quickly and to be proactive in the exchange with the customer or the project partner in order to receive constant feedback. P5 describes the proactivity of his department as follows: *"[...] because we actually do everything proactively. So we look at it, see okay, we have a field, okay, we go in, we do that" (P5). Außerdem betonte die Relevanz für Proaktivität während des Projektes, um strukturelle Hindernisse eines Konzerns schnell zu überwinden: "Then, for example, my team is also the one that immediately deals with the topic of co-determination. So we go to the works council, we register everything and of course we also clearly explain what the topics are that we want to deal with"* (P7).

Furthermore, it was noted that care is taken during the hiring process to ensure that the right people are hired for the right job. Since the role in such innovation departments or research departments is often

aimed at possessing intrapreneurial skills, only people with these skills are hired. P1, for example, notes in this regard that people from the parent company are also hired, but they then exemplify this proactive behavior in the form of the culture that is exemplified by the management team, who do not come from the corporate environment. Most interview participants indicated that their teams provide this culture (P1, P2, P5, P6, P7, P8, P10). P10 added that: *"You have to start this at the foundation of the team and if the founding members create an environment where everyone has the opportunity to behave in this way, the coming employees will automatically adopt this behavior and make an effort to proactively push things forward"* (P10).

The majority of the interview participants rated their proactivity positively and emphasized the importance of this characteristic in their innovation areas within large companies. They explained that both the departmental environment and the company itself help to support proactive behavior. This included creating structures and placing the right people in the right places to encourage proactivity.

Risk-Taking

Risk-taking is an important part of IB and reflects the courage of companies to make investments that are not associated with certain success. Risk appetite is often shaped by corporate culture and historical decisions. Corporate culture and history play a significant role in assessing risk-taking. Some companies have deliberately created a culture that promotes risk acceptance (P1, P6, P8, P10). On the other hand, there are companies that are more conservative and avoid risks, especially when this is enforced by existing processes and structures (P3, P4, P5, P7, P9). The company's product is also often responsible as a reason for avoiding risks: *"So the willingness to take risks, if you are now in the medical sector, they are extremely natural when I go towards series production, that is, when the concepts are validated, when they are fixed, then the whole thing tends to turn around and you more or less go to zero risk, because we have the highest quality requirements"* (P9). Furthermore, it is also emphasized that the ideas and projects are often evaluated by the people who are very high up in the hierarchy and have their eye mainly on KPIs, which are often not met in innovations. P6 clarifies that less risk is used: *„Because from the normal organization, every team leader gets his targets until next year plus 10 % turnover. And on the other hand, the supervisor says that there are few KPIs for innovation or we don't have any for innovation. That said, then the CEO says: OK, by next year plus 10 % turnover please participate in innovation. That doesn't happen with innovation. Therefore, one takes less risk in order to have a possibility to achieve these goals"* (P6).

The availability of budget and resources was highlighted in the interviews as another crucial factor for risk-taking in organizations (P1, P3, P5, P6, P8). One interviewee expressed this when he stated: *"We need the budget and the courage to really do things that are not everyday, risk-taking also in the direction of experimenting, trying things out"* (P2). This illustrates how financial resources and the willingness to make them available for innovative experiments can promote risk-taking. In addition, the reference to individual risk-taking was also drawn, in which P1 intoned: *"If you want to go to market with an idea, with a new idea, or you want to evaluate the idea and take the risk, there is of course always a person behind it who takes on the topic and then pushes it forward"* (P1).

The importance of a positive error culture was emphasized by several interview participants (P1, P2, P6, P7, P9). These statements illustrate that in organizations where mistakes are seen as opportunities for improvement, employees are more willing to take risks. Furthermore, it was mentioned that a culture of failure must be implemented in addition to a culture of error, since one should not be afraid of being able to reject one's idea or project (P1, P6, P8, P10). P2 pointed out that they need courage and risk-taking to pursue unconventional approaches and experiment. In such environments, there is less fear of negative consequences, as mistakes are considered a natural part of the innovation process (P1, P2, P3, P4, P5, P6, P7, P8, P10).

Despite the statements of a positive willingness to take risks, some interview participants mentioned that one should take risks in a targeted and cautious manner (P1, P3, P8, P9). The difference to the startup was drawn here, so that in order to get resources in the first place, one must strongly evaluate the ideas and set up a risk management. The purpose of the intrapreneur was made clear here: *"And especially at the beginning, the risk is high, you have little knowledge about the market or the product or the environment, but you want to gather knowledge and reduce the risk quickly through the validation methods. But one was already prepared to take the risk, but had the expectation of the intrapreneur, how can I maximally reduce this risk by gaining knowledge"* (P1).

In summary, it can be said that the willingness to take risks in the companies studied is diverse. Some companies are open to risks and innovations, especially if they have sufficient budgets and resources and promote a positive error culture. Others are more cautious and avoid risks, especially if existing processes and structures enforce this. Individual risk appetite can vary widely and depends on internal and external factors as well as corporate culture and history. Overall, it is clear that there is no one-size-fits-all solution, but that risk appetite can vary in different parts of a company and must be adapted to specific requirements and objectives.

Opportunity Seeking

Regarding the question to what extent the companies, or the participants asked, use opportunities, a positive perception was clearly reflected (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). In this regard, the participants mentioned that these dimensions are also very much in harmony with each other. Since in order to actively take advantage of opportunities, one must be able to be proactive (P1, P5, P8). However, P4 says that it is nice to use opportunities, but in large companies often too many opportunities are used and then too many are made at the same time, which can also alleviate the success in the overall result, because no project is implemented properly (P4). P7 illustrated the point about not being able to take advantage of every opportunity: *"That is, of course we are somehow driven all the time by certain opportunities that arise, but what we then have to react to is creativity. That's why I would definitely rate that much higher, because it's not the opportunity that's special or decisive, but how you deal with it in the end"* (P7). In addition, several people made it clear that seizing opportunities is the epitome of the job title of an employee in an innovation department, as it is a matter of identifying potential and fields of innovation as early as possible (P2, P5, P10). Since innovation departments in particular often employ people who do not have the necessary technical know-how, it is all the more important to provide platforms or opportunities for employees outside these departments in which innovations can be submitted, so that the innovation department should only evaluate the potential in the end (P1, P5, P10). This is stated: *"Innovation cannot always come from us alone, but involving employees in the idea generation process is also a way to take advantage of opportunities. If we lack the necessary know-how, the best way is to use the potential of our own employees"* (P10). Taking advantage of opportunities also does not necessarily mean only generating innovations but can also be related to organizational characteristics. P5, for example, emphasized that they used their organizational change to gain more influence in the company and thus also improved the reputation of their department (P5).

The assessments of interview participants vary slightly, but they agree that proactive behavior is encouraged and that implementing ideas and responding to opportunities are of great importance. They are aware that too many opportunities can be pursued at once and that it is important to prioritize them carefully and respond to them creatively.

5.3 Governance Mechanisms negatively influencing Intrapreneurial Behavior

In this section, we will take an in-depth look at GM that negatively influence IB in organizations. In doing so, we will focus on different aspects that represent structural, processual as well as relational obstacles to the promotion of innovation and entrepreneurial spirit in large organizations. The analysis of these mechanisms will give us a better understanding of how established corporate structures and processes can slow down the unfolding of IB.

5.3.1 Structural Governance Mechanisms

In terms of inhibiting IB, structural governance mechanisms play a crucial role. In particular, the organizational structure has proven to be the most decisive factor. Regardless of whether it is an outsourcing or an internal implementation within the company, traditional organizational structures pose a challenge.

In the case of a spin-off, P1 and P8 observed that reporting to the parent company still requires consideration of the parent company's objectives. This is exemplified: *"I think at the end of the day you continue to work in a classic corporate environment, because the CEO of our company reports to the board of directors and the whole thing is structured from top to bottom. That is also a hindrance, the way the people are targeted. This is an obstacle, especially when it comes to radicalism and honesty"* (P1). This is also reflected in the released budgets. P8 adds that, despite the spin-off, they are tied to a margin target of the parent company, which means that the money set aside for radical innovation is not used because running business has priority (P8). In addition, the closer an idea or product is to the product portfolio of the parent company, the stronger the ties to its structures. This is due to the fact that the product has to be integrated into the department later on after it has been completed, which leads to having to deal with the group's processes. In addition, innovations and entrepreneurial initiatives are legally tied to the parent company. Consequently, adjustments such as to corporate websites must be made in accordance with the parent company's specifications, which considerably restricts the scope for action. A further limitation in this regard is that in collaboration with employees from the corporate group, the implementation of such behavior within the project is made more difficult because they have difficulty adapting to the circumstances of an innovation project. P1 commented: *"Colleagues who come from the group had a harder time dealing with this point because they don't carry it themselves. In the end, you remain an employee. But this feeling of "I'm going to decide now and I'm going to bear the consequences now" was something that many people were initially stressed about and were not made to have this affinity for risk"* (P1).

The interviewees who work in a department that is part of the organizational structure all pointed out that the hierarchy can be too steep and bureaucratic (P1, P3, P5, P6, P7, P8, P10). As an example of bureaucracy, there were many committees and positions to go through in the group during the course of a project. Exploration units are often central to the company and therefore responsible for all business and product areas (P3, P5, P6, P8, P9, P10). This means that a certain degree of coordination and communication is necessary, which naturally also slows down innovation projects immensely. P5 provides an illustration of this: *"So obstacles are definitely that we are so limited in our money because we have to account for every cheese. So we have to fight a lot, calculate a lot, show a lot. Some things just don't work. That is already difficult in a share-managed company that is very strongly margin-driven"* (P5). In another way, it also depends on how important the project is to the company's vision. The greater the relevance, the more likely it is to pass through several committees, and the lower the relevance for the company, the more likely it is that decisions can be made centrally in the department (P1, P6). In addition, internal stumbling blocks such as the works council or external obstacles such as data protection and IT security laws were touched upon (P7). Reference was made to the loss of motivation due to such obstacles: *"God, when the legal department and data protection and IT security and of*

course the works council come around the corner and somehow wave Oh my God, the world domination of AI is imminent. They get so scared. So these are definitely things we have to deal with. It could be seen as an obstacle" (P7). Another point raised was restructuring within a company, which often happens in corporate groups, especially in strategic departments. If the company changes its structure frequently, P7 mentions a loss of identification because one no longer knows where one belongs and, in addition, after the third restructuring, one no longer understands the decision-making paths (P5, P7).

In large corporations, target margins and financial metrics can become a significant barrier to innovation. Target margins are often strongly focused on maximizing profit and revenue (P4, P5, P6, P7, P8, P10). This can lead to the stalling of innovative ideas and initiatives that may initially involve higher costs. P5 emphasizes that in companies where high profit margins are considered a top priority, the incentive to innovate may be muted. The pursuit of high EBITDA margins can lead to resources and budgets for innovative projects being cut (P5, P8). This in turn affects the company's ability to develop and bring to market new solutions that actually solve customer problems. Furthermore, P6 adds that in terms of KPIs for people management, they tend to focus on meeting traditional business goals and revenue growth, so few resources are released, which can lead to a decrease in employee motivation and effort due to too little time for what they are passionate about (P6).

Another obstacle can often be the composition of the committees or the staffing of the management positions. In the committees that ultimately evaluate these products and make the decisions, there are mainly people who are strongly margin-driven and therefore do not understand that you have to invest in innovation and that it cannot always work (P5, P6, P8). Furthermore, it is clear that if the department has implemented a role that has a direct communication path to the board, it can be seen as an advantage (P1). However, in contrast to this, the interviewees responded that you lack this role (P5, P6, P9). To this, P5 comments: *"It is therefore a pity that we have such a classic CTO and that we cannot say okay, I'll stand in front of the board and that's what's going on now, we don't have that"* (P5).

The last obstacle mentioned was the product portfolio of the organization itself. People who work in industries or companies that deal with security products can be much less risk-averse, as they have to ensure the quality of the product and cannot afford to make mistakes. P3 therefore emphasizes: *"I would say that, realistically, the product is relatively small because, on the one hand, it is a safety-relevant product for which you always have to make sure, when you bring a product to the customer, that it meets the minimum requirements, so to speak"* (P3). This was also mentioned in the context of working on data and artificial intelligence, as these need to demonstrate very high IT security (P7).

In summary, a variety of obstacles can impede the implementation of innovations in large corporations. This includes lock-in to target margins and financial metrics, which in many cases take precedence over innovation efforts (P4, P5, P6, P7, P8, P10). The lack of clear KPIs for innovation can lead to middle management prioritizing traditional business goals and neglecting innovation (P6). The hierarchy and bureaucracy in large corporations can slow down decision-making processes and hinder the implementation of innovations (P1, P3, P5, P6, P7, P8, P10).

Furthermore, boards and management positions that are strongly margin-driven can hinder investment in innovation (P5, P6, P8). The lack of a direct level of communication with the board can also be an obstacle (P5, P6, P9). Finally, the product portfolio and the type of industry also play a decisive role. In safety-relevant industries or for products that have to meet strict quality and safety requirements, the implementation of innovations may be limited due to the high risks and quality requirements (P3, P7).

Overall, these findings show that the challenges for innovation in large corporations are manifold and require careful balancing of financial goals and innovative efforts to ensure long-term success.

5.3.2 Processual Governance Mechanisms

Processes in large companies are often seen as rigid and therefore also as a major obstacle to innovation. The interview participants particularly emphasized that decision-making processes, budgeting processes and communication processes can be an obstacle to IB.

One of the challenges is the application of traditional project management methods such as the waterfall approach or detailed project plans (P1). These approaches are characterized by a highly structured and sequential approach that often leaves little room for spontaneous change or adaptation. This can lead to innovative ideas that might develop during implementation being nipped in the bud because they do not fit within the given timeframe or budget (P1, P4, P8). In addition, the role of microcontrolling was highlighted (P2). This includes the need to create detailed business cases to justify innovation projects. To this end, it is noted: *"Of course I have to show justification for my project at the beginning, but as a co-worker I don't feel like being looked at every two days for my successes and figures"* (P2). The high cost of building business cases can make employees reluctant to propose innovative ideas because they know they will have to provide extensive analysis and financial justification to get support (P2).

Another significant obstacle is that business processes along the value chain are often intransparent (P3). This leads to employees not understanding the "big picture" and limiting themselves to their own functional areas. This lack of holistic understanding can impair the organization's ability to develop innovative solutions that go beyond its own departmental boundaries (P3). In safety-related product areas, quality and risk management processes are essential, but they can slow down the overall innovation process and limit flexibility in exploring new solution spaces (P3). Especially in areas where the SAFe framework or similar processes are mandatory, this can lead to significant delays (P4). With respect to SAFe, P4 added: *„[...] I'm thinking of the areas that don't use this framework. So if it is very strongly desired or even prescribed that you always keep to a certain decision-making phase, then you first become slower and no longer have any decision-making competence"* (P4).

Another obstacle is hierarchical decision-making structures (P1, P3, P4, P5, P6, P7; P8). In traditional organizations, the boss often wants to have the final say, which can limit proactive employee participation. Budget constraints and the need for constant accountability can further hinder the implementation of innovation (P5). This is exacerbated when the budget for innovation is not clearly defined or short-term goals are prioritized (P6). This is reinforced: *“If I put this and that on the supply chain, there are problems, then you have to tackle other construction sites. And of course, that's today's money and often the long-term view is missing a bit"* (P6). In addition, large companies often have a multitude of hierarchies and communication channels (P7). This leads to information being lost and decision-making processes being slowed down (P6, P7, P8). The way information is communicated can also lead to misunderstandings and misinterpretations, which can end up being frustrating for the person who lives for his idea.

Finally, the lack of coordination between different divisions can lead to duplication of development work (P8). This is referred to as "double engineering" and occurs when different areas work independently on similar projects without realizing it. In large, complex organizations, it can be difficult to ensure effective communication and coordination (P8). One example illustrates P8: *"Especially if you have different branches of the company, where, um, in the end they develop about the same thing. Then of course it can happen that you do double engineering when both branches work on the same topic and you don't find this link"* (P8). Falls dies der Fall ist, kann es passieren, dass die Personen ihre Motivation verlieren.

In summary, these challenges show that decision-making processes, communication processes, and budgeting processes can be significant obstacles to promoting IB and innovation. Solving such problems often requires adapting corporate culture, making processes more flexible, and focusing more on long-

term innovation goals. Companies need to be aware that the path to promoting IB often involves overcoming internal bureaucratic barriers.

5.3.3 Relational Governance Mechanisms

With regard to relational governance mechanisms, fewer obstacles to employee IB were identified. The main foundations identified were a lack of support from management, an overly controlling management style, and an increasing loss of identity.

The interviewees described corporate culture mainly as a top-down process, which means, among other things, that managers must ensure that they set an example of a corporate culture that can promote IB. In contrast, P1, P4, P5, P7, and P8 noted that this is not the case for you to some extent. P1 noted that if you start a new unit and you have someone directly from the corporate environment as CEO, he will prevent to build such a culture. This is confirmed by P10: *"You have to start this at the foundation of the team and if the founding members create an environment where everyone has the opportunity to behave in this way, the coming employees will automatically adopt this behavior and make an effort to proactively push things forward"* (P10). In terms of the management that likes to be in control and does not promote proactive decision-making, employees lose the courage to make their own decisions. The lack of commitment from top management also means that people within departments stop daring to do things and only take paths that do not involve risk (P5). However, this does not only affect top management, but also includes middle management, which can create safe spaces for employees. If they do not have these, they often lack the time to work on innovations (P6).

Another important point is open and transparent communication within the company. P1, for example, notes: "*They are not paid to be maximally honest, but rather to please your boss and do what he says. What I mean is, at a fuckup night like this, it's a fine line between I want the others to learn something, but you don't want to look like the one who burned two million euros either. Your personal bonus is now lower because of me, because I blew up the KPIs. That is the tension you have in such a context"* (P1). Furthermore, a corporate culture that does not promote open communication can lead to less learning overall, as mistakes are not addressed and this leads to a lack of use of released potential (P1, P5). P8 also added that care must be taken not to lose young employees in a company with long decision-making processes and constant restructuring. This can cause a strong loss of identity, which leads to a loss of motivation to work on new products (P8).

The obstacles to IB in relation to relational governance mechanisms identified in the interviews show that the implementation of the wrong tools may well result in the loss of employee potential. In particular, the relational level between management and employees plays a major role in employee behavior. The next section discusses the governance mechanisms that have a positive impact on IB.

5.4 Governance Mechanisms positively influencing Intrapreneurial Behavior

In this chapter, various results from the interviews are presented that show how Structural, Processual and Relational GM can promote IB in the long term. In order to present these results in a manageable way due to the quantity of results, separate categories were formed from the different GM. The results show which GM companies have implemented or want to implement in order to change the mindset and behavior of their employees.

5.4.1 Structural Governance Mechanisms

The interview results presented in the following sections show that results were revealed in three undifferent themes. These categories, Organizational Structure, Roles, Team and Project Composition,

offer valuable insights into the factors that influence the promotion of IB in organizations. Each of these categories contributes in different ways to creating an environment that enables and encourages intrapreneuriality to flourish. In this section, we elaborate on these findings and highlight their importance for supporting intrapreneurship in organizations.

Organizational Structure

Organizational structures are counted among the structural GM because they have a fundamental impact on the way an organization functions and how tasks, responsibilities and powers are distributed. This structure can refer to the form of hierarchy and the division of departments.

One finding that became clear via the interview participants is that the position of the department plays an important role in promoting IB. On the one hand, the proximity to the board as well as the complete spin-off of exploration departments into their own subsidiaries (P1, P3, P5, P6, P7, P8). The interview participants agreed that a direct link between the exploration unit and the board of directors is a great advantage, as communication channels are shorter and important decisions can be made more quickly (P5, P6, P7). Furthermore, it was noted that this would also show the importance of innovation in the company's vision, which would motivate employees to proactively take projects in hand (P6, P8). Lastly, it was also mentioned that this would make employees more visible in top management and possibly have higher chances of promotion (P5). In this regard, P1 takes a critical position and sheds light on this: *"It depends on how things are going. If it's going well, it's very helpful because you have a very short line of communication and can make decisions quickly and are very present in the group. If not, you don't matter and if you don't matter, you don't get a budget. If things don't go as well as they should, the pressure can increase quickly because you are very present"* (P1). With regard to the spin-off of a department into a separate company, advantages were also mentioned that can promote IB (P1, P6, P8). On the one hand, the companies have the opportunity to form their own culture, which is different from that of the group, and on the other hand, the distances are much shorter and communication takes place more on demand (P1). Furthermore, the organizational structure can be set up more flexibly, since there are no templates. P8 pointed out that they were also able to shorten the implementation time when switching from a traditional organizational structure to SAFe.

