

The Nexus between Intrapreneurship and Person-Job Fit: A Qualitative Comparative Analysis of Work Motivation in SMEs

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Abstract

Purpose. Based on self-determination theory and the perspective of person-job fit, this study aims to determine the configurations of situations in which the person-intrapreneurship fit and psychosocial factors that lead to different types of motivation.

Design/methodology/approach. The data were collected from 199 employees of four Quebec small and medium-sized enterprises (SMEs) and analyzed by a configurational approach using the Qualitative Comparative Analysis (QCA) method.

Findings. The results indicate that for intrapreneurs to operate autonomously, it is crucial that they do not experience job anxiety. Intrapreneurial self-efficacy is required when intrapreneurship is voluntary (strong fit) but not when forced (poor fit). In forced intrapreneurship, organizational support is central to self-determination. Thus, regardless of self-efficacy, the model suggests autonomous motivation is possible in forced intrapreneurship if the employee has organizational support and lacks anxiety.

Practical implications. These findings underscore the imperative for organizations to prioritize the psychological well-being of their employees, particularly when engaging them in intrapreneurial projects. Additionally, managers can foster autonomous motivation by encouraging favorable behaviors such as intrapreneurial behavior (IB) and providing essential support, particularly when these projects may not align with employees' ambitions and intentions.

Originality. This study offers a novel perspective on the role of person-job fit in the specific context of intrapreneurship, based on a new categorization of fit based on the disparity between employees' intrapreneurial intention and actual intrapreneurial behavior. It provides unique theoretical and practical insights into fostering autonomous motivation through the lens of person-intrapreneurship fit.

Keywords: Work motivation, person-job fit, intrapreneurship, SME, QCA.

Article classification: Research Paper.

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Introduction

In an ultra-competitive economic environment where innovation is vital, many small and medium-sized enterprises (SMEs) are trying to unlock the intrapreneurial potential of their employees. Intrapreneurship can enhance the organization's competitiveness and act as a source of motivation and commitment for employees (Gawke et al., 2018). However, implementing intrapreneurship in SMEs presents unique challenges and impacts on employee motivation. Some studies show that intrapreneurship can be highly motivating for certain employees (Marques et al., 2019), while others may experience increased anxiety due to the inherent uncertainties of this approach (Bracci & Riva, 2020). These mixed effects stem from factors such as managerial difficulties in delegation, limited resources for error mitigation, and a lack of enthusiastic volunteers for intrapreneurial projects (Chouchane et al., 2023).

It is crucial to understand how SMEs can align their employees' interests with the intrapreneurship requirements to maintain and even enhance their motivation. This alignment between the employee and their job, often referred to as "person-job fit" (Edwards, 1991), becomes even more essential in SMEs where the diversity of employee profiles is limited. If alignment is not achieved, how can an SME encourage or force its employees to engage in intrapreneurial processes without compromising their motivation? And how can this be achieved?

To answer these questions, our study is based on Deci and Ryan (1985) self-determination theory (SDT) and the perspective of person-job fit (Edwards & Shipp, 2007). We aim to identify the configurations of situations where intrapreneurial behavior leads to different types of motivation – external, introjected, and autonomous. We postulate that a fit between the intention to be an intrapreneur and engaging in such behaviours can lead to work motivation. However, such motivation could still be achieved without this fit, provided other factors, such as perceived organizational support, lack of professional anxiety, and intrapreneurial self-efficacy, are present.

Based on a configurational approach using the Qualitative Comparative Analysis (QCA) method and analyzing data from 199 employees across four Quebec SMEs, this study contributes to our knowledge in three significant ways. Firstly, it offers a more comprehensive understanding of how intrapreneurship can act as a source of work motivation for employees in SMEs and in which contexts this is most likely to occur. Our contribution highlights that even forced

intrapreneurship, a situation potentially more prevalent in SME contexts, can generate autonomous motivation if organizational support is present and work-related anxiety is absent. Secondly, we deepen our understanding of the critical role of person-job fit in this specific context. While fit is essential for some configurations of autonomous motivation, and its absence also leads to external or introjected motivation, we help show that fit can lead to external motivation. This situation demonstrates that the broader context is necessary to understand the role of person-job fit and its effect on intrapreneurial processes. Lastly, the configurational approach reveals the complexity of motivational configurations at work, highlighting the nuanced interplay of various factors that influence employee motivation. This contribution shows the principles of equifinality leading to different types of motivation, including autonomous motivation, and that individual, contextual, and processual dimensions need to be considered to understand how motivation develops.

Theoretical Framework

Work Motivation and Person-Job Fit

Self-determination theory (SDT), developed by (Deci & Ryan, 1985), posits that human motivation is driven by the satisfaction of basic psychological needs in terms of competence (the search for optimal challenges to one's abilities), relationships (the tendency to connect with others, fit in, and be accepted), and autonomy (the perception of being the originator of one's behaviour) that are fundamental to all individuals (Deci & Ryan, 2002; Gagné, 2009). These needs are crucial for fostering autonomous motivation, which includes intrinsic (engaging in tasks for inherent pleasure) and identified motivation (engaging in tasks because they are personally important). Controlled motivation includes introjected regulation (acting to avoid guilt or shame or to enhance self-esteem) and external regulation (performing tasks for external rewards or to avoid criticism). Autonomy involves acting with a sense of volition and having the experience of choice, whereas being controlled consists of acting with a sense of pressure and a sense of having to engage in the actions (Gagné & Deci, 2005, pp. 333-334).

The relationship between job characteristics and work motivation is well-documented, particularly in the context of supporting autonomy and relationship needs (Deci et al., 2017). For employees to feel motivated, there must be a good fit between their abilities and the demands of

their job. This concept is central to understanding work motivation through the lens of person-job fit.

Person-job fit is defined by Edwards and Shipp (2007) as "[...] the degree of match between the personality, skills, and ability of the worker and the requirements of the specific jobs or job tasks" (Donavan et al., 2004, p. 129). There are two primary types of person-job fit: the fit between the employee's needs, wishes, and preferences and what is provided by the organization (policies, procedures, resources, rewards, and values) (*needs-supplies fit*) and the fit between the demands of the job or task to be done and the employee's skills and abilities (*demands-abilities fit*). Person-job fit is crucial because it impacts how effectively an employee performs their job, subsequently influencing their motivation. Employees who perceive a strong alignment between their jobs and personal skills and values are likelier to experience autonomous motivation. This alignment fosters a sense of autonomy and competence, which are essential intrinsic motivation components. As a result, employees find the work itself rewarding (Güntert, 2015; Millette & Gagné, 2008; Van Yperen et al., 2016). Studies have shown that employees who feel their job aligns well with their skills and values are more likely to experience higher levels of autonomous motivation, leading to increased engagement and satisfaction (Quratulain & Khan, 2015; Saeed & Asghar, 2012).

Intrapreneurial Intention-Behaviour Fit in SMEs and Work Motivation

Employee intrapreneurship is related to employee innovation and creation behaviors within existing organizations (Falola et al., 2018). By identifying, pursuing, and autonomously encouraging innovation opportunities, intrapreneurs aim to create new organizations and improve an organization's ability to respond to internal and external progress (Gawke et al., 2017; Vargas-Halabí et al., 2017). Intrapreneurial orientation (Schachtebeck et al., 2019) is generally characterized in terms of three widely recognized dimensions: *innovation, risk-taking, and proactiveness* (De Jong et al., 2015; Mahmoud et al., 2020; Usman et al., 2021; Valsania et al., 2016). At the organizational level, intrapreneurial behaviours leverage organizational growth and performance (Ağca et al., 2012; Soriano et al., 2012; Wan et al., 2020; Zhang et al., 2018). Researchers have argued that these behaviours increase positivity at work (e.g., motivation, optimism, and hope) and help employees become more engaged in their work (Gawke et al., 2017; Pandey et al., 2020) by allowing them to express their visionary and creative abilities (Oluwatoyin

et al., 2018). Given these issues, businesses are increasingly seeking to stimulate the intrapreneurial spirit of their employees and push them to create new ideas within their positions (Levie et al., 2016).

