Entrepreneurs vs. Intrapreneurs
A comparative study about motivation factors of entrepreneurs and intrapreneurs

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Abstract

Entrepreneurs and the components that motivates them not to give up when facing obstacles have been the focus in many different studies. There have also been some studies which aims at connecting the concepts of intrapreneurs and motivation. However, we found a gap in the research which compares Swedish entrepreneurs and intrapreneurs focusing on their motivational factors. Therefore, this study aims to fulfill the found research gap through looking deeper into the intrinsic and extrinsic motivational factors of both entrepreneurs and intrapreneurs. This led up to the following formulation of the research question:

*What are the main differences in motivation factors between successful entrepreneurs and intrapreneurs in Sweden?*

To answer this question, a qualitative study was conducted with the focus on gaining more understanding on what intrinsic and extrinsic factors motivates entrepreneurs and intrapreneurs. Participants in the study were found based on criteria such as working in Sweden and being considered as successful through nominations or rewards. Data collection was done through using semi-structured interviews with five entrepreneurs and five intrapreneurs with the focus on finding motivational factors and typical personal characteristics related to their line of work. Since we found similar motivational factors in our chosen theories, it was decided that they would be used in the interviews. These factors were; Monetary reward, Challenges, Training, Acknowledgement, Affiliation, Power and Accomplishment.

Results show that the entrepreneurs and intrapreneurs have differences in their motivational factors both among the individuals within each title, as well as between the titles. The motivational factors found were paired with definitions of factors from the theories. Personal characteristics of entrepreneurs and intrapreneurs were also found and connected to theories about personal characteristics. The analyzed answers of intrapreneurs’ and entrepreneurs’ motivational factors were compared against each other to see if the motivational factors differ between entrepreneurs and intrapreneurs.

The conclusion of this study is that for the extrinsic motivational factors, the entrepreneurs are more motivated by monetary rewards than the intrapreneurs and challenges motivates the intrapreneurs more than the entrepreneurs. For the intrinsic factors, power was more motivating for the entrepreneurs and more intrapreneurs saw acknowledgement as motivating. The factors which had no differences were concluded to not being related to being an entrepreneur or intrapreneur.

**Key words:** entrepreneur, intrapreneur, personal characteristics, motivation, intrinsic motivation, extrinsic motivation, work motivation
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Umeå, May 8th, 2018

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1. Introduction

In this section, we will motivate why we decided to write about this topic, with relation it has to our areas of study and shared interests. After this, we will provide a problem background and theoretical background of areas touched upon by our chosen topic, with information about the fields in general and more specific. This will then be followed by our research question and purpose of the study where we specify which topic we want to investigate and within which specific field. Lastly, concepts that are essential for this thesis will be defined and what we decided not to include and why will be explained.

1.1 Choice of Subject

We are both students at Umeå School of Business and Economics within the International Business Program. Sandra Jansson is enrolled in the Management program and Pauline Birkemalm in the Business Development program. During the semester where we read modules specific for our chosen fields of study, we realized that two of the modules were very similar. Therefore, we decided that it would be interesting to combine our two fields in a study where we could write about something that both of us found interesting. Since both of us are fascinated by motivation as well as entrepreneurship, we decided to combine these in order to see what motivates entrepreneurs. When searching for motivation and how it is handled in work related contexts within small and large companies, we discovered the concept of intrapreneurship. It was then decided that our study would be focused on entrepreneurship and intrapreneurship and how intrinsic and extrinsic motivational factors might differ between entrepreneurs and intrapreneurs.

Entrepreneurship is a growing concept within education on different levels (Busenitz et al., 2003, p. 303) which shows the increased importance and interest of this field. Therefore, we believe that this study can benefit us in our future careers, possibly as entrepreneurs or intrapreneurs. We aim to gain more knowledge about entrepreneurship and intrapreneurship and hence, know how to be better and more successful in the future. Entrepreneurship has the ability to redefine the area for competition and change the ecosystem of a company (Zahra & Nambisan, 2012, p. 228). Intrapreneurship also have the ability to develop and change existing organizations for the better (Pinchot, 1985, p. 74). Because of this, we believe these areas are both interesting and important to study. We believe that the more these areas are studied, the more knowledge about them can be spread. Therefore, with this study we aim to make a contribution to the research about entrepreneurs and intrapreneurs and what motivates them.

Which factors that motivates people working as entrepreneurs and intrapreneurs is something that has been studied in many different countries. One study performed in Serbia in 2010 was focused on seeing what factors that affects the motivation and success of entrepreneurs in developing countries (Stefanovic et al., 2010, p. 252). Another study of motivation and success of entrepreneurs was conducted in Turkey where a survey concluded that increased income, to secure one’s job and independence were the main reasons for starting a business (Benzing et al., 2009, p. 58). When searching for articles investigating the relationship between motivation and entrepreneurs, we found many different studies being conducted all over the world. This shows the increased interest and importance of the subject and since the studies that we found were performed in other
countries than Sweden, we believe our study can contribute to current research on the topic. The reason for why we have also chosen to study the intrapreneurs is because this is a rather new concept and it has not been studied for more than 30 years (Buekens, 2014, p. 581). This makes intrapreneurship both an interesting field to study on its own as well as something which can be used to compare with entrepreneurship and the motivational factors within the two fields.

1.2 Problem Background

1.2.1 The Entrepreneur and Motivation

A lot of studies have been made on the entrepreneur with a focus on motivation. The majority of these studies have been made on what keeps the entrepreneur going and what motivates the entrepreneur to keep striving for success even though a lot of obstacles are standing between the entrepreneur and the goal. An example of this is a study made by Estay et al. (2013 p. 259) who looked into four components that motivates the entrepreneur; risk taking, accomplishment, control and creativity. In our study, we will investigate motivational factors, both intrinsic and extrinsic in order to get a deeper understanding of entrepreneurs and comparing these findings with the findings of the intrapreneurs.

According to Fritsch and Wyrwich (2017, p. 157), entrepreneurs are important for a country's economic growth. In their study, findings showed that the better the entrepreneurial culture of a country, the better employment growth it had, and hence, the more developed the country was economically (Fritsch & Wyrwich, 2017, p.158). A study by Audretsch et al, (2015, p. 33) showed that there is a strong relationship between entrepreneurship and economic development within a country, independent of the market size. The study by Estay et al, (2013, p. 259) stated that motivational factors and the likelihood for entrepreneurial activities to start, varied from country to country, depending on the characteristics of an entrepreneur.

In order to understand what motivates an entrepreneur, one also needs to know how the entrepreneur works. One way of investigating this is to look into personal characteristics. According to Libecap (2003, p. x), for an entrepreneur to succeed, he or she has to possess some personal characteristics; flexibility, aggressiveness, adaptability, speed and innovativeness. Other personal characteristics of entrepreneurs are according to Douglas and Shepherd (2002, p. 89), being independent and risk prone. These personal characteristics are important in order to be able to deal with potential challenges which may arise.

By increasing the knowledge about Swedish entrepreneurship, the entrepreneurs’ motivational factors and the effects these have on the development of Sweden's economy, the entrepreneurial culture could be adapted to increase the entrepreneurs’ motivation. According to Fritsch and Wyrwich (2017, p. 158), when the entrepreneurs of a society are highly motivated this can contribute to the economic growth of that society. Fritsch and Wyrwich (2017, p. 178) also found that an entrepreneurial firm has the ability to stand stronger than other firms. In their study, they established evidence that an entrepreneurial firm often survives political- and economic shocks, wars and fast changes in the political-institutional regime. This increases the evidence of the importance for a country to create a good environment for the entrepreneur.
In other words, entrepreneurs need different factors to improve their motivation which is also important for the society and its growth. Therefore, the society should take care of their entrepreneurs and shape a culture which enables entrepreneurs to start their businesses. Through studying entrepreneurs in Sweden and looking deeper into their intrinsic and extrinsic motivational factors, findings can be used to compare how entrepreneurs are motivated differently from intrapreneurs.

1.2.2 The Intrapreneur and Motivation

When searching for relevant articles touching the concepts of intrapreneurs and motivation, different kinds of previous studies can be found which are focused on finding out how these two concepts are related. Chan et al. (2017, p. 3) consider being able to measure the motivation in intrapreneurs a necessity to be able to compare and see how motivation differs between entrepreneurs and intrapreneurs. This shows the relevance for research in the field in general, and the differences in motivational factors between entrepreneurs and intrapreneurs specifically. In the article by Chan et al. (2017, p. 3), the focus is on the entrepreneurship, professionalism and leadership and on seeing how these might influence the motivation of intrapreneurs. This shows that there are many different factors that can influence the motivation of employees depending on their personal characteristics and why it is important for the organization to be aware of these.

In a study performed by Hanson (2017, p. 309), a distinct relationship between having a strong motivation, high levels of confidence and support of being intrapreneurial was found. It was also discovered that leaders were more motivated and productive when using intrapreneurial personal characteristics such as recognizing opportunities, tolerating personal risk and being persistent (Hanson, 2017, p. 319).

The previous mentioned studies were about characteristics of intrapreneurs, what motivates them and why it is important to be aware of the motivational factors as well as measuring them. In another study focused on how leadership styles influence the intrapreneurial behavior in the employees, it was found that leaders using a transformational style were the most successful (Moriano et al. 2011, p. 103). This shows that intrapreneurs and their motivation to work within an organization can be influenced by how their managers are treating them. Some beneficial factors for leaders to promote entrepreneurial behavior within their organization are having a clear sense of the mission, inspiring to reach that mission, see each employee individually and act as their mentor as well as encouraging employees to be innovative (Moriano et al., 2011, p. 115). By being aware of these kinds of factors, managers can use them as guidelines when desiring to increase the motivation in their intrapreneurial employees. Through looking at previous studies, it can be concluded that the relationship between intrapreneurs and what motivates them is both an interesting and important area to research.

Many studies on entrepreneurship have identified that using entrepreneurial activities within organizations lead to both economic and non-economic benefits (Luke et al. 2010, p. 138). This shows why it is important and beneficial for organizations to use entrepreneurial activities through their intrapreneurs. As a result of these studies, governments have started to encourage organizations to use more innovative and entrepreneurial behavior (Luke et al. 2010, p. 139). Intrapreneurship has also been proven to be the basis for innovations that are technological and have the ability to renew
organizations (Menzel et al. 2007, p. 732). Because technology has a high societal and economic impact, organizations that use innovation to improve or change their product and business models, are more likely to succeed (Menzel et al, 2007, p. 740). As can be seen in Menzel et al. (2007, p. 740), technical innovations are important both for organizations and the society, meaning that providing intrapreneurs with the appropriate environment is crucial for society to benefit from their innovations.