Another support for the IB is the implementation of flat hierarchies and short reporting structures (P1, P2, P3, P5, P6, P7, P8, P10). Flat hierarchies generally lead to short decision-making paths and, in this respect, also promote autonomy. This means that teams or individuals can pursue their business largely independently (P2). It was pointed out that autonomy would automatically put pressure on employees to work proactively, as goals must be met up to a certain point and with increased decision-making power comes automatically increased responsibility (P3). To this it is remarked: *"[...] if I really look at our team in particular now. We work in a very self-organized way. That's where the topic of proactivity comes into play again. So we transfer a lot of responsibility and in return we expect them to deliver results on their own"* (P7). P6, who works in a Business Innovation Lab, adds that they are the catalyst for innovation within the company and that their culture also influences the other employees of the company by involving them in projects and internalizing their structures and culture (P6). In addition, P8 also emphasized that this also falls under the category of risk-taking, as with flat hierarchies and a lot of autonomy, you are taking a risk both for the company, because it gives up control, and for the person, because they have to push things forward independently and this requires courage. All interview participants were certain that flat hierarchies and little to short reporting structures create a protective space that allows employees to gain freedom and autonomy, which enables the employee to behave more intrapreneurially (P1, P2, P3, P4, P5, P6, P7, P8, P10). This is clarified: *"So with us it is really important, especially here, that you act proactively and we can do that. We really do have flat hierarchies and that*

the risk can really be passed on, directly to the employee who also has an idea, who simply has the freedom if he knows that this idea fits into our overall concept" (P8).

Additionally, it was also noted that due to organizational structures in large companies there are often many restrictions, which also often prevent one from thinking creatively, as there are already specific procedures (P1, P2, P7, P8). In the case of the exploration units, however, it turned out that this is not the case there, since there are prescribed corporate goals, but the solution space in exploration units is designed very flexibly and one has the possibility to solve this very creatively (P2, P8). In addition it is specified: *"[...] because we have the freedom to approach everything in our department the way we want to, so to speak. That is, the way we go about it is completely free. There is a certain goal and how we get to this goal and how we implement it is completely up to us"* (P8). In this regard, it was noted that this often even leads to better and faster results, since the employee can use his or her preferred path (P2).

Roles

Roles within an organization are another important element of structural GM. Roles define what responsibilities, tasks and authorities a person has in the organization. Roles include all mechanisms that relate to a person's specific responsibilities.

The roles in the company were spoken about as further positive mechanisms. It was clarified that a company should have employees who have explorative tasks as well as employees whose focus is on exploitative job profiles (P1, P2, P3, P4, P5, P6, P8, P9, P10). This is highlighted: *"There are many people who would rather do anything else than innovation. Yes, that's the way it is - we have different job profiles, very, very different. And there are some who have a very big focus on it. These are the ones I mentioned, who have the task of developing future technologies practically 100%. And then there are also intermediate areas, let's say they do application development, but are nevertheless also innovative in their work and also have invention disclosures themselves, but still work very close to the product"* (P3). In this regard, it was noted that the job profiles must be made clear from the outset, which leads to employees knowing their tasks precisely and either being able to develop accordingly or being selected in the application process so that they have these specific skills (P1, P3, P9). Especially in relation to exploration units, it was noted here that employees should have IB so that they can fulfill this role and the better this role is described, the more likely one is to create framework conditions for promoting this behavior (P1, P3, P6, P9, P10). While P1 titled the role of employees as mini-CEO, P3, P6 and P8 named the role of entrepreneur/corporate entrepreneur (P1, P2, P6, P8). P4, P9 and P10 noted that in these areas there simply must be people who take ideas into their own hands and independently create successful products from them, which requires proactive skills in particular, including the creation of a suitable network.

In addition, the role of the manager was examined more closely by the interview participants. In this respect, middle managers in particular face different challenges than employees (P1, P2, P5, P6, P7, P10). Managers have to independently take care of profit and loss of the department and are dependent on entrepreneurial goals, which the company provides in the form of KPIs or other key figures (P2, P7). This is underpinned by him: *"[...] I am also seen as an entrepreneur within my company. That means I am responsible for profit and loss. I act as an entrepreneur in the company. Of course, I am not completely independent. That is, of course, the purpose of an independent company. Of course, I have to contribute to the company's goals" (P2).* The difficulty here is to achieve the set goals and still provide enough resources for innovation (P6). In addition, leaders are also there to create a safe space for employees to work autonomously while ensuring success for the departments (P7). The final task of a leader in the exploration environment is to use the right skills and mandates to set up teams so that they

work together and do not hinder each other (P1, P4, P9). In this regard, it was commented: *"And if you have the right skill in the right role and the mandate, then use it"* (P4).

Team and Project composition

Team and project composition is one of the structural GM, as it influences the organizational structures and set-up of teams and projects in an organization.

The interviews provided important insights into how to design teams and projects to promote IB in the organization. It was emphasized that the selection of team members is not only based on technical expertise, but also on personality and commitment (P3, P5, P6, P7, P10). Teams should be willing to push ideas and believe in them, and the composition should be based not only on skills but also on fit to the task (P1, P2, P3, P4, P5, P7, P8, P10). In addition, it is also important not to force people to work in projects just because they can fulfill that role. It is important to look at the needs of the employees, because then they are automatically more motivated to work in this project (P5). It was added: *"Collaboration within the team itself was very dependent on how long the team had existed. Especially when the team is new, a lot of attempts were made to solve problems via frameworks, so that communication takes place. If teams had been working together for a long time, the process or the framework was developed further because they already knew exactly what they needed and what they didn't need. Issues are also brought to the table more often and therefore the dynamic is automatically better. You have that in every team"* (P1).

The importance of diversity of team members was also emphasized. One interview participant highlighted that her team strives for gender diversity and expects teams to be at least 50% women to promote gender diversity (P6). Additionally, cultural diversity is valued by including team members from different countries. This diversity of skills and backgrounds is seen as key to successful innovation projects (P3, P5, P6, P10). To this is added: *"It is incredibly important that a project should not only be put together according to skills, but you also have to have diversity to encourage different perspectives"* (P10).

Self-organization and personal responsibility play a crucial role in promoting IB. A young team works in a very self-organized manner and transfers a lot of responsibility to the members, which leads to them taking responsibility for the success of the projects (P7). This ownership encourages an active search for ways to implement innovative ideas. It also emphasizes the importance of proper allocation of resources and skills in teams to ensure that everyone is working in the same direction and no hurdles are created (P4, P6, P7, P9). Clearly defined mechanisms for team composition and portfolio planning ensure the success of innovation in both the short and long term (P8).

Finally, designing teams and projects to encourage IB was found to play an important role from the very start of a new team, as the first employees pass on their values and culture to the next (P10). Team composition should aim for a diversity of skills, personalities, and backgrounds to ensure that different perspectives and ideas can be incorporated into projects.

5.4.2 Processual Governance Mechanisms

This section highlights the importance of processual GM in the context of a positive influence on IB. A focus was placed on the processes frequently used by the respondents. This includes the innovation process, decision-making and communication processes, HR practices, project management methods, and resource allocation.

Innovation Process

Roles within an organization are another important element of structural GM. Roles define what responsibilities, tasks and authorities a person has in the organization. Roles include all mechanisms that relate to a person's specific responsibilities. In terms of the innovation process, processual mechanisms involve designing the steps and phases required to generate, develop, test and ultimately transform innovative ideas into marketable products or services.

The process most often accompanied by the interviewees was the innovation process. The participants emphasized the early phases of the innovation process and said that this requires hypothesis-based work (P1, P3, P5, P6, P10). Risky topics can be proactively sorted out early in the process depending on the evaluation results (P1, P3, P4, P6). This not only minimizes the risk as quickly as possible, but also provides quick insights, which in turn can lead to faster decisions (P1, P6). Furthermore, it was mentioned that innovation processes now include iterative elements such as committees that can quickly remove ideas from the process that do not work in the intermediate phases or that are not strategically relevant (P5, P8). A small insight is shown: *"We have pitch templates, we say okay, we are at a table with our leadership team, I'll call it that, where market evaluations can take place and the right people are there, for example, to go out to the market, including our sales team, for example. And then really ask the customer, very dear. Hey, we have an idea here, look, what do you think of it?"* (P8). Furthermore, an innovation cycle that includes regular updates and decision points was seen as an effective way to track innovation projects. The ability to think in hypotheses and validate progress was central to this cycle (P1, P10).

Another must-have of an implemented innovation management is an effective idea management process. This means that every employee from the company has the opportunity to actively submit ideas and, in the best case, work on the idea after successfully passing the idea management process (P3, P6, P7, P8). The strategic introduction of a bottom-up innovation process shows employees that they also play a major role and encourages them to proactively move the company forward (P3, P6, P7, P8). It was added that it is also important to use creative methods precisely to generate other ideas from people outside the exploration units (P5, P8, P10). It was mentioned that this competitive approach does not only work among employees outside exploration unit, but a person from an innovation unit is also motivated to work on innovations if people outside their department submit more ideas than them (P5). He also contributes: *"One is to be creative enough to motivate others to submit creative ideas. And the other is creativity, that we adapt our organization in such a way that we can start the environment, so to speak, so that we can offer it, both for the submitter and for the client, so that the contractor can later benefit from our ideas. That works quite well. We are doing that right now"* (P5).

Decision Process and Communication Process

The decision-making process is considered a processual mechanism, as it regulates the structure and flow of decision-making in the organization. This includes defining responsibilities, creating processes and establishing procedures to make decisions. Furthermore, The Communication Process can also be considered a processual mechanism as it regulates the flow and structure of communication within the organization. This includes the definition of communication channels, the establishment of protocols and procedures for passing on information.

The shortness of decision-making paths and the decentralization of decisions were named as the most important characteristics of decision-making processes that can promote IB (P1, P3, P4, P6, P7, P8, P10). It was noted that the higher one climbs in the hierarchy, the less Qualitative Information the decision maker possesses. Therefore, P4 asserts: *"[...] that as many decisions as possible are made where the most information is available, but rather one tries to transfer decisions as well as possible to the operational level, because the thesis is that the quality of decision-making increases. And with that, of course, the responsibility to make entrepreneurial decisions in the teams also increases"* (P4). It is also

mentioned that, especially in large companies, decision-making processes are treated stepmotherly because too little trust is placed in them (P3). Decisions are also delegated to people who use different criteria for prioritizing their decisions than a person who works close to the customer (P3, P6). Additionally, short decision paths show how important it is for management that employees themselves want to think about things, and this increases identification with the company (P9). Management itself plays a very important role. It is important that there is no top-down process, but that management allows people to make a difference, because otherwise you lose your employees (P1, P10). With regard to the introduction of SAFe in terms of the decision-making process, P8 added: *"In our case, especially in ours, it was beneficial because we have cleared certain paths, let's say, through Safe, where people can really come up with ideas and can really march through lean and not get past 100 quality gates or 100 decision-making processes. That's why I would say that in our context it was beneficial"* (P8). Decentralization of decision-making also includes the need for a manager to be able to delegate responsibility. This is underpinned: *"[...] but delegating responsibility and involving people in decisions is actually the most important issue for me. I mean, of course, many. Some people demand it, but of course you only get some people involved in development when they have to do it. And I've had cases like that in many places now. You get people more proactive when you say. This is your baby now"* (P7).

Another finding is that strong evaluation of an idea or project can be conducive to this behavior. P6 raises the term evidence-based decisions, by which he means that the sooner you figure out how to evaluate this idea and the sooner you find metrics that confirm that this idea can be successful, the shorter the decision-making process will be in the end. In addition, P1, P2 and P8 emphasize that you have to try to minimize the risk as soon as possible, for example by going out to the customer and getting constant feedback. Therefore, the interviewees do not necessarily speak of risk-averse, but rather say that one must take a calculated risk, which in the end consists of minimizing the risk as quickly as possible (P1, P2, P6, P8, P10). This means that employees receive decisions from top management more quickly and can therefore continue and that they can actively take advantage of opportunities, but can also quickly discard opportunities again (P2, P6).

Communication processes are very close to decision-making processes. The interviews revealed a clear emphasis on the importance of communication processes for IB. The interviewees agreed that well-designed communication processes are crucial to creating an environment in which employees are encouraged to develop and implement innovative ideas (P1, P2, P3, P5, P6, P7, P8, P10).

A common feature in the statements was the openness and accessibility of communication. Hierarchies played a decisive role in this context. The interviewees reported short communication channels and the possibility of entering into dialog with relevant contacts regardless of hierarchical levels (P1, P2, P3, P4, P6, P7, P8, P9, P10). This openness promotes the unhindered exchange of information and creates an atmosphere in which IB is encouraged (P7). The ability to communicate across hierarchical levels was also seen as crucial (P1, P7). This open discussion and free exchange of ideas, regardless of position in the organization, promotes IB (P7). This is demonstrated: *"You knock, you need support. You have to coordinate, of course. That is always a question of resources, of course. But this exchange of communication is there and not only across one location, but across all locations"* (P9).

Another commonality was the emphasis on proactive communication. Interviewees mentioned how information was actively shared with employees, often before employees had to ask for it. This proactive approach promotes transparency and signals to employees that their opinions and ideas are valued (P2, P4, P7). Transparency proved to be a wei-ther key factor. Interviewees emphasized that transparent communication of company goals and changes is a prerequisite for creating an environment in which employees feel encouraged to drive innovative ideas (P2, P4, P7, P8). This includes not only transpar-

ency in terms of communicable successes, but an intrapreneur should also have the ability to communicate failures (P10). P10 elaborates on this: *"This also includes communication and change management. You should communicate that it is especially important that not everything works out and that even in the case of failure you should be prepared to continue to take risks"* (P10).

Human Resource Process

The HR (Human Resources) process is considered a processual GM, as it governs the management and control of human resources in an organization. This includes various aspects that cover the entire life cycle of an employee in the organization, starting with recruitment and ending with separation.

Several key aspects were highlighted in the interviews that are related to HR processes and support the promotion of IB. A fundamental point is the selection and recruitment of employees who are intrinsically motivated and have a high degree of autonomy and self-motivation (P1, P2, P4, P6, P7, P8, P9, P10). This is reinforced: "[...] when recruiting, we always make sure that they are people who are very, very intrinsically motivated and who are really up for it at the end of the day" (P4). These characteristics are crucial to ensure that employees work actively and responsibly on innovative projects and can develop their full potential (P1, P9). Moreover, it is important to select the management team in such a way that they themselves fit into this behavior with their mindset, because in retrospect, they only hire people in whom they see themselves (P1). To this end, he expands: *"There is the typical phenomenon, even if you shouldn't, that diverse teams are always the best. People always hire the people they see themselves in, that is, harmonious. That's also what happened. Partly managers from the group, partly from elsewhere. This mix has continued. That is also good. If you don't have people from the group, it can also be a hindrance if they don't know the group context. This would cause friction. On the other hand, only having people from the group doesn't change anything. Then you do the same rubbish only in a different format"* (P1).

It was also highlighted that further training and qualification play a central role in HR processes (P9). This is particularly important when employees have already been with the company for a long time and wish to develop professionally and move into new areas of responsibility. The opportunity for targeted further training plays a decisive role in ensuring that employees are well equipped for new challenges and can develop their skills (P8, P9). In particular, this also means that employees with a technical background, for example, receive further training in business management topics in order to be able to take a better look at the big picture (P8). He states in this regard: *"I'll say or offer that people who have, I'll say, a big technical background can do further training, especially in the direction of business studies, in the whole, also business development development. And that's how we make sure that we have both And really in the end, even if you are not, I'll call it now, born as an entrepreneur, you can develop there. With a certain skillset and the platform, we offer, anyone can do that with us, can do it proactively"* (P8).

Project Management and Agile Methods

The project management process is a processual GM, as it regulates the management and coordination of projects in an organization. It includes the planning, execution, monitoring and control of projects. In addition, Agile methods are also processual GMs that are used in organizations to manage and improve software development and other projects.

The agile way of working was emphasized as a fundamental approach to promote flexibility and adaptability in projects. This often included the use of Scrum or other agile frameworks. Teams had the freedom to choose their own method that best suited their needs (P1, P2, P4, P9, P10). It is important that teams adhere to agile principles such as regular reviews and adjustments. Not only agile project management methods were noted in addition, but also creative methods such as design thinking and design sprints, which promote creativity and problem-solving skills according to the interview participants (P1,

P5, P6, P7, P8, P10). These approaches also aim to empathically understand user needs, generate ideas, and create prototypes. P8 illustrates this: *"We are completely open with brainstorming; we are completely open with design thinking for example. We are completely open about which stakeholders we use for this. That basically means we do a stakeholder analysis, for example, sit down with everyone. And then there is simply, let's say, a protected space where we can completely live out creativity"* (P8). In opposition to this, however, P6 mentions that creative techniques are important, but this initial ignition of having an idea depends on Personal Ability (P6). These methods allow teams to think deeply about requirements and solutions. Furthermore, Productfields and Business Model Canvas were mentioned (P1). These tools were used to develop and visualize product ideas and business models. Participants suggested that these methods would not necessarily promote IB directly but provide a framework in which it is easier to apply these character traits (P1, P3, P9). It was noted that if a person is not willing to act intrapreneurially despite the framework, then he will not do so even with a proper framework (P3). Among other things, some interview participants also noted that they try to be more risk-averse in the form of expirations or similar methods, without immediately running a project into the ground, but simply to try things out proactively (P1, P5, P6, P10). In addition, this led to an increased bond with the customer, which improved the quality of the product.

Another important factor is customer orientation and the resulting feedback cycles within a project. Proximity to the target group and continuous interaction with customers were emphasized. This enabled the teams to better understand customer needs and adapt products accordingly. Design thinking, for example, was used to address customer needs. Despite the agile method, it was also noted: *"You may have already heard that. It is extremely important for us to really stay close to our target group, i.e. to stay in touch regularly, because an effect that you have somehow achieved through the design thinking workshop, for example, always fizzles out relatively quickly. In other words, you really have to keep at it and somehow maintain regular contact with them. We also try to counter this with regularity"* (P7). In addition, regular feedback cycles lead to faster decision-making in the long run, since on the one hand you can fix problems faster and on the other hand you can evaluate more quickly whether an idea resonates with the customer or not.

Priorization and Resource Allocation Process

The prioritization process is a processual governance mechanism that focuses on the systematic evaluation, selection, and ranking of projects, tasks, or resources in an organization. It belongs to the processual mechanisms as it includes specific steps and procedures aimed at directing the organization's resources to the most important and urgent projects.

The ability to prioritize was mentioned as another important ability of an intrapreneur. It was mentioned that in many companies too many things are done at the same time and this leads on the one hand to an overload and on the other hand to a lack of motivation to work on one's idea (P1, P3, P4, P6, P8). P6 visualizes this with a funnel model: *"It's like a funnel with us. That means a lot of ideas at the beginning, but only the best ones come out. And that's also how innovation is. There's the 50% out of 100% figure, like it was with Amazon, for example. This super snap idea, but that's 50% of 100% of the projects, what you started first. Exactly 9/10 don't bring money back and 1/10 brings money back times and 1/2 100 is, then I'll say the humor on where you can recoup a lot of money"* (P6). This means that you have to prioritize projects early enough, because it is impossible to keep so many projects running at the same time. Furthermore, in addition to innovation in large companies, one has many operational and administrative tasks to do on the side, which is why an independent prioritization of topics is necessary in order to have the necessary resources to work creatively or to proactively drive projects forward (P8).

A key commonality among interview participants who emphasize the need for a certain budget and freedom is to be able to decide things independently (P1, P2, P4, P5, P6, P7, P9). This financial freedom of action allows employees to act like entrepreneurs in the company and pursue their ideas autonomously. P9 hints at this: *"Releasing resources and making certain decisions helps on the one hand, because you have to calculate. If you want to act independently, you have to calculate"* (P9Without this financial support and freedom of choice, IB can be significantly inhibited. This is what P2 points out: *"In order to be, let's say, an entrepreneur in the company, I also need a certain budget, a certain freedom to decide things on my own. That too, what else. If I always have to have everything approved, then I'm no longer an entrepreneur in the company. Then I'm just a department head"* (P2). This also underscored the importance of investing in strategic topics and areas (P1, P5). This shows that companies are willing to put resources into projects that create long-term value (P5). These strategic investments are a crucial step in fostering innovation and IB.

Another principle that emerges in this context is the involvement of employees in innovation projects. This illustrates that employee resources are a valuable resource and that companies are willing to actively involve their employees in innovation efforts (P6, P8, P9, P10). The willingness to take risks and invest in innovative projects also plays an important role (P6, P10). In this regard, it is also enormously important as a company to allow time for employees and to create a protective space. P9 exemplified: "*You simply have to say that in the subject area of more time. If you give people more time, they will automatically become more creative, even more creative. And it's simply a balancing act between the tasks that have to be done and the degree of freedom. But that's the biggest thing from my point of view. The biggest limitation is usually time"* (P9). More time for employees can increase their creativity and innovative capacity (P9). The availability of time resources is therefore an important factor for IB.

5.4.3 Relational Governance Mechanisms

After showing the results of structural and processual GM with a positive influence on IB, this section elaborates on the relational mechanisms with a positive influence that emerged from the study. These factors include leadership, corporate culture, teamwork and work environment, education and training, collaboration events and tools, intensification, employee identification with the company and its values, and collaboration and networking with external partners.