However, encouraging intrapreneurship without considering the needs of employees can generate demotivation by pushing them to take risks without being prepared to do so (Faÿ & Nunes, 2001). This is particularly risky in the context of SMEs. Yet, centralized decision-making at the management level in SMEs makes it easier for employees to communicate their new ideas. The manager's closeness to their employees fosters the integration of individual goals with corporate goals (Torrès, 2004) and the recognition of the creative potential of intrapreneurs within SMEs (Schachtebeck et al., 2019). The smaller the size of the workforce, the greater the relative weight of each employee (Torrès, 2015). As a result, the intrapreneurial potential of each employee is significant in SMEs, and the leader cannot stimulate intrapreneurship without implementing appropriate organizational and individual strategies.

Autonomy, relationships, the reward system, and the availability of resources are important factors in fostering intrapreneurship (Falola et al., 2018; Rigtering & Weitzel, 2013). However, the scarcity of material and human resources could threaten employee success. For Gawke et al. (2018), the positive impact of intrapreneurial behaviour on work engagement results from the match between the challenges of intrapreneurship and the rewards. In cases where employees are highly sensitive to punishment caused by the discrepancy between the demands and sufficient resources, intrapreneurship has been linked to employee burnout, leading to work avoidance. Employees who do not match the requirements of intrapreneurial tasks regarding skills and resources would have great difficulty acting out of will or pleasure.

When people are pushed into intrapreneurship that does not match their needs (Forced Intrapreneurship), there will be a mismatch between the individual's ambition and the firm's requirements. Given the scarcity of resources, intrapreneurship in SMEs may only be a source of self-determination for some since it requires a fit between the employee's needs, skills, aspirations, and attitudes and the requirements of the intrapreneurial tasks.

For Razavi and Ab Aziz (2017), '[...] intrapreneurial intention deals with the likelihood of an employee starting a new project or branch that involves new opportunities and ideas, specifically

for being entrepreneurial in an organization, or in short, to be intrapreneurial (Menzel and al., 2007; Morris and al., 2010; Wu, 2009) (p. 771). Intrapreneurial intention (IEI) is a fundamental attitude that predicts intrapreneurial behaviours (Neessen et al., 2019). Indeed, employees who do not intend to engage are less likely to engage in intrapreneurial behaviours (Chouchane et al., 2023). In this case, there is a strong fit between the low intention to initiate and the low intrapreneurial behaviour (A-intrapreneurship). These employees who are resistant to intrapreneurship, an additional and voluntary task beneficial to the company, seem less likely to act at work out of will and pleasure, but rather for external reasons (rewards and keeping the job). Our study suggests that employees with a strong fit between their intrapreneurial intention and behaviours act voluntarily and with pleasure (Voluntary Intrapreneurship: high intention with high behaviour). In other words, providing the appropriate resources and placing the individual in a situation consistent with their willingness to engage in intrapreneurship would foster autonomous motivation. Conversely, those with a poor fit (Forced Intrapreneurship: low intention-high behaviour OR Unrealized Intention: high intention-low behaviour) will be motivated in a controlled manner by acting with a sense of pressure to obtain rewards or to avoid feelings of guilt. This idea is consistent with the findings of Wang and Zheng (2012), which suggest that employees subjected to work pressure (e.g., task deadlines) reported less identified motivation, both individually and collectively, than those under no pressure to perform their tasks.

Psychosocial Factors Influencing Work Motivation in Intrapreneurship

Several individual factors could be at play in the fit between employees and their tasks to foster their work motivation. Previous studies suggest three main conditions that must be sufficiently present: a high degree of perceived organizational support, confidence in one's intrapreneurial skills and abilities, and a healthy environment that does not promote negative psychological emotions at work, such as anxiety.

Perceived organizational support (POS) refers to beliefs held by employees about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS influences employees' attitudes and behaviours at work (Eisenberger et al., 2020) and their intrinsic motivation (Godinho-Bitencourt et al., 2019). In particular, organizational support is necessary for risky (Neves & Eisenberger, 2014) and voluntary

(McBey et al., 2017) endeavors such as intrapreneurship. Specific organizational support must be provided by granting the necessary autonomy and coaching to be creative and proactive without fear of failure (Canet-Giner et al., 2020) to ensure intrapreneurial behaviour among employees. In this regard, Zampetakis et al. (2009) have stated that employees will feel more likely to generate new ideas and adopt intrapreneurial behaviours when they perceive high organizational support. In this vein, ul Haq et al. (2018) consider that POS facilitates intrapreneurial employee behaviours (IEBs) by creating confidence that the organization will appreciate their extra efforts by implementing the necessary HRM practices (e.g., caring about their overall satisfaction, rewards, consideration of their complaints, etc.). These practices allow employees to acquire the required skills by encouraging participation (Escribá-Carda et al., 2020). As a result, POS that matches the needs of employees will foster their motivation at work.

IEBs are autonomous and often voluntary behaviours. Employees must have confidence in their abilities and skills to accomplish the task or deploy behaviours of an intrapreneurial nature. Self-efficacy thus plays a central role in exercising personal action via its strong impact on thought, affect, motivation, and action (Bandura, 1991). Specifically, *intrapreneurial self-efficacy* (ISE) plays a role in the development of IEI (Douglas & Fitzsimmons, 2013; Tucker et al., 2017) and IEB (Ibrahim et al., 2016; Wakkee et al., 2010). Marques et al. (2019) suggest that employees who are more determined to become intrapreneurs are more likely to take risks, are more confident about their managerial skills, and are more motivated at work. Professional self-efficacy is essential to job performance through intrinsic motivation (Çetin & Aşkun, 2018). As such, self-efficacy helps develop positive attitudes toward the work environment and improves motivation, which helps deal with obstacles and adversity (Demir, 2020; Trautner & Schwinger, 2020). Thus, the presence of ISE among employees with strong intrapreneurial fit will foster their autonomous motivation.

The insecurity and uncertainty associated with IEB can generate anxiety among employees (Bracci & Riva, 2020). *Job anxiety (JA)* is "the general level of worry experienced in connection with one's job over time" (Mannor et al., 2016, p. 1976). Job anxiety is associated with employee turnover intentions (Haider et al., 2020), counterproductive behaviours such as aggressiveness, theft, and waste (Chen et al., 2017) and amotivation (Ng et al., 2012). Individuals who experience anxiety at work often experience a sense of being underqualified (Muschalla et al., 2010).

Conversely, employees who experience less anxiety have higher levels of job satisfaction and are more professionally engaged (Demir, 2018; Jiang et al., 2020). Chouchane and St-Jean (2022) suggest that when anxiety is high, the perception of organizational support no longer favours the creation of conditions conducive to an employee wanting to lead projects and engage in intrapreneurial behaviour. In other words, when employees experience less anxiety about their work, they should feel more energetic and excited to engage in positive activities from which their colleagues and their organization can benefit (De Clercq et al., 2020). The absence of anxiety could be a significant psychological lever for employees who engage in intrapreneurial behaviours, which will do their work exciting and enjoyable (autonomous motivation).