According to Buekens (2014, p. 581), being recognized as an intrapreneur within a company is highly important for the intrapreneur. If he or she is not recognized as an intrapreneur, the organization will fail on seizing potential opportunities. Luchsinger and Bagby (1987, p. 12) further explains that this can lead to another challenge, which is not getting the ideas approved by the management. Another challenge explained by Luchsinger and Bagby (1987, p. 12) is the controlled environment the intrapreneur is facing within the organization. Since the intrapreneur needs to adapt to the organizational structure, his or her ideas might be limited. Therefore, it is highly important that the organization realizes the potential of its intrapreneurs and adapts the organizational structure to suit the minds of the intrapreneurs. Risk is also a challenge which needs to be considered carefully. Motivating an intrapreneur which is in a risky position can help the intrapreneur to go through with the idea even though it carries risk. Martiarena (2013, p. 29) states that risk is a big challenge for the intrapreneur since it could lead to unemployment. Buekens (2014, p. 585) argues that this can be partly solved by increasing the motivation for the intrapreneur, support them and letting the intrapreneurs fail without being punished.

Just like entrepreneurs, the intrapreneurs have different needs which needs to be fulfilled in order to improve their motivation which is important for their managers to be aware of. Through studying intrapreneurs in Sweden and looking deeper into intrinsic and extrinsic motivation, one can compare how they are motivated differently from entrepreneurs. As with any other employee in a company, it is important to keep a high level of motivation in the intrapreneurs to make sure that they enjoy working within- and feel supported by the organization.

1.3 Theoretical Background

1.3.1 Work Motivation

“A set of energetic forces that originate both from within and beyond the individual’s being leading to work-related behavior in terms of determining the form, direction, and intensity of this behavior” (Pinder, 1998, cited in Dwivedula & Bredillet, 2010, p. 158)

A topic that has been seen as attractive to psychologists for a very long time is the relationship that people have toward their work (Wiley, 1997, p. 263). In relation to this interest of studying people at work, motivational factors influencing this has become increasingly important. These factors are often being used to describe and analyze behaviors of employees and have contributed to the development of many behavioral theories (Vroom, 1995, p. 4). Therefore, a strong relationship between motivation and behavior in employees is evident and managers can use one of the concepts to better understand the other. When studying the behavior of employees, it is common for researchers to focus on how individuals respond to different stimuli in their environment such as actions performed by others around them (Wilkinson et. al., 1986, p. 24). When
understanding what motivates the employees, an organization and its leaders can make sure that each employee feel committed to follow the goals of the organization (Bolton, 2005, p. 20).

Another way that managers can ensure their employees feel motivated, is to build strong relationships with them so that there is clear communication and agreement on the organizational goals (Wilkinson et al., 1986, p. 30). Having a good relationship between managers and employees is highly beneficial since it ensures that all parts feel comfortable with open communication and that there is a holistic view on what the goals are for the organization. Managers can also improve the motivation of the employees through having different work systems and an environment in the organization that promotes improving the performance (Wilkinson et al., 1986, p. 30). Motivation to work can be achieved through satisfying intrinsic or extrinsic need by for example increased salary or other factors related to the work (Bonsdorff, 2011, p. 1263).

Intrinsic motivation is more related to long-term motivation where employees feel motivated to work because the task they are doing feels valuable (Bloom & Colbert, 2011, p. 79). If employees feel motivated to work because their tasks are important and valuable, then the pool for motivation is less restricted than that of extrinsic motivation. Other factors affecting individuals’ intrinsic motivation is that they feel stability in- and have personal control over their work (Haagh, 2010, p. 452). This has more to do with their employment and position itself rather than individual tasks but can also provide with unlimited motivation for the employees. Intrinsic motivation can be defined as motivation coming from positive feelings towards being engaged in the work and certain tasks, which means that the intrinsic motivation is directly related to performing the task itself (Bloom & Colbert, 2011, p. 80). Because performing the meaningful and valuable task gives motivation to the employees, the motivational goal or reward is engaging in the activity and can therefore not be separated from it. Some core elements necessary in order to reach intrinsic motivation are independence, significance, feeling meaningful as well as relatedness. Understanding these characteristics are crucial for managers who wants to satisfy their employees with intrinsic needs to feel motivated (Bloom & Colbert, 2011, p. 86).

Extrinsic motivation usually comes from continuously receiving rewards and when the rewards run out, so does the motivation (Bloom & Colbert, 2011, p. 79). This means that people who are motivated to work based on extrinsic factors, such as salary, are only motivated when they are receiving these rewards and are therefore more focused on short-term motivation. Extrinsic motivation is defined by Deci and Ryan (2000, p. 236) as something that affects people to strive towards receiving desired rewards or avoid threat of punishment. Research has also found that employees are motivated by different kinds of extrinsic motivation where some rewards are preferred over others (Bonsdorff, 2011, p. 1263). This means that just because one employee feels motivated by receiving a high salary, it does not mean that all employees feel the same way about it. As a manager, it is therefore important to find out what these extrinsic motivational factors are for each employee and reward them accordingly. These rewards work as motivation for the employees because they can in some way satisfy one or several human needs (Bonsdorff, 2011, p. 1263). Even though money might be the most common extrinsic motivator, there are other non-financial factors such as the possibility for employees to grow and develop within the organization, which are just as important (Bonsdorff, 2011, p. 1265). Because this extrinsic motivation comes from an external reward continuously taking place after
completing certain tasks, the motivation can be separated from the task which is considered as a means to reach the motivational end (Bloom & Colbert, 2011, p. 80).

1.3.2 The Entrepreneur

“A person who sets up a business or businesses, taking on financial risks in the hope of profit.” (Oxford Dictionary, 2018a)

There are many different definitions of what an entrepreneur is, according to Casson (2003, p. 19) there are two ways to define this concept based on the function or symbolism. The functional aspects of entrepreneurship describe what an entrepreneur does and the symbolic approach is related to an entrepreneurs’ status, relations and position. One of the first people to introduce the term “entrepreneur” during the middle of the 18th century was Richard Cantillon which is considered to be the founding father of modern economics (Casson, 2003, p. 19; Nevin, 2013, p. 21). In his writings, Cantillon portrayed the entrepreneur as someone who takes on extreme or unexpected businesses (Nevin, 2013, p. 21). The entrepreneur was also considered to face risky or uncertain situations as a result of constantly changing demands in the customers which resulted in increasing competition in the market. However, it was the French economist Jean-Baptiste Say who gave the term its distinction (Casson, 2003, p. 19). In his economic analysis in early 19th century, Say (1803, cited in Forget, 1999, p. 3) described the entrepreneur as a figure that was “the center of many connections; he profits from what others know and what they do not know”.

One specific definition of an entrepreneur, is that “an entrepreneur is someone who specializes in taking judgmental decisions about the coordination of scarce resources” (Casson, 2003, p. 20). The function of an entrepreneur can therefore be performed by people that are different in their characteristics and the economic system in which they operate (Casson, 2003, p. 21). This means that an entrepreneur can be everything from an administrator within an economy with socialist values, to a king or priest in a society that is more traditional. Because of this wide variety in people being entrepreneurs, this concept has the possibility to adjust its form after the economic system in which the operations of the entrepreneur take place (Casson, 2003, p. 20). Entrepreneurship is also a concept which is considered to happen continuously and where there is close relationship between coordinating opportunities and demand for services by entrepreneurs (Casson, 2003, p. 22).

A behavior that is typical for entrepreneurs is enacting change which can be done through entering a market with a created company that would give consumers more choices and increase the competition over market shares within that market (Casson & Pavelin, 2016, p. 11). Entrepreneurs can give consumers more choices through introducing products that are entirely new or improved versions of older products. Other ways that entrepreneurs can introduce new ways of thinking and doing things are according to Casson and Pavelin (2016, p. 11), through making processes within their companies more efficient, create new business models or introduce possible changes within the corporate culture.

One of the many challenges that entrepreneurs face is being able to lead their start-up from an idea to maturity where their lack of certain leading personal characteristics are major contributors to this (Picken, 2017, p. 8). This means that even though an individual has the right qualities to be an entrepreneur, it does not have to mean that this individual
is suitable for staying in the company after the start-up stage. According to Robinson et al. (2007, p. 411), other challenges for entrepreneurs are the threat of failure for their businesses resulting from either lack of financial resources or increasing market competition. When facing these obstacles, an entrepreneur needs to rely on themselves and act according to what they feel is right. Since there is usually not that much time to reflect and consult with others before making decisions, entrepreneurs always have the risk of making decisions that are not as good as they seem (Robinson et al., 2007, p. 412).

When it comes to what factors that motivates an entrepreneur, in most cases, creating wealth is the main reason for becoming an entrepreneur (Rindova et al., 2009, p. 477). However, there are evidence that other factors than wealth have a bigger impact on motivating entrepreneurs. Omerzel-Gomezelj and Kušce (2013, p. 908) have found that both monetary and non-monetary factors influence motivation in entrepreneurs and that strong motivation is needed for entrepreneurs to succeed. It has also been found a strong relation between the intention of being an entrepreneur and the personal characteristics such as being independent and prone to taking risks (Douglas & Shepherd, 2002, p. 89). This means that an individual who has a higher tolerance for risky situations and prefer making their own choices, have a higher preference of being an entrepreneur. According to Douglas and Shepherd (2002, p. 89), the reason for starting a new business is usually not to get richer than when being employed.

1.3.3 The Intrapreneur

“Individuals involved in the formation of the new businesses within the boundaries of an existing organization, that is, in broad terms, a form of corporate venturing” (Martiarena, 2013, p. 36).

An intrapreneur is explained by Buekens (2014, p. 581) as someone who works within a business with an entrepreneurial mindset, and is therefore limited by the business environment. Gifford and Elizabeth Pinchot invented the term “intrapreneur”, and the first time the term was used on paper, was by Gifford and Elizabeth Pinchot in 1978. They described the intrapreneur to be someone who is hired by a large business in order to act as an entrepreneur (Buekens, 2014, p. 581). Pinchot (1985, p. 74) explained that an intrapreneur helps the business grow by developing new, innovative ideas for the company, such as a new service or a new product. The intrapreneur then proceeds with the ideas within the company but runs it as if it was a start-up. This includes; forming of development team, implementing the product and overseeing the new part of the company until it has become successful enough to be a part of the main company. Being an intrapreneur is also explained by Kolchin and Hyclak (1987, p. 14), who stated that intrapreneurship is used to reestablishing the behavior of an entrepreneur within a large business. Kolchin and Hyclak (1987 p. 15), further define an intrapreneur as someone who is willing to take risks in any area of the business.