Leadership

Leadership is considered a relational governance mechanism because it depends heavily on interpersonal relationships, trust and social interaction. Leadership includes leadership styles, building trust, recognition, fostering a positive corporate culture, and measures to strengthen relationships between leaders and employees based on mutual trust and respect.

The interview participants underlined the personal relationship between the leader and his or her employees as a key factor for a leader (P1, P2, P3, P6, P7, P8, P10). In this context, the leader should be able to create trust through regular exchanges (P2, P3, P8). This includes not only professional issues, but there should also be a space for personal issues (P7). Beyond that, there should be regular feedback discussions between the parties, since intrapreneurs demand constructive further development (P2, P4, P7). Part of this is also to create a culture of error as a manager (P10). The manager should thus create an environment in which the employee can develop further in the long term. P8 describes this ability based on the role of a people lead according to SAFe: *"We have a so-called people lead in our company. That's really something like your personal coach, who helps you develop personally. And I think that's quite good because they have pipelines in focus. Best fit, so to speak. They talk to you about yourself, then we do a personality profile together, for example. We say where do we want to go, what do we want to achieve, etc.?"* (P8).

The previously mentioned trust plays a major role in the description of a suitable leader in relation to IB. This trust can be passed on to the employees, for example, by delegating responsibility and decision-making authority (P3, P5, P7, P8). In response to the intermediate question to what extent a leader can promote IB, P7 answered: *"I would simply go on holiday for longer, because on holiday I realised that you should also leave people alone, without instructions, and just let them try things out. At the end of the day, when I look at what I've learned in the last three years, it really is that you just have to try things out, especially with such a new topic as data and AI. Many of the things we're dealing with right now are in the sector we're working in and haven't been there before. And then you just have to try things out. But I think the most important thing is simply to delegate more decisions. So delegating is really the most important thing, trusting each other"* (P7). On the one hand, this promotes the speed with which decisions can be made and, on the other hand, the trust that is placed in the employee (P7, P8). According to P7, this trust leads the employees to approach topics with more motivation.

Finally, P3 noted that a leader should in no way take the pressure off (P3). He argued that the pressure and the reality of the current situation motivate the employee to find solutions and to find creative solutions to problems (P3).

Corporate Culture

Corporate culture is a relational GM, as it aims to shape and maintain relationships within the organization. This includes the development of shared values, norms and behaviors, as well as the creation of a positive and respectful working environment.

In the interviews conducted, it became clear that corporate culture plays a crucial role in promoting IB within a company. One of the key findings from the interviews was the importance of an exemplary leadership team. Leaders who embody and exemplify the values and principles of the corporate culture encourage their employees to exhibit similar behaviors (P1, P2, P3, P7, P8). P1 concretized: *"I am a strong advocate of the idea that what you exemplify will also be imitated. If a certain culture is exemplified directly from the top down, it is adapted and supported by everyone. It starts with trust, transparency or the way you commit"* (P1). When leaders model transparency, error acceptance and innovation, employees are more likely to adopt these values and integrate them into their work.

Another key component is an open error culture. In the interviews, it was emphasized that employees should not be afraid of making mistakes but should be able to learn from them. This creates an environment where employees are willing to take risks and test innovative ideas without fear of negative consequences (P1, P2, P3, P5, P6, P7, P8, P10). The ability to learn from mistakes and see them as opportunities for further development is crucial for IB. P6 proves this: *"[...] because we tell ourselves things that sometimes hurt, but we say it anyway. The mistakes are accepted and we are also supposed to report them back, because if we make mistakes and if we don't report them back and don't make at least one mistake a month, then my boss also says, 'Then you've done something wrong if you don't make a mistake'"* (P6). In addition to the error culture, the importance of a feedback culture was also emphasized. Such a culture enables employees to share ideas and concerns openly and provide constructive feedback (P1, P3, P4, P5, P6, P7, P8). This helps to refine and improve innovative ideas before they are implemented.

In addition to the error culture, the importance of a feedback culture was also emphasized. Such a culture enables employees to share ideas and concerns openly and provide constructive feedback (P1, P3, P4, P5, P6, P7, P8). This helps to refine and improve innovative ideas before they are implemented*: "I believe in absolute darkness because we go, develop people, think, reflect. And if at some point someone has understood the art of reflection and can handle the tool, it's insane"* (P5). Employees who have had the experience of learning from mistakes and continuously developing themselves are better

able to develop and implement innovative ideas. In addition, appreciation and respect are further central elements that were emphasized in the interviews (P7, P8). A corporate culture based on appreciation and respect creates a positive working environment in which employees feel valued and are motivated to actively participate in innovative projects (P7).

Teamwork and Work Environment

Teamwork is a relational GM because it affects interpersonal relationships and how employees work together in an organization. This includes building teams, fostering communication, and building relationships to strengthen effectiveness and team spirit. Another relational GM is the work environment, also referred to as workplace culture, which aims to create a positive, motivating, and collaborative environment in the organization. This includes aspects such as the design of workspaces, the creation of respectful interaction, and the promotion of creativity and innovativeness among employees.

A decisive factor that promotes IB is the team dynamic. As interviewee P1 points out, team collaboration depends heavily on the length of time the team has worked together (P1). New teams often resort to frameworks and processes to facilitate communication (P1). In established teams, on the other hand, these processes are developed further because the team members know exactly what they need and how they can work together more effectively (P1).

Another key to IB is the emphasis on equality in the team (P1, P5, P7). Here, there is no traditional "boss", but tasks and responsibilities are distributed based on individual strengths and needs This helps to create a sense of equality and ownership in the team. This also includes that there should be no differences in communication between different hierarchy levels, should be able to approach each person directly and talk openly about issues (P1, P2, P5, P7). P7 shows that: *"But we also chat briefly on the phone, are always super connected with each other, and of course have a team channel where we post news about new achievements and of course also rejoice with each other. Or sometimes we say, "What a stupid thing to say, we. Treat. I think that is also a very important topic where we still have to improve a lot"* (P7). On the one hand, this minimizes decision-making paths and, on the other, it motivates the employee. The people-oriented approach described by interview participant P7 focuses on the individual needs of team members. Adapting to these needs is crucial to ensure success in projects. This promotes employee satisfaction.

Another topic addressed by P1 and P3 is the working environment in which one finds oneself. On the one hand, it is important to provide the necessary space, and on the other hand, one must specifically find the right working methods for it. P1 emphasized that the office was controlled in such a way that material was deliberately made available for collaborative work. Furthermore, he added: "Starts with some stupid pinball machine to why do they have a Macbook or are allowed to use other IT but also the way of working itself" (P1). P3 points out that an environment in which people enjoy going to work and not sitting in a home office is conducive to IB. In doing so, he elaborates on this: *"We had a very lively, network-loving community here before the pandemic. You got the impression that there was a lot going on and everyone was talking to everyone else. Not necessarily, but there was always a lot going on at the coffee machines and we actually think that this is also good for innovation. And unfortunately we have not yet reached our old level"* (P3).

Education and Training

Training is a relational GM, as it aims to develop and improve employees' skills and qualifications. This not only promotes individual professional development, but also strengthens the relationships between employees and the company.

In order to promote IB, it is not enough to simply have people internalize it, but the company should offer opportunities at all times that help to continuously develop employees (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10). This is not just about employees being given the opportunity to generate important skills, but the offer alone encourages an employee's commitment to develop independently (P1, P2, P6, P8). Employees must actively seek out opportunities and bring the will for personal development (P1, P6). This requires a certain level of personal responsibility and motivation on the part of the employees (P3). In addition, this can lead to better career opportunities in the company, which in turn promotes competition. P8 comments in this regard: *"[...] if you have the gene yourself, so to speak, or have somehow acquired the gene through certain skills and further training at some point. And I think that's exactly one of them. One aspect that you have to do as a company, even if you don't have the people yet, however you evaluate them or assess them or what definition you go by. If you don't currently have the people in your company, then you can train them, then. You can bring them into that mindset or promote that mindset so that people get there because you can learn it 100 percent from my point of view. You can learn it and then hopefully at some point it will be like a snowball system or a self-perpetuator, that people cross-fertilise each other"* (P8).

A key aspect emphasized by several interview participants is individual development support. This includes the provision of budgets for further training, mentoring programs and personal coaches (P1, P2, P3, P5, P6, P7, P8, P9, P10. These measures enable employees to develop their skills and career goals in a targeted manner. These further training opportunities should be varied and flexible, so that there is not only technical further training, but also training for personal development, for example (P1, P2, P5, P6). This statement is confirmed with regard to the qualification of missing skills: *"Continuing education is also a very big issue for us. It comes automatically at the moment when the staff has been working in a company for a long time. There are more lateral changes and of course it is always necessary to qualify people for a new task environment through appropriate further training measures"* (P9). For IB, it is important to see a holistic picture between technology and business, which is why this flexibility is so important (P8, P9). Employees can acquire the missing skills in the process. A mentor who is available throughout the career can also help guide professional development and provide valuable feedback (P1, P2, P6, P7, P8, P10). In addition, a mentor also has a strong influence on an employee's mindset and has the opportunity to build these necessary skills with them (P1, P2, P8).

Events and Tools for Collaboration

Events and collaboration tools are relational governance mechanisms because they aim to foster communication and interaction among employees.

In the world of corporate innovation, there are a variety of tools and events that can help to promote IB among employees. One important approach is events that serve to exchange feedback and share information. P1 mentioned events like Lessons Learned or Fuckup Nights, where a platform is offered to talk about their failed projects (P1). This encourages the employee to be more elevated and create a culture of learning. However, it was also mentioned that intrapreneurs are less honest than entrepreneurs, as they are still employees and want to please their boss to get the next raise (P1). Furthermore, roundtables or regular meetings were mentioned, which are also used to exchange information and to keep feedback. By encouraging communication, they also create a culture of appreciation as everyone has the opportunity to present their state of affairs (P7). This shows them: *"[...] where we simply listen to the people on a regular basis and, for example, also proactively provide information when we know about innovations or when we change something in our plan. So the issue of appreciation also plays a big role. In other words, people should not ask when they have heard something or other. The rumour mill in big companies is always a thing, but we want to be proactive in providing information, communicate and read their wishes from their lips a bit before they even have to express them blatantly"* (P7).

Another event that encourages employees to explore new avenues and learn from inspired individuals is Inspiration talks, which P6 introduced. These events bring together experts and managers to talk about various topics (P6). They can inspire employees and give them new perspectives. He describes these: *"And then we have inspiration talks like that. Someone from Google talking about how they used generative AI? Yes, someone from XXX talking about recycling. Different future topics, so there's always a bit of a buzz as well. We don't do that at all. We should do that. And if someone should do it, who is it?"* (P6).

In addition, events were mentioned that help to generate ideas. The programs mentioned were ideation workshops, ideation events and innovation challenges (P3, P5, P8, P9). These formats bring together employees from different backgrounds and experiences to generate and develop ideas (P3, P5). In addition, they promote a degree of freedom for individuals who would not otherwise normally have as much capacity for innovation and allows for creative ideas and innovative solutions to be developed (P9). He concretizes this: *"We see it in the Innovation Challenge, for example. There we are very much disconnected from the commercial aspects, from decision-making processes. And so every colleague. Of course, they also have a certain amount of leeway in their day-to-day work"* (P9). Diversity of perspectives can lead to new and innovative approaches (P5).

Finally, there are tools for collaboration that can promote intrapreneurial. In this regard, digital platforms such as Miro, Slack or Conceptboard (P5, P10). These platforms allow to share common results and to work collaboratively (P5). This not only supports the creative process, but also promotes communication and interaction within the team (P10).

Incentives

Incentives belong to the relational governance mechanisms, as they are aimed at shaping and strengthening the relationship between the company and its employees. These are incentives aimed at motivating employees, enhancing their performance and creating a positive bond with the organization.

An important part of motivating employees to build IB is creating incentives. It is important to offer a variety of incentives, as people have different needs and motivational factors. These can include monetary rewards, gifts, visibility, or other forms of recognition (P1, P2, P3, P4, P5, P6, P7, P8, P9, P10).

One of the key findings for intensification is the importance of employee participation in the company's success (P1, P2, P4, P7). This can take the form of share ownership, where they benefit directly from the increase in value of the company (P1, P4). Alternatively, bonuses can be paid out for outstanding performance. This creates a clear incentive to work for the success of the company, as the rewards correlate directly with their performance (P1, P2, P4). This intensification based on monetary incentives is clarified: *"I think what is always good is when the employees participate in the success of the company. So if they have the feeling that they actually have more in their pockets through their actions and through an improvement in the company's success, so in the sense of a share in the share capital or in bonuses, etc. I find such an intensification quite goal-oriented. So I find such an intensification quite purposeful"* (P4).

Approval and visibility is another incentive system. Leadership should ensure that employee performance is appropriately recognized and made visible (P3, P4, P5, P6, P7, P8, P9, P10). This can be done by introducing awards, recognition events, or regular pats on the back (P3, P5, P8, P9, P10). He points out that: *"Honouring what happens. Also making visible the, so to speak, the, the results that are achieved in the self, in acting on one's own responsibility, for example. In other words, finding a format where people are visibly rewarded who have simply done something that is not in the core description, but who have seen something, who have recorded it, who have followed it, who have approached people and who have then implemented something, and that is something that can contribute to it. And there*

are very different formats for this. You can do it with a pat on the back in the corridor. And if you want it to be really big, we have that now. We have one of these at award system" (P3). When employees see that their efforts are valued and publicly recognized, their motivation to continue acting intrapreneurially increases (P3, P8). Leadership plays a critical role in fostering these incentives and the culture of recognition. They should also emphasize the importance of collaboration and ensure that employees understand that collaboration is valued more highly than individual success (P3, P7, P9).

Employee Identification and Company Values

Corporate values are also a component of relational GM, as they aim to shape and strengthen the relationship between employees and the company. The corporate values established serve as a guide for employee behavior and influence the way they identify with the organization.

Another important GM, which promotes the interaction of the actors within the company and has the possibility to influence the IB, are the company values. One value that has already been mentioned in several categories is trust. This leads to the fact that the courage is higher, simply times to make: *"This is a good example of, for example, the issue of trust in the company and in dealing with each other, or of moving forward on one's own responsibility"* (P3). Transparency was mentioned as another important value that is beneficial for the IB. Transparency within the company leads to faster decisions, as one knows which points of contact one has. This was discussed: *"Then we also say again these more employee-related values that transparency [...] is super-important. Because we want the teams to say something beforehand. This relationship level, keeping the teams together works super well"* (P6). Furthermore, transparent communication shows that employees are involved in the company and therefore promotes identification. A modern corporate culture that promotes appreciation and an emphasis on corporate values (P8) plays a key role. Employees who feel that their work and contribution are valued identify more strongly with the company and its goals.

Therefore, another key factor identified for IB was the identification of employees with their respective organization. A recurring theme was trust within the company and the emphasis on transparency and independent action (P1, P3). Employees identify more strongly with their tasks when they feel the trust of their employers and have the opportunity to take the lead on their own responsibility. Shared responsibility P7 and the involvement of employees in projects from the outset strengthen entrepreneurial behavior and identification with the company. Employees feel an integral part of the company and have an influence on its development (P7).

Finally, a last relevant influence was that identification with the company and the product is very important (P1, P3, P5, P9, P10). On the one hand, this reduces the flucation rate and, on the other hand, it increases the motivation to work on topics that advance the company (P9). In the case of a person who identifies strongly with the company, one can also see from above-average working hours and a high level of commitment that they are willing to advance the company independently (P1, P3, P5). This is made clear: *"That means that many people are involved with our products and want to push them. Means for me that they identify themselves and not just that"* (P5).

Collaborations and Networks

Collaborations are part of relational governance mechanisms, as they aim to create and maintain relationships within and outside the organization. These mechanisms promote collaboration, knowledge sharing and partnership interaction between employees and other stakeholders, such as customers, suppliers and partners.

A key to promoting IB is also to use external networks as valuable sources of innovation. Many employees stressed the importance of actively networking with universities, research institutes, customers and

suppliers. Through these exchanges, companies can benefit from external expertise and resources needed to develop and implement innovative ideas. The positive impact of these external networks on intrapreneurship is unmistakable (P3, P6). In addition, external collaborations were highlighted as a way to foster innovation. Companies can partner with startups, universities, or other companies to access specialized knowledge and additional resources. P3 describes the role of the intrapreneur for collaborations: *"On the one hand, establishing and driving forward an external network of universities, institutes, customers, sometimes also suppliers, which is relevant for working on this topic, but then also being networked here internally in order to also drive the topics forward here internally. These experts are a great driving force for us here and actually also have the task of challenging us in management, even confronting us with inactivity if they have the impression that we are doing too little now"* (P3). These partnerships enable innovative ideas to be developed and successfully implemented, which has a positive effect on IB (P6).

Another advantage for the intrapreneur's role in a company is gaining customer feedback and responding to market trends by working closely with the customer or supplier. Employees emphasized the importance of actively approaching customers and understanding their needs in order to develop innovative solutions. This approach has a positive impact on IB (P2).

5.5 Summary of the Results

After the results of the interviews have been evaluated and presented, the most relevant results are now presented. In general, the interview participants rated the IB and the importance of the existing dimensions Creativity, Proactivity, Risk-Taking and Opportunity Seeking as consistently positive. However, corporate culture and history as well as individual factors influence the expression of these dimensions in different parts of a company. There is no one-size-fits-all solution, and risk-taking and opportunity-seeking capabilities need to be adapted to specific needs and goals. Creativity and proactivity, on the other hand, were seen as consistently positive and as an essential factor in a company's ability to innovate. A significant finding emerged from the fact that all interview participants work in exploration units and unanimously emphasized that IBis crucial for them; otherwise, their position would not be the right one. Here, a comparison was made to other business units that exhibit less IB.

With regard to GM that have a negative influence on IB, the focus of the mechanisms mentioned by the interview participants was on structural GM. This revealed a variety of obstacles to the promotion of IB, which are to some extend shown in the upcoming table (see table 6).

Table 6: Summary of Governance Mechanisms negatively influencing Intrapreneurial Behavior

Category	***Governance Mechanism***
Structural	Traditional Organizational Structures
	Reporting to the Parent Company
	Budget Constraints linked to Margin Targets
	Binding to Parent Company Structures
	Legal Obligations to the Company
	Difficulties Adapting for Employees from the Corporate Background
	Steep Hierarchy and strong Bureaucracy

	Committees and Positions Within the Company
	Company Restructuring
	Margin Targets and Financial Metrics
Processual	Traditional Project Management Methods
	Micro-Control and Business Cases
	Opaque Business Processes
	Hierarchichal Decision Structures
	Multitude of communication channels
Relational	Lack of Management Support
	Controlling Leadership Style
	Identity Loss
	Lack of Open and Transparent Communication

In addition to barriers, facilitators were also identified, which are illustrated below:

Table 7: Summary of Governance Mechanisms positively influencing Intrapreneurial Behavior

Category	***Governance Mechanism***
Structural	Direct Connection between Exploratory Unit and Top Management
	Spin-off of the Innovation Department
	Flat Hierarchies and short Reporting Structures
	Flexible Organizational Structures
	Clear Job Roles and Profiles
	Intrapreneurial Job Definitions
	Self-Organization and Accountability
	Committees and Positions Within the Company
	Resource Provision
	Diverse Team and Project Design
	Short Communication Lines to Top Management
	Implementation of Profit and Loss Responsibility
	Freedom to design Solutions yourself
Processual	Hypothesis-Based Innovation Process
	Iterative Innovation Process
	Bottom-Up Innovations Process
	Usage of Creativity Methods (Design Thinking, Design Sprints etc.)

	Short Decision Paths
	Transparent Communication Channels
	Selection of the right Employees
	Qualification Processes
	Agile Project Management Approaches
	Customer Orientation and Feedback Processes
	Provision of Budgets and the Freedom to make Decisions autonomously
	Priorization
Relational	Personal Relationship between Leader and Employee
	Regular Feedback
	Delegating Responsibility
	Build up of Trust
	Creating a Learning Environment
	Emracing Pressure
	Exemplary Leadership Team
	Open Error Culture
	Feedback Culture
	Learner-Oriented Culture
	Respect and Appreciation
	Open Communication in Teams
	Equality in Teams
	Conducive Work Environment for Innovation
	Providing ongoing Opportunities for Skill Development e.g., Training
	Individual Development through Coachings or Mentoring
	Feedback and Information Exchange Event like Lessons Learned
	Inspiration Talks
	Idea Generation Events (Workshop, Ideation Events, Innovation Challenges)
	Collaboration Tools like Miro
	Monetary Incentives like profit sharing or bonsuses
	Incentives through visibility and recognition
	Emphasizing Trust and Transparency
	Encourage Employees to identify with the Company and its Products
	Leverage External Networks for Innovation and Knowledge
	Create Innovation Partnerships with Start-Ups, Universities, or other organizations

As can be seen in the tables, both mechanisms that positively and negatively impact IB were identified in the interviews. In terms of GM, both barriers and facilitators were identified. Structural mechanisms such as traditional organizational structures, reporting to the parent company, and budget constraints were seen as hindering IB. On the other hand, direct links between exploration units and corporate management, flexible organizational structures, and clear job roles were identified as facilitators. In procedural mechanisms, traditional project management methods and hierarchical decision-making structures were seen as hindering, while hypothesis-based innovation processes, bottom-up innovation processes, and transparent communication channels were seen as facilitating. In the relational domain, the importance of factors such as personal relationships between managers and employees, regular feedback and trust-building was highlighted.

