

# Human capital and employee entrepreneurship

Citation for published version (APA):

van Wetten, S. J. L. (2020). *Human capital and employee entrepreneurship: The role of skills, personality characteristics and the work context*. [Doctoral Thesis, Maastricht University]. ROA.  
<https://doi.org/10.26481/dis.20200129sw>

## Document status and date:

Published: 01/01/2020

## DOI:

[10.26481/dis.20200129sw](https://doi.org/10.26481/dis.20200129sw)

## Document Version:

Publisher's PDF, also known as Version of record

## Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

[Link to publication](#)

## General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license above, please follow below link for the End User Agreement:

[www.umlib.nl/taverne-license](http://www.umlib.nl/taverne-license)

## Take down policy

If you believe that this document breaches copyright please contact us at:

[repository@maastrichtuniversity.nl](mailto:repository@maastrichtuniversity.nl)

providing details and we will investigate your claim.

# Valorisation addendum

The research presented in this thesis is not only academically valuable, but is also useful for firms that are interested in stimulating intrapreneurship within their organisations. The research presented in this thesis is particularly informative for practitioners involved in recruitment and selection, development and allocation of talent, management and design of organisations' work environment.

## *Recruitment and selection*

The results of this thesis are highly relevant for those who are responsible for the recruitment of scarce talent and face that offering higher wages is not a sufficient recruitment strategy to recruit the intrapreneurial talent they aim at. Chapter 2 shows that students in science, technology, engineering and mathematics who possess intrapreneurial talent, are especially attracted to firms that focus on innovation, corporate social responsibility and sustainability. In addition, those with intrapreneurial talent are more attracted to jobs that include team-based performance pay. Furthermore, the results of Chapter 4 suggest that organisations that signal a supportive work environment for innovative activities are more successful in attracting employees with higher intrapreneurial potential. Firms interested in attracting intrapreneurial talent can use these results in the recruitment process. For instance, they could highlight their support and mission for innovation, corporate social responsibility and sustainability in their corporate brand and during the recruitment process, and provide team-based performance pay.

In addition, the results of Chapter 4 show that workers with higher levels of Extraversion, Openness and risk tolerance are more likely to show intrapreneurial behaviour. These results can be used by practitioners involved in the selection of employees. For instance, these traits can be assessed during selection procedures of new hires to identify those applicants with entrepreneurial dispositions.

## *Development and allocation of talent*

The results of Chapter 3 suggest that it might be beneficial for firms to invest in further developing the intrapreneurial skill-set of their higher-educated employees. They can do this either by hiring new employees that have high levels of intrapreneurial skills, or by increasing the intrapreneurial skill levels of their existing employees. When developing training programmes, the results of Chapter 3 suggest however, that this training should focus on different intrapreneurial skills for employees in business occupations than those in STEM occupations. Moreover, training programmes

should be further tailored to existing intrapreneurial skill levels of the employees, the skills demands in their jobs, and the type of innovation envisioned by the firm. In addition, the results of Chapter 3 are relevant to those in charge of the design of curricula in higher education. The outcomes of this chapter suggest that the innovative potential of students could be increased by fostering their creativity, championing, and brokering skills. Therefore, curricula that aim to contribute to students' innovation skills, should be designed in such a way that student can develop creative, brokering and championing skills. Curricula design can be informed by for instance Scott et al. (2004), who provide a review of training components and their effects on creativity. In addition, Menzel et al. (2007) provide suggestions on the design of training programmes that aim to increase intrapreneurial skills.

Moreover, the results of Chapter 3 show that intrapreneurial skills are underutilised in firms' innovation processes. This indicates that firms could make more efficient use of their intrapreneurial talent by allocating more employees with higher levels of intrapreneurial skills to innovative tasks. More specifically, the results of Chapter 3 suggest that firms can make more efficient use of employees with higher creative and championing skills in product and service innovation and in process innovation in knowledge and methods.

#### *Management and design of the work environment*

The findings of Chapter 4 suggest that employees show higher levels of intrapreneurial behaviour in organisations that provide rewards, time and organisational resources for intrapreneurship. However, providing these supportive measures does not incentivise all employees to engage in intrapreneurial behaviour, and may especially provide incentives for increased intrapreneurial behaviour for employees with higher levels of Openness, but not for employees with higher levels of Extraversion and risk tolerance.

The results of Chapter 5 suggest that implementing several New Ways of Working facets can help firms to foster intrapreneurial behaviour of their employees. Especially giving employees the autonomy to work independent of time and location and to determine their own work processes are positively related to intrapreneurial behaviour. However, this chapter also shows that not all New Ways of Working facets increase employees' intrapreneurial behaviour. Access to organisational knowledge and flexibility in working relations does not positively relate to employees' intrapreneurial behaviour. Therefore, this suggests that investments in information technology to allow for access to organisational knowledge should be carefully considered when an organisation aims at fostering intrapreneurship. Similarly, providing employees with the opportunity to adjust their working hours depending on their private situation or professional ambition does not seem an effective strategy for fostering intrapreneurship.

The results of Chapter 5 also show that management style is an important factor when aiming to stimulate intrapreneurial behaviour of the employees in the organisation. These results show that managers with higher levels of transformational leadership promote intrapreneurial behaviour. In particular, the results of Chapter 5 show that creating a freely accessible open workplace only contributes to employees' intrapreneurial behaviour when facilitated by a transformational leadership style. Therefore, organisations that implement New Ways of Working should consider simultaneously promoting a more transformational leadership style among their managers.