To get a clearer picture of who is the intrapreneur within the company, one can look at Apple. Steve Jobs and Steve Wozniak were the entrepreneurs of Apple whilst Jonathan Ive, who was the lead designer and conceptual mind within Apple, and designed MacBook Pro, iMac, MacBook Air, iPhone, iPad and the iPod, was the intrapreneur (Buekens, 2014, p. 581). Steve Jobs and Steve Wozniak started the business, but Jonathan Ive, developed the products and hence, helped the company grow continuously.
Intrapreneurship is a growing concept, and large companies such as 3M are encouraging young entrepreneurs to develop their own ideas under the 3M umbrella, this leads to the entrepreneur running his/her own business and at the same time develop and help 3M to grow – meaning that the entrepreneur becomes an intrapreneur (Pinchot, 1985, p.75). What defines a good intrapreneur is a strong vision as well as the potential to gather all necessary information about the new product and market. For an intrapreneur to succeed Pinchot (1985, p. 75) argues that the intrapreneur should just act and not wait for permission from the organization, which can take years. Intrapreneurial ventures are considered successful due to the fact that intrapreneurs, unlike managers, gets things done themselves instead of delegating all tasks (Pinchot, 1985, p. 75). This speed up the process and makes the intrapreneur able to stay in touch with all aspects of the business. This in turn makes it possible for the intrapreneur to make quick decisions and changes if needed. Intrapreneurs can be crucial for the future of a business, Pinchot (1985, p. 75) argues that an idea handed over to a manager means a certain death for the idea, whereas the intrapreneur can turn the idea into success for the business. Concerning intrapreneurs, it is crucial to understand what motivates an intrapreneur in order to create an environment which suits the intrapreneur. This is argued by Estay et al. (2013, p. 263), who also states that a business should choose between an intrapreneur or a business manager by looking into their business strategies, and logic of action.

When a business is facing crisis, it is of great importance to incorporate innovation in order to get through the crisis. By using an intrapreneur, the business can boost their innovation and hence, restore their vitality (Buekens, 2014 p. 580). Buekens (2014, p 581) explains that companies who fail are often those that are not able to adapt their business environment to suit an intrapreneurial mind, which leads to the intrapreneur leaving the business. Not being recognized as an intrapreneur is not the only challenge an intrapreneur is facing. Luchsinger and Bagby (1987, p. 12) argues that an intrapreneur is faced with the challenge of not being in as much control of the surroundings, both internal and external, as an entrepreneur is. Therefore, the intrapreneur needs to adapt to the already set environment within the business. Another challenge found by Luchsinger and Bagby (1987, p. 12) is that an intrapreneur needs to get his or her ideas approved before putting them into action. This is according to Buekens (2014, p. 584), a negative part of intrapreneurship and he argues that management plays an important role in the success of intrapreneurship, since an intrapreneur tend to leave the business if the manager does not believe in intrapreneurship and does not support and adapt for the intrapreneur. Martiareana (2013, p. 29) argues that a challenge that an intrapreneur often face is the risk of failure. If an intrapreneur fails, there is a risk that he or she will be relocated to another position or removed from the firm. This can lead to the intrapreneur holding back and not daring to test his or her best ideas. Buekens (2014, p. 585) suggests that a business should provide the intrapreneur with a “freedom to fail” environment. In order to succeed, one must be ready to fail, this is the mindset of an entrepreneur as well as intrapreneur and hence – this should be allowed in the business culture (Buekens, 2014, p. 585).

Creating an encouraging environment for the intrapreneur is crucial for success. Intrapreneurs strive for freedom and hence, the business should give the intrapreneur certain rights, which are similar to those outside the organization, the entrepreneurs. It is highly important that the intrapreneur stays motivated in order to be able to face challenges (Buekens, 2014, p. 585). An intrapreneur can according to Luchsinger and Bagby (2001, p. 12), be motivated by seeing results, and being rewarded for his or her accomplishments. Being supported by the organization does also have a positive effect
on the work of the intrapreneur and his or her motivation towards reaching a goal (Willison, 2006, p. 10).

1.4 Research Gap

Entrepreneurship has been a known concept for many years, but intrapreneurship is a rather new concept and has hence not been studied as much. As mentioned in the “Problem Background”, intrapreneurship is a growing concept and we believe that with increased knowledge about it, the concept might grow even further and become a part of the everyday life, just like entrepreneurship. The more the concepts of entrepreneurs and intrapreneurs and their motivational factors are being studied, the more known they become and hence, more organizations would know how to implement the concepts. Increased knowledge about entrepreneurship could lead to a better culture for entrepreneurs and hence, an increase in the economic growth. And increased knowledge about intrapreneurship could help organizations to implement the concept of intrapreneurs and hence, be a more entrepreneurial organization. However, just implementing a concept into the organizational structure will not do much if the management does not know how to set the concept into motion.

Entrepreneurship and intrapreneurship are two rather similar concepts, as explained by Buekens (2014, p. 581), who states that an intrapreneur is an entrepreneur within an organization. This knowledge could perhaps increase the understanding of what intrapreneurship is, but it does not mean that an intrapreneur is just like an entrepreneur but within an organization (Bager et al., 2010, p. 356). We therefore found it interesting to highlight some differences between the two concepts in order to increase the understanding and possibility of implementing the concept of intrapreneurship the right way into an organization. According to McClelland (1987, p. 239), motivation is highly important in order to achieve certain goals and success. Therefore, we want to investigate how the intrinsic and extrinsic motivational factors differ between intrapreneurs and entrepreneurs.

The studies about motivation for entrepreneurs have mainly been conducted in other countries such as Serbia (Stefanovic et al., 2010) and Turkey (Benzing et al., 2009), but there are limited amounts of studies made in Sweden. We only managed to locate one study by Johansson-Sevâ et al. (2016) which investigated two types of entrepreneurs, the latent and the necessity entrepreneurs. Their study consisted of findings regarding personal traits and motivational factors, but it did not compare entrepreneurs and intrapreneurs. We found no articles when looking for studies about intrapreneurship and motivation for intrapreneurs in Sweden. We did however find articles discussing motivational factors for intrapreneurs in general. An example of this is a study made by Chan et al. (2017) which was about how entrepreneurship, professionalism and leadership might influence the motivation of intrapreneurs. However, the main focus of that study was entrepreneurs and not intrapreneurs, and hence, did not fully correspond to our study. Articles comparing entrepreneurs’ and intrapreneurs’ motivational factors were not found and hence, we find research gaps in both the location the studies cover as well as the lack of research being done on the comparison of entrepreneurs and intrapreneurs and their motivational factors.
1.5 Research Question

What are the main differences in motivation factors between successful entrepreneurs and intrapreneurs in Sweden?

1.6 Purpose

The purpose of this thesis is to gain a deeper understanding of entrepreneurs and intrapreneurs and how they might differ in their motivation factors. This will be done through using a qualitative study where we will interview participants that are considered as successful entrepreneurs or intrapreneurs working in Sweden. The focus of the interviews is to provide us with information regarding potential differences between intrapreneurs and entrepreneurs and their motivational factors. The interviews will also help us to find out more about which motivational factors that drives them to keep developing their businesses as well as handling challenges. The motivational factors that we will be focusing on are both intrinsic and extrinsic factors. Extrinsic motivational factors are for example training and financial reward, these factors can spur the motivation of the intrapreneur or entrepreneur which can have a direct effect in the business. If the intrapreneurs and entrepreneurs get the opportunity to increase their knowledge through training they might feel motivated, and this knowledge might in turn lead to benefits for the company. If the offered salary is high, the intrapreneur and entrepreneur might be motivated to work harder and keep their drive in trying situations. These are some of the extrinsic factors that we aim to find out about. Some intrinsic factors are the drive to success and growth of both the company and the intrapreneur or entrepreneur itself. The intrinsic factors are interesting to study to see if there is a difference in the feelings between an entrepreneur and intrapreneur.

With this study, we aim to increase the knowledge about the differences between intrapreneurs’ and entrepreneurs’ motivational factors. This can hopefully help society and management within businesses to create better conditions for their entrepreneurs and intrapreneurs, by for example satisfying their needs and increase their motivation. Through making it possible for intrapreneurs to use their creativity and abilities, and increasing their motivation, the business can develop and grow. Knowing the differences in the motivational factors between an entrepreneur and intrapreneur can contribute to interesting discussions which can further develop the two concepts. Comparing the two concepts will also add to the knowledge about intrapreneurship, which is not as studied as entrepreneurship. Pinchot (1986) describes the intrapreneur as an in-house entrepreneur and therefore, making a comparison, through the knowledge about entrepreneurship can strengthen the findings about intrapreneurship since it is a concept that has grown out of entrepreneurship.

1.7 Delimitations

We have decided to do our research on Swedish entrepreneurs and intrapreneurs. This was decided due to restrictions on both time and money but also the fact that not many studies have been done on Swedish entrepreneurs and intrapreneurs. The time limitation has also affected our number of interviewees that we have been able to interview.
Choosing interviewees have been done through the use of a purposeful sampling method which is a non-probability sampling method where the researcher chooses interviewees depending on certain criteria which the interviewee should fulfill (Collis & Hussey, 2014, p.133). Since there are a lot of different entrepreneurs and intrapreneurs in Sweden, we have focused on only interviewing entrepreneurs and intrapreneurs that have in some way been rewarded for their performances as entrepreneurs or intrapreneurs.

We have focused on theories which can be directly related to work motivation since other motivation theories are irrelevant for our study. The personal characteristics which we are focusing on are those that can be used to describe the personalities of entrepreneurs and intrapreneurs such as being independent, risk-prone and innovative.

1.8 Key Concepts

**Entrepreneur:** “A person who sets up a business or businesses, taking on financial risks in the hope of profit.” (Oxford Dictionary, 2018a)

**Extrinsic motivation:** “People behave to attain a desired consequence such as tangible rewards or to avoid a threatened punishment” (Deci & Ryan, 2000, p.236)

**Intrapreneur:** “Individuals involved in the formation of the new businesses within the boundaries of an existing organization, that is, in broad terms, a form of corporate venturing” (Martiarena, 2013, p. 36)

**Intrinsic motivation:** “Intrinsic motivation occurs due to positive reactions that arise directly from engagement in work activities.” (Bloom & Colbert, 2011, p. 73)

**Personal characteristic (trait):** “Personal traits are enduring characteristics on an individual manifested in a consistent way of behaving in a wide variety of situations” (Herron & Robinson, 1993, cited in Omerzel-Gomezl & Kusce, 2013, p.909).

**Work motivation:** “A set of energetic forces that originate both from within and beyond the individual’s being leading to work-related behavior in terms of determining the form, direction, and intensity of this behavior” (Pinder, 1998, cited in Dwivedula & Bredillet, 2010, p. 158)

1.9 Abbreviations

**IDI:** Individual Depth Interview, an interview that takes place between the interviewer and a single participant (Cooper & Schindler, 2011, p. 172).

**SDT:** Self-Determination Theory, work motivation theory who thinks that people feel intrinsically motivated when their behavior is self-determined (Bloom & Colbert, 2011, p. 83).
2. Scientific Methodology

In this chapter, we will present the methods we have used when analyzing our collected data with a theoretical point of view as the main focus. The chapter will start with a description of our pre-understandings of the subject followed by methodological positions which will be covered starting off with a general description of the position itself, descriptions of the different choices within that position as well as which choice that suits our research and why. Then our research approach and design will be discussed where we describe how we performed our study and why. Following the methodological positions, we will present how we searched for our literature.

2.1 Pre-understandings

For researchers to remain open throughout the whole process of conducting a study, they need be aware of their assumptions about the concepts before starting (Nyström & Dahlberg, 2001, p. 339). Morse (1994, cited in Collis and Hussey, 2014, p. 155) believes that some pre-understanding about the topic is necessary in order to understand the findings. Other researchers such as Glaser and Strauss (1967, cited in Collis & Hussey, 2014, p. 177) argue that the author should conduct the research without any prior knowledge about the subject since they believe that a clear mind will be more open to the findings that are made during the study than a mind which already have an understanding of how the subject “works”.