Overall, the research shows that companies that want to foster IB need to make structural, process, and relational changes. It is important to remove barriers and empower facilitators to create an environment where employees can unleash their intrapreneurial potential. In the next chapter, the results are discussed and compared with theory, and practical implications are derived.

6 Discussion

The following chapter delves into our research findings and highlights their importance in the context of this study. It is divided into four main sections:

Section 1 - Interpretation and Theoretical Implications: this section is devoted to a detailed analysis of the findings and their relationship to existing theory. Theoretical implications of our research findings are highlighted.

Section 2 - Practical Implications: The second section considers the practical applications of our findings. This section derives recommended actions for organizations and businesses to effectively address real-world challenges.

Section 3 - Limitations: In this section, we disclose potential limitations of our research. We highlight any biases and their impact on the results.

Section 4 - Future Research: Finally, future research directions and open questions that may arise from our study and contribute to the advancement of the research field are identified.

6.1 Interpretation and Theoretical Implications

In the present study, the central research question was investigated: *"How are Governance Mechanisms related to Intrapreneurial Behavior".* This forms the core of the study and introduces the fascinating world of corporate governance and entrepreneurial behavior.

It identifies many GM that have an impact on the IB of employees and organizations. It provides a deep insight into the different GM and their individual as well as collective impact on organizational behavior. The results of the research are extremely insightful and shed light on the complex relationships between GM and IB. In the following discussion, the most important findings will be highlighted and critically examined. In doing so, the interesting findings will be discussed in the context of existing theories and

models. Each GM is examined individually and the extent to which it influences IB and why it was placed in the respective category is addressed.

One main finding, without going into the individual categories and GM, was the roles of the different dimensions of GM. Relational GM were mainly associated by the interview participants with increasing motivation and satisfaction, so that the employee is more willing to behave intrapreneurially. Trust and recognition were often cited as reasons for this. In contrast, the structural and process-related GM were mainly mentioned as having the function of providing the framework conditions for IB. This means that they facilitate the behavior by building an environment for intrapreneurs that encourages them in the long run. This complementary effect can also be derived from the Social Exchange Theory. Social Exchange Theory emphasizes that social relationships are based on a principle of give and take (Cropanzano and Mitchell 2005). Employees within an organization are willing to put in extra effort and be intrapreneurial if they feel that they will receive social rewards in return, whether in the form of recognition, support, trust, or other social benefits, which can be viewed here as relational GM These social rewards arise from social exchanges in which employees develop positive relationships with their supervisors and colleagues (Cropanzano and Mitchell 2005).

The idea of complementarity between relational governance mechanisms and structural and processual mechanisms is based on this social exchange perspective. Structural and processual mechanisms can create the framework in which social relations and social exchange can take place effectively. For example, clear organizational structures can facilitate communication among employees and promote social interaction. Overall, Social Exchange Theory can help explain why the combination of relational, structural, and processual GM in organizations can help drive employee motivation and IB. It is about how these mechanisms can interact and complement each other in a social context to increase employee performance and engagement.

Furthermore, another key finding is that it could be clearly recognized that the optimal configuration of GM does not apply universally, but depends on various factors that differ between companies and organizational units. One finding is that GM requirements for fostering intrapreneurial activities vary greatly depending on the type of innovation. Radical innovation, for example, requires different managed mechanisms compared to incremental innovation. In addition, the proximity of the innovations to the main product portfolio plays a crucial role, as this influences the need for specific mechanisms. Furthermore, we were able to determine that the product itself plays a significant role in the selection of appropriate GM. The tolerance for quality assurance and defects related to the product influences the riskiness of innovation efforts. For this reason, the introduction of digital innovations, for example, may be approached with more risk tolerance than technical innovations. It was also found that R&D departments and innovation departments have different requirements for GM. While R&D departments are often more closely tied to the organizational structure and involve engineers or scientists, innovation departments tend to have employees with a business background. This underlines the importance of adapting GM to the specific needs and qualifications of the employees involved.

The present work has provided new insights with regard to the different influences. These findings have not yet been examined from the literature in the context of GM. Evidence for the influence on IB in different contexts could be that previous studies have shown different results. While found that transofrmational leadership has no influence on IB, Moriano et al. (2014b) could show in a different research context that transformational leadership could show a positive influence on IB.

An additional key finding that emerged during the study and should be emphasized without fail is the crucial role of top management in fostering IB. This finding highlights the importance of top management both understanding innovation and prioritizing long-term innovation goals. Through this prioritization, top management can help implement the right GM successfully. After all, it is top management that defines

organizational structures and processes and, in particular, empowers middle management to skillfully use relational GM to drive IB. One promising approach is to invest in training middle management to ensure that they embody and actively promote the intrapreneurial spirit within the organization. This holistic approach, starting with top management prioritization and extending to middle management development, can help implement the right governance mechanisms and thus strengthen IB in the organization. These results support the findings of previous studies, which have already shown that top management support is one of the most important drivers for IB.(Antoncic and Hisrich 2001; Carrier 1996; Chouchane et al. 2023; Farrukh et al. 2017; Farrukh et al. 2022; Rhee et al. 2017; Rigtering and Behrens 2021).

In the following, the three categories of governance mechanisms are interpreted individually and compared with theory:

6.1.1 Structural Governance Mechanisms

Structural GM, which are established formal organizational structures and roles, can be used in companies in such a way that they can support the IB of employees. Employee IB, which is characterized by the dimensions of (1) Creativity (2) Proactivity (3) Risk-Taking and (4) Opportunity Seeking, requires structures that promote employee autonomy. The results show that autonomy provides the freedom for employees to actively develop ideas, lead projects and make decisions without constantly encountering bureaucratic obstacles. Furthermore, these structures must be flexible, so that the intrapreneur can always adapt to changing conditions. These flexible structures also concern the distribution of resources and the allocation of roles in the company. Each project requires different framework conditions to which the intrapreneur should adapt. In one project, for example, the intrapreneur is responsible for driving the project forward, while in another situation he or she is responsible for generating new ideas, which requires a different organizational framework.

In this regard, several researchers have already examined organizational structures and their impact on IB and similar concepts (Covin and Slevin 1991; Echols and Neck 1998; Hult et al. 2003; Ireland et al. 2009; Lumpkin and Dess 1996). Echols and Neck (1998) suggest that structures be organic and flexible so that it is not rigid and bureaucratic foster creativity and change. In addition, they emphasize that autonomy plays a major role. The employee should be empowered and not directed through power and control. Ensuring this calls for flat hierarchies in companies (Echols and Neck 1998).

The results cover the findings already explored in the literature regarding the structural set-up for promotion IB. However, in the context of Exploration units, particular special structures are necessary with which the literature has not yet dealt. The results indicate that internal as well as external innovation units, which have close ties to the company's executive board, can promote IB in exploration units. The implementation of flexible structures is also an asset for IB research.

Another important organizational framework that should be created to promote IB in the long term is the alignment of goals (Lumpkin and Dess 1996). In this regard, the goals of the organization should not only be short term but also long term in nature to promote innovation. This would have the effect of automatically building the GM in such a way that IB is possible and the necessary resources are released for it. This not only achieves easier access for resources, but also increases the acceptance within the entire organization for intrapreneurs to be able to successfully implement their projects.

Moreover, the interviews show the clear distribution of roles as an important influencing factor for the IB. Clear job profiles and task areas help employees to better understand their tasks and can be specifically developed or recruited to gain the necessary skills and qualifications for IB. It was also clear from the interviews that large companies have two distinct areas, which are divided into Exploration and

Exploitation. Exploration, which is concerned with the further development of existing products and services, and exploitation, which focuses on the core business of the company. Establishing unambiguous responsibilities for the investigation that support and advocate for the IB is crucial. An employee's IB is developed through the assignment of clear roles, and in addition, these individuals are frequently the ones in organizations that inspire exploitative coworkers to produce innovative work. Assuming that these individuals hold a unique position within organizations, a portion of their profiles are fixed in order to impart their spirit to the remainder of the staff.

he clear division of roles described in the text and the separation of large companies into exploration and exploitation are important in the context of the ambidextrious strategy. Ambidextrious strategy refers to the ability of an organization to simultaneously pursue two distinct strategic activities (1) exploration and (2) exploitation (O'Reilly and Tushman 2004). For exploration, it is critical to create clear roles that promote IB. This means that employees involved in exploration have specific skills and responsibilities to drive innovative business activities The clear assignment of roles helps employees develop a better understanding of IB and can also motivate those employees in the organization who focus on exploitation to innovate. Those employees involved in exploration who have an understanding of the IB often have a special place in organizations (Blindenbach-Driessen and Van den Ende 2014). Their role is not only to drive exploration and innovation, but also to inspire and encourage the rest of the workforce with their innovative spirit. This is in line with the ambidextrous strategy's goal of fostering a culture of innovation and the simultaneous pursuit of exploration and exploitation. workforce can cross-pollinate with their spirit.

Composition of teams and projects is an additional pivotal determinant for IB. The composition and dynamics of the team were deemed significant for IB, given that innovation work is invariably a collaborative effort that emerges from projects or collaboration. The composition should consider not only the degree of technical proficiency, but also the candidate's character and dedication. This practice yields the benefit of enhancing members' motivation and satisfaction. This results in an increase in the prominence of IB as a general rule. Additionally, the duration of teamwork is a significant factor, as seasoned groups no longer rely on predetermined approaches but instead exhibit proactive behavior. Additionally, personal accountability and self-organization have a significant impact on team dynamics. It is imperative that teams operate autonomously and assume accountability for the accomplishment of projects. This encourages the proactive exploration of possibilities for the execution of novel concepts.

With the present work, new insights were gained with regard to team composition. Factors such as fit of professional skills and composition according to personality and engagement are presented in the literature as positively influencing factors (Eesley et al. 2014; Perretti and Negro 2007; Post 2012; Somech and Drach-Zahavy 2013). In contrast, the study showed that the length of time the teams interact with each other is an important component. It was found that with long-term harmonious cooperation, the IB becomes stronger and stronger, because the employees know their roles perfectly and can therefore work more proactively and risk-taking.

There is social identity theory, which states that people define their identity and self-concept in terms of group affiliations (Hogg 2016; Stets and Burke 2000). In a team or project, team members develop a shared social identity. In the context of team dynamics, emphasizing personality and commitment in the selection of team members supports the development of this social identity. When team members identify with the group and develop a positive group identity, they are more motivated to work toward common goals and IB.

Another theoretical relation can be traced back to the self-determination theory. This theory states that people have an intrinsic need for autonomy, competence, and social inclusion (Deci et al. 2017). Self-

organized teams that take responsibility for project success fulfill these needs (Deci et al. 2017) Teams have the autonomy to make decisions and implement ideas. They develop skills to put innovative ideas into practice. In addition, being socially included in a motivated and self-organized team promotes team members' intrinsic motivation to pursue innovative ideas.

On the other hand, the results point to obstacles to IB at the organizational level. One of the observed obstacles is the dependence on the organization itself. This means that the employees who want to work intrapreneurially are nevertheless dependent on the organizational composition at various points. On the one hand there is the legal dependency and on the other hand the financial dependency. If you are an innovation unit, whether outsourced or not, you have to meet the legal requirements. This not only leads to employees losing the autonomy already mentioned, but also to bureaucratic hurdles being placed in the way. In particular, this can slow down and thus frustrate employees. On the other hand, the lack of resources due to the pursuit of short-term goals can lead to projects not being implemented properly and falling by the wayside.

The described bureaucratic hurdles and legal dependency in relation to the innovation unit can be related to Weber (2023) bureaucracy theory. He developed this theory to understand the impact of bureaucracy and formal organizations on the functioning and efficiency in organizations. In innovation units within a larger organization are legally dependent on the organization, bureaucratic hurdles are often unavoidable (Weber 2023). These bureaucratic hurdles can be seen as characteristics of a highly bureaucratic organization (Weber 2023). For example, if the innovation unit faces numerous legal regulations, approval procedures, and bureaucratic structures, this may limit the flexibility and autonomy of the employees. The bureaucracy theory established by Weber (2023) emphasizes that bureaucracy is based on rules and regulations and often leads to a highly formalized and hierarchical organizational structure. This formalization and hierarchy can lead to a lack of autonomy and flexibility in the actions of employees, as they must strictly adhere to established procedures and rules. This can affect the ability to be intrapreneurial, as intrapreneurs often need the freedom and autonomy to pursue and implement innovative ideas.

6.1.2 Processual Governance Mechanisms

When analyzing processual GM in the context of developing and implementing innovation-related processes, policies, and procedures, a multi-layered perspective emerges on how they can influence the promotion or hindrance of IB. Companies that operate in exploratory environments place an emphasis on processes such as innovation management, decision making, budgeting, and human resources. It turns out that the flexibility of these processes is a critical factor in fostering IB. Intrapreneurs strive to work in an agile and adaptive environment that allows them to respond to changing requirements and unforeseen situations. Rigid and bureaucratic processes often prove to be a hindrance in this context, as they restrict employees' freedom of action and can cause frustration. In contrast, flexible processes promote employee motivation and help maintain an intrapreneurial spirit. This flexibility allows employees to adapt their actions to the dynamic demands of their environment. It also creates space for creative approaches that encourage employees to explore and experiment with new ideas.

The existing literature provides little evidence that flexible process design has an impact on intrapreneurial or similar behavior. Since Flexible Processes are part of Agility and Adaptability, this can be seen as a theoretical basis for the importance of Flexible Processes in promoting IB. Agility enables intrapreneurs to adapt rapidly to changing circumstances and respond quickly to new information and insights (Harraf et al. 2015). Adaptability of processes ensures that intrapreneurs can succeed in uncertain and dynamic environments (Wang et al. 2021). These characteristics are essential to maintain employee motivation and foster a culture of innovation. Therefore, it can be assumed that IB is promoted.

Considering the context, flexible processes could take place especially in the budgeting process, innovation process and decision-making process. It is reasonable to conclude that flexible budgeting processes, such as the use of flexible internal funding rounds, can lead to faster access to resources when needed in this example. With regard to decision-making processes, the majority of decisions should be made where most of the information lies, i.e., decentrally in the project teams. For major decisions, the decision-making process should be adapted according to the situation so that the fastest possible decision can be made at a high level.

In the context of the innovation process, which occupies a special position in explorative corporate units, the need to integrate iterative elements and to ensure a continuous review of ideas and projects becomes apparent. One promising approach mentioned by the interview participants is hypothesis-based work, in which hypotheses are formulated at the beginning of the innovation process. These hypotheses are continuously tested at regular intervals during the process on the basis of customer or user feedback. This approach enables intrapreneurs to react quickly to new insights and customer feedback, which in turn accelerates the learning process and provides room to continuously refine and optimize ideas. Another beneficial aspect of this approach is that it allows potentially risky issues to be identified and hypotheses to be validated at an early stage. This helps to minimize the risk of misinvestment, which is in line with the intrapreneurial objective of using resources efficiently. Intrapreneurs are characterized by their willingness to take risks, which is why it is concluded from the results that the integration of iterative elements allows to quickly mitigate this risk and thus increase the chances of success.

It should be emphasized, however, that the interviews also revealed that an overly complex innovation process involving a variety of committees, especially if these committees are staffed by individuals who have a limited understanding of innovation, can be a hindrance. Such a process can lead to delays and reduce intrapreneurial motivation, which has undesirable effects on the innovation process.

Existing literature clearly shows that innovation processes are introduced in companies in order to take greater risks, since innovation is always in volatile environments (Ancona and Bresman 2007; Andersen 2000). In this regard, one theory confirmed from academia to guarantee long-term success through innovation is the implementation of iterative processes Iterative processes involve continuously gathering and evaluating information from customers, markets, and existing technologies to ensure that the innovation meets requirements (Du Preez and Louw 2008; Van der Panne et al. 2003). These processes are based on the idea of "build-measure-learn" and involve adapting the innovation to changing market conditions and customer needs (Ries 2011). The results of these learning processes are then integrated into the innovation management process to align the innovation with market conformity (Ries 2011).

These iterative processes are believed to promote IB because they provide developers with the ability to continuously adapt and improve the innovation. Intrapreneurs are motivated to develop and implement innovative ideas, and this iterative approach allows them to respond flexibly to new information and changing circumstances. Continuous adaptation and learning foster intrapreneurial motivation and support the willingness to take risks and develop creative solutions to move the organization forward.

The previously discussed "Build-Measure-Learn" method is a concept known from the literature which is called Lean Startup (Ries 2011). This concept is based on iterative work and a hypothesis-based approach, which means that hypotheses are created at the beginning of the innovation process (Ries 2011). These hypotheses can relate to different aspects of an innovation project, including market need, customer preferences or technical feasibility. Once these hypotheses have been established, they should be tested through rapid experimentation and testing (Ries 2011). This may involve innovation project teams creating prototypes, testing product concepts, or interacting directly with customers or users to solicit feedback. Hypothesis-based work enables valuable insights to be gained early on and ensures that the innovation project is on the right track (Ries 2011).

The interviews also revealed that in exploration units, the choice of approach plays a decisive role in promoting IB. In particular, bottom-up innovation processes, where the initiative comes from the employee base, have been shown to be an extremely effective way to stimulate this form of IB. This approach implies that employees at different hierarchical levels are actively involved in the innovation process, enabling broader participation in the idea generation process. This in turn leads to a greater diversity of ideas and proposed solutions. The abundance and diversity of ideas generated in a bottom-up approach are central to innovation quality. A wide range of perspectives and experiences helps to ensure that the proposed solutions are more multifaceted and creative. This can be expected to have a strong impact on IB inside and outside explorative units. For employees outside, this leads to increased motivation, as they have the opportunity to advance the company through ideas. In contrast, the results indicate that employees from exploration units are more likely to see themselves in competition and are motivated to work proactively on ideas by the participation of other employees. Further, the implementation of bottom-up innovation processes makes a significant contribution to improving the overall corporate climate. Employees who are involved in the innovation process feel valued and heard, which promotes the creation of an open and participatory environment. This in turn lowers the barriers to communication and collaboration between employees and contributes to a positive organizational culture. It is concluded that creating a participatory environment leads to an increase in employee proactivity and also increases the likelihood that employees will take opportunities from themselves when they arise.

The close relationship between the emphasis on bottom-up innovation processes in exploration units and Chesbrough (2003) Open Innovation Theory is evident. Open innovation theory posits that organizations ought to expand their innovation efforts beyond their internal resources and ideas by incorporating input from external sources (Chesbrough 2003). In the same way that organizations' exploration units should not rely solely on top-down idea development and control, but also incorporate the insights and ideas of personnel at various organizational levels.

The design of communication processes and the decentralization of decision-making have a substantial impact on the proportion of IB within an organization. Because it grants intrapreneurs the authority to make decisions at the operational level, decentralization of decision-making is vital. This enables prompt responses to modifications and advantageous circumstances, unhindered by protracted administrative procedures. In brief, intrapreneurs possess the ability to implement their ideas and visions without the need to adhere to onerous approval processes or higher-level organizational structures. However, it is imperative that the organization's communication processes exhibit transparency and ease of access. To facilitate the free flow of information, it is necessary to dismantle hierarchical barriers. As a consequence, all personnel, irrespective of hierarchical standing, ought to be afforded the chance to engage in direct communication with the appropriate individuals. Furthermore, misunderstandings and double-engineering are avoided when there is effective communication within the organization. Such an environment can foster the unrestricted exchange of ideas and information. Evidently, they must be capable of effectively conveying their ideas and securing a receptive audience, according to the analysis. Proactive communication is an integral element. It is imperative that information be disseminated proactively and promptly, rather than merely in response to employees' requests. This fosters a culture of openness and appreciation among staff members, who perceive that their input and suggestions are esteemed. Promoting employee engagement in future-shaping endeavors, the proactive approach demonstrates the organization's receptivity to feedback. Developing a positive organizational culture that embraces innovation and change is an essential component of promoting IB.

A logical conclusion is that the decentralization of decisions and an open communication culture interact with each other. When intrapreneurs have the power to make decisions, they can respond quickly to changes and opportunities. This rapid responsiveness requires effective communication to share ideas

and information in real time. Proactive communication promotes the unfettered exchange of information and signals to employees that their opinions and ideas are valued.