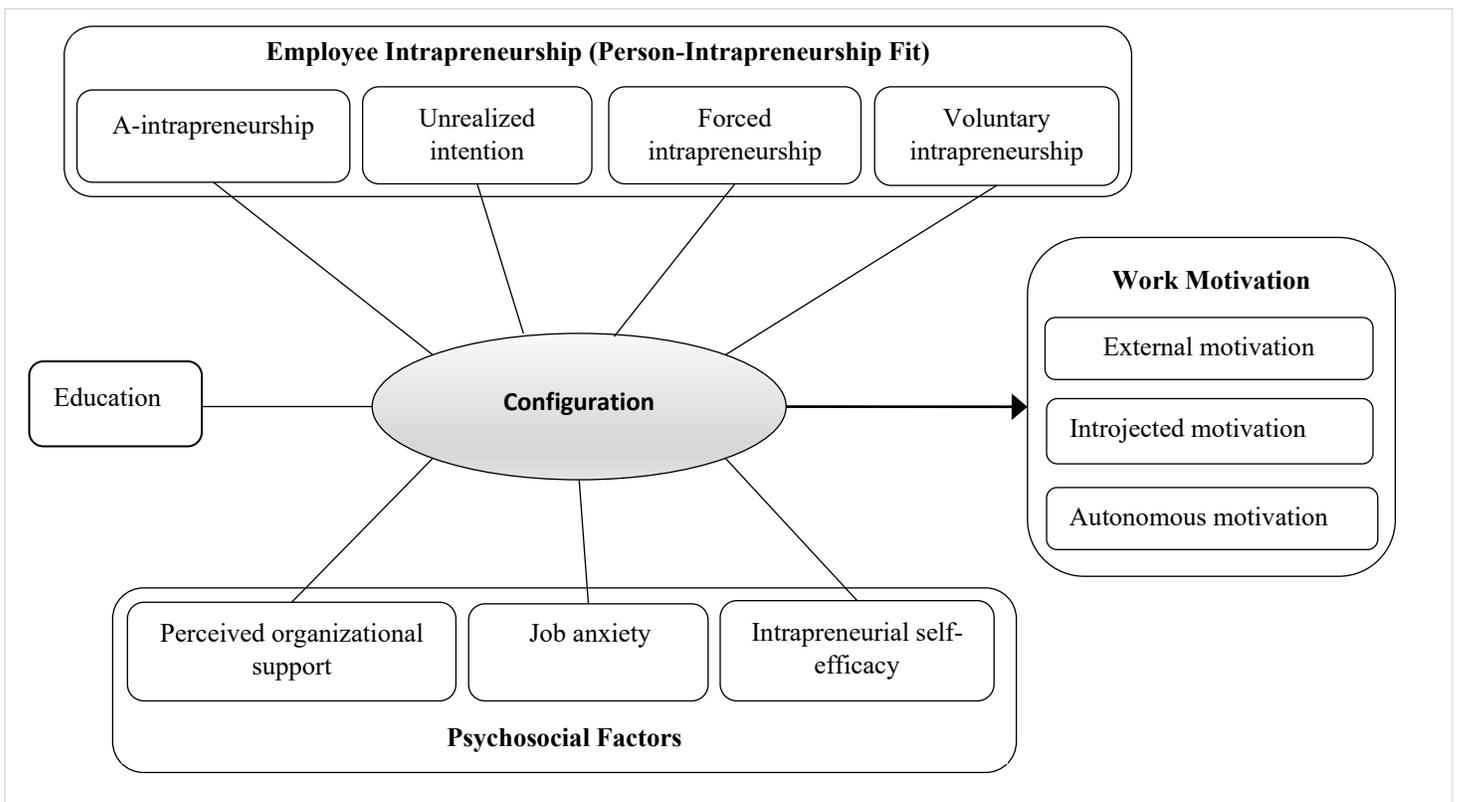
The framework of our study, grounded in SDT, emphasizes the role of basic psychological needs – autonomy, competence, and relatedness – in shaping work motivation. Consistent with SDT, we propose that the interplay of factors such as perceived organizational support and self-efficacy in our configurational model represents the satisfaction of these fundamental needs. For instance, perceived organizational support (POS) is a crucial indicator of relatedness satisfaction, fostering a sense of belonging and connection within the workplace. This situation, in turn, can enhance intrinsic motivation by fulfilling the employee's need for social integration and support. Similarly, intrapreneurial self-efficacy (ISE) aligns with competence satisfaction, thus fueling their intrinsic motivation through a sense of mastery and achievement. Our analysis, therefore, delves into how different combinations of these elements either promote or thwart motivation by directly impacting the satisfaction of these basic psychological needs. By doing so, we elucidate the nuanced mechanisms through which environmental and personal factors coalesce to influence an individual's motivational landscape within the context of SMEs, offering a comprehensive understanding of the motivational process per SDT.

Furthermore, alongside these psychosocial conditions, the level of education has been incorporated as a variable in the configurational model, aligning seamlessly with established theoretical and empirical frameworks. According to human capital theory, the skills and knowledge acquired through education profoundly shape an individual's work-related behaviors and attitudes (Becker, 1993). Higher levels of education are linked to stronger cognitive evaluation abilities and a preference for autonomy, as explained by Deci and Ryan (1985) SDT. Thus, educational level is intrinsically linked to satisfying psychological needs that are essential to work motivation (Van

den Broeck et al., 2016). Moreover, the inclusion of education is reinforced by literature highlighting its pivotal role in fostering creative problem-solving and strategic thinking, which are essential for intrapreneurial behavior (Gawke et al., 2019; Jong et al., 2015). For example, studies such as Chouchane and St-Jean (2022) have underscored the significant impact of education level on intrapreneurship compared to other sociodemographic variables.

Considering these various theoretical points, Figure 1 presents the conceptual model proposed for this study. It consists of four intrapreneurial categories (A-intrapreneurship, Voluntary Intrapreneurship, Forced Intrapreneurship, and Unrealized Intention) related to the person-job fit for intrapreneurship, three psychosocial factors (POS, ISE, and JA) and the employee's level of education, all of which represent conditions that potentially affect work motivation across various configurations.

Figure 1. *Configurational Research Model*



Source: Authors own work

Method

Research Design and Sampling

The data for this study were collected in Québec from 199 employees of four service SMEs (A, B, C, D) operating in different business segments (culture and tourism; damage insurance; telecommunications and professional services). We selected these SMEs based on the presence of their intrapreneurial processes. To understand the environment in which employees operated and ascertain whether the targeted firms fostered intrapreneurial practices, we administered a questionnaire to executives and managers (N = 29). Through three open-ended questions, respondents described how their departments identified and exploited new ideas from employees; the practices used to reward successful employees, and the consequences for employees whose ideas failed. Acceptance of employee-generated ideas, reward practices, and tolerance for failure are the cornerstones of an intrapreneurial organizational context. The studied firms demonstrated their promotion of intrapreneurial behavior among employees by exhibiting these characteristics. In addition, we have assured a certain homogeneity between the selected firms, given that they are all part of the service industry. Still, given that the firms are all in different specific sectors, we have ensured a certain heterogeneity within the service industry. Table 1 represents the company's characteristics and response rates.