Before starting our thesis, we gained important knowledge about entrepreneurship. For us, the pre-understandings have been very important since entrepreneurship is a very broad subject and hence, the pre-understandings have helped us to gain basic knowledge about the main “directions” of entrepreneurship. However, us as writers need to think about not letting our previous experiences and knowledge within the relevant concepts touched upon in our study take over and prevent us from keeping an open mind.

Our pre-understandings are somewhat similar. The first course we were enrolled in together which touched upon the subject of motivation was the Organization course where we learned about different motivational theories within organizations. We also took the Research and Methodology B course where we wrote a B-thesis about motivation together. This gave us increased knowledge about how motivation is applied in different situations. We also enrolled in the Entrepreneurship and Enterprise Resource Planning course where we learned about how to start a business as well as pitched a business idea to a panel of investors. This increased our understanding in the work of an entrepreneur which is crucial in order to understand how important motivation is for an entrepreneur. These pre-understandings have also helped us to conduct the interviews with the entrepreneurs and intrapreneurs as well as given us an extended knowledge about how to plan and structure time when writing a thesis. However, because of our previous knowledge about entrepreneurs and motivation, it might have an influence on how we understand and interpret the gathered data.

Apart from the knowledge and the experiences that we have in common, we also have pre-understandings which differ from each other. Pauline worked as a CEO of a young entrepreneurial company which she started with three other colleagues, signed with resellers and competed in nationals as a “young entrepreneur”. This experience has helped
Pauline to gain a deeper understanding of entrepreneurship. Further, Pauline enrolled in the Business Development D course where she gained substantial knowledge about entrepreneurship, consulting and leadership. This course gave her new perspectives of entrepreneurship which has increased her knowledge about entrepreneurship and leadership even further.

Sandra enrolled in the Management D course which gave her increased knowledge about leadership as well as human resource management. This led to better understandings in how to handle people in workplaces, and how to motivate each individual in the best possible way. She also had a course where she learned how to work as a consultant and got the opportunity to meet and interview an entrepreneur and learned more about how an entrepreneur works with continuously starting new businesses, their ambitions and typical characteristics of an entrepreneur. These pre-understandings help Sandra understand the role of managers and the relationship between them and their entrepreneurial employees, the intrapreneurs.

2.2 Ontology

Ontology is used in order to describe the existence of social phenomena (Bryman & Bell, 2011, p. 20). The two main views within ontology are objectivism and constructionism which sees the reality from opposite perspectives (Bryman & Bell, 2011, p. 20). When studying our research question, the focus is to determine whether we believe that there are differences in the motivational factors between intrapreneurs and entrepreneurs. If there are differences, then our ontological view determines whether we believe that these differences exist independently of our study or if they exist due to being found (Hazelrigg, 1986, p. 7).

Objectivism implies that all social phenomena are real, even though they are not recognized by social actors. In other words, objectivism implies that what exists, exists – no matter if social actors believe in it or have recognized it (Collins & Hussey, 2014, p. 47). It is further explained by Collins & Hussey (2014, p. 47), as an ontological view that is often used by positivists, which believes that there is only one reality and this reality is the same for everyone. Objectivism implies that motivational factors and differences between entrepreneurs and intrapreneurs exists no matter if we find the differences in our study or not, or whether we believe that the differences exist or not. This is not an applicable approach in our study, since we aim to see if there are differences in the motivational factors between an entrepreneur and intrapreneur or not. If we fail to find differences, then our study will show that there are no differences and not what the objectivist approach would suggest; that there are differences but we do not know about them and we cannot find out about them. Hazelrigg (1986, p. 7), states the following about objectivism: “if world is fully determined independently of consciousness, by what means can we ever consciously access its secrets”. He further explains this statement saying that it is impossible for an observer to know anything for sure since all knowledge gathered is always secondary.

The opposite view of this is constructionism, which implies that what we know is what exists (Hazelrigg, 1986, p. 3). We are building our world on what we learn, and what we have not learnt yet – does not exist. Hence, social phenomena are constructed by social actors of the society based on what they believe exists (Bryman & Bell, 2011, p. 20-21). Constructionism allows the reality to grow while objectivism implies that the reality will
not grow since everything that could ever exist, already exists (Collins & Hussey, 2014, p. 47).

Constructionism is the approach that we are going to use in our study since it implies that we will construct a reality depending on our findings. The differences in the motivational factors that we find, will prove that there are differences between intrapreneurs and entrepreneurs. Social phenomena are according to constructivism “produced through social interactions […] and in a constant state of revision” (Bryman & Bell, 2011, p. 22). This is coherent with our beliefs regarding characteristics and motivational factors of an entrepreneur and intrapreneur. Both intrapreneurship and entrepreneurship are two topics that are being studied more frequently, hence, these topics are growing which means that findings need to be revised as the topics are becoming more developed. The differences that exist today, might not be the same as those in the future that will be developed as the concepts of intrapreneurship and entrepreneurship grow. This is explained by Hazelrigg (1986, p. 3) who states that consciousness of the social actors, creates the structure of the reality. The knowledge is not secondary like in objectivism, but rather integral to the structure of the world. This ontological view is highly associated with interpretivist and unlike the objectivist view, constructionism allows for a multiple set of realities, since everyone will have their own perception of reality (Collins & Hussey, 2014, p. 47). Therefore, we believe that constructionism is the most applicable ontological approach, since we as researchers believes that our findings are new and will act as a contribution to the area of study.

2.3 Epistemology

Epistemology is a methodological position about the theory of knowledge with focus on how knowledge is formed, validated as well as the differences between justified assumptions and speculations (Oxford Dictionary, 2018c). Rescher (2003, p. 8) states that knowledge is something that is hard to explain since it is not an activity, psychological process or action, it is also not a concept which individuals can be engaged in. This means that to appreciably define knowledge, the concept needs to be clarified and qualified and when this is done, the “logic” of knowledge becomes clearer (Rescher, 2003, p. 3). There are different epistemological positions based on how knowledge is defined, some of them are; positivism, realism, pragmatism and interpretivist which will be discussed in the following paragraphs.

One common view of positivism is “phenomenalism” which refers to knowledge being related to phenomena that can be sensed (Bryman & Bell, 2011, p. 15). Since our study wants to investigate internal and external motivation, which is not something that can be defined through the senses, this is not a suitable way of defining knowledge. Another view of this position discussed by Bryman and Bell (2011, p. 15) is that when conducting a study within this field, the main purpose is to test hypotheses and through this assess clarifications of cases. Our study is not about confirming or rejecting a set hypotheses and is therefore not related to this principle. Positivism also sees science as a concept that is objective and researchers should therefore collect data in a way that is free from value. In our study, we want to investigate motivation of individuals, which is not objective and something that cannot be interpreted without having value.

Realism is a philosophical position with similar features as the positivist view on knowledge and scientific nature (Bryman & Bell, 2011, p. 16). One feature this position
shares with positivism is that when collecting and explaining both the natural and social sciences, similar approaches should be used. Another similar aspect between the two positions is that reality is something that is external to those studying it, meaning that what reality is and how we describe it should be separate. According to Bryman and Bell (2011, p. 16), realism can be divided into two forms; the empirical which states that appropriate methods are needed when investigating reality and events, and the critical form that is more focused on finding the structures behind events (Bryman & Bell, 2011, p. 17). Even though the critical realism is closer to our view of knowledge and method of study, there are still some aspects which does not match how we see nature and reality such as introducing changes or wanting to alter the “status quo”.

Pragmatism is an epistemological position which focuses on knowledge that is constructive as well as taking action and intervening (Goldkuhl, 2012, p. 135). This position is interested at looking deeper into change and action to see how knowledge and activities interact (Goldkuhl, 2012, p. 136). Because of this focus, this approach is usually implemented when researchers are interested in intervening with what they are studying and not just observing what is happening. According to Goldkuhl (2012, p. 139), one fundamental idea within this paradigm is that when looking at an idea or concept, the meaning of it comes from its practical consequences. In our research, our goal is not to intervene or change the opinions of our participants but more about finding out how they think and feel, which means that this position does not match with what we are trying to achieve and how we think as researchers.

Interpretivism is the philosophical position opposite to positivism meaning that they are the two epistemologies with the biggest contrasts (Bryman & Bell, 2011, p. 16). This view on the social world comes from a collective view of writers who criticized the process of applying scientific models when the social world was studied. Interpretivism is also a position with influences from many contrasting psychological traditions. Bryman and Bell (2011, p. 16) considers the main assumption of this epistemology being that what is studied within social science is separate than from what is the focus of natural science. Therefore, interpretivism should be studied using a research procedure logic which takes the contrast between humans and nature into account. When performing a study within this field, the main focus is on finding out and understanding how humans feel and their inner experiences rather than focusing on facts (Goldkuhl, 2012, p. 137). These subjective feelings and thoughts are then used to study the social world for example through finding, understanding, assembling and using these meanings to build theories (Goldkuhl, 2012, p. 138).

The interpretivist position can be connected to what we want to study in our research where the focus is on finding out how entrepreneurs and intrapreneurs are motivated which is something that is based on their feelings rather than objective facts. Through interviewing people with the focus on motivation, we can use the received answers to compare, discuss and analyze inner experiences of individuals to come up with our own theories. This position is also a match to our opinion as researchers since we believe that you should study things within the social science in a different way compared to the natural science.
2.4 Research Design

When conducting a study, it is of great importance to determine whether the study should be a qualitative study or a quantitative study. Depending on the research question and the choice of data collection, one approach will be more suitable than the other. However, it does not mean that the orientation, view or strategies of the study all have to be a specific one depending on whether the study is a qualitative or quantitative, they can have characteristics of the other approach as well (Bryman & Bell, 2011, p.28).

According to Saunders et al. (2009, p. 144), the quantitative design is based on finding different variables which can be studied through for example looking at different correlations between the studied variables and then creating models showing these relationships. A quantitative study is often used in a study which has a deductive research approach and an objective view on the reality as well as a positivism orientation (Saunders et al., 2009, p. 144). A quantitative study tests specific theories and aims to find a specific answer which either accepts or rejects the theory (Bryman & Bell, 2011, p. 27). Data collection in a quantitative approach is usually made with surveys where the answers can be turned into numbers by for example counting the frequency that the answer appears. This can also be done through letting the respondent choose an answer which has been given a number on a scale where the researcher then has to quantify the collected data (Saunders et al., 2009, p. 153). When doing this, the researcher can test different variables and come up with a conclusion of whether the hypothesis should be accepted or rejected. A quantitative approach is hence, a numeric approach (Saunders et al., 2009, p. 151).