These findings regarding decision-making processes strengthen the results of previously conducted research. The theory clearly assumes that shallow decision-making processes that promote autonomy support IB, while steep decision-making processes can quickly lead to frustration among intrapreneurs (Al-Hawari et al. 2021; Echols and Neck 1998; Nason et al. 2015; Rhee et al. 2017; Rigtering and Weitzel 2013; Thornberry 2001). Thornberry (2001) complement the present findings by adding that steep communication and decision-making processes automatically lead to bureaucracy and higher complexity. This directly prevents intrapreneurship (Nason et al. 2015). The existing literature also confirms the results regarding communication and its processes. Especially with respect to IB and CE, company-wide open communication is essential for intrapreneurs, as they depend on using this information as quickly as possible (Antoncic and Hisrich 2001; Castrogiovanni et al. 2011; Rigtering and Weitzel 2013).

The academic literature surrounding innovation underscores its significance as a fundamental catalyst for organizational expansion and sustained achievement (Schumpeter 1911). The facilitation of intrapreneurs' ability to swiftly transform ideas into innovations is a significant function of decentralized decision-making (Bossert 1998). Simultaneously, it is imperative to establish an organizational culture that fosters open communication in order to promote the efficient dissemination and integration of innovative ideas within the organization (Zemanova et al. 2022). According to innovation theory, the emergence of innovations is frequently attributed to the amalgamation of diverse ideas and resources. The implementation of decentralized decision-making facilitates the transformation of ideas into actionable initiatives by intrapreneurs. However, it is through the establishment of an open communication culture that the mechanism for gathering, disseminating, and enhancing ideas is enabled.

The implementation of Cultural Recruitment is an essential mechanism for fostering the promotion of IB. This process considers not only the technical qualifications of candidates, but also their values, beliefs, and behaviors to ensure alignment with the current or desired organizational culture. The incorporation of cultural recruitment practices holds advantages for intrapreneurship within organizations, particularly in the context of IB. Therefore, it is imperative to consider cultural recruitment as a crucial factor when strategizing and organizing departments. By deliberately and carefully choosing employees who exemplify the desired culture, a department can cultivate the appropriate principles and values from the outset. Leaders and skilled workers play a crucial role in this context, as they possess the ability to transmit their values and ethos to incoming team members. The results show that employees who fit well with the corporate culture identify more easily with the company's goals. This fosters their ability to take initiative and comprehend the expectations set by the organization. Employees who possess cultural compatibility are more likely to collaborate effectively as a cohesive team, thereby fostering an environment conducive to the sharing and exchange of ideas. Employees who experience satisfaction and exhibit a strong sense of identification with the corporate culture are more inclined to engage in risk-taking behaviors and actively pursue innovative ideas. This propensity can be attributed to their perception of being adequately supported and encouraged within the organizational context.

The present results confirm the conclusions of previous research. The application of cultural recruitment has a significant theoretical relationship with IB. Cultural recruitment asserts the importance of congruence between the values and culture of the department or organization and the employees hired (Morley 2007). This alignment creates an environment of trust and safety in which employees are willing to put forward and implement innovative ideas without fear of negative consequences (Afsar et al. 2015; Bouton 2015). This trust, fostered by cultural recruitment, is referred to as innovation trust and plays a key role in facilitating IB (Valentine et al. 2002). It is imperative to acknowledge that the existing literature

also suggests that there must be a congruence between the cultural assumptions held by both parties involved. The expectations and agreements between employees and organizations hold significant importance (Dorenbosch et al. 2005; Scott and Bruce 1994a). When employees perceive that their organization fulfills their expectations and demonstrates equitable treatment, they are more inclined to actively participate in innovative endeavors.

IB is also encouraged by the adoption of agile ways of working, such as Scrum and other agile frameworks that improve flexibility and adaptability in projects. Teams can be given the freedom to choose the most appropriate method for their needs, as long as they adhere to agile principles such as regular reviews and adjustments. Some organizations also encourage more risk-taking behavior by using experimentation and similar methods to proactively try things out without immediately launching a project. This allows teams to test new approaches and engage more deeply with innovation. Examples of such creative methods can be design thinking or design sprints.

The obtained results corroborate the findings documented in previous studies conducted within different research contexts. Within the realm of entrepreneurship literature, a plethora of scholarly articles exist that explore the correlation between processes and behavior. The examination of the explicit impact on the IB was not conducted; however, attention is directed towards related concepts such as innovative behavior or entrepreneurial behavior. The existing body of literature primarily centers around the innovation process and proposes theoretical frameworks such as open innovation. Existing literature has already put forth well-defined notions of iterative methodologies, such as design thinking and lean startup.

6.1.3 Relational Governance Mechanisms

Relational GM, which are informal activities concerning the relationships between business and exploration, have the task of motivating or inspiring employees to behave intrapreneurially in relation to IB. As one of the most important characteristics in the implementation of relational GM, the trustful building of relationships between different stakeholders in the organization could be identified. Trust can be spread through organizational structures, decision-making processes or interpersonal relationships. In terms of relational GM, it is particularly about the relationship between skilled workers and managers and how managers can manage to instill trust in skilled workers. IB typically requires employees to take risks, propose new ideas, and develop innovative solutions. Employees' trust in their leaders and in the organization as a whole is an important driver of this type of behavior. The findings uncover that when employees have confidence in their leaders, they feel more confident in expressing innovative ideas, taking risks, and exploring new directions. The employees possess the assurance that they can rely upon the backing and comprehension of their supervisors, even in situations where circumstances deviate from the intended course. In addition, trust fosters interpersonal relationships and collaboration within the organization. This can be delivered through leadership style, top management commitment or incentives. Employees who have trust in their colleagues and supervisors are more likely to share ideas, collaborate and learn from each other. From the results, it can be concluded that the flow of information and the exchange of ideas is promoted, which in turn fosters IB. Organizational learning also benefits, as feedback and mistakes are better addressed through more open communication, which in turn leads to employees learning better in the long term.

Trust as a basis for promoting IB has been studied by several researchers (Antoncic 2001b; Carrier 1996; Farrukh et al. 2017; Moriano et al. 2014b; Rigtering and Weitzel 2013). The theory suggests that in organizations where trust is fostered, employees are more likely to engage in IBs (Carrier 1996). This is because trust plays a key role in reducing perceptions of risk and negative consequences that often accompany intrapreneurial activities. When employees have trust in their managers and colleagues,

they feel more confident in proposing new ideas and taking risks (Antoncic 2001a; Farrukh et al. 2017). Theory also suggests that the relationship between skilled workers and managers is of critical importance in this context. Leaders who manage to build trust among their employees are better able to foster IB (Moriano et al. 2014b). This is achieved through the establishment of a conducive environment that fosters employee motivation to actively pursue creative and innovative ideas.

Furthermore, recognition and reward play a crucial role in promoting IB. Financial incentives are a frequently used method to encourage IB. This may manifest as various forms of additional compensation, such as bonuses, premiums, or profit sharing. Employees who drive innovative ideas and contribute to the success of the company should be rewarded financially. This phenomenon generates motivations for individuals to actively engage in the promotion of innovation and exhibit IB. Furthermore, it is equally crucial for an intrapreneur to be acknowledged and rewarded for their intrapreneurial endeavors. It is imperative that employees be acknowledged and rewarded for their innovative ideas and unwavering dedication. This can take the form of public recognition, praise from superiors, or honoring achievements. Recognition strengthens employees' self-esteem and motivates them to continue driving innovative ideas. Another view of recognition relates to the professional development of employees. Employees who contribute and successfully implement innovative ideas should be given the opportunity to develop professionally. This can include opportunities for advancement, continuing education, or being given more responsibility. The prospect of career advancement motivates employees to continuously strive for innovative solutions. Recognizing and rewarding IB creates a positive environment in which employees are encouraged to develop their creative skills and drive innovative ideas. Employees feel valued and motivated to continue their intrapreneurial efforts. This contributes to the development of an innovative corporate culture in which employees actively contribute to achieving competitive advantages through innovative solutions.

The literature clearly illustrates that incentives that are both individual or team level can positively influence employees' IB (Badoiu et al. 2020; de Villiers-Scheepers 2011; Farrukh et al. 2022; Madu and Urban 2014; Saboor et al. 2020). Badoiu et al. (2020) studied incentives in relation to IB and found that non-monetary compensation such as job enrichment, growth opportunity, etc. held a preferred position among employees. Furthermore, they found that performance-based practices had a greater positive impact on IB than non-performance-based incentives (Badoiu et al. 2020). From this perspective, the findings contradict previous research because from the results of the existing research, the use of monetary incentives was more preferred. Overall, however, both the theory and the present study indicate that incentives play an important role in promoting IB.

One theoretical framework that can elucidate the impact of recognition on the IB program, and has also been employed as a point of comparison in other scholarly investigations, is Vroom (1964) The Expectancy Theory is based on three central concepts. First, the expectancy that employees believe their intrapreneurial efforts will succeed and earn recognition in the organizationn (Vroom 1964). Second, instrumentality, which means that employees expect that there is a clear link between their intrapreneurial performance and the recognition they receive. They see recognition as a direct consequence of their intrapreneurial commitment. Third, the value employees place on recognition. Recognition is seen as a meaningful reward for their efforts (Vroom 1964). In other words, Expectancy Theory illustrates that employees are motivated to engage in IB when they are convinced that their efforts will lead to positive consequences and the recognition they receive is highly significant to them (Vroom 1964).

Next, collaboration, whether in the form of internal teamwork or external partnerships, plays a critical role in fostering IB in organizations. Internal collaboration and teamwork form the backbone of IB. In organizations where teams collaborate effectively and think creatively, employees are more likely to propose and implement innovative ideas. Creating interdisciplinary teams that bring together different

skills and perspectives encourages idea sharing and the development of breakthrough solutions. The results also show that this works even better when teams reflect diversity. External collaborations, such as partnerships with startups or universities, can be a valuable resource for intrapreneurial activity. Startups are known for their innovation, while universities offer expertise and research capabilities. Through such partnerships, employees gain access to new ideas, technologies and resources that encourage IB. Collaboration, both internal and external, creates an environment that fosters IB. Collaboration facilitates idea sharing, knowledge sharing, and resource sharing. It also helps build trust and promote a culture where employees are confident to propose innovative ideas and take risks. This supports IB, as employees are more likely to champion innovative solutions and contribute to organizational innovation in an environment that supports collaboration.

The results related to internal collaboration support findings from previously conducted studies, as theory provides clear evidence that interdisciplinary teams can foster innovative and creative behavior (Moirano et al. 2020; Tang 2019; Yong et al. 2014). Moreover, the literature shows that diversity plays a critical role in improving creativity, learning, and proactivity (Bouncken et al. 2016; Clapp and Jimenez 2016; Han et al. 2015). Concerning external collaborations, Canet-Giner et al. (2022) suggest that they are more likely to promote IB than internal collaborations because they form a new type of competition and employees are more motivated to compete with employees from other companies. With respect to startup corporate collaborations, the literature is also consistent with the findings. Rigtering and Behrens (2021) indicate that this type of collaboration can mean a strong expansion of an entrepreneurial culture for the corporate environment and that this can be adopted by the employees at the same time, which can lead to IB.

According to the social exchange theory, social relationships in organizations are based on an exchange of resources in which actors aim to derive benefits from their interactions (Cook et al. 2013). The formation of interdisciplinary teams encourages the exchange of ideas and the development of breakthrough solutions. This can be attributed to social exchange theory as team members share resources such as knowledge, skills, and support to achieve common goals. In the other case with external collaborations, the collaborator gains access to new ideas, technologies, resources, and perspectives (Cook et al. 2013). When establishing partnerships with startups and universities, the resultant collaboration has the potential to facilitate the advancement of IB. This is achieved through the demonstration of exemplary conduct by these entities, which serves as a catalyst for learning among employees through meaningful interactions. Overall, collaboration, be it internal teamwork or external partnerships, creates an environment that fosters IB. The social exchange theory explains that by sharing resources and knowledge in social relationships, trust and willingness to innovation are enhanced. Employees in a collaborative environment are more likely to pursue innovative solutions, take risks, and contribute to organizational innovation.

Another important factor for the promotion of IB in relation to relational GM is the implementation of a suitable working environment. Not only the physical work environment plays a decisive role, but also the corporate cultural perspective. The physical work environment should fit the way of working and the goals of an organization, as it has a significant influence on the behavior of the employees. If the work environment supports the requirements of the job, this can increase employee motivation and productivity. The spatial design of an office and the resources available should be designed to encourage collaboration and the exchange of ideas. This creates an environment in which IB is encouraged.

Looking at the physical work environment, there is no direct literature that addresses the influence on IB. Nevertheless, there are many studies that address the influence of a physical work environment on creativity (Dul et al. 2011; Elsbach and Stigliani 2019; McCoy 2005; Vithayathawornwong et al. 2003). Since creativity is part of IB, it can be assumed that these outcomes also promote IB. The literature

states that a work environment should be created where employees enjoy coming to work, which starts with the colors, flowers, and view (Dul et al. 2011). In addition, work environments promote creativity, providing easier access to employees and encouraging collaborative work (Elsbach and Stigliani 2019). In this case, the literature is consistent with the findings of the present study.

In addition, a corporate culture that fosters innovation and creativity can create an environment in which employees are encouraged to develop new ideas and take risks. In such a culture, experimentation and trying out new approaches is valued, and mistakes are not seen as failures but as learning opportunities. This creates an atmosphere of confidence in which employees feel safe to propose and pursue their ideas. In addition, a positive corporate culture also promotes openness to new ideas. Employees feel encouraged to actively participate in innovation processes and share ideas. Collaboration is encouraged, and teams work together to develop innovative solutions.

The present results harmonize with the conclusions drawn in previous research. The literature of corporate culture is definitely a broad field of research. In terms of IB, cultures such as Innovation Culture, Entrepreneurial Culture, Learning Culture, Failure Culture, and many others are discussed (Brettel et al. 2015; Chandler and Krajcsák 2021; Giang and Dung 2021; Khan and Ahmed 2019; Lee and Peterson 2000; Rostain 2021). The literature is consistent in this regard, illustrating that the right organizational culture can foster creative, proactive, and risk-taking behavior. Consistent with the present findings, theory shows that it takes a culture that allows mistakes, encourages risk, implements trust, and supports organizational learning (Brettel et al. 2015; Ford 1995; Joo et al. 2012; Lee and Peterson 2000).

Organizational Citizenship Behavior Theory by states that employees in organizations can exhibit behaviors that go beyond mere task requirements to promote the well-being of the organization. In this case, IB in which employees proactively develop new ideas and take risks to increase organizational innovativeness corresponds to such behavior. The physical work environment and organizational culture act as contextual factors that can influence employees' propensity to engage in Organizational Citizenship Behavior Theory (Organ 1988). A suitable physical work environment that supports collaboration and the exchange of ideas creates the conditions under which Organizational Citizenship Behavior Theory, in this case IB, is favored. Similarly, a corporate culture that supports innovation and creativity promotes the propensity of employees to exhibit Organizational Citizenship Behavior Theory of in the form of intrapreneurial activities (Organ 1988).

To promote IB in the long term, it requires a strategic integration of relational GM that improves employees' identification with the company or a specific department. A strong identification with the organization is a decisive factor for the willingness of employees to engage in intrapreneurial activities. Employee identification can be expressed in different ways. One significant aspect is emotional attachment, where employees take pride in working for the company and contributing to its success and growth. This type of identification extends beyond the organizational level and includes the company's products or services. Employees who identify strongly with their company's products or services are motivated to develop and improve them because they take pride in their quality and value.

The importance of this identification for promoting IB lies in the link between identification and increased commitment and proactive behavior. It can be concluded that employees who identify strongly with their company and the products it offers are more willing to propose innovative ideas for their improvement and to contribute to the implementation of these ideas. This increased motivation leads to a higher level of intrapreneurial activity, as employees are willing to take risks and develop creative solutions to advance the organization and its products.

These results correspond with findings from previous studies that have examined the relationship between IB and organizational identification. From these studies, it appears that organizational identification, which is the feeling of individuals being proud to be part of an organization, is a fundamental mechanism to promote IB in the long term (Chouchane et al. 2023; Cicero et al. 2007; Edú Valsania et al. 2016; Ellemers et al. 2002; Taştan 2013; Topa et al. 2009; Usman et al. 2021).

This phenomenon can be explained by the Social Identity Theory. The theory of organizational identification states that a strong identification with the organization positively influences the behavior of employees, as they see themselves as part of the company and identify more strongly with its goals. This can lead to increased motivation to develop innovative ideas and contribute to organizational innovation. Employees who are proud of the quality and value of the products or services offered by their organization are more likely to develop and improve them (Hogg 2016).

6.1.4 Summary

In this study, the relationship between GM and IB was investigated. The research question was, “How are Governance Mechanisms related to IB”. It identified different types of GM that have an impact on employee and organizational behavior. These GM were divided into relational, structural, and processual mechanisms. This subdivision is known from the literature mainly with ITGM de Haes and van Grembergen (2004) bekannt. This paper goes beyond the well-known ITGM by placing and examining GM in the context of exploration units. This allows a deeper insight into the use of GM in such units and the identification of those mechanisms that have a positive influence on IB.

In this paper, for the first time, the categorization of GM in exploration units has been used to study GM in the context of IB. In doing so, the study expands the understanding of governance mechanisms by applying this categorization to the metal processing sector in industrial companies. It is worth noting that this study is the first of its kind to specifically target industrial companies in the metal processing industry, focusing on large German companies to investigate IB.

The results of the study emphasize the importance of relational GM, which are mainly associated with increased motivation and satisfaction. These relational GM include trust and recognition. Structural and processual GM, on the other hand, create the framework conditions that facilitate IB by creating an enabling environment. The combination of these GMs can promote employee motivation and IB. Furthermore, it is also emphasized that the optimal configuration of GM is not universal, but depends on various factors, such as the type of innovation, the proximity of the innovations to the main product portfolio, and the quality assurance and defect tolerance requirements of the product. In addition, R&D departments and innovation departments have different requirements for GM.

In terms of structural GM, existing data found that structural GM targeting established formal organizational structures and roles can support employees' IB. The dimensions of IB - creativity, proactivity, risk-taking, and opportunity seeking - were highlighted. Structural mechanisms that promote employee autonomy enable employees to generate ideas, lead projects, and make decisions without encountering bureaucratic obstacles. It was emphasized that flexible structures are necessary to adapt to changing conditions, including resource allocation and role assignment. The discussion referred to findings already examined in the literature that organic and flexible structures promote creativity and change. It was pointed out that autonomy plays a crucial role and flat hierarchies are necessary to support IB (Covin and Slevin 1991; Echols and Neck 1998; Hult et al. 2003; Ireland et al. 2009; Lumpkin and Dess 1996).

Furthermore, the clear division of roles in large companies that split exploration and exploitation was highlighted as another influencing factor for IB. This division emphasizes the need for special structures

that support IB in exploration units. Team composition and dynamics were identified as essential for IB, with the length of teamwork playing an important role. Self-organization and ownership in teams were seen as conducive to IB. Social identity theory and self-determination theory were mentioned as relevant theoretical foundations for these aspects (Deci et al. 2017).

Finally, barriers to IB at the organizational level were pointed out, including dependence on legal and financial aspects. Here, the bureaucracy theory of von Weber (2023) was used to explain the effects of bureaucracy and formal organizations.

The findings of this study indicate that the implementation of flexible processes is essential for promoting IB within the framework of processual global marketing. Intrapreneurs endeavor to cultivate a dynamic and flexible milieu that enables them to effectively address and navigate shifts in circumstances and unanticipated events. The presence of inflexible and bureaucratic processes can impose constraints on an organization's freedom to act, whereas the implementation of adaptable processes can enhance employee motivation and foster an environment conducive to innovative approaches.

The analysis underscores the efficacy of flexible processes in the domains of budgeting, the innovation process, and the decision-making process. The implementation of flexible budgeting processes, such as the utilization of internal funding rounds, facilitates expedited acquisition of resources. In the context of decision-making processes, it is imperative to decentralize decisions in order to enhance efficiency and expedite the decision-making timeline. The incorporation of iterative components, such as hypothesis-driven endeavors, holds significant importance within the innovation process. This is primarily due to its ability to effectively address customer and user feedback, while also mitigating potential risks. Moreover, it is evident that the implementation of bottom-up innovation processes, wherein employees across various hierarchical levels actively participate, serves as an efficacious approach to foster innovation within the context of international business. These processes facilitate the proliferation of diverse ideas and methodologies, thereby enhancing the overall organizational atmosphere.

Decentralization of decision-making and an open communication culture are also critical to fostering IB. Employees should be empowered to respond to changes in real time, and proactive communication supports the unhindered exchange of information. In addition, the implementation of cultural recruitment was identified as an important GM that emphasizes the alignment of values and culture and helps employees identify with the company's goals to promote IB.

Relational GMs, which involve relationships between business and exploration, play a key role in fostering IB. They motivate employees to behave intrapreneurially by building trust in the organization, thus encouraging risk-taking and innovative ideas. This is done by building relationships between employees and leaders that enable trust and open communication.