Table 1. Sampling and Response Rates

Company	Sector of activity	Number of employees	Number of invitations sent*	Number of responses received	Response rate (%)
A	Damage insurance	250	250	179	71.6
B	Culture and tourism	12	12	9	75
C	Telecommunications	15	15	5	33.33
D	Professional services	38	38	6	15.78
Total	-	-	315	199	63.17

**Note on Inclusion Criteria: Our study adopts an inclusive view of intrapreneurship, qualifying as an intrapreneur any proactive employee who innovates by taking risks, regardless of their position or responsibilities, encompassing all organizational levels.*

Source: Authors own work

These firms helped us reach all their employees, giving them time on the job to answer the questionnaire. Respondents received an email asking them to fill out an online questionnaire. They were informed that the study was anonymous and that there were no right or wrong answers. The

questionnaire took approximately 15 minutes to complete. With their collaboration, we reached a response rate of 63.17%. The average age of 199 employees was 41.12 years (SD = 11.01). Table 2 represents the demographic profile of the respondents.

Table 2. The Demographic Profile of the Respondents

Respondent characteristics	Frequency	%
Gender:		
▪ <i>Female</i>	160	80.4
▪ <i>Male</i>	39	19.6
Age:		
▪ <i>20-30</i>	38	19.1
▪ <i>31-40</i>	62	31.2
▪ <i>41-50</i>	53	26.6
▪ <i>> 50</i>	46	23.1
Education:		
▪ <i>Secondary</i>	57	28.6
▪ <i>College</i>	101	50.8
▪ <i>University</i>	41	20.6
Tenure:		
▪ <i>0-5 years</i>	95	47.74
▪ <i>6-10 years</i>	42	21.11
▪ <i>11-15 years</i>	19	9.55
▪ <i>> 15 years</i>	43	21.61

Source: Authors own work

Measures

For all the variables in this study, existing measurement instruments were used and, in some cases, adapted to the study's context. The study was administered in French. However, the psychometric qualities of all the measurement instruments (POS, IEI, ISE, JA, and IEB) in French have yet to be the subject of any scientific validation. The present study adapted these measures using a "translation/retranslation" procedure involving independent bilingual translators (Vallerand, 1989).

Outcome Measures

Work motivation (WM). This construct was measured using the translated version of Gagné et al. (2015) multidimensional work motivation scale. This instrument measures five types of work

motivation from the self-determination continuum (amotivation, intrinsic, identified, introjected, and external) with 19 items on a scale ranging from 1 = not at all for this reason to 7 = exactly for this reason. This study measured work motivation using 16 items (intrinsic, identified, introjected, and external). *Autonomous motivation* (6 items; $\alpha = 0.85$) encompasses both *intrinsic* (e.g., "I put effort into my current job because I enjoy doing this job") and *identified motivation* (e.g., "I put effort into my current job because this job has personal meaning for me"). *Controlled motivation* (10 items) was composed of two types of motivation: *introjected motivation* (4 items; $\alpha = 0.64$, for example: "I put effort into my current job because I have to prove to myself that I can do it") and *external motivation* (6 items; $\alpha = 0.78$, for example: "I put effort into my current job because I risk losing my job if I do not make enough effort at work").

Independent Measures

Employee intrapreneurship. To measure employee intrapreneurship, we used the "person-job fit" principle with two concepts: intrapreneurial employee intention (IEI) and intrapreneurial employee behaviour (IEB).

Intrapreneurial employee intention (IEI). We used a 3-item measure developed by Douglas and Fitzsimmons (2013) to assess IEI ($\alpha = 0.95$). Participants were asked to respond to the items on a scale ranging from 1-Very unlikely to 7-Very likely (e.g., "The likelihood that you would agree to participate in a new department within your company that is being created to exploit a major innovation"). Douglas and Fitzsimmons (2013) and Tucker et al. (2017) studies have shown that this measure has good reliability by reporting a Cronbach's alpha of 0.77 and 0.93, respectively.

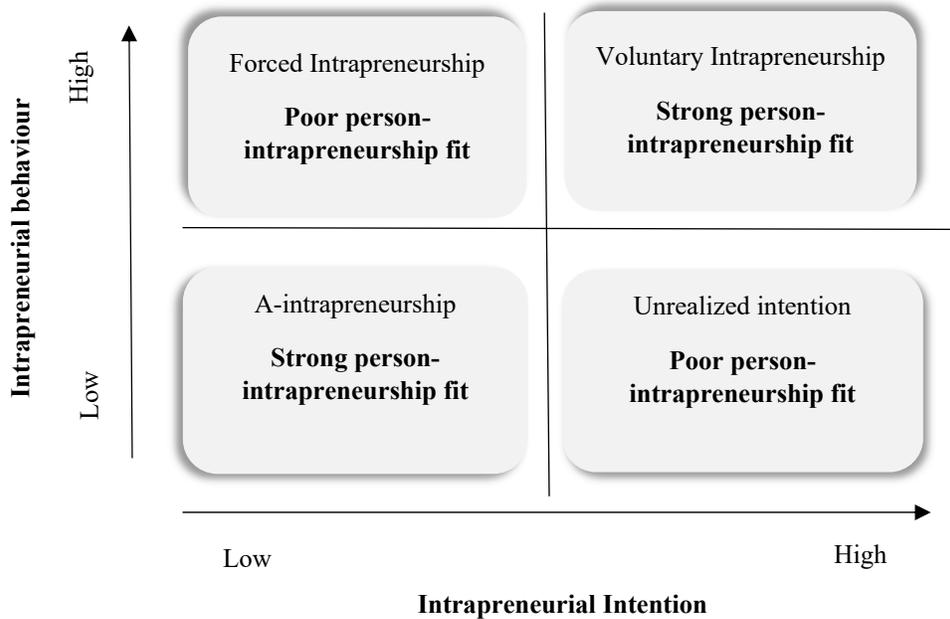
Intrapreneurial employee behaviour (IEB). We used the 10-item ($\alpha = 0.89$) measure developed by Stull and Singh (2005) (e.g., "In my position, I generate new and useful ideas"). Participants rated the frequency at which they performed different intrapreneurial actions within their positions, ranging from 1 - Not at all to 5 - Very often. Some studies (Moriano et al., 2009; Rigtering & Weitzel, 2013) have shown this scale has excellent internal consistency (Cronbach's alpha between 0.84 and 0.90).

To categorize the fit between intrapreneurial intention and behaviours, we first recoded the data for these two measures based on the median of each one. For intention, on a scale of 1 to 7 (M

= 5.84 and Me = 6), it was translated into a dichotomous condition by recoding responses that were above or equal to the median (likely to very likely) to 1 (high intention); otherwise, data below 6 (very unlikely to unlikely) were recoded to 0 (low intention). As for intrapreneurial behaviour, on a scale of 1 to 5 (M = 3.03 and Me = 3.02), responses below 3 (median) were recoded to 0 (low intrapreneurial behaviour). Those that were above or equal to 3 (engaged in intrapreneurial behaviour at least occasionally) were recoded to 1 (high intrapreneurial behaviour). We then classified the respondents' intrapreneurship into four categories.