The qualitative design is used in a study where the aim is to find a general, in-depth answer to a broader question (Saunders et al. 2009, p. 152). The main characteristics of this study is using an inductive research approach, an interpretivist orientation and a constructionist view of the reality (Bryman & Bell, 2011, p. 27). But as mentioned above, these characteristics can be different and is not only decided upon what research design that is chosen. When collecting data for a qualitative study, the researcher will usually conduct interviews based on a sample from a chosen population (Collins & Hussey, 2014, p. 130-131). The type of interview that will be conducted needs to be chosen carefully in order to be able to collect the right information for the study (Collins & Hussey, 2014, p. 207). A qualitative study can collect individuals’ own stated thoughts by having open questions where the respondent is not directed into a choice of answers. This gives the researcher a broader set of answers which can be useful in order to create a more in-depth analysis and conclusion about all the respondents’ answers. Although, too open questions might limit the possibility of comparison and connection with the other respondents’ answers. This needs to be taken into careful consideration and the researcher needs to decide upon whether the interview should be structured, semi-structured or unstructured and if the questions should be opened or closed (Collins & Hussey, 2014, p. 207).

Our study takes the form of a qualitative study, where we will conduct interviews with intrapreneurs and entrepreneurs in order to find out what motivates them to strive forward. Not only do we believe that the qualitative approach is the most appropriate for our study due to the type of data that we aim to collect, but our epistemology (interpretivist), ontology (constructionism) are the orientations which are the most common for a qualitative study (Bryman & Bell, 2011, p.27). Further, a qualitative approach will allow us as researchers to adapt our questions and follow-up questions to the interviewees. This is important since motivation is a psychological subject and will therefore differ between
different individuals (Bruno, 2013, p.139). If we are able to ask deeper questions and ask follow-up questions, we will most likely gain a broader understanding of the individuals’ perspective of motivational factors and hence, make a more extensive analysis. However, this is affected by the choice of structure of the questions (Maxwell, 2005, p.80), which we will discuss further in chapter four about our practical methodology.

2.5 Research Approach

The deductive research approach is the most accepted view of how theory and research is related (Bryman & Bell, 2011, p. 11). When a researcher is performing a research that is deductive in a specific field, a hypothesis is created through deduction from existing theories. This hypothesis consists of concepts that the researcher wants to investigate with the aim of translating these concepts into existing objects that can be researched. To do this, the researcher must use the concepts within the hypothesis to come up with an appropriate data collection. The process of a deductive study is linear where there is a clear and coherent order with having one step at a time and all steps following each other. According to Bryman and Bell (2011, p. 13), when using a deductive approach in your research the most common design to use is the quantitative one. Therefore, a deductive approach is usually about testing theories and finding relationships between these theories and the research (Bryman & Bell, 2011, p. 27). For a deductive approach to be achievable, the concepts of the research need to be stated in a way that makes it possible to measure them using a quantitative study (Saunders et al., 2009, p. 125). There is also a deduction from unclear views of big problems to smaller elements which then makes it possible to understand the problem better. Saunders et al. (2009, p. 127) also discuss that compared to other approaches, the deductive research is about collecting data and use them to explain relationships between different variables in a very structured way where the researcher is independent to the concepts being studied.

Inductive research is the contrasting approach to deductive research where the focus is on inducing rather than deducing from existing theories (Bryman & Bell, 2011, p. 11). Here the researcher uses the findings of its study to connect and add them to the theories within the field that already exist. In this way of conducting a research, theory is the outcome where observations or findings are used to come up with a new theory or add to existing ones (Bryman & Bell, 2011, p. 13). As a researcher using the inductive approach and finding links between theories and collected data, it is highly likely that a qualitative approach is used. According to Bryman and Bell (2011, p. 27), when using an inductive approach in a qualitative research, the focus is on looking for relationships between the research and theories as well as creating new theories. When conducting an inductive research, the purpose is to find out what is going on in a specific context to understand the problems and its nature better (Saunders et al., 2009, p. 126). Therefore, as a researcher you can collect data about a problem through for example interviews and then use the gathered answers to analyze the problem and come up with new theories. Compared to the deductive approach, Saunders et al. (2009, p. 127) explains that the inductive research is more about gaining deeper understanding of concepts through collecting qualitative data in a study where the focus is not on generalizing the findings and the researcher is not separate from what is being studied.

Abduction is an approach, like deduction and induction, that in some way makes assumptions about the world in order to come up with theories (Bryman & Bell, 2015, p. 27). This approach is said to have been a solution for researchers that face the dilemma
of what strategies to use when both testing and building theories within the same study (Awuzie & McDermott, 2017, p. 357). Therefore, this solution is seen as a mixture of deduction and induction where it is possible to both test theories through a deductive approach and build new theories through an inductive approach in the same research. Even though this approach is said to have similarities with the two other approaches, according to Bryman and Bell (2015, p. 27), abduction have the possibility to overcome limitations that deduction and induction have. This means that even though it is a combination of the other two approaches, it has qualities that the two separate approaches do not possess which makes it possible to overcome some limitations that deduction and induction cannot separately overcome. While the deductive approach is said to be strictly reliant on logic and does not have a clear definition on what theories to test, induction usually have too small amounts of data to build theories (Bryman & Bell, 2015, p. 27). As a solution to these restrictions, abduction was introduced which aim at identifying problems that are not supported by current theories and then try to explain them using new theories (Bryman & Bell, 2015, p. 27).

In the inductive approach, the aim is to use the findings of the study to come up with new theories or add some factors to current theories (Bryman & Bell, 2015, p. 25). This is not what we are aiming for in our study, which means that the inductive approach is not suitable. In our research, we have also not identified a phenomenon that is confusing and needs clarification and cannot be supported by current theories (Bryman & Bell, 2015, p. 27). Rather, we seek at digging deeper into a concept of interest that can be supported in some way by current theories. This means that using an abductive approach would not be suitable for our study. In the deductive approach, theory is the first step of the research and it is then used in comparisons to actual observations or findings of the study (Bryman & Bell, 2015, p. 25). In our research, we studied theories about entrepreneurs, intrapreneurs and motivation before conducting our interviews and then comparing our data to what was stated in the theories. Even though the deductive approach is often related to using a quantitative study and testing hypotheses, it can also be used in a qualitative study where the theories are used as a background for the research (Bryman & Bell, 2015, p. 25). This means that even though we have a qualitative design of our study, the way in which we use the theories indicate that the deductive approach is more suitable.

2.6 Summary of Methodological Positions

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<td>Research approach</td>
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<td>Research design</td>
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Table 1: Overview of methodological positions
2.7 Literature Search

According to Collis and Hussey (2014, p. 76), a literature search is used in a thesis in order to gain necessary knowledge about a specific topic. This search is also identified as a systematic process of gathering existing knowledge about a specific topic. Patel and Davidson (2012, p. 69) states that the researcher should not only look for one-sided views, but also find neglecting views of a certain theory in order to see if the theory is valid enough or if it can be too criticized.

This study will be based on previous findings as well as new knowledge gathered through interviews. The knowledge from previous studies have been gathered from scientific articles which have all been peer reviewed. According to Machi and McEvoy (2009, p.4), if a researcher is critical when reviewing an article, the credibility of the article increases and ensures that the knowledge have been validated. Multiple references are also being used when possible, in order to strengthen the findings even further.

Our main source of knowledge has been scientific articles, but also books and online dictionaries. The books we have found have mainly been used in order to investigate the roots of the theories that we have applied in this study as well as identifying important definitions of concepts. Books written by Pinchot have been used since he is “the founder” of the word intrapreneur and hence have the core explanation of what an intrapreneur is (Buekens, 2014, p. 581). The main purpose of the scientific articles has been to gather theoretical viewpoints and findings about different concepts involved with our research question, such as; entrepreneurs, intrapreneurs and motivation. The scientific articles have been found through the Umeå University Library website which allows the researcher to select what kind of articles and books one is looking for. This has helped us to make sure that only peer-reviewed scientific articles are used. During our literature search, we have searched for both English and Swedish articles. However, since there is a majority of English scientific articles, this is also the majority of the scientific articles that we have used. We have also considered the view on literature search by Ejvegård (2012, p. 47-48), who argues that a good tool for finding appropriate articles is to look into the reference list of other similar articles.

Being critical towards the literature decreases the risk of using the knowledge wrongly. It is important as a researcher to remember that biases, values and personal experiences can direct an article into a specific path, hence, making the findings of the articles less objective. It is also important to know that if the researcher does not read the article with an open mind, there is a risk that the research creates a bias due to personal values and experiences, which will show in the researchers’ article (Machi & McEvoy, 2009, p.7).

Throughout the whole thesis, we have used primary sources as much as possible in order to get the most valid knowledge. However, in some cases the primary sources have been inaccessible and in these cases, we have used secondary sources instead. Using secondary sources carries a risk since the researcher does not know if the secondary source has misinterpreted the information and could therefore be stating incorrect facts (Ejvegård, 2012, p. 71). We have also focused on newer studies in order to get the most updated knowledge. Entrepreneurship, intrapreneurship and motivation are all three concepts which are highly relevant in today's businesses and are being developed frequently. Therefore, using newer scientific articles gives us the latest knowledge about the concepts. We have also looked into books which are older in order to get the core idea of
some concepts such as intrapreneurship. “Newer” articles are according to us considered to be articles which has been written during the 21st century, especially for entrepreneurship which is a topic that is being studied frequently (Libecap, 2003, p. ix). However, we have chosen to include some articles which are dated back to the 1980’s if they have been relevant for our study. Since intrapreneurship has not been studied as much, we allowed ourselves to use articles which are dated back to the years where intrapreneurship first was mentioned, which was by Pinchot in 1978 (Buekens, 2014, p. 581).

2.8 Choice of Theories

When searching for theories to use in our study, we considered the relevance that the theories had for what we wanted to investigate. If we found an article discussing motivation but for students rather than employees, we decided not to include them since they would not be relevant for our chosen topic. Our theoretical focus are theories that in some way cover the topics of entrepreneurs, intrapreneurs and motivation. Since there are many different theories related to these three topics, we had to narrow our choices down even further. The first thing we did when searching for relevant theories was reading through the articles which covered them and compared the articles against each other to see how they discussed the theories. To get a clear picture of the theories it was not enough to find just one article about them. When having more articles to use for the same theory, we could better understand the theories and therefore better explain them and connect them to our research topic.

When deciding on what theoretical perspectives to use, our main focus was to find theories that would be closely related to the research purpose and question. Since our aim is to see how intrinsic and extrinsic motivation differs between entrepreneurs and intrapreneurs, the theories needed to cover at least one of these topics. If we found definitions that were conflicting in some way we tried to search for more articles covering that topic and see what the best definition was for our research. In the same way, when we found different theories about the same topic we compared the theories against each other and choose the ones that could be related to one another as well as our research purpose and question. For example, there are many different theories about motivation but in order to stay realistic, not all of them could be used. Therefore, we needed to evaluate the theories we found on each topic and use the ones that provided the most relevant information.
3. Theoretical Frame of Reference

In the following chapter, theories about the concepts covered in this research will be presented. This chapter will start with a definition of the entrepreneur, covering its characteristics and needs for motivation followed by the same structure for intrapreneurs. After these definitions, we will define work motivation including extrinsic and intrinsic motivation. The reason for why we explain the concepts “intrinsic motivation” and “extrinsic motivation” is to give a better understanding of the two concepts before going into the different theories which covers these concepts. This is followed by four motivational theories applicable to work motivation, focusing on their view of intrinsic and extrinsic motivational factors. The chapter finishes with theoretical views on the intrinsic and extrinsic motivational factors that we have decided to focus on in our research.