Moreover, the utilization of incentives, recognition, and rewards plays a crucial role in fostering the adoption and implementation of IB. It is imperative to provide employees with appropriate rewards and recognition for their intrapreneurial endeavors, which can be achieved through various means such as financial incentives or opportunities for professional growth and advancement. This phenomenon generates incentives to foster innovative ideas and demonstrate IB. Furthermore, fostering collaboration, both within an organization through interdisciplinary teams and externally through partnerships with startups or universities, facilitates the exchange of ideas and provides access to novel resources that bolster IB.

In addition, the physical work environment and corporate culture play an important role in creating an environment that fosters IB. A suitable working environment promotes collaboration and the exchange of ideas, while a positive corporate culture supports innovation and creativity. Finally, employee identi-

fication with the organization is a critical factor in fostering IB. Employees who are proud of their organization and its products or services are motivated to drive innovative ideas and contribute to organizational innovation.

6.2 Practical Implications

This research examined the relationship between GM and IB within organizations. The key question was, "How are Governance Mechanisms related to Intrapreneurial Behavior?" The previous sections have already elaborated on the findings and interrelationships of this study. The practicality and applicability of these findings to the business world are critical, as they can help organizations become more GM focused and foster the intrapreneurial potential of their employees. In this section, the practical implications of this research are highlighted in detail and how companies can benefit from the insights gained.

The insights gained in this master thesis emphasize the importance of clearly integrating corporate goals, especially innovation goals, into a company's overall strategy. It is crucial that the strategic direction and the innovation strategy of the company are closely linked. This enables governance mechanisms to be used in a targeted manner to promote IB. Top management plays a crucial role in this context. The willingness and commitment of top management to support intrapreneurship directly influences the implementation of the appropriate mechanisms. A committed top management not only provides the necessary financial and human resources, but also creates the organizational structures and processes that enable intrapreneurs to act autonomously and take risks. Furthermore, the integration of the intrapreneurship idea into the corporate strategy signals a strong trust in middle management as well as qualified employees. This trust can, in turn, act as a motivating factor and spur employees to work intrapreneurially, as they recognize that their ideas and commitment are valued.

Prior to delving into the specific practical implications, it is imperative to establish that varying circumstances can result in diverse practical implications for exploratory units within the German metal processing sector. Hence, it is essential for managers to conduct a comprehensive analysis of the business landscape before adopting GM strategies in order to facilitate the promotion of IB. The findings derived from this analysis should then be utilized to ascertain the most appropriate GM approaches that align with the company's objectives and requirements. The primary focus of this analysis should be to initially ascertain the objective of the exploration department. The degree of radicalness and the level of proximity of the innovations to the product portfolio are significant factors. In the context of introducing radical ideas that lie further away from the company's existing product portfolio, it is appropriate to employ mechanisms that diverge significantly from the company's current offerings and establish an entirely novel environment. An instance of a potential mechanism involves the delegation of the innovation unit to an external innovation lab. In an external lab, the primary emphasis can be placed on fostering innovation, thereby facilitating the establishment and development of the department. The scope of this discussion encompasses the creative office, various information technology practices, as well as alternative working methodologies and organizational structures. It is advisable to utilize the current structures and align them towards fostering innovation and supporting employees, while reducing radical changes. This entails the process of reducing hierarchical structures, streamlining decision-making entities, and enhancing the adaptability of current procedures.

In addition, it is essential to carefully consider the existing employee base and corporate culture when implementing governance mechanisms. Mechanisms should be carefully selected and adapted to existing organizational circumstances and cultural values. In exploration units, it is advisable to pay attention to the selection of employees with an intrapreneurial mindset already during the recruiting process.

The initial phase of such a unit is of crucial importance, as the first people to work in this context can play a pioneering role in establishing the intrapreneurial culture and transferring it to subsequent employees. For existing employees who have shown less IB so far, a targeted investment in their further development is necessary. In this context, individual coaching and mentoring by experienced intrapreneurs have proven to be effective measures. Flexible training opportunities offer employees the chance to acquire targeted skills and knowledge required for IB and thus close the gap in their qualifications. The implementation of clear roles such as "intrapreneur" "innovation expert" or "corporate entrepreneur" also serve as a clear promotion for IB in innovation departments, as they have a special standing in the company and can carry their spirit throughout the company due to their strong networking skills. This leads to employees looking up to them and also wanting to be part of intrapreneurial activities.

In addition to the crucial top management commitment, leadership in organizations also plays an outstanding role in promoting intrapreneurship. It is of great importance that managers demonstrate strongly developed leadership that relies on trust and delegation of responsibility rather than control. An enabling environment should be created where employees can pursue their intrapreneurial activities without insurmountable obstacles. This includes building personal bonds and establishing a feedback and learning culture in which employees are coached rather than directed. Regular feedback sessions and initiatives such as 'Lessons Learned' events or 'Fuckup Nights', where failures are talked about openly, can help strengthen open communication within the team. In addition, holding events such as Inspiration Talks can increase company-wide interest in innovation and motivate employees to start intrapreneurial activities.

Also of importance is the implementation of incentive systems for employees to reward intrapreneurial activities. These incentives can be monetary or non-monetary in nature. Monetary incentives include profit sharing or bonuses, while non-monetary incentives relate in particular to visibility within the company. This can take the form of presentations to top management, publications on the intranet, or simply recognition from superiors. The implementation of such incentive systems promotes the motivation of employees to work intrapreneurially and helps to establish a culture of intrapreneurship. The desire for recognition and reward is a strong incentive, both for those who are already intrapreneurial and for other employees who are also motivated to drive innovative ideas and act intrapreneurially.

In terms of organizational structure, the study showed that a conducive structure for IB should be flat and must grant employees autonomy. Likewise, it should be designed in such a way that decision-making paths are as short as possible to avoid unnecessary delays. A direct link between the innovation unit and top management is particularly crucial. This enables obstacles and bureaucratic hurdles to be removed quickly and creates an environment in which intrapreneurs can act in an agile manner. Additionally, it is of great importance that although there may be hierarchies on the outside, this is not perceived as a hindrance by employees. Intrapreneurs want to have quick access to information and communication channels that are not blocked by bureaucratic committees or hierarchical levels. This means that intrapreneurs should be able to easily contact anyone in the organization to share ideas and drive innovation.

When putting together teams, care should be taken to ensure that the team members are a good fit, both professionally and personally. Here, it is crucial that the individual skills of the team members match the requirements of the project. Diversity in teams also plays a significant role. Different cultural backgrounds, age groups and different experiences can allow for a wide range of perspectives and ideas. This helps motivate employees to engage intrapreneurially, as they see the opportunity to collaborate with diversity to drive innovation together.

Ideally, the innovation process in a company should be iterative and flexible. The use of hypotheses or evidence-based approaches can be extremely beneficial here. This not only promotes customer orientation, but also enables innovative ideas to be developed in a high-risk environment and this risk to be minimized as early as possible. Furthermore, the innovation process should be a bottom-up approach in which employees are actively involved. A practical implementation of this recommendation could be, for example, the introduction of an idea management platform or the holding of an open innovation competition. In this competition, employees can present their ideas and pitch them to the board. This promotes participation in intrapreneurial activities and thus helps to increase proactivity and opportunity utilization.

In addition to flexibility in the innovation process and employee involvement, clear guidelines and effective communication processes can be implemented in companies. Transparency was identified as the most important factor here. Transparency helps to ensure that intrapreneurs are always well informed and know where to forward their information and ideas. This prevents frustrating redundancies, such as duplicate development work, which often occurs in large companies due to a lack of information transparency. With clear lines of communication and well-defined guidelines fostered by regular team meetings, an open-door policy and clear communication on the intranet, intrapreneurs can ensure that their ideas get into the right hands quickly and efficiently to promote their implementation. This contributes significantly to creating an environment in which intrapreneurs can develop their full potential.

Ultimately, the use of agile and creative methods proves to be of great importance. Agile methods such as SCRUM enable intrapreneurs to make adjustments iteratively and to actively respond to the needs of customers. These methods encourage self-organization and autonomy of individuals, which is crucial for intrapreneurs. In addition, creative approaches such as design thinking or design sprints can help to increase creativity in the team. Another advantage of such methods is that they promote the acceptance of mistakes, which in turn increases the willingness to take risks. This is crucial for the success of intrapreneurship activities and the promotion of innovation in companies.

This research has examined in depth the relationship between GM and IB in organizations. The findings underscore the importance of clearly integrating organizational goals, particularly innovation goals, into a company's overall strategy. In addition to top management support, leadership and governance in organizations is crucial to foster intrapreneurship. Incentive systems, clear organizational structures, diversity in teams and agile as well as creative methods also play a prominent role in this process. Implementing these recommendations can help create an environment in which intrapreneurs can develop their full potential and innovations are encouraged.

6.3 Limitations

Despite the valuable contributions of this study to theoretical knowledge and practical applicability, it is essential to point out several limitations. One of these limitations relates to the likely subjective perception of IB of the study participants. Since all interviewees are working in exploration units where an intrapreneurial way of working is assumed, there is a possibility that their answers might be subjectively biased. On the one hand, interviewees may not have always answered fully candidly or self-critically for reasons of self-representation, as they may not have wanted to identify themselves unreservedly as intrapreneurs. On the other hand, the assessment of IB remains limited to the respondents' self-assessment, as no validating feedback from colleagues or supervisors was available. This underscores the possible subjectivity and potential for bias in the data obtained.

Furthermore, it should be mentioned that the study is based on qualitative interviews. Although this method allows for deep insights into the views and experiences of the participants, it is prone to subjective interpretations and may introduce some bias in the responses. The use of qualitative interviews allows for more in-depth analysis, yet it should be noted that the interpretation of the results is somewhat dependent on the researcher. In addition, inductive reasoning was used to derive theories and insights from the collected data, which leads to interpreting the results in light of this inductive process. This could introduce some biases in the results due to the subjectvity of the researchers and the specific interpretations. Additionally, qualitative research methods rely on descriptions, interpretations, and narratives. This approach made it difficult to translate phenomena into quantifiable measures or to establish statistical relationships and causal relationships. However, this was not the primary goal of this work. Still, in qualitative interviews, participants' response behavior can be biased by social desirability, which affects the accuracy and reliability of the data collected.

Another limitation of this study is the number of interviews conducted, which may not be sufficient to obtain a holistic and representative result. A total of 10 interviews were conducted with employees from exploration units, and these exploration units included both research and development departments and innovation departments. In addition, all companies were assigned to the metalworking industry, which, although belonging to engineering industries, nevertheless have a variety of specific tasks and challenges in their respective areas. Due to these differences in tasks and industry affiliations within the metalworking industry, the results of this study may not be readily applicable to all industries and departments. A more comprehensive study with a broader sample that better reflects the diversity of tasks and industries within organizations could provide additional insights.

Another limitation of this study stems from the fact that the interview participants held different positions within the companies. Some of the interviewees were managers, while others were professionals and qualified employees. These differences in positions and responsibilities might have led to different perspectives and assessments regarding IB. Managers often have a holistic view of the company and assess IB from a strategic perspective, while skilled employees tend to offer more operational and practical insights into IB. This may have resulted in inconsistent responses between the two groups regarding IB.

Last, the goal of this study was inherently ambitious, as GM encompass a broad and multifaceted range of different mechanisms across multiple dimensions. Due to the limited time resources available for the interviews, it is likely that the results explored could not cover all possible mechanisms. As a result, there is a limitation that certain governance mechanisms and their relationships to intrapreneurial behavior may not have been fully captured. A deeper and broader study with a longer time span of a larger sample size would be needed to gain a more comprehensive understanding.

6.4 Future Research

While this master thesis has analyzed in detail the relationship between GM and IB selected companies in the metal processing industry, it also opens up several opportunities for future research efforts. These findings provide a valuable starting point to further deepen our understanding of the complex interactions between GM and IB and to explore new aspects. Within this chapter, we outline potential research directions that could lead to expanded knowledge and practical applicability.

This study has taken a holistic view of GM and its collective impact on IB, yielding valuable insights. However, it has also revealed that GM is profound and multifaceted in its diversity. Each of these mechanisms, whether decision making, resource allocation, or leadership style, could serve as the basis for a stand-alone line of research. A promising approach for future research might be to examine these GM individually and in detail to gain a deeper understanding of their specific impact on IB. This would allow

the use of quantitative analysis and statistical validation to gain more precise insights into the mechanisms that influence IB in different organizational contexts.

A promising direction for future research could be to transfer the findings of this study to different industries and countries. While this study has focused on companies in the metal processing industry in Germany, there is an opportunity to explore the transferability of the findings to other industries and countries. Such an investigation would provide valuable insights into whether and how GM and IB vary in different economic and cultural environments. The results could reveal whether the mechanisms and relationships identified here occur similarly in other contexts or whether adaptations are needed, which would be of particular interest to companies operating globally. This could lead to the development of best practices and lay the foundation for an international discussion on GM and IB.

In addition, another possibility for future research would be to conduct a study for comparing managers and professionals within organizations. This analysis could help to shed more light on the differences in the perception and implementation of IB depending on the position and responsibility of the employees. Such a comparison could offer valuable insights into how the perspectives and approaches of managers, as opposed to professionals, affect IB in organizations and how these differences might be better targeted.

As detailed in this paper, the sample design of the study included both R&D and innovation departments. These differences between the departments offer room for in-depth analyses and extended research perspectives, which, however, could not be addressed in detail in this paper. Therefore, this opens up a promising starting point for further investigation and scientific in-depth research to explore the specific influences of these department types on IB as well as their interaction with GM. Moreover, all types of exploration departments were included in the study. This means that no specific investigation of the type of innovation under consideration has taken place so far. As the study found out, the GM used varies significantly depending on the company and the object of investigation. This opens up the possibility of conducting a more in-depth analysis of the differences between exploration units that focus on digital or technical innovations. Likewise, it should be taken into account which goal these units pursue: the promotion of radical or more incremental innovations, as well as the proximity of these innovations to the existing product portfolio. All of these areas represent promising starting points for further research.

Finally, a promising research direction could focus on exploring in depth the differences between outsourced (external) innovation departments and those located within the corporate structure. This research would aim to explore in more detail how the GM from the different departments influences the IB. In doing so, specific advantages and disadvantages of different organizational models with regard to IB and innovation management could be scientifically investigated in order to gain sound insights and further inform practice.

7 Conclusion

This thesis has addressed the inquiry regarding the degree of correlation between governance mechanisms and intrapreneurial behavior. In order to address the research inquiries, a qualitative study was conducted, wherein ten individuals employed in exploration units within the metal processing sector were interviewed using semistructured interview techniques. The objective of the study was to determine the degree to which factors influencing intrapreneurial behavior can be categorized according to governance mechanisms. Additionally, an examination was conducted to assess the impact of these governance mechanisms on intrapreneurial behavior.

The results of the study showed that the categorization of governance mechanisms revealed valuable insights. It could be deduced that the importance of relational governance mechanisms, which create a relationship of trust and recognition, generates employee motivation for intrapreneurial behavior. Structural and processual governance mechanisms, in contrast, provide the framework conditions that facilitate the implementation of behavior.

In the area of structural governance mechanisms, the results showed that structures and roles should be built in such a way that they primarily allow autonomy, creativity for idea development, project management and decision making without bureaucratic obstacles. Furthermore, the results emphasized the relevance of flexible structures for fostering intrapreneurial behavior, as intrapreneurs should be able to respond to environmental conditions at any time. Concerning processual GM, the primary emphasis was placed on the process of innovation, which ought to exhibit both adaptability and a bottom-up approach in order to enhance intrapreneurial behavior over an extended period of time. Besides the innovation process, the decentralization of decision-making and the establishment of open and transparent communication were identified as essential factors for enabling employee empowerment. Furthermore, the implementation of cultural recruitment has been recognized as a significant strategic management practice that fosters alignment between organizational values and culture, thereby facilitating employees' identification with the company's goals. Relational GM aimed at building trust and open communication have a significant motivational effect on employees, encouraging risk-taking and the development of innovative ideas. In addition, incentives, recognition, and rewards have been found to play a critical role in incentivizing and promoting IB. Fostering cooperative relationships within and outside the organization, creating a suitable work environment, a positive corporate culture, and employee identification with the organization are also crucial to promoting IB.

For the practical implications derived, it is important to note that the optimal configuration of GM is not universal, but context-dependent. Factors such as the type of innovation, proximity to the core product portfolio, and quality assurance requirements play crucial roles. In addition, different departments within organizations, such as R&D and innovation departments, may require different GM approaches. As a practical implication, the study offers some examples of mechanisms that can be implemented to sustainably promote intrapreneurial behavior.

Through this study, existing theoretical approaches have been confirmed and extended. Furthermore, in the form of the use of governance mechanisms, the study offers a suggestion for the standardization of factors that a company can use to promote intrapreneurial behavior. Lastly, the present work illustrated the reasons why the respective mechanisms promote intrapreneurial behavior.

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Appendix

Appendix A Coding System

Table 8 : Codingtgg System - Level 1

Category	*Definition*	*Anchor Example*	*Coding Rule*
GM without any relation to IB	Tools and structures designed to ensure the effective management and control of exploration in an organization without any relation to IB	*"We have a very clear structure with superiors and decision-making committees. It's like a kind of skeleton that holds everything together, which is the necessity or, let's say, a control tool"*	All text passages that show the implemented GM that could not be related to IB

Self-Perception of their IB	Describes the self-perception of the behavior of employees in an organization who are highly autonomous, creative and proactive, taking risks and seizing opportunities to innovate and drive positive change.	*"[...] but also when we look at our topics processually, methodically, I say, open our minds and are al-so creative here and consciously deviate from one or the other way and say."*	All text passages that give an indication of their behavior so that the participants have assessed their own IB
GM negatively influencing IB	Tools and structures designed to ensure the effective management and control of exploration in an organization with a negative relation to IB	*"I think at the end of the day you continue to work in a classic corporate environment, because the CEO of our company reports to the board of directors and the whole thing is structured from top to bottom. That is also a hindrance, the way the people are targeted."*	All text passages showing the implemented GM that could be positively associated with IB
GM positively influencing IB	Tools and structures designed to ensure the effective management and control of exploration in an organization with a positive relation relation to IB	*"It is incredibly important that a project should not only be put together according to skills, but you also have to have diversity to encourage different perspectives"*	All text passages showing the implemented GM that could be negatively associated with IB

Table 9: Coding System - Level 2

Category	*Definition*	*Anchor Example*	*Coding Rule*
GM without any relation to IB			
Structural GM	Refer to the formal, organizational structures and roles that are put in place to manage Innovation within an organization.	*„We have various committees. For example, there is a direct committee for the topic of data and AI, which really covers the entire Group."*	All text passages that show Structural GM that have no relation to IB
Processual GM	Involve the development and implementation of Innovation-related processes, policies, and procedures.	*"So for me, the most important process was actually the overall innovation process from a product and business perspective."*	All text passages dealing with Processual GM that have no influence on IB
Relational GM	Defined as informal activities concerning the relationship between business and Exploration.	*"On the one hand, establishing and driving forward an external network of universities, institutes, customers, sometimes also suppliers, which is relevant for working on this topic, but then also being networked internally here in order to also drive the topics forward internally here."*	All text passages describing relational GM to which no influence on IB can be attributed
Perceived Intrapreneurial Behavaior			

Creativity	Refers to the ability of employees in an organization to experiment and develop innovative ideas and solutions.	"*But we don't want to say that we are the only ones with ideas, because that wouldn't be true [...] we also always say that the whole company is the idea generator, or that this is also open innovation.*	All text passages that respondents related to their own creativity
Proactivity	Proactivity, refers to the ability to independently drive new projects or initiatives without explicit instructions	*"So if someone has a problem or if someone wants to proactively do something, they can do it relatively well, simply because they can quickly reach a boss or something like that."*	All text passages that evaluated one's own proactivity.
Risk-Taking	Risk-taking refers not only to calculating risks and accepting potential risks, but also to taking responsibility for them.	*"If you want to go to market with an idea, with a new idea, or you want to evaluate the idea and take the risk, there is of course always a person behind it who takes on the topic and then pushes it forward"*	All text passages that have assessed the risk-taking propensity from within the own company
Opportunity Seeking	Refers to the ability of employees to identify and seize opportunities to drive innovative ideas or entrepreneurial activities in the organization.	*"That is, of course we are somehow driven all the time by certain opportunities that arise, but what we then have to react to is creativity."*	All text passages that have addressed the extent to which opportunities are taken
GM negatively influencing IB			
Structural GM	Refer to the formal, organizational structures and roles that are put in place to manage Innovation within an organization.	*"God, when the legal department and data protection and IT security and of course the works council come around the corner and somehow wave Oh my God, the world domination of AI is imminent."*	All text passages that identify structural GM with a negative connection to IB
Processual GM	Involve the development and implementation of Innovation-related processes, policies, and procedures.	*"Especially if you have different branches of the company, where, um, in the end they develop about the same thing. Then of course it can happen that you do double engineering when both branches work on the same topic and you don't find this link."*	All text passages that show processual GM that have a negative influence on IB
Relational GM	Defined as informal activities concerning the relationship between business and Exploration.	"*They are not paid to be maximally honest, but rather to please your boss and do what he says. What I mean is, at a fuckup night like this, it's a fine line between I want the others to learn something, but you don't want to look like the one who burned two million euros either."*	All text passages that show a negative connection between relational Gm and IB
GM positively influencing IB			