The four categories were divided into two categories: poor person-task fit (intrapreneurship) and two others characterized by strong fit. In the latter, employees had low (vs. high) intention and low (vs. high) intrapreneurial behaviour. Employees with low intrapreneurial intention and low intrapreneurial behaviour fell into the a-intrapreneurship category. The second fit category concerned employees who had high intrapreneurial intention and acted as intrapreneurs within their firm (voluntary intrapreneurship). On the other hand, in other cases, intention was high, and behaviour was low, and vice versa. In these cases of poor fit, either the employee had a poor fit with their task, which was not sufficiently supported by the organization (unrealized intention), or the intrapreneurial task imposed by the organization was not highly desired by that employee (forced intrapreneurship) (Figure 2). For the distribution of participants by category of intrapreneurship, we have some cases that are much less frequent than others. Despite forced intrapreneurship (poor fit), their numbers are pretty low (11.1%). Cases of unrealized intrapreneurial intentions came in at 24.6% (poor fit), but most cases (47.7%) were part of the voluntary intrapreneurship category. This situation indicates that more than half of the respondents engaged in intrapreneurship willingly. The a-intrapreneurship (16.6%) category was relatively marginal.

Figure 2. *Categories of Employee Intrapreneurship Based on the Person-Job Fit Model*



Source: Authors own work

Job anxiety (JA). We measured employee job anxiety based on Spielberger (1983) *State-Trait Anxiety Inventory (STAI)*. It was assessed via the short version scale ranging from 1 - Not at all to 4 - Very much (6 items; $\alpha=0.84$) utilized by Marteau and Bekker (1992). We adapted this measure by adding the term "at work," following studies that had adapted the instrument similarly (Doby & Caplan, 1995). It made it possible for the respondents to describe the feelings they experienced at work at the time of the response (e.g., at work, right now, I am tense).

Perceived organizational support (POS). To measure POS, we used the short 9-item version ($\alpha=0.93$) proposed by Eisenberger et al. (1990) from the original measurement scale developed by Eisenberger et al. (1986). An example of an item is, "The firm does whatever is necessary to help me do my job to the best of my abilities." Participants were asked to indicate the degree to which they agreed with each item on a scale ranging from 1 - Strongly disagree to 7 - Strongly agree.

Intrapreneurial self-efficacy (ISE). We used Chen et al. (1998)'s Chen et al. (1998) measure of entrepreneurial self-efficacy and Bateman and Crant (1993) measure of proactiveness to assess intrapreneurial self-efficacy. We used Chen et al. (1998)'s measure of self-efficacy for innovation (4 items: e.g., "I can design services that solve current problems") and risk-taking (3 items: e.g., "I

can make decisions under uncertainty"). As for proactiveness, four items from the Bateman and Crant (1993) measure (e.g., "Regardless of the likelihood of failure, if I believe in something, I can do it"). The 11 items ($\alpha = 0.84$) were answered on a scale ranging from 1 - Strongly disagree to 5 - Strongly agree.

Education. The data relative to the employee's level of education were recoded to meet the assumptions of the QCA analytical method regarding the types of variables to be used (categorical and dichotomous). It was translated into a dichotomous condition (1 = post-secondary level and 0 = secondary level). In this regard, 28.65% of the employees had secondary-level education, and 71.35% had post-secondary education (college and university).

Data Processing

To answer the research questions, we used the configurational approach based on the *Qualitative Comparative Analysis* method using the fsQCA 3.0 software (Ragin & Sean, 2016). Based on Boolean algebra, this method makes it possible to identify different combinations to explain a phenomenon: employee work motivation (Ragin, 2008). This approach has been used by several management science researchers (Seny Kan et al., 2016), who have notably investigated the foundations of intrinsic motivation (Swiatczak, 2021).

Three criteria for the QCA solution's correctness are the condition's sufficiency, the necessity of the condition's components, and the completeness of the solution (Ding, 2023, p. 2). After calibrating the set of measurements (Ragin, 2007), the first step in the QCA is to test the conditions necessary for the outcome of interest to occur. Necessary conditions are those without which the dependent variable cannot occur, and sufficient conditions are those that, without the influence of any other independent variable, are capable of causing the dependent variable to appear (Dion et al., 2002). Statistically, a condition is necessary if its consistency is higher than 0.9 (Ragin, 2008). The second step is the sufficiency analysis, which makes it possible to find different combinations of conditions that meet specific sufficiency criteria for the outcome to occur (Beynon et al., 2020, p. 446). This analysis corresponds to the truth table sorted according to the frequency and consistency of each configuration. In this study, all configurations with a frequency of at least two were considered with a consistency of 0.8, as Ragin (2008) recommended. The third step in the QCA is identifying core and peripheral conditions from the results obtained in the parsimonious

and intermediate solutions (Fiss, 2011). The central conditions are those that are part of both the parsimonious and intermediate solutions and have a strong relationship with the outcome of interest. However, the peripheral conditions are eliminated in the parsimonious solution and, therefore, only appear in the intermediate solution and are considered less critical. Two aspects are analyzed in the QCA results: consistency and coverage of the overall solution (all configurations) and each configuration. For the overall solution, consistency refers to the degree to which the cases share conditions or combinations of conditions. In contrast, the coverage provides information on the relevance of the conditions to the outcome by indicating the degree to which the minimum formula results from the analysis covering the observed cases (Kraus et al., 2018). A consistency threshold of 0.80 is recommended, but a score between 0.75 and 0.80 is deemed acceptable (Ragin, 2008).

Results

Calibration and Necessity Analysis

Before beginning the calibration of the variables using the QCA method, we performed the descriptive analyses using SPSS v.26 software. Table 3 presents the reliability of our variables (Cronbach's alpha and McDonald's omega) and correlations between the variables of interest.

Table 3. Correlations Among Variables

Variables	Mean	SD	α	ω	1	2	3	4	5	6	7	8	9	10	11
1. Autonomous motivation	5.19	1.01	0.85	0.85	-										
2. External motivation	3.28	1.19	0.78	0.78	0.13	-									
3. Introjected motivation	4.63	1.13	0.64	0.64	0.39**	0.36**	-								
4. Perceived organizational support	5.46	1.01	0.93	0.93	0.31**	0.05	0.15*	-							
5. Job anxiety	2.00	0.64	0.84	0.84	-0.33**	0.14	-0.01	-0.37**	-						
6. Intrapreneurial self-efficacy	3.75	0.50	0.84	0.84	0.29**	0.02	0.32**	0.12	-0.12	-					
7. A-intrapreneurship	0.17	0.37	na	na	-0.16*	-0.04	-0.26**	-0.23**	0.25**	-0.35**	-				
8. Unrealized intention	0.25	0.43	na	na	-0.09	0.13	0.08	-0.11	0.09	-0.08	-0.26**	-			
9. Forced intrapreneurship	0.11	0.31	na	na	-0.08	-0.07	0.02	-0.10	0.09	-0.06	-0.16*	-0.20**	-		
10. Voluntary intrapreneurship	0.48	0.50	na	na	0.25**	-0.04	0.12	0.33**	-0.32**	0.37**	-0.43**	-0.55**	-0.34**	-	
11. Education	0.71	0.45	na	na	0.05	0.03	0.27**	-0.01	-0.01	0.20**	-0.32**	0.05	0.12	0.12	-

N = 199; * $p \leq 0.05$. ** $p \leq 0.01$; Education: postsecondary = 1; secondary = 0; SD: standard deviation; α : Cronbach's alpha; ω : McDonald's omega; na: dummy variables.
Source: Authors own work

With QCA, the calibration of the measures takes the form of quantitative evaluations of the degree of membership in a set, which can range from a score of 0 (full exclusion from a set) to 1 (full inclusion) (Ragin, 2007). For the continuous variables (autonomous motivation, introjected motivation, external motivation, POS, ISE, JA), we decided to go with a direct calibration as recommended by Ragin (2008) and per the literature. The data in a study by Douglas et al. (2020) were calibrated by defining full membership and full non-membership items at +/- one standard deviation (SD) from the median. Some researchers suggest that for a point scale, the full membership point can be set at 4 or 5, the full non-membership point at 1 or 2, and the point of maximum ambiguity at 3 (Douglas et al., 2020). Several studies calibrate measures using percentiles (Ortiz de Guinea & Raymond, 2020). For Douglas and Prentice (2019), the median (0.5) can be used as the crossover point for membership ambiguity. We thus set the three levels of fuzzy set membership using percentiles: we used the value of the top quintile (80th centile) as the threshold for full membership, the median as the crossover point (0.5), and the value of the bottom quintile (20th centile) as the threshold for full non-membership. To calibrate a net set characterized by binary conditions (education and the four categories of intrapreneurship), we used 1 to represent full membership and 0 to represent full non-membership. Table 4 presents the descriptive statistics and calibration points that were selected.