3.1 The Entrepreneur

3.1.1 Defining Entrepreneurship

Entrepreneurs are crucial for the society since their businesses contributes to the growth of the national economy, creates jobs and develops the society by the production of new innovative products (Omerzel-Gomezelj & Kušce, 2013, p. 907). Therefore, entrepreneurship is not only useful for those who seek to be self-employed but also for the society. The importance of an entrepreneurial society is studied by Fritsch and Wyrwich (2017, p. 157) who found that entrepreneurship can help the growth of the nation’s economy. Their study also noted that a country with an entrepreneurial culture that also creates a beneficial environment for entrepreneurs, has a better employment growth rate and hence, a better development of the economy. This is further supported by Audretsch et al. (2015, p. 33), who conducted a study which showed a strong relationship between entrepreneurship and the economic development within a country. Not only does entrepreneurs’ businesses develop the nations, but they also stand stronger through economic crises than other non-entrepreneurial businesses (Fritsch & Wyrwich, 2017, p. 178). The importance of entrepreneurial businesses within a nation was studied by Crecente-Romero et al. (2016, p. 5160) who found that after an economic crisis, entrepreneurial opportunities are exposed and entrepreneurial businesses increases. It was also found that there had been an increase in the working population that considered starting a business within the next 3 years. This demonstrates the importance of a good entrepreneurial environment within a country, as well as the importance of an entrepreneur.

3.1.2 Personal Characteristics of an Entrepreneur

Entrepreneurship is described as a “way to live” where the desire to be one’s own boss weighs heavier than the risks the entrepreneurial life carries (Omerzel-Gomezelj & Kušce, 2013, p. 909). Entrepreneurs are according to Segal et al. (2005, p. 42), individuals who starts, organizes and manages their own business. An entrepreneur is self-employed and is responsible for the whole business, they are also described as those who seek self-development and a job which is not a salary-based (Staniewski, 2016, p. 5147). Moving into entrepreneurship is a decision made by an individual who seeks the possibility to
survive on his/her own and to exploit business opportunities (Omerzel-Gomezelj & Kušce, 2013, p. 907). For an entrepreneur to succeed, he or she must possess some characteristics in order to be able to face potential challenges. These personal characteristics are according to Libecap (2003, p. x), flexibility, aggressiveness, adaptability, speed and innovativeness. Entrepreneurship is further explained by Bosma et al. (2012, cited in Omerzel-Gomezelj & Kušce, 2013, p. 907) as a dynamic process where business opportunities are created and individuals who encounters these opportunities develops into entrepreneurs.

According to a study made by Segal et al. (2005, p. 52), an individual is more likely to become an entrepreneur if the tolerance for risk is very high. The chances of becoming an entrepreneur also increases if the individual seeks the possibility of being self-employed. To become an entrepreneur, it is important to have a combination of risk tolerance and a desire to engage in entrepreneurial activity (Segal et al., 2005, p. 52). In a study made by Omerzel-Gomezelj and Kušce, (2013, p. 920), it was found that entrepreneurs are risk averse if the risk is at an uncontrollable level. However, due to the excessive self-confidence that an entrepreneur possesses they often convince themselves that the risk is within their capacity to handle (Wu & Knott, 2005, cited in Omerzel-Gomezelj & Kušce, 2013, p. 920). An entrepreneur is always trying to assess the risk a business might carry in order to increase the possibility to control and reduce it as much as possible (Omerzel-Gomezelj & Kušce, 2013, p. 921). Further, an individual is more likely to become an entrepreneur and succeed as an entrepreneur if the individual has professional experience within company management, have an entrepreneur in the family or possesses unique knowledge within a certain field (Staniewski, 2016, p. 5150).

### 3.2 The Intrapreneur

#### 3.2.1 Defining Intrapreneurship

With a fast-moving industrial age and constantly changing demand in customers, it has become increasingly important for employees to quickly adapt and meet these demands through generating ideas to the companies that are both new and innovative (Willison, 2006, p. 10). It is because of these changes that companies need to make sure that their foundations support innovations by increasing their focus on their current innovative employees with high potential. In relation to these changes comes a dynamic market filled with competition making organizations depending even more on their opportunity-seeking and innovative employees to use their knowledge to come up with new solutions for the organization (Altinay, 2005, p. 406). These innovative employees are what can today be referred to as “intrapreneurs” which is by most studies defined as entrepreneurs that work within corporations (Ma et al., 2016, p. 114).

This is further explained by Antonicic and Hisrich (2001, p. 496) who states that intrapreneurship is the occurrence of entrepreneurial behavior but within an existing organization and it is considered as a very crucial element in the development of the organizations. Another word to describe this phenomenon is corporate entrepreneurship which includes helping the organizations with tasks such as creating new businesses within the organization, finding new markets or coming up with improvements for the existing business (Jain et al., 2015, p. 2). These tasks of intrapreneurship can be divided into two different dimensions; business venturing, where the focus is on creating a new business within the existing organization, and innovativeness where innovating products
and services are the focus (Antoncic & Hisrich, 2001, p. 498). Even though these two dimensions might be the most common ones, intrapreneurship can also be about self-renewal and proactiveness. The self-renewal dimension refers to changing something within the strategy and proactiveness is about taking initiatives and risks to be competitively aggressive and bold (Antoncic & Hisrich, 2001, p. 499).

When it comes to characteristics of the environment within the organization, there are some things that are favorable for intrapreneurs and others that are not as favorable (Antoncic & Hisrich, 2001, p. 503). Some examples of environmental aspects that support intrapreneurship are having a dynamic environment, opportunities for technological innovations and demand for new products or services. Characteristics in the environment that are seen as hostile for intrapreneurship are; negative views on changes as well as competitive rivalry (Antoncic & Hisrich, 2001, p. 503). This shows why the environment and attitudes need to be supportive of intrapreneurship in order for it to flourish and that intrapreneurs should be encouraged to be innovative, make risky decisions and not being afraid of failures.

3.2.2 Personal Characteristics of an Intrapreneur

For intrapreneurship to be possible, the creators of these ventures need to possess some entrepreneurial characteristics such as having a drive and ability to seek and exploit opportunities (Ma et al., 2016, p. 116). Other personal characteristics that are typical or necessary for intrapreneurs are being proactive, with a focus on being able to take initiatives and risks, as well as being bold and aggressive towards competition (Antoncic & Hisrich, 2001, p. 499). Hanson (2017, p. 319) discovered that leaders became more motivated and productive when incorporating intrapreneurial personal characteristics such as recognizing opportunities, tolerating personal risk and being persistent.

Something that is very typical for intrapreneurs is that they often identify business ideas and then develop and cultivate them so that their company can benefit from these new solutions (Willison, 2006, p. 10). This is agreed by Camelo-Ordaz et al. (2011, p. 515) who states that a common quality of intrapreneurs when they carry out their activities is that they find opportunities which are then transformed into innovations within the existing hierarchy of their organization.

One thing that is very typical for intrapreneurs is that they show great ambition and enthusiasm for achieving creativity (Ma et al., 2016, p. 116; David, 1999, p. 312). Intrapreneurs tend to be very creative in their innovation as well as dedicated to help the organization and willing to perform necessary activities (Willison, 2006, p. 10; David, 1999, p. 312). This is one of the reasons for why intrapreneurs are important for organizations, since they continuously strive to improve the current business through introducing new ideas and are also very motivated to do so. Some key competencies in intrapreneurs is that they take initiative, seek opportunities for the organization, thinks in a visionary way and are very flexible in their nature (Menzel et al., 2007, p. 733; David, 1999, p. 312). These personal characteristics are important for an intrapreneur to successfully come up with and present their ideas to the organization.

Intrapreneurs must possess many kinds of competencies such as those of traditional managers (Davis, 1999, p. 299). Some example of these managerial characteristics are social skills, such as being capable of working in teams and building networks (Menzel
et al., 2007, p. 733). All of these personal characteristics are important for managing the processes within the organization but intrapreneurs also need to be fully aware of the changes and demands in the external environment (Ma et al., 2016, p. 116). It is also common for intrapreneurs to have a lower tolerance for risk compared to entrepreneurs which is why they decide to work in organizations where they are more secure, work for a salary and feel supported by the structure of the company (Chan et al. 2017, p. 9). According to Martiarena (2013, p. 35), intrapreneurs do not consider themselves to have the necessary personal characteristics to start up their own ventures, which is why they prefer doing it within an organization.

3.3 Motivation

3.3.1 Work Motivation

“Motivation is such an important element in improving work productivity, every educational administrator needs to have a firm understanding of how it relates to job satisfaction and reward systems” (Pardee, 1990, p. 5). Katzell and Thompson (1990, p. 144) defined motivation as “a broad construct pertaining to the conditions and processes that account for the arousal, direction, magnitude and maintenance of effort in a person's job”. Motivation is a concept which has been studied for a very long time and very thoroughly, it has become of great interest for psychologists and other behavior scientists who studies organizations (Cooper & Robertson, 1986, cited in Katzell & Thompson 1990, p. 144). Szilagyi and Wallace (1983, cited in Katzell & Thompson 1990, p. 144) further explains the increased need for implementing innovative approaches in order to develop, motivate and retain valuable human resources. The motivation which is studied in this thesis, is motivation related to work. Motivation is a very important factor in order to reach success since motivated employees tends to perform better, and therefore it is of great importance that organizations understands how to motivate their employees (Wiley, 1997, p. 276; Pardee, 1990, p. 5). According to McClelland (1987 cited in Meng et al., 2016, p. 105) motivation helps individuals go through challenges such as tasks with some level of difficulty. When facing these challenges, individuals get more opportunities to use their skills to the fullest as well as develop their capabilities further.

In this study, we have chosen to look deeper into four different types of motivational theories. The first motivational theory we have chosen to use is the Self-Determination Theory (SDT) which focuses on intrinsic and extrinsic motivators, which are the factors we are aiming to investigate in our study. The second motivation theory is Maslow’s Hierarchy of Needs which consists of a pyramid of five needs (Taormina & Gao, 2013, p.155), these needs are; (1) Psychological need, (2) Safety, (3) Love and Belongingness, (4) Esteem and (5) Self-actualization (Udechukwu, 2009, p. 75). The third motivational theory is the Two Factor Theory by Herzberg, this was included since it does not value every factor as motivational, which makes it different by the rest of our motivational theories. The last theory is McClelland’s Motivational Theory which focuses on fulfilling a certain need; the need for power, the need for achievement, and the need for affiliation (McClelland, 1987). This theory will help contribute to our study when applying it to entrepreneurs and intrapreneurs. All the theories mentioned above have been used to understand work motivation in earlier studies, which makes it applicable to our study.