Structural GM	Refer to the formal, organizational structures and roles that are put in place to manage Innovation within an organization.	*"And if you have the right skill in the right role and the mandate, then use it."*	All text passages depicting structural mechanisms that have a positive impact on IB
Processual GM	Involve the development and implementation of Innovation-related processes, policies, and procedures.	*"In our case, especially in ours, it was beneficial because we have cleared certain paths, let's say, through Safe, where people can really come up with ideas and can really march through lean and not get past 100 quality gates or 100 decision-making processes."*	All text passages depicting processual mechanisms that have a positive impact on IB
Relational GM	Defined as informal activities concerning the relationship between business and Exploration.	*"I am a strong advocate of the idea that what you exemplify will also be imitated. If a certain culture is exemplified directly from the top down, it is adapted and supported by everyone. It starts with trust, transparency or the way you commit."*	All text passages depicting relational mechanisms that have a positive impact on IB

Table 10: Coding System - Level 3

Category	*Definition*	*Anchor Example*	*Coding Rule*
Structural GM			
Organizational Structure	Refers to the way an organization divides its tasks, utilizes coordination mechanisms, and defines hierarchies or departments to operate effectively.	*„We have various committees. For example, there is a direct committee for the topic of data and AI, which really covers the entire Group."*	All text passages that deal with the organizational structure
Roles	Pertain to the specific responsibilities, duties, and functions assigned to individuals within an organization	*"And if you have the right skills in the right role and the mandate, then use it."*	All text passages that discuss the roles within the organization
Company Goals	refer to the overarching objectives and targets that an organization aims to accomplish, guiding its strategic direction and decision-making to achieve long-term success.	*"So I think the important thing is to have common goals and still have local metrics to see how efficiently someone has behaved, in terms of resource use, for example."*	All text passages related to the company's objectives and goals
Team and Project Composition	Relates to the structure and arrangement of individuals and their roles within a team or a specific project, defining how tasks and responsibilities are distributed to achieve specific objectives.	*"[…] because otherwise, if there are two IT people in it, then it's also a bit trapped. And it's best if it's one of sales, one of marketing, one of IT and one of I don't know product management."*	Text passages concerning the makeup of teams and project groups

Legal Requirements	Refers to the mandatory regulations, laws, and compliance standards that an organization must adhere to in its operations to ensure legality and avoid legal consequences.	*“when the legal department and data protection and IT security and of course also the works council come around the corner and somehow already wave.”*	Any text discussing the legal or regulatory requirements the organization must adhere to
Adaption to the Business Environment	Refers to the adaptation to the business environment made by employees or managers.	*“So the willingness to take risks, if you are now in the medical field, they are extremely natural when I go towards series production, that is, when the concepts are validated.”*	All text referring to how the Unit adjusts to changes in its organizational environment
Reporting	Refers to the systematic process of gathering, documenting, and communicating information, typically in a structured format, to provide stakeholders with insights	*“There was a CEO who hung under the board of the actual parent company and reported directly to it, so that one had a short communication and clearance away.”*	Passages that address the reporting requirements within the organization
Processual GM			
Innovation Process	involves the systematic and structured approach an organization takes to generate, develop, and implement new ideas, products, services, or processes	*“So for me, the most important process was actually the overall innovation process from a product and business perspective.”*	All text passages related to the process of innovation within the organization
Decision Process	Pertains to how an organization makes choices and reaches conclusions	*“So if someone has a problem or if someone wants to proactively do something, they can do it relatively well, simply because they can quickly reach a boss or something like that.”*	Passages discussing how decisions are made within the organization
Communication Process	Involves the exchange of information and messages within an organization, facilitating the flow of knowledge, ideas, and feedback among individuals and teams	*"If you want to go to market with an idea, with a new idea, or you want to evaluate the idea and take the risk, there is of course always a person behind it who takes on the topic and then pushes it forward”*	Text addressing the methods and processes of communication used in the organization
HR Process	Refers to the various activities and functions related to human resources management within an organization	*“It is not so much the decision-making path that is too long and that slows us down a bit, but rather that we are working on too many fronts at the same time.”*	All text related to human resources processes and practices

Agile & Creative Methods	Encompass flexible and innovative approaches to problem-solving and project execution that promote adaptability, collaboration, and the rapid development of solutions in response to changing circumstances or needs.	*"[…] we are completely open, with design thinking for example."*	Passages regarding the use of agile and creative methods within the organization
Priorization	Involves the systematic process of ranking or organizing tasks, objectives, or resources based on their importance	*"And then of course the question is okay, how do you prioritise that, how do you argue for that?"*	All text related to how the organization prioritizes tasks or objectives
Resource Allocation Process	Pertains to how an organization allocates and manages its resources, such as financial, human, and material resources, to support various activities	*"The release of resources, certain decisions helps on the one hand, because you have to calculate."*	Passages dealing with how resources are allocated within the organization.
Relational GM			
Collaboration	Involves the practice of individuals or teams working together cohesively to achieve common goals, share knowledge, and combine their efforts in a synergistic manner	*"I see this, for example, in the client project teams in a much more dissolved way, because there, every project simply has to start from scratch, like in an open field."*	All text passages dealing with how collaboration is facilitated or encouraged within the organization.
Management Support	Refers to the encouragement, endorsement, and facilitation provided by organizational leaders or managers to nurture and empower employees	*"To improve this, one would have to start at the top management level and promote this behavior."*	Passages discussing the role of management and their support for various aspects of the organization
Network	Refers to the intricate web of interpersonal relationships, connections, and collaborations within and outside an organization	*"Of course, I always get, let's say, an opportunity or a topic through my personal network."*	Text related to the networks and connections established or leveraged by the organization
Company Values	Encompass the core principles, beliefs, and ethical standards that guide and define an organization's culture and behavior.	*"This is a good example of, for example, the issue of trust in the company and in dealing with each other, or of taking responsibility for one's own actions."*	Passages pertaining to the core values and principles that guide the organization
Employee Identification	Refers to the extent to which employees identify with and align themselves with the goals, values, and mission of their organization	*"Many are engaged with our products and want to push them. For me, this means that they identify themselves and not just that."*	All text related to how employees identify with the organization's goals and culture

Incentives	Refer to rewards, benefits, or motivators designed to encourage specific behaviors, actions, or outcomes	*"Because we have the incentives and with us it's just. You join in. And you? You have visibility with the executives, the CIO and everything."*	Passages discussing the incentives and rewards provided to employees
Events and Tools	Refer to specific activities, occasions, or resources used within an organization to facilitate collaboration	*"So, for example, we also have a kind of roundtable where we simply listen to people on a regular basis and, for example, also proactively give them information."*	Text related to the events and tools used by the organization to achieve its goals
Education and Training	Encompass the initiatives, programs, and processes implemented within an organization to enhance employees' skills	*"I say, have a great technical background, that they can do further training, especially in the direction of business administration, in the whole, also business development development."*	Passages regarding the organization's education and training programs
Teamwork	Represents the collaborative efforts and synergistic interactions among individuals within an organization	*"When teams have been working together for a long time, the process or framework was developed further because they already knew exactly what they needed and what they did not need."*	All text related to how teamwork and collaboration are promoted within the organization
Corporate Culture	Refers to the shared values, beliefs, norms, and practices that shape the overall work environment and behavior within an organization	*"One is a cultural issue. I think I'm a strong advocate of it, what you model will be replicated."*	Passages addressing the culture and values that define the organization
Leadership	Ability of individuals within an organization to guide, motivate, and influence others to achieve common goals and objectives	*"If the mindset of a manager does not yet promote the fact that the employees do not decide alone and that the employees feel that it is desirable to coordinate with the line, then of course this also hinders the decision-making process."*	Text discussing leadership and its impact within the organization
Work Environment	Refers to the physical, social, and psychological conditions and surroundings in which employees carry out their tasks and responsibilities	*"And also the environment has been created through premises, to working methods and the way it is managed, so that you have more freedom."*	All text related to the physical or cultural work environment within the organization.

Appendix B Original Text Passages

Nr.	***Original Statement***

1	*„Dann hatte man in regelmäßigen Abständen updates, wo man in einer Art Mini Investor Circle war, um zu berichten und eventuell nach neuen finanziellen zu fragen, falls das Geld ausgegangen ist. Dieser bestand zum Großteil aus Leuten, die vom Mutterkonzern kamen“* (P1 – Pos 19)
2	*„Also wir haben eine ganz klare Struktur mit Vorgesetzten und mit Entscheidungsgremien. Das ist übergeordnet wie ein Art Skelett, was alles zusammenhält, was die Notwendigkeit oder ich sage mal, ein Steuerungstool ist“* (P5 – Pos 14)
3	*„Es gab drei Stufen. CEO, Mittlere Ebene und Arbeitsbienen Kategorie. […] Es gab zum einen die Business Leute und dann die Rollen, die eher fachlicher Ebene waren. Das waren zum Beispiel UX, Tech oder Business Analysis und jeder hatte seine bestimmten Aufgaben“* *(P1 – Pos 16)*
4	*„Wir haben aber auch eine Plattform bei uns im Unternehmen […] wo jeder Mitarbeiter zu uns kommen kann und seine Idee quasi vorstellen kann. Das ist quasi wie ein kleiner Pitch im Unternehmen“* (P8 – Pos 8)
5	*„Ich sehe eher ein anderes Problem, das wir noch ich glaube auch typisch für Großunternehmen, dass wir zu viele Sachen gleichzeitig machen und da geht es vielleicht weniger darum, um Entscheidungen zu treffen, […] sondern eher, dass wir an zu vielen Fronten gleichzeitig arbeiten […]“* (P3 – Pos. 11-12)
6	*„Und dieses Innovationsvoard ist auch genau mit allen relevanten Personen befüllt, welche die Macht haben. Das heißt, wir haben den Vorstandsvorsitzenden, wir haben CEOs von den Businesssegments, wir haben Customer Serviceleiter, CFO, Customer Sales Officer, Executive Sales Officer“* (P6 – Pos. 12)
7	*„Grundsätzlich gibt es für jeden Mitarbeiter ein Budget für Fortbildungen. Man sollte nur auch gewillt sein, dieses anzunehmen und dann zu wissen, inwiefern man sich weiterbilden möchte. Es gab für eine Zeit Coachingprogramme, wo man sich ein Coach zulegen konnte, der einen als Individuum versucht hat weiterzubringen“* (P1 – Pos. 23)
8	*„Aber Für die Projekte, die umgesetzt wird, wird eine, wie soll ich sagen, ein sehr hoher Selbstständigkeitsgrad vorausgesetzt, und zwar nicht nur innerhalb von der Firma, sondern auch gegenüber unseren Kunden, weil letztendlich wir müssen ja am Ende des Tages etwas erschaffen, was beide Firmen vorwärts bringt“* (P9 – Pos. 12)
9	*„Diese heterogenen Gruppen fördern vielfältige Perspektiven und Lösungsansätz und bringen Leute, die sonnst keine Anteilnahme an Innovation haben, an dieser teilzuhaben“* (P7 – Pos. 8)
10	*„Das Büro war so gesteuert, dass wir alle in einem Team Büro waren ,wo bewusst Material zur Verfügung gestellt wurde, sodass man kollaborativ arbeitet. Und auch, dass solche Elemente wie Design Thinking und, Design Sprints angewendet werden, wo man dann gemeinsam kreativ arbeiten kann“* (P1 – Pos. 7)

11	*„[…] aber auch wenn wir prozessual unsere Themen angucken, methodisch sag ich mal auch die Köpfe aufmachen und auch hier durchaus mal kreativ sind und bewusst auch mal von dem einen oder anderen Weg abweichen und sagen Nee, das hilft uns jetzt aber besser“* (P2 – Pos. 9)
12	*„Aber wir wollen nicht sagen, wir sind die einzige mit Ideen, weil das würde nicht stimmen […] wir sagen auch immer, Ideengeber ist die ganze Firma, oder das ist auch Open Innovation. Man kann sich Idee von außerhalb suchen und zu uns kommen und die Idee mithilfe unserer Ressourcen umsetzen“* (P6 – Pos. 2)
13	*„[…] und so stellen wir sicher, dass wir step by step vorangehen. Und gerade weil wir die Stakeholder am Tisch haben, sag ich mal, wir haben Sales, die quasi den Outside View haben, die direkt beim Kunden sind und das halt nachfragen können“* (P8 – Pos. 10)
14	*„Also die Risikobereitschaft, wenn man jetzt im Medizinbereich ist, die sind extrem natürlich, wenn ich Richtung Serie gehe, das heißt, wenn die Konzepte validiert sind, wenn die feststehen, dann ist eher, dann schlägt das Ganze um und da geht man mehr oder minder auf null Risiko, weil wir höchste Qualitätsanforderungen haben“* (P9 – Pos. 6)
15	*„Weil von der normalen Organization bekommt jede Teamleiter seine Ziele bis nächstes Jahr plus 10 % Umsatz. Und auf der anderen Seite sagt der Vorgesetzte, dass es wenig KPIs für Innovation gibt oder wir keine für Innovation haben. Das heißt, dann sagt der CEO: Okay, bis nächstes Jahr plus 10 % Umsatz bitte mitmachen bei Innovation. Ohne KPI. Das passiert bei Innovation nicht. Daher geht man dann weniger Risiko ein, um eine Möglichkeit zu haben diese Ziele zu erreichen“* (P6 – Pos. 40)
16	*"Wir brauchen das Budget und den Mut, wirklich Sachen zu machen, die nicht alltäglich sind, Risikofreude auch in Richtung Experimentieren, ausprobieren"* (P10 – Pos. 5)
17	*Wenn du jetzt mit einer Idee, mit einer neuen Idee quasi an den Markt willst oder die Idee evaluieren möchtest und das Risiko einsetzen möchtest, steckt da natürlich auch immer erst mal eine Person dahinter, die dieses Thema annimmt und dann das Thema voranprescht"* (P8 – Pos. 6)
18	*„[…] wir haben ziemlich kurze Wege. Also wenn jemand ein Problem hat oder wenn jemand proaktiv irgendwie was treiben möchte, kann er das relativ guttun, einfach weil er schnell, meinetwegen einen Chef oder ähnliches greifen kann. Es hängt aber relativ stark vom Einzelnen ab“* (P4 – Pos. 8)
19	*“ […] weil wir machen eigentlich alles proaktiv. Also wir schauen uns das an, sehen okay, da haben wir ein Feld, okay, da gehen wir rein, wir machen das“* (P5 – Pos. 7)

20	*„Dann ist zum Beispiel mein Team auch dasjenige, das sich sofort mit dem Thema Mitbestimmung widmet. Also sprich, wir gehen dann im Betriebsrat, wir melden alles an und legen natürlich auch klar dar, was, was die Themen sind, was wir behandeln wollen“* *(P7 – Pos. 15-16).*
21	*„Man muss damit schon bei der Gründung des Teams anfangen und wenn die Gründungsmitglieder ein Umfeld schaffen, indem jeder die Möglichkeit hat sich so zu verhalten, werden die kommenden Mitarbeiter automatisch dieses Verhalten übernehmen und sich anstrengen, proaktiv Dinge voranzutreiben“* *(P10 - Pos. 8)*
22	*„Die Innovation kann nicht immer nur von uns kommen, aber die Mitarbeiter miteinzubeziehen in den Ideengenerierungsprozess ist auch eine Art und Weise, wie man Gelegenheiten nutzen sollte. Wenn uns das nötige Know-How fehlt, ist es die beste Möglichkeit, die Potenziale unserer eigenen Mitarbeiter zu nutzen“* (P10 – Pos. 10)
23	*„Das heißt, natürlich sind wir irgendwie die ganze Zeit getrieben von gewissen Gelegenheiten, die sich auftun, aber womit wir dann reagieren müssen, ist halt Kreativität. Deswegen würde ich das auf jeden Fall sehr viel höher werten, weil ja nicht die Gelegenheit das Besondere oder das Entscheidende ist, sondern wie man im Endeffekt damit umgeht”* (P7 – Pos. 14)
24	*„Ich denke am Ende des Tages arbeitet man weiterhin in einem klassischen Konzernumfeld, weil der CEO von uns dann doch auch wieder an dem Vorstand berichtet und das ganze dann wieder von oben nach unten durchstrukturiert ist. Das ist dann auch wieder hinderlich, die Art und Weise wie die Personen verzielt sind. Gerade was diese Radikalität und Ehrlichkeit angehet ist das ein Hindernis“* *(P1 – Pos. 25)*
25	*„Kollegen, die vom Konzern kommen hatten es schwerer mit diesem Punkt klar zu kommen, weil sie das nicht selber tragen. Im Endeffekt bleibst du ein Angestellter. Aber dieses Gefühl von ich entscheide es jetzt und trage jetzt erst einmal die Konsequenz war, davon waren viele Personen erstmal gestresst und waren nicht gemacht dafür diese Risikoaffinität mitzubringen“* (P1 – Pos. 5)
26	*„Gott ey, wenn hier die Legalabteilung und der Datenschutz und IT Security und natürlich auch der Betriebsrat um die Ecke kommt und irgendwie schon winkt Oh mein Gott, hier die Weltherrschaft der KI steht bevor. Da kriegen die ja so einen Hals. Also das sind ja durchaus Sachen, womit wir es zu tun haben. Könnte man als Hindernis verstehen“* (P7 – Pos. 36)
27	*„Also Als Hindernisse sind definitiv, dass wir so limitiert sind in unserem Geld, weil wir für jeden Käse eine Rechenschaft abgeben müssen. Daher müssen wir viel kämpfen, viel berechnen, viel aufzeigen. Manche Dinge funktionieren halt nicht. Das ist schon bei einem aktiengeführten Unternehmen, das sehr stark margengetrieben ist, schwierig“* (P5 – Pos. 33)

28	*„Daher ist es schon schade, dass wir so einen ganz klassischen CTO haben und wir nicht sagen können okay, ich stell mich hin vor den Vorstand und das läuft jetzt, das haben wir nicht“* (P5 – Pos. 34)
29	*„Ich sag mal so jetzt realistisch produktbedingt relativ gering, weil es auf der einen Seite ein sicherheitsrelevantes Produkt ist, bei dem man immer sicherstellen muss, wenn man ein Produkt an den Kunden bringt, dass das auf jeden Fall sozusagen die Mindestanforderungen erfüllt"* *(P3 – Pos. 8-9)*
30	*„Natürlich muss ich am Anfang eine Rechtfertigung für mein Projekt aufzeigen, aber ich habe als Mitarbeiter keine Lust, dass alle zwei Tage nach meinen Erfolgen und Zahlen geschaut wird“* (P10 – Pos. 14)
31	*„[…] ich denke gerade an die Bereiche, die halt nicht dieses Framework nutzen. Also wenn es schon sehr stark gewünscht oder sogar vorgeschrieben ist, dass halt eine gewisse Entscheidungsphase immer einhältst, dann wirst du erst mal langsamer und hast keine Entscheidungskompetenz mehr“* (P4 – Pos. 32)
32	*„Das ist viel zu wenig. Und weil das ist Geld, was sie in fünf oder zehn Jahren verdienen werden. Aber zurzeit passiert immer wieder, dass die Manager sich fragen, ob ich meine Chips noch bekomme, Kriege ich das und das auf die Lieferkette gibt's Probleme, dann muss man andere Baustelle angehen. Und klar, das ist das Geld von heute und öfters fehlt ein bisschen die langfristige Sicht“* (P6 – Pos. 36)
33	*„Vor allem, wenn du auch unterschiedliche Unternehmenszweige hast, wo doch, ähm, wo doch letztendlich aber auch ungefähr dasselbe entwickelt wird. Dann kann es natürlich passieren, dass du Double Engineering machst, wenn beide Zweige am selben Thema arbeiten und du findest diesen Link nicht“* (P8 – Pos. 48)
34	*„Sie werden nicht dafür bezahlt maximal ehrlich zu sein, sondern eher deinem Chef zu gefallen und das zu machen, was er sagt. Was mein ich damit, bei so einer Fuckup night ist es ein schmaler Grat zwischen ich möchte, dass die anderen was lernen, aber du möchtest auch nicht dastehen als der der zwei Millionen Euro verbrannt hat. Euer persönlicher Bonus ist jetzt niedriger wegen mir, weil ich die KPIS gesprengt habe. Das ist das Spannungsfeld, was du in solch einem Kontext hast“* (P1 – Pos. 23)
35	*„Kommt drauf an wies läuft. Wenn es gut läuft, ist es sehr hilfreich, weil du einen sehr kurzen Kommunikationsweg hast und schnell Entscheidungen treffen kannst und sehr präsent bist im Konzern. Wenn nicht bist du egal und wer egal ist, bekommt kein Budget. Wenn es nicht so läuft wie es sollte, dadurch kann aber auch schnell der Druck steigen, weil du sehr präsent aufgehangen bist“* (P1 – Pos. 32)
36	*„[…] wenn ich das auch jetzt wirklich besonders auf unser Team sehe. Wir arbeiten sehr selbstorganisiert. Da kommt ja auch wieder das Thema Proaktivität ins Spiel. Also wir übertragen sehr, sehr viel Verantwortung und im Gegenzug erwarten wir von ihnen, dass sie selbstständig Ergebnisse liefern müssen*“ (P7 – 46)