Table 4. Descriptive Statistics and Calibration Parameters for fsQCA

Conditions [Range]	Calibration Thresholds			Median	Min.	Max.
	Fully out	Max 'm ambig.	Fully in			
Autonomous motivation [1-7]	4.43	5.33	6.00	5.33	1.50	7.00
External motivation [1-7]	2.00	3.33	4.33	3.33	1.00	5.83
Introjected motivation [1-7]	3.75	4.75	5.50	4.75	1.00	7.00
Perceived organizational support [1-7]	4.78	5.67	6.22	5.67	1.78	7.00
Job anxiety [1-4]	1.50	1.83	2.50	1.83	1.00	3.67
Intrapreneurial self-efficacy [1-5]	3.36	3.82	4.18	3.82	1.91	5.00
A-intrapreneurship [0-1]	0.00	-	1.00	0.5	0.00	1.00
Unrealized intention [0-1]	0.00	-	1.00	0.5	0.00	1.00
Forced intrapreneurship [0-1]	0.00	-	1.00	0.5	0.00	1.00
Voluntary intrapreneurship [0-1]	0.00	-	1.00	0.5	0.00	1.00
Education [0-1]	0.00	-	1.00	0.5	0.00	1.00

Source: Authors own work

Our analysis of necessary conditions individually (Table 5) reveals that all conditions have consistency below the consistency threshold of 0.9 for all three outcomes (autonomous motivation, external motivation, and introjected motivation), except the absence of a-intrapreneurship has consistency above 0.9 for three motivations. Thus, no conditions are necessary for work motivation except for the absence of a-intrapreneurship. This situation means that the motivations are not explained by a single factor but rather by a configuration of factors. This result illustrates the relevance of the configurational method in our study to explain the outcome of interest (work motivation).

Table 5. Analysis of Necessary Conditions

Sets of conditions	External Motivation		Introjected Motivation		Autonomous Motivation	
	Consistency	Coverage	Consistency	Coverage	Consistency	Coverage
A-intrapreneurship	0.08	0.47	0.04	0.23	0.05	0.28
~ A-intrapreneurship	0.92	0.50	0.96	0.51	0.95	0.52
Unrealized intention	0.18	0.67	0.12	0.46	0.11	0.42
~ Unrealized intention	0.82	0.47	0.88	0.49	0.89	0.51
Forced intrapreneurship	0.11	0.38	0.13	0.45	0.12	0.41
~ Forced intrapreneurship	0.89	0.52	0.87	0.49	0.88	0.51
Voluntary intrapreneurship	0.64	0.49	0.71	0.53	0.73	0.57
~ Voluntary intrapreneurship	0.36	0.51	0.29	0.40	0.27	0.38
Perceived organizational support	0.59	0.57	0.63	0.59	0.68	0.67
~ Perceived organizational support	0.53	0.54	0.48	0.48	0.45	0.46
Job anxiety	0.63	0.60	0.58	0.53	0.49	0.47
~ Job anxiety	0.50	0.52	0.53	0.54	0.63	0.66
Intrapreneurial self-efficacy	0.55	0.58	0.62	0.64	0.65	0.68
~ Intrapreneurial self-efficacy	0.59	0.56	0.50	0.46	0.50	0.48
Education	0.71	0.49	0.80	0.54	0.73	0.51
~ Education	0.29	0.50	0.20	0.34	0.27	0.47

Note: ~ indicates the absence of or a low level.

Source: Authors own work

Although the QCA method provides results on the necessary conditions, several studies argue that it is relevant to verify them using the necessary condition analysis (NCA) method (Dul, 2016). NCA was conducted using the R package "NCA" with calibrated data (Dul, 2018). NCA

uses two techniques to draw ceiling lines (Dul, 2021): ceiling envelopment with a free disposal hull (CE-FDH) and ceiling regression with a free disposal hull (CR-FDH). The data reveals erratic fluctuations around the linear ceiling line, suggesting that a straight ceiling model inadequately fits the data points (Ding, 2022). Consequently, this study presents the outcomes produced by the CE-FDH. Dul et al. (2023) propose that the necessity of a condition hinges on two criteria: (1) the effect size must surpass the 0.1 threshold; otherwise, it is deemed too negligible, and (2) the p-value should be below 0.05. The results of our NCA analysis² show that none of the conditions are necessary for the three types of work motivation because they do not fulfill the two criteria proposed by Dul et al. (2023).

Sufficiency Analysis

In the following section, we will present the various configurations of psychosocial conditions and categories of intrapreneurship that could lead to the presence of autonomous, introjected, and external motivations among employees (Table 6).

Configurations for the presence of external motivation (EM). The configurational combination of conditions in our study resulted in three types of configurations related to three different categories of intrapreneurship as central conditions. The solution has a high consistency of 0.84 and a satisfactory coverage of 0.24. All conditions are central for the first configuration (EM1) (consistency = 0.79; coverage = 0.06). In this configuration, employees with high school education who have neither intrapreneurial intentions nor behaviours deploy their efforts at work for social and/or material reasons, even though they have significant job anxiety. In the second external motivation configuration (EM2: consistency = 0.87; coverage = 0.06), we see two peripheral conditions (having a post-secondary education and the presence of job anxiety) and two central conditions (the absence of perceived organizational support and the presence of a poor employee-intrapreneurship fit). In other words, employees with high intention, low behaviour, and some job anxiety have external motivation at work even if they do not perceive support from their employer. All conditions are central for the last configuration (EM3) (consistency = 0.86; coverage = 0.12). Employees with post-secondary education who willingly adopt an intrapreneurial approach and

² Results are available upon request.

have a high perception of organizational support have external motivation at work, possibly due to their job anxiety and low intrapreneurial self-efficacy.

Configurations for the presence of introjected motivation (IM). The results for introjected motivation reveal three configurations. The solution has a high consistency of 0.80 and a satisfactory coverage of 0.27. In the first configuration (IM1), the presence of perceived organizational support, forced intrapreneurship, and level of education are central conditions (consistency = 0.79; coverage = 0.05). In the second configuration (IM2: consistency = 0.82; coverage = 0.04), employees with post-secondary education and high intrapreneurial intention and low intrapreneurial behaviour and who are not anxious at work deploy efforts at work to feel proud even if perceived organizational support is not significant (peripheral condition). The final configuration for introjected motivation (IM3: consistency = 0.80; coverage = 0.17) encompasses employees who engage in intrapreneurship willingly (peripheral condition), perceive organizational support, are not anxious, and have intrapreneurial self-efficacy (central conditions). We noted that employees with introjected motivation had post-secondary education in all configurations. Moreover, for employees who lack organizational support and are not intrapreneurial, the absence of job anxiety is a sufficient and central condition for having introjected motivation at work.