In order to distinguish between motivational factors, we will use the theories stated above as well as dividing them into extrinsic and intrinsic motivational factors. According to
Howard et al. (2016, p. 75), intrinsic motivation is the motivation which occurs when a person pursues an activity in order to gain self-fulfillment. The extrinsic motivational factors are those that bring materialistic rewards such as money and advancement within the organization.

3.3.2 Extrinsic Motivation

When employees are motivated by extrinsic factors, their behavior are usually related to-and controlled by some external possibilities (Deci & Ryan, 2000, p. 236). These possibilities can be striving for receiving a reward or avoiding some form of punishment. For extrinsic motivation, it is not enough to just engage in an activity to feel motivated, instead there needs to be some end to the activity that can be separated from the activity itself (Bloom & Colbert, 2011, p. 79). Extrinsic motivation is necessary when employees are not motivated by the tasks itself and instead require some form of incentive such as receiving a bonus to feel motivated (Kuvaas et al., 2017, p. 246). Gagné and Deci (2005, p. 331) further explains this through stating that in order to achieve extrinsic motivation, some form of tangible reward is required as a result of an activity, and for some theories, even verbal rewards are considered extrinsic motivators. This means that for employers to motivate their workers extrinsically, they need to constantly give rewards and when the rewards stop coming, so does the motivation in the employees (Bloom & Colbert, 2011, p. 79). When the pool for extrinsic motivation dries out and employees’ needs are not fulfilled, it is very likely that the effort they put into their work will decrease in relation to the difference in incentives (Rousseau, 1989; Argyris, 1960 cited in Hur, 2017, p. 2-3).

When the activity itself is not motivating enough and rewards are directly connected to level of performance, it is more common for individuals to feel extrinsically motivated and work in order to get the money (Kuvaas et al., 2017, p. 246). Some examples of monetary rewards are having a base pay, adjustments in cost-of-living and incentives which are either short- or long-term (Aguinis, 2013 cited in Aguinis et al., 2013, p. 242). When referring to monetary rewards, it is usually something which can ensure that the well-being of the employees and their families is enhanced (Aguinis et al., 2013, p. 243). This could for example be through receiving paid leisure activities with either colleagues or friends, which would result satisfaction in the need for them to belong. Monetary rewards can also be used as a way to show high status, such as buying a bigger house or an expensive car which would increase their level of respect from others. According to Aguinis et al. (2013, p. 243), these rewards can also be used for employees to invest in increased knowledge, such as training or higher education and help them afford to master their achievements. These rewards are often used by organizations to increase the performance in their employees, such as the precision and time spent on their activities where one example is through giving a monetary bonus (Zedelius et al., 2012, p. 1). These long-term rewards and their effect on motivation to complete current tasks are however harder to measure. Some examples of non-monetary rewards that are seen as motivating for employees are having opportunities for advancement, more flexible schedules of work as well as learning new skills (Sonawane, 2008, p. 259). In the study made by Sonawane (2008, p. 264), it was found that non-monetary rewards can be defined as “the formal reward platforms whereby a token is given to employees for recognizing their efforts or/and achievements”. However, for non-monetary rewards to be effective they should according to Deci (1971 cited in Kunz & Linder, 2012, p. 594) not shift “locus of causality” which means that the expected effect for effort should match actual effort.
made. Kunz and Linder (2012, p. 594) therefore considered non-monetary rewards as an attractive way of influencing the motivation in employees.

3.3.3 Intrinsic Motivation

Intrinsic work motivation has been defined in many ways and because of this it is hard to find a definition that is consistent, which has then resulted in difficulties in measuring, comparing and understanding exactly what it is (Bloom & Colbert, 2011, p. 77). According to Bloom and Colbert (2011, p. 73), this type of motivation is related to positive reactions of engaging in work activities. Some examples of these positive reactions are that the employees performing certain activities in their work feel interested in these activities, enjoy performing them or believe that the activities have a meaning (Renard & Snelgard, 2018, p. 48). Haagh (2010, p. 452) further clarifies that when an employee feels intrinsic motivation, it means that this person enjoys performing work activities for their own sake. This is considered to be highly important for employees’ well-being and is said to increase with growing stability and falling uncertainty which is received through gaining more control over the work (Haagh, 2010, p. 452). Bloom and Colbert (2011, p. 86) found that there are some important core elements needed in order to reach intrinsic motivation, these are independence, significance, feeling meaningful as well as relatedness. Understanding these elements are critical for managers who aims to satisfy their employees with intrinsic needs to feel motivated.

Motivation towards work that comes intrinsically is typically characterized by employees experiencing a sense of self-fulfillment by performing the task (Brief & Aldag, 1977, p. 497). This means that the potential for motivation is internal and therefore comes directly from performing the work activities (Bloom & Colbert, 2011, p. 78). In other words, performing the work activities themselves is considered to be motivating. The motivation cannot be separated from the activities themselves (Bloom & Colbert, 2011, p. 79). Apart from being motivated by performing the activities themselves, Haagh (2010, p. 452) argues that feeling a sense of security in the work can be a factor influencing the intrinsic work motivation. Some examples where this sense of security can be formed is through having stability and personal control of one's work. Since being motivated by the task itself or having control of the work is something that can take place over long periods of time, this type of motivation has the potential to be unlimited and can therefore continuously motivate the workers (Bloom & Colbert, 2011, p. 79). According to Simon (1991, p. 34), it is important for organizations to provide more than just economic incentives for employees to feel motivated and work effectively. However, Kuvaas et al. (2017, p. 245) explains that in most cases it is important that organizations stimulate both the intrinsic and extrinsic motivation in their employees. This can be done through having work activities that are both interesting, which increase intrinsic motivation, as well as promoting effectiveness through increasing the extrinsic rewards (Porter & Lawler, 1968 cited in Gagné & Deci, 2005, p. 331).

3.3.4 Motivation Theories

Self-Determination Theory (SDT)
The Self-Determination Theory (SDT) was introduced by Deci and Ryan (1985 cited in Çetin & Aşkun, 2018, p. 187) and it is about how the human needs are the source of self-motivation (Ryan & Deci, 2000, p. 68). This theory is based on three basic needs; competence, autonomy and relatedness (Çetin & Aşkun, 2018, p. 187). Relatedness
concerns the need for feeling connected to others and the feeling of matter in a context (Sheldon & Schüler, 2011, p. 1107). Autonomy refers to a person choosing his or her own activities, meaning, he or she engages in activities on his/her own free will (Welters et al., 2014, p. 35). Competence concerns the ability to reach success and feeling effective (Sheldon & Schüler, 2011, p. 1107). SDT is a theory which argues that paid employment is highly important since it leads to the fulfillment of all three needs at the same time. When being paid for working, the employee can show his or her competence, gain new relations at the workplace as well as gaining an income which helps the employee to become more autonomous (Welters et. al., 2014, p.35).

According to the SDT, a person is motivated by doing activities which are valuable for the person, such as activities that are chosen by the person and not forced upon him/her. People who pursue this system are more likely to be more successful and motivated than those who are controlled and forced upon certain work-related activities (Welters et al., 2014, p. 42). SDT sees a difference between autonomous and controlled motivation and refers to the autonomous motivation as intrinsic motivational factors. According to SDT, intrinsic motivational factors are those which a person freely engage in, the autonomous motivation. On the contrary, the controlled motivational factors are those that an external part addresses to an employee (Welters et al., 2014, p. 35). The main focus of the SDT are the intrinsic motivational factors, but Howard et al. (2016, p. 75) argues that extrinsic motivational factors can be embodied to become autonomously regulated.

According to the SDT, people feel intrinsically motivated by their work when they feel like their actions are based on their own choices (Bloom & Colbert, 2011, p. 83). This means that employees who feel like their job is self-determined, where they choose to do certain activities themselves, are more likely to feel intrinsic work motivation. Through having the opportunity to decide what actions to perform, employees have a sense of autonomy, which is a central point for the SDT where motivation that is autonomous is separated from motivation that is controlled (Gagné & Deci, 2005, p. 333). Intrinsic motivating factors are directly related to the activities themselves and does not require any external consequences (Deci & Ryan, 2000, p. 233). Instead, people are motivated by satisfying their need to be independent and show their competence. Ryan and Deci (2000, p. 70) also define intrinsic factors within the SDT as striving for innovativeness, searching for challenges, use and improve personal capabilities and learn new things. SDT also states that when you feel intrinsically motivated, you perform a task because you find it interesting and therefore want to do it (Gagné & Deci, 2005, p. 334). Relatedness is also considered an intrinsic motivator according to the SDT (Lin, 2015, p. 154) and this motivator refers to the need of being a part of a context and feeling “belongingness”. Relatedness is the need within SDT which is the most interpersonal need and will be considered as satisfied when the person feels a connection to important people (Filak & Nicolini, 2018, p. 5). A person will usually have this need when being objectified instead of being treated as a person (Filak & Nicolini, 2018, p. 5).

Extrinsic motivation is according to the SDT required when the activities performed are not as interesting and therefore does not provide employees with intrinsic motivation (Gagné & Deci, 2005, p. 334). Instead of being motivated by the activity itself, there needs to be something else that improves the performance through for example verbal approval or monetary rewards. When an employee is motivated by extrinsic factors, their behavior is influenced by external forces and within the SDT, these forces determine how employees feel and behave (Deci & Ryan, 2000, p. 247). According to Gagné et al. (2015,
SDT considers external motivating factors to be either receiving or avoiding something. This means that when an employee performs well or reaches a personal goal, the motivation can be receiving approval or rewards for the accomplishment which will lead to improved confidence. Avoiding something, such as being punished or criticized, can also be an external motivating factor affecting the behavior of employees within the SDT (Gagné et al., 2015, p. 179). An example given by Ryan and Deci (2000, p. 71) shows students who are extrinsically motivated to study for their future careers or because they are under the control of their parents. This can be related to workers being extrinsically motivated to receive higher salary or promotions when behaving above expectations or perform certain activities to satisfy their manager.

**Maslow’s Hierarchy of Needs**

Maslow’s Hierarchy of Needs consists of five need factors which are presented in a pyramid; in the bottom of the pyramid is the psychological need and this step is followed by the need for safety. The third part of the pyramid is the need for love and belongingness which is followed by esteem and in the top of the pyramid is self-actualization (Udechukwu, 2009, p. 75). The needs have to be met in the given order meaning that one cannot move on and be motivated by another step that is not the next step (Pardee, 1990, p. 1). This means that if a person is at the third step, that person cannot be motivated by self-actualization (step five) before the need for esteem (step four) has been fulfilled. When a need has been met, it is no longer considered to be a motivator (Pardee, 1990, p.9).