37	*„Also bei uns wird es tatsächlich großgeschrieben, gerade hier, dass man proaktiv handelt und das können wir auch tun. Wir haben da wirklich auch das hat auch wieder ein Stück weit mit flachen Hierarchien zu tun und dass das Risiko wirklich auch weitergegeben werden kann, Also direkt an den Mitarbeiter, der auch eine Idee hat, der hat einfach die Freiheit, wenn er weiß, diese Idee, die passt in unser Gesamtkonzept“* (P9 – Pos. 14)
38	*„Es gibt viele Menschen, die alles andere lieber machen als Innovation. Ja, das ist so wir haben unterschiedliche Jobprofile, sehr, sehr unterschiedlich. Und da gibt es eben manche, die da einen sehr großen Schwerpunkt drauf haben. Das sind die, die ich genannt habe, die praktisch zu 100 % die Aufgabe haben, Zukunftstechnologien zu entwickeln. Und dann gibt es aber auch Zwischenbereiche, sagen wir mal, die machen Applikationsentwicklung, aber sind trotzdem auch in der Tätigkeit dann innovativ und haben auch selbst Erfindungsmeldungen, arbeiten aber trotzdem sehr produktnah“* (P3 – Pos. 7)
39	*„[…] ich werde auch innerhalb meiner Company als Unternehmer im Unternehmen gesehen. Das heißt ich bin für Profit und Loss verantwortlich. Ich agiere als Unternehmer im Unternehmen. Natürlich bin ich nicht komplett eigenständig. Das ist natürlich der Zweck eines eigenständiges Unternehmen. Ich muss natürlich auf die Unternehmensziele mit einzahlen“* (P2 – Pos. 3)
40	*„Und wenn du halt die richtige, den richtigen Skill auf der richtigen Rolle hast und das Mandat hast, dann nutze es“* (P4 – Pos. 34)
41	*„[…] da wir die Freiheit haben, bei uns in der Abteilung alles so angehen zu können, wie wir es wollen, sozusagen. Das heißt, der Weg ist komplett frei, wie wir den gestalten. Es gibt ein gewisses Ziel und wie wir zu diesem Ziel kommen und zu der Umsetzung ist komplett frei wählbar“* (P8 – Pos. 18)
42	*„Zusammenarbeit im Team selbst war stark davon abhängig wie lange das Team schon existiert hat. Gerade wenn das Team neu ist, wurde viel versucht über Frameworks zu lösen, sodass Kommunikation stattfindet. Wenn Teams schon länger zusammengearbeitet haben, wurde der Prozess oder das Framework weiterentwickelt, weil sie schon ganz genau wussten, was sie brauchen und was nicht. Es werden auch Themen öfter auf den Tisch gebracht und deswegen wird die Dynamik automatisch besser. Das hast du in jedem Team“* (P1 – Pos. 21)
43	*„Es ist unglaublich wichtig, dass ein Projekt nicht nur nach Fähigkeiten zusammengestellt werden soll, sondern man muss auch eine vielfalt haben, um unterschiedliche Perspektiven zu fördern“* (P6 – Pos. 33)
44	*„[…] dass möglichst viele Entscheidungen da getroffen werden, wo am meisten Informationen vorliegen, sondern man versucht eben, Entscheidungen eben so gut wie möglich in die operative zu verlagern, weil die These ist dann eben, dass die Entscheidungsqualität steigt. Und damit steigt natürlich auch die Verantwortung, in den Teams, eben auch unternehmerische Entscheidungen zu treffen”* (P4 – Pos. 4)

45	*„[…] aber gerade das Delegieren von Verantwortung und das Einbeziehen von Leuten in Entscheidungen ist für mich eigentlich das wichtigste Thema. Ich meine klar, viele. Manche Leute fordern das ein, aber manche Leute bekommst du natürlich auch erst dann in die Entwicklung rein, wenn sie es machen müssen. Und solche Cases hatte ich jetzt auch schon an vielen Stellen. Du bekommst die Leute mehr in Proaktivität, wenn du sagst. Das ist jetzt mal dein Baby"* (P7 – Pos. 58)
46	*„Bei uns, speziell bei uns, war es förderlich, weil wir gerade durch Safe halt gewisse Wege, sag ich mal, freigeschaufelt haben, wo die Leute wirklich liehen Ideen anbringen können und wirklich lean durchmarschieren können und nicht an 100 Quality Gates oder 100 Entscheidungsprozessen vorbeikommen. Deswegen würde ich sagen, in unserem Kontext war das förderlich"* (P 8 – Pos. 40)
47	*„Man klopft an, braucht Unterstützung. Man muss sich natürlich abstimmen. Das ist immer natürlich eine Frage der Ressourcen. Aber dieser Kommunikationsaustausch, der ist da und nicht nur über einen Standort, sondern über alle Standorte hinweg"* (P9 – Pos. 15)
48	*„Dazu zählt auch die Kommunikation bzw das Change-Management. Man sollte kommunizieren, dass es insbesondere auch wichtig ist, dass nicht alles klappen kann und selbst bei Misserfolgen sollte man bereit sein weiterhin risiken einzugehen"* (P7 – Pos. 5)
49	*„Es gibt das typische Phänomen, auch wenn man es nicht sollte, diverse Teams sind immer die besten. Leute stellen immer die Leute ein, in denen sie sich selber sehen, also harmonisch. Das ist auch passiert. Teilweise Führungskräfte aus dem Konzern, teilweise von woanders. Dieser Mix ist weiterhin dann so fortgeführt wurden. Das ist auch gut. Wenn du keine Leute aus dem Konzern hast, kann es auch hinderlich sein, wenn sie den Konzernkontext nicht kennen. Dadurch würde es zu Reibungen kommen. Auf der anderen Seite nur mit Konzernleuten ändert sich auch nichts. Dann machst du den gleichen Quark nur in einem anderen Format"* (P1 – Pos. 30)
50	*„[…] dass auch beim Recruiting immer darauf geachtet wird, dass es Leute sind, die sehr, sehr intrinsisch motiviert sind und echt Bock haben am Ende des Tages"* (P4 – Pos. 10)
51	*„[…] sag ich mal bzw bieten an, dass die Leute, die sag ich mal, einen großen technischen Hintergrund haben, dass die Weiterbildungen machen können, gerade in Richtung BWL, in die ganze, auch Business Development Entwicklung. Und so stellen wir sicher, dass wir beides haben Und wirklich letztendlich, auch wenn du, ich nenne es jetzt mal nicht als Entrepreneur geboren wurdest, kannst du dich da hin entwickeln. Mit einem gewissen Skillset und die Plattform bieten wir an, dass das jeder bei uns tun kann, proaktiv tun kann"* (P8 – Pos. 16)

52	*„Das hast du ja vielleicht schon rausgehört Uns ist extrem wichtig, wirklich nah an unserer Zielgruppe dranzubleiben, sprich auch regelmäßig dranzubleiben, weil so ein Effekt, den man beispielsweise durch den Design Thinking Workshop irgendwie erreicht hat, der verpufft ja auch immer relativ schnell. Sprich man muss auch dann wirklich dranbleiben, dann irgendwie wirklich regelmäßig Kontakt mit ihnen zu halten. Auch das versuchen wir mit, also mit Regelmäßigkeit zu begegnen"* (P5 – Pos. 9-10)
53	*„Wir sind vollkommen offen mit Brainstorming, wir sind vollkommen offen, mit Design Thinking zum Beispiel. Wir sind vollkommen offen, welche Stakeholder wir dafür nutzen. Das bedeutet grundsätzlich machen wir zum Beispiel eine Stakeholderanalyse, setzen uns mit allen zusammen. Und dann gibt es einfach, sage ich mal, einen geschützten Raum, wo wir Kreativität komplett ausleben, ausleben können"* (P9 – Pos. 18)
53	*„Einmal müssen wir so kreativ sein, dass wir die anderen motivieren, kreative Ideen einzureichen. Und das andere ist die Kreativität, dass wir unsere Organization so darauf anpassen, dass wir sozusagen die Umgebung starten, also dafür bieten können, sei es für den Einreicher als auch für die Auftraggeber, dass der Auftragnehmer dann später von unseren Ideen. Das funktioniert ganz gut. Das machen wir gerade"* (P2 – Pos. 2)
54	*„Wir haben Pitch Template, wir sagen okay, wir sind mit unserem Leadership Team nenne ich es jetzt mal an einem Tisch, wo auch sag ich mal Marktevaluierung stattfinden können und auch die richtigen Personen dann da sind, wo zum Beispiel rausgehen an den Markt, auch unser Sales Team zum Beispiel. Und dann wirklich beim Kunden nachfragen, ganz lieben. Hey, wir haben da eine Idee hier, guck mal, was haltet ihr davon?"* (P8 – Pos. 8)
55	*„Es ist wie ein Trichter bei uns. Das heißt, viele Ideen am Anfang, aber nur die besten kommen raus. Und so ist auch Innovation. Es gibt die Zahl 1/2 100, so wie es zum Beispiel bei Amazon war. Diese super Schnapsidee, aber das ist 1/2 100 % Projekte, was Sie zuerst gestartet haben. Genau 9/10 bringen kein Geld zurück und 1/10 bringt mal Geld zurück und 1/2 100 ist, dann sag ich mal den Humor an, wo man viel Geld wieder erwirtschaften kann"* (P6 – Pos. 13)
56	*„[…] das Freigeben von Ressourcen, gewisse Entscheidungen hilft auf der einen Seite schon, weil man muss ja rechnen. Wenn man selbstständig agieren will, muss man ja rechnen"* (P9 – Pos. 30)
57	*„Brauche ich, um, sag ich mal, auch als Unternehmer im Unternehmen tätig zu sein, natürlich auch auch ein gewisses Budget, eine gewisse Freiheit, Dinge alleine zu entscheiden. Auch das, was sonst. Wenn ich immer alles absegnen lassen muss, dann bin ich kein Unternehmer mehr im Unternehmen. Dann bin ich halt Abteilungsleiter"* (P2 – Pos. 2)

58	*„Das muss man einfach sagen in dem Themenfeld mehr Zeit. Wenn man mehr Zeit den Personen zur Verfügung stellt, dann werden die automatisch kreativer, noch kreativer werden. Und es ist halt einfach ein Spagat zwischen den Aufgaben, die zu tun sind und dem Freiheitsgrad. Aber das ist aus meiner Sicht das Größte. Die größte Begrenzung ist meistens die Zeit“* (P9 – Pos. 44)
59	*„Bei uns im Unternehmen gibt es einen sogenannten People Lead. Das ist wirklich so was wie dein persönlicher Coach, der dich persönlich weiterbringt. Und das finde ich ganz gut, weil die Pipelines im Fokus haben. Best fit sozusagen. Die sprechen mit dir über dich, dann machen wir gemeinsam ein Persönlichkeitsprofil zum Beispiel. Wir sagen, wo wollen wir hin, was wollen wir erreichen, etc“* (P8 – Pos. 28)
60	*„Ich würde einfach länger in Urlaub gehen, weil im Urlaub habe ich gemerkt, dass man die Leute auch alleine lassen sollte, so ohne Anweisung und einfach mal ausprobieren lassen. Im Endeffekt, wenn ich jetzt gucke, was ich in den letzten drei Jahren gelernt habe, ist halt wirklich, dass du halt Dinge auch mal einfach ausprobieren musst, gerade auch bei so einem neuen Thema wie Daten und KI. Also viele Sachen, die wir da gerade auch behandeln, sind halt so in dem Sektor, in dem wir halt arbeiten und nicht da gewesen. Und dann muss man auch einfach mal ausprobieren. Aber ich glaube, das Wichtigste ist einfach mehr Entscheidungen zu übertragen. Also Delegieren ist wirklich so, das A und O Vertrauen entgegenzubringen“* (P7 – Pos. 54)
61	*„[…] weil wir sagen uns die Sachen, die manchmal weh tun, aber wir sagen es trotzdem. Die Fehler werden akzeptiert und wir sollen es auch rückmelden, weil wenn wir Fehler machen und wenn diese nicht rückmelden und nicht einen Fehler pro Monat zumindest machen, dann sagt auch meine Chefin, Dann habt ihr was falsch gemacht, wenn ihr keinen Fehler macht“* (P6 – Pos. 15)
62	*„Ich bin ein starker Verfechter davon, das was du vorlebst wird auch nachgemacht. Wenn direkt von oben runter eine gewisse Kultur vorgelebt wird, wird diese adaptiert und von allen mitgetragen. Fängt an bei Vertrauen, Transparenz oder auch die Art und Weise wie man Committe“* (P1 – Pos. 34)
63	*„Ich glaube an absolute Finsternis, weil wir die Menschen hingehen, entwickeln, nachzudenken, zu reflektieren. Und wenn jemand irgendwann mal die Kunst der Reflexion verstanden hat und mit dem Werkzeug umgehen kann, ist es irre“* (P5 – Pos. 47)
64	*„Aber es sind halt auch via Chat mal kurz ans Telefon, immer super vernetzt miteinander, haben dann natürlich auch irgendwie einen Teamchannel, wo wir irgendwie neue Errungenschaften News posten und uns natürlich auch gegenseitig miteinander freuen. Oder halt auch mal sagen Dumm gelaufen, wir. Behandeln. Das finde ich, ist auch ein sehr wichtiges Thema, wo wir noch sehr viel besser werden müssen“* (P7 – Pos. 19)
65	*„Fängt an bei irgendeinem dummen Flipperautomaten bis hin zu warum haben die ein Macbook oder dürfen andere IT verwenden aber auch die Arbeitsweise selbst”* (P1 – Pos. 26)

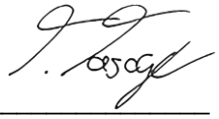
66	*„Wir hatten hier vor der Pandemie eine sehr lebhafte, netzwerkliebende Community. Da hat man den Eindruck gehabt, die ist richtig viel los und jeder spricht mit jedem. Nicht unbedingt, aber bei den Kaffeeautomaten war immer viel los und wir sind tatsächlich der Meinung, dass das auch für Innovationen gut ist. Und da sind wir leider noch nicht auf unser altes Niveau gekommen“* (P3 – Pos. 13)
67	*„[…] wenn du das Gen selber hast sozusagen, oder dir das Gen durch gewisse Skills und Fortbildungen irgendwie angeeignet hast irgendwann. Und ich glaube, genau das ist auch einer. Ein Aspekt, den du machen musst als Unternehmen, selbst wenn du die Leute noch nicht hast aus wie auch immer man sie evaluiert oder einschätzt oder nach welcher Definition man geht. Wenn du die Leute aktuell noch nicht in deinem Unternehmen hast, dann kannst du die weiterbilden, dann. Kannst du die in dieses Mindset bringen oder dieses Mindset fördern, dass die Leute da hinkommen? Weil man kann es lernen 100 Prozentig aus meiner Sicht. Man kann das lernen und dann hoffentlich ist es irgendwann wie ein Schneeballsystem oder ein Selbstläufer, dass die Leute sich gegenseitig befruchten“* (P8 – Pos. 42)
68	*„Weiterbildung ist bei uns auch ein sehr großes Thema. Ist kommt automatisch in dem Moment, wo die die Belegschaft recht lange in einem Unternehmen tätig ist. Da gibt es dann mehr Querwechsel und da ist es natürlich immer notwendig, durch entsprechende Weiterbildungsmaßnahmen Personen in für für ein neues Aufgabenumfeld entsprechend auch zu qualifizieren“* (P9 – Pos. 42)
69	*„[…] wo wir die Leute einfach regelmäßig hören und beispielsweise auch proaktiv Informationen geben, wenn wir halt um Neuerungen wissen oder wenn wir was an unserem Plan ändern. Also da spielt halt auch das Thema Wertschätzung total viel mit. Also sprich, die Leute sollen nicht nachfragen, wenn sie irgendwas gehört haben oder so. Gerüchteküche in großen Unternehmen ist ja auch immer so ein Ding, sondern wir wollen quasi schon proaktiv die Informationsgeber sein, kommunizieren und ihnen die Wünsche auch so ein bisschen von den Lippen ablesen, bevor sie überhaupt erst krass äußern müssen“* (P7 – Pos. 10)
70	*„Und dann haben wir so Inspiration Talks. Jemand von Google, der darüber reder wie sie generative AI eingesetzt haben? Ja, jemand von XXX, der über Recycling spricht. Unterschiedliche zukünftige Themen, damit es auch immer ein bisschen einen Kick gibt. Das machen wir gar nicht. Das sollten wir machen. Und wenn es jemand machen soll, wer ist das?“* (P7 – Pos.24)
71	*„Wir sehen es zum Beispiel im Innovation Challenge. Da sind wir ja sehr stark abgekoppelt von den kaufmännischen Aspekten, von Entscheidungsprozessen. Und es ist so jeder Kollege. Natürlich in seiner Tagesarbeit auch einen gewissen Spielraum“* (P5 – Pos. 21)

72	*„Das Honorieren, das, was passiert. Auch das sichtbar machen vom sozusagen, von den, von den Erfolgen, die erzielt werden im Selbst, im eigenverantwortlichen Handeln zum Beispiel. Also dass man ein Format findet, wo man Leute auch mal sichtbar honoriert, die das mal einfach gemacht haben, irgendwas gemacht haben, was nicht in der Kernbeschreibung steht, sondern die haben was gesehen, die haben das aufgenommen, die haben das verfolgt, die haben Leute angesprochen und die haben dann irgendwas umgesetzt und das ist, das ist was, was da gut zu beitragen kann. Und dafür gibt es ganz unterschiedliche Formate. Das kann man mal über ein Schulterklopfen auf dem Gang machen. Und wenn man es dann ganz groß haben will, haben wir jetzt bei uns. Bei Reifen haben wir so einen, so ein Award System“* (P3 – Pos. 34)
73	*„Also ich glaube, was immer gut ist, ist, wenn die Mitarbeiter am Erfolg des Unternehmens beteiligt werden. Also wenn sie das Gefühl haben, dass sie tatsächlich durch ihre Handlungen und durch eine Verbesserung des Unternehmenserfolgs auch im Endeffekt mehr in der Tasche haben, also im Sinne von einer Beteiligung am Aktienkapital oder an Prämien usw. Also so eine Intensivierung finde ich da schon ziemlich zielführend“* (P3 – Pos. 42)
74	*„dann sagen wir auch wieder diese eher mitarbeiterbezogene Werte, dass Transparenz […] superwichtig ist. Weil wir wollen, dass die Teams was auch vorher gesagt. Diese Beziehungsebene, die Teams zusammenzuhalten super gut funktionieren“* (P6 – Pos. 17)
75	*„Das ist ein gutes Beispiel für zum Beispiel das Thema Vertrauen im Unternehmen und im gegenseitigen Umgehen oder für eigenverantwortliches Vorangehen“* (P3 – Pos. 34)
76	*„Das heißt, viele beschäftigen sich mit unseren Produkten und möchten die vorantreiben. Bedeutet für mich, dass sie sich identifizieren und das nicht einfach nur“* (P5 – Pos. 26)
77	*„Das Freigeben von Ressourcen, gewisse Entscheidungen hilft auf der einen Seite schon, weil man muss ja rechnen. Wenn man selbstständig agieren will, muss man ja rechnen. Was steht mir zu, was kann ich, Wo sind meine Grenzen und umgekehrt auch Was kann ich zurückgreifen? Und das ist etwas, was hilft. Die Frage ist, wie stark die Grenzen sind. Wenn die Grenzen sehr weit aufgemacht hat, dann wird es sicherlich mehr ermöglichen“* (P9 – Pos. 30)
78	*„Auf der einen Seite ein externes Netzwerk etablieren und vorantreiben, was Universitäten, Institute, Kunden, manchmal auch Lieferanten, was relevant ist, um dieses Thema zu bearbeiten, aber eben dann auch vernetzt sind hier intern, um auch die Themen hier intern voranzutreiben. Diese Experten sind große Triebfeder für uns an der Stelle und haben tatsächlich auch die Aufgabe, uns im Management zu fordern, auch mal zu konfrontieren mit Untätigkeit, wenn sie denn den Eindruck haben, wir tun jetzt zu wenig“* (P3 – Pos. 11)

Eidesstattliche Erklärung

Ich versichere, dass ich die vorliegende Masterarbeit selbständig angefertigt, nicht anderweitig für Prüfungszwecke vorgelegt, alle benutzten Quellen und Hilfsmittel angegeben, sowie wörtliche und sinngemäße Zitate als solche gekennzeichnet habe.

Wimsheim, 20.10.2023



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