Configurations for the presence of autonomous motivation (AM). Regarding autonomous motivation, we found three configurations. The solution has a high consistency of 0.85 and a satisfactory coverage of 0.36. The first configuration (AM1) indicates that employees with high school education, confidence in their intrapreneurial abilities, and no job anxiety engage in voluntary intrapreneurship (peripheral condition) and thus do their work for pleasure (consistency = 0.87; coverage = 0.11). With the presence of perceived organizational support as a central condition, these employees could have autonomous motivation at work, regardless of their level of education (AM3: consistency = 0.85; coverage = 0.31). As for the second configuration (AM2), we noticed that employees with post-secondary education (peripheral condition) who are forced to create intrapreneurial projects have autonomous work motivation if they have a significant perception of organizational support and no job anxiety (consistency = 0.78; coverage = 0.03). We noted that to have autonomous work motivation, the absence of job anxiety is a central condition in all configurations.

Table 6. Configurations Sufficient for the Presence of External, Introjected and Autonomous Motivation

Configuration	External Motivation			Introjected Motivation			Autonomous Motivation		
	EM1	EM2	EM3	IM1	IM2	IM3	AM1	AM2	AM3
Perceived organizational support		⊗	●	●	•	●		●	●
Job anxiety	●	•	●		⊗	●	⊗	⊗	⊗
Intrapreneurial self-efficacy			⊗			●	●		●
A-intrapreneurship - Strong fit	●								
Voluntary intrapreneurship - Strong fit			●			•	•		•
Forced intrapreneurship - Poor fit				●				●	
Unrealized intention - Poor fit		●			●				
Education	⊗	•	●	●	●	•	⊗	•	
Raw coverage	0.06	0.06	0.12	0.05	0.04	0.17	0.11	0.03	0.31
Unique coverage	0.06	0.06	0.12	0.05	0.04	0.17	0.02	0.03	0.22
Consistency	0.79	0.87	0.86	0.79	0.82	0.80	0.87	0.78	0.85
Overall coverage	0.24			0.27			0.36		
Overall consistency	0.84			0.80			0.85		

Note: Solid black circles indicate the presence of a condition and crossed white circles ("⊗") indicate its absence (or negation). Large circles suggest central conditions whereas small circles indicate peripheral or contributing/complementary conditions. Blank spaces indicate "not important" (i.e., the condition score, whether high or low, has no importance) (Ragin, 2008). **Source:** Authors own work

Moreover, in the context of voluntary intrapreneurship, where fit is strong, intrapreneurial self-efficacy is a sufficient and central condition for autonomous motivation. If the firm forces employees with low intention to create new projects (poor fit), it must deploy the necessary organizational support so that they can do their work out of pleasure.

Discussion

This study examines the different configurations of situations where the match between intention and intrapreneurial behaviour leads to different types of motivation. These configurations result from the combination of various psychosocial factors that may or may not exist in a company or workplace.

The Role of Job Anxiety

Job anxiety plays a multifaceted role in shaping external, introjected, and autonomous motivation. For external motivation, the presence of work anxiety is a sufficient condition in all configurations (EM1, EM2, and EM3). Regardless of whether intrapreneurial intentions correspond to intrapreneurial behaviours (strong or poor fit), employees who are anxious at work perform their jobs for external (material or social) reasons.

In the configurations of introjected motivation, the role of job anxiety presents a complex picture. Job anxiety is negligible in forced intrapreneurship (IM1) scenarios and notably absent in contexts of unrealized intention (IM2). However, in certain instances, such as in voluntary intrapreneurship with a strong fit (IM3), job anxiety coexists and may considerably influence introjected motivation. This variation underscores the complex interplay between job anxiety and introjected motivation, emphasizing that the impact of job anxiety is contingent upon the specific intrapreneurial environment and how the individual perceives their fit within that context.

Contrasting with external motivation, the absence of job anxiety emerges as a central and sufficient condition in all configurations of autonomous motivation (AM1, AM2, and AM3). This observation leads to the conclusion that the presence of job anxiety is seemingly incompatible with autonomous motivation in employees. These findings align with existing literature and emphasize the profound influence of workplace emotions on motivational dynamics. For instance, Reizer et

al. (2019) highlighted the positive associations of negative emotions with controlled motivation and positive emotions with autonomous motivation. Our study further elucidates the specific role of job anxiety within this emotional-motivational landscape.

Intrapreneurship is not a good option for those anxious at work without a highly supportive context from individual and organizational standpoints. Anxiety must, therefore, be considered in future studies on intrapreneurship. Research on psychological and individual mechanisms to understand intrapreneurship still needs to be explored (Blanka, 2019; Gawke et al., 2018). Based on this finding and the results of this study, it will be essential to examine the psychological elements of employees that may be involved in this relationship. Particularly, mechanisms for managing anxiety at work, concepts that are often associated with anxiety (e.g., self-esteem), or complementary individual dimensions (e.g., personality traits) are relevant avenues for future research to gain a better understanding of intrapreneurship. Such studies would be particularly relevant to the context of SMEs in which the personalities of employees and managers impact their work behaviours and, as a result, the firm's operations (Leonelli et al., 2019).

The Role of Perceived Organizational Support

As for perceived organizational support, its presence is sufficient in all configurations of introjected motivation. These results contradict those of Gillet et al. (2013), who argue that support for autonomy, one of the facilitators of psychological needs according to the SDT, is unrelated to controlled motivation. However, Gupta (2020) has indicated that the perception of support in the context of innovation is essential in this type of motivation. More specifically, he has shown that extrinsic motivation, including introjected motivation, is only related to innovation when the value of rewards is embedded in the sense of self. This dilemma of association between organizational support in a context of innovation and intrapreneurship and introjected, or more generally controlled motivation, demonstrates the importance of identifying several combinations of conditions that can intervene with POS. In cases where firms push their employees into intrapreneurship (poor fit), the only central condition is the presence of POS. When employees intend to engage in intrapreneurship, but their intrapreneurial behaviours are weak (poor fit), POS is a peripheral condition, but this configuration implies the absence of anxiety. In other words, for introjected motivation, if the firm does not encourage its employees' intrapreneurial aspirations and

willingness, they should not feel anxious at work. In the final configuration (IM3) related to strong fit (voluntary intrapreneurship), POS is associated with the presence of anxiety and self-efficacy. Thus, intrapreneurship and POS allow employees with intrapreneurial self-efficacy to act to avoid feelings of guilt or to improve self-esteem even if they are anxious at work. More importantly, we have noted that when the fit is low, POS is centrally present in all configurations of introjected and autonomous motivation but not for external motivation. Thus, relatedness needs, such as POS, are necessary for autonomous work motivation. These findings extend the prior work suggesting relatedness needs as a necessary condition for work engagement (Ding & Kuvaas, 2023). Wood (2008) has found evidence that perceived levels of support and consultation with management reduce anxiety in demanding jobs with low employee control. Therefore, it is essential to provide support while pushing employees to develop intrapreneurial intentions and intrapreneurship; otherwise, they may lose motivation by becoming more anxious. These findings encourage firms to assign non-anxious employees to intrapreneurial projects and support them, primarily if these projects do not correspond to their ambitions. Quratulain and Khan (2015) argue that the motivation of public service employees results from feeling an excellent personal fit with the job requirements. This effect decreases when the degree of perceived pressure at work is high. According to our results, motivation should stay strong if the organization provides the necessary support when the pressure is high, and the fit is poor. More importantly, this allows employees to have autonomous motivation if they are not anxious.

The Role of Intrapreneurial Self-efficacy

ISE is a sufficient and central condition for work motivation only in cases where the fit is strong (high intention/high behaviour). It is present in introjected and autonomous motivation and absent in external motivation. These findings are aligned with the SDT, which posits that motivation hinges upon the satisfaction of competence by seeking challenges that align optimally with one's abilities. Therefore, when the employees' will drives intrapreneurship, their ISE improves their work motivation. Notably, in two out of three configurations of autonomous motivation where the fit is strong (high IEI/high IEB), the presence of self-efficacy is a central condition. This result underscores the critical role of the employee's confidence in their abilities in matching their willingness to engage in intrapreneurship with intrapreneurial behaviours. This result adds to the literature that illustrates the positive link between voluntary intrapreneurship

among employees and their ISE (Ibrahim et al., 2016; Wakkee et al., 2010). It proves that combining these two concepts promotes autonomous motivation. In contrast, when intrapreneurship is forced by the firm (low IEI/high IEB), self-efficacy does not necessarily matter. Thus, regardless of the level of self-efficacy, it is possible to have a poor fit of forced intrapreneurship and autonomous motivation if the employee is not anxious, is educated, and has the necessary organizational support. It should be noted, however, that ISE develops over time based on experience (Bandura, 1991). Thus, employees who manage intrapreneurial projects successfully will undoubtedly develop self-efficacy and, by the same token, their motivation. Furthermore, the AM1 configuration demonstrates that voluntary intrapreneurship necessitates the presence of self-efficacy and the absence of anxiety among employees. In other words, in the context of intrapreneurship, the absence of anxiety and the presence of self-efficacy are sufficient conditions to have autonomous motivation, whatever the POS. Thus, on the one hand, POS has minimal influence on the intrapreneurship when employees lack confidence in their intrapreneurial skills (Chouchane et al., 2023). On the other hand, the contribution of organizational support is insignificant in fostering intrapreneurial intention and facilitating the transition to intrapreneurial action when employees report considerable (moderate or high) job anxiety (Chouchane & St-Jean, 2022).

The Role of Education Level

Within the nine configurations, the influence of the education level manifests heterogeneously. Notably, in terms of external and autonomous motivation, the significance and presence of this condition vary from one configuration to another, suggesting the complexity of education's role in shaping work motivations within an intrapreneurial context, influenced by other factors. This complexity can be interpreted through human capital theory, which posits that education is pivotal for enhancing work attitudes and performance, albeit its contributions to job performance and motivation are contingent upon the job context and individual predispositions (Becker, 1993). Furthermore, Self-Determination Theory (SDT) elaborates on this by asserting that intrinsic and extrinsic motivations are influenced by the extent to which a job aligns with an individual's interests and competencies rather than by educational attainment alone (Quratulain & Khan, 2015; Saeed & Asghar, 2012). Our study underscores the contingent nature of the educational role in work motivation in intrapreneurship, resonating with motivational theory

nuances like SDT. It suggests that for intrapreneurs in SMEs, alternative factors—namely, confidence in intrapreneurial skills, workplace well-being, and perceived organizational support—may supersede the motivational role of formal education, reflecting the dynamic and multifaceted nature of intrapreneurial roles. This observation is in harmony with SDT's principle that motivation depends on satisfying basic psychological needs regarding relationships and autonomy, which are fundamental to all individuals (Deci & Ryan, 2002; Gagné, 2009).

Managerial Contributions

This study provides valuable insights into how managers can value work motivation in the context of intrapreneurial fit. Using configurational methods has allowed us to understand better the complex, nonlinear interaction of individual and psychological characteristics that underlie work motivation. Our results highlight the role of a strong fit between individuals with intrapreneurial intention and their intrapreneurial behaviours where there is an autonomous motivation. Managers can help develop autonomous motivation by encouraging positive behaviours such as IEB, which increase their sense of self-efficacy towards intrapreneurship and decrease their job anxiety. This fosters employee performance (Nurhuda et al., 2019) as well as psychological well-being by reducing psychological distress, among other things (Levine et al., 2020) and burnout (Fernet et al., 2010).

In the literature, high controlled motivation is considered a poor quality of work motivation that could considerably affect the impact of professional resources on their health (Trépanier et al., 2020). Therefore, configurations that represent an external and introjected motivation allow managers and human resource personnel to identify the levers on which they must focus to improve this poor quality of motivation and prevent it from affecting the psychological health of their employees (Sandrin et al., 2019). From a managerial standpoint, POS was present in 5 of 6 introjected and autonomous motivation configurations. In this regard, servant leadership may provide support for intrinsic motivation and innovative behaviours (Su et al., 2020). However, this does not solve everything for anxious employees who are not self-efficacious, as their motivation will be external (EM3). Organizations should not assign intrapreneurship mandates to anxious employees to improve employee motivation. This assertion was confirmed with the cases of forced intrapreneurship. More specifically, if a firm pushes the employees to engage in intrapreneurship,

regardless of their anxiety level, they will also have controlled motivation (IM1). In the same situation, their motivation will become more autonomous (AM2) if anxiety is absent. To promote employee well-being and involvement, organizations should prioritize effective strategies for managing highly anxious employees by implementing high-involvement human resource practices (Alikaj et al., 2021), and high-performance human resource practices (Portalanza-Chavarría & Revuelto-Taboada, 2023). Such practices may include sharing relevant information, ensuring job security, fostering positive relationships with immediate supervisors, assigning appropriate workloads, clearly defining employee roles, and providing opportunities for employee control (Cooper et al., 2019; Salas-Vallina et al., 2020). This can be easy to manage in SMEs due to their flexibility and agility and the proximity of the few employees in the firm to management. Then, once the employees are no longer anxious, managers can assign them intrapreneurial tasks, whether they are wanted or not, and they will be motivated to perform these and other tasks out of pleasure.

Limitations and Directions for Future Research

This study has limitations. Firstly, the sample is composed of employees from four service sector SMEs selected based on their willingness to participate in this study. Therefore, the sample needs to be more representative and diverse in terms of industry type. Although motivational processes apply to all humans in principle, the nature of intrapreneurship mandates may be more limited in this sample and, therefore, may not allow for the configurations obtained to be generalized.

Secondly, knowing that other conditions influence work motivation that could be considered, such as working conditions, human management dynamics, and management leadership, it would appear prohibitively complex to define every condition that could influence motivation. While our study focuses explicitly on education level, we acknowledge that other demographic variables such as age, gender, and organizational tenure could also influence work motivation. Future research endeavors could enhance analyses by incorporating these additional variables. Although an alpha value for a specific dimension of work motivation (introjected motivation) lies in the lowest range of acceptability, it should be noted that reliability is negatively affected by the number of items (Streiner, 2003) and, therefore, our choice of variables, although incomplete, was a reasoned and acceptable compromise. Furthermore, while we initially sought to

incorporate IEB evaluations from managers at the four SMEs, we received a minimal response (N=29), leading us to rely mainly on employees' self-perceptions. The interpretation of the results must, therefore, take this into account. In addition, our sample has more women than men. Despite this being in line with the gender disparity in the service sector, this may have biased our results. Lastly, it should be noted that several measures were based on perceptions (e.g., POS) and were calibrated to account for the distribution obtained. In particular, the creation of the intention-behaviour fit, and its four categories do not result in an ideally shared distribution (non-orthogonality).

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