1. The first step in Maslow’s Hierarchy of Needs is Psychological need, this refers to needs for things such as food and water. These needs are essential for any human being (Taormina & Gao, 2013, p. 156).  
2. The second step is Safety which includes protection against extrinsic forces such as danger, threat and deprivation. Applied to work situation the safety need can cover the security of continuous employment as well as the need for protecting oneself from discrimination (Hammer and Organ, 1978, cited in Pardee, 1990, p. 8).  
3. Step three is the Social needs, also known as love and belongingness and this need is described by Pardee (1990, p. 8) as receiving and giving love and affiliation to and from people in one’s surroundings. This is further explained by Leary (1995 cited in Taormina and Gao, 2013, p. 158) who states that every person is in need of interpersonal attachment and feeling belongingness is fundamental for every person. This step is dependent on step one and two, if they are ungratified, then the person will not be aware of the need of friends (Pardee, 1990, p. 8).  
4. The fourth step is Esteem and is in line with McClelland’s need of achievement, it concerns the need for freedom and independence (Pardee, 1990, p. 9). Maslow (1943 cited in Taormina & Gao, 2013, p. 158) explains the need for esteem as the need for having self-esteem as well as receiving respect from others.  
5. The last step in Maslow’s Hierarchy of Needs is the Self-actualization need and a person on this stage is motivated by developing as a person and become the best version of oneself (Pardee, 1990, p. 9). However, according to Maslow (1965 & 1971 cited in Barling, 1977, p. 1-2), a person will most likely never fulfill the last step since the criteria for it increases more and more as parts of it are fulfilled.

When it comes to dividing Maslow’s Hierarchy of Needs into intrinsic and extrinsic needs, there are no direct ways to divide them. One could however assume that one step is more related to intrinsic or extrinsic factors by comparing them to other theories. For example, the need for achievement is considered to be an intrinsic motivational factor by
McClelland (1978, p. 203) and self-actualization can hence be considered an intrinsic motivator as well.

**Herzberg’s Two Factor Theory**

The Two Factor Theory by Herzberg is based on motivators and hygiene factors, where the motivators act as motivational factors on their own and the hygiene factors are demotivating if they do not exist but if they exist, are not motivating enough to be considered motivators (Pardee, 1990, p. 3).

Intrinsic motivational factors are according to Herzberg’s Two-Factor Theory “satisfiers” that are closely related to the activities themselves (Damij et al., 2015, p. 2). Damij et al. (2015, p. 2) stated some examples of intrinsic factors in this theory which were; to have authority and power, being appreciated, the task itself, personal growth and accomplishments. All intrinsic motivational factors are according to the two-factor theory, related to the need of personal fulfilment (Damij et al., 2015, p. 2). According to Herzberg et al. (1959 cited in Ewen et al., 1966, p. 544), the intrinsic factors that influences satisfaction in one’s work is the task itself as well as possible promotions. Other factors that are related to the task which can result in intrinsic motivation according to the Two-Factor Theory are being recognized and having responsibility, achievement and opportunities do develop (Hur, 2017, p. 3).

According to Herzberg et al. (1959 cited in Ewen, 1966, p. 544), external factors such as monetary rewards, can be seen as “dissatisfiers” and have bigger impact on the employees’ dissatisfaction in their work rather than satisfaction. These external factors can also be considered as hygiene factors which are more related to the conditions and environment of an organization rather than the activities themselves (Hur, 2017, p. 3). The hygiene factors are financial rewards, such as salary, working conditions and appropriate supervision (Herzberg et al., 1959, cited in Pardee, 1990 p. 10). Other factors are the company policies and job structure (Smith & Shields, 2013, p. 190) and relations with others and other benefits (Richard, 2012 cited in Damij et al., 2015, p. 2). In other words, this means that for example having responsibility at work, motivates the employee to perform while salary does not increase the performance of the employee but it decreases the performance if the salary would be removed. In an article by Smith and Shields (2013, p. 190), a study made by Herzberg was analyzed and the authors stated that the hygiene factors can be considered as “maintenance”. Smith and Shields (2013, p. 190) further explained these factors as organizational factors which were outside of the employees’ perfection of the job.

**McClelland’s Motivational Theory**

McClelland’s Motivational Theory is based on three needs, the need for power, the need for achievement and the need for affiliation (McClelland, 1987). The need for power has been studied by a lot of researchers, and researchers such as Freud, McDougal and Murray all argue that the need for power, aggression and domination are personal characteristics found in all human beings (McClelland, 1987, p. 269). When workers are motivated by power, their performance will increase if they are given the opportunity to control or influence others (Fisher, 2009, p. 352). The second need is achievement where employees with a high need for achievement prefers to work at moderate levels of risk (McClelland, 1987, p. 238). A study has shown that people who have high levels of need for achievement tend to perform better if they know that they can advance after a task has been completed correctly (McClelland, 1987, p. 239). The main motivator of this need is
to reach success and avoid failure (Fischer, 2009, p. 353). The last need is the need for affiliation which refers to the need to interact with other people and being appreciated and recognized (McClelland, 1987, p. 346). Acceptance and support are also considered as highly important to reach the need for affiliation (Fischer, 2009, p. 353).

People with a high need for achievement feel intrinsic motivation when they know that the task that they are performing is necessary for solving the problem (McClelland, 1978, p. 203). According to McClelland (1978, p. 203), people with high need for power usually take more risks and set goals that are almost impossible to reach. This is related to the fact that people who are extrinsically motivated are more focused on other factors than accomplishing something with their activities and therefore not motivated by the activity itself. In the same way as the other theories, the McClelland’s theory of needs discuss how motivation can come from external factors such as reward and have the ability to satisfy the needs of employees (McClelland, 1987 cited in Rybnicek et al., 2017, p. 4). In his study, McClelland found for example that individuals with a high need for achievement usually require some form of confirmation on how they are doing, such as feedback or reward to know when they are performing well (McClelland, 1987, p. 247). When giving confirmation as a result of desired performance, this is considered to fulfill individuals’ need for affiliation within McClelland’s theory of needs (Fischer, 2009, p. 353). Individuals with this need require external factors such as confirmations and rewards to feel motivated and accepted. This means that within the theory of needs, both intrinsic and extrinsic motivational factors are important for individuals to feel motivated when working. Therefore, the organization should provide rewards that fulfill any of these needs to control the behavior of their employees (Rybnicek et al., 2017, p. 6).

3.3.5 Extrinsic Factors According to Theories

Monetary rewards
Receiving a monetary reward is according to SDT an extrinsic motivational factor where appropriate behavior is rewarded (Deci & Ryan, 2000, p. 236). Some examples of these monetary rewards are increased income or a bonus. According to the Herzberg Two-Factor Theory, monetary benefits such as higher salary is considered a “hygiene factor” (Richard, 2012 cited in Damij et al., 2015, p.2). With “hygiene factors” it means that the monetary benefits do not on their own contribute to motivation (satisfy) but rather dissatisfies when being removed (Smith & Shields, 2013, p. 190). McClelland’s motivational theory sees any rewards as an extrinsic factor which helps a certain need to be fulfilled and lead to motivation being achieved (McClelland, 1985 cited in Rybnicek et al., 2017, p. 6). In Maslow’s hierarchy of needs, receiving monetary rewards can be connected to the second step of the hierarchy “safety-security needs” where having financial security plays an important part (Taormina & Gao, 2013, p. 157).

Monetary rewards according to entrepreneurs
According to Omerzel-Gomezelj and Kušce (2013, p. 908), some entrepreneurs have wealth as a main goal from starting their own business whilst others does not seek monetary goals but rather the possibility of being independent and one’s own boss. On the contrary, Jayawarna et al., (2011, p. 45) argues that money is an important motivational factor for entrepreneurs. Rindova et al. (2009, p.477) is consistent with previous statement and argues that in most cases, creating wealth is the main reason for becoming an entrepreneur.
**Monetary rewards according to intrapreneurs**

Even though intrapreneurs are similar to entrepreneurs in some ways when it comes to motivation, intrapreneurs are more likely to be motivated by higher probability of effort-reward where the effort they put into an activity will result in receiving a desired reward (de Villiers-Scheepers, 2011, p. 251). This means that future entrepreneurial behaviors in an organization are more desirable when reinforcement, such as rewards, is guaranteed by the management of the organization (de Villiers-Scheepers, 2011, p. 252). These rewards that increases the motivation in intrapreneurs can be incentives in financial form, both direct and indirect (de Villiers-Scheepers, 2011, p. 253).

**Challenges**

Challenges in the form of obstacles or disapproval from others are considered as external factors according to the SDT where the motivation is related to avoiding or overcoming these challenges (Gagné et al., 2015, p. 179). Connecting these challenges to Herzberg and the Two-Factor Theory, external (hygiene) factors are factors that cannot be related to the tasks themselves but rather the conditions and environment of the organizations (Hur, 2017, p. 3). Therefore, facing challenges in the environment or disapproval from others are considered as an external factor according to the Two-Factor Theory. Overcoming obstacles such as challenges or threats are within Maslow’s Hierarchy of Needs considered as the means to fulfill the second need “safety-security” (Taormina & Gao, 2013, p. 157). Here, a motivational factor can be to achieve job security which means that in challenging times, a “survival instinct” can kick in and motivate people to fulfill this need. McClelland (1987, p. 238) agrees with this in some way and states that when people have a high need for achievement, they are more likely to feel motivated when facing situations with moderate levels of risks.

**Challenges according to entrepreneurs**

Some of the challenges that entrepreneurs face and needs to overcome are to stay motivated when starting up a new business in an uncertain time where they put a lot of time and effort into the business (Omerzel-Gomezelj & Kušce, 2013, p. 908). However, entrepreneurs are usually not averse to taking risks and instead focus on finding opportunities in these uncertain times (Estay et al., 2013, p. 249). According to Hvide (2014, p. 213), the level of risk that the entrepreneur can tolerate determines the chances of the business to be successful. This means that as an entrepreneur, a big challenge is to be tolerant of the right level of risk. However, when being asked about their risk tolerance, entrepreneurs usually prefer some level of risk over being employed by someone else. This is because being self-employed provides them with higher probability of being directly rewarded when their business is successful (Segal et al. 2005, p. 42).

**Challenges according to intrapreneurs**

Intrapreneurs also face challenges in their work and one of these challenges is risk, where intrapreneurs tend to be less risk-tolerant compared to entrepreneurs (Martiarena, 2013, p. 29). Another challenge for intrapreneurs is the environment within and outside of the organizations in which they work, where one example is that the organization have a view that is not holistic (Buekens, 2014, p. 584). According to Willison (2006, p. 10), intrapreneurs are usually very motivated and mostly overcomes the obstacles that they face to then search for new challenges.
Training
According to Sonawane (2008, p. 256), monetary rewards such as increased salary, has become more of a privilege resulting in organizations starting to use non-monetary rewards as an alternative. In his article, Sonawane (2008, p. 265) also found that some examples of non-monetary rewards are getting a promotion, paid vacancy and attending a training program. Connecting this to the SDT, employees can feel extrinsic motivation when they know that they will receive an external reward (Gagné et al., 2015, p. 179) which can come in the form of a training program (Sonawane, 2008, p. 265). Looking at McClelland’s Theory of needs, the external rewards offered by organizations need to fulfill one of the three internal needs of the employees to be considered motivating (Rybnick et al., 2017, p. 4). Therefore, organizations need to make sure that when using non-monetary rewards, they need to be aimed at solving the internal needs of the employees (Rybnick et al., 2017, p. 6). According to McClelland and Miron (1979 cited in Chan et al., 2017, p. 10), receiving training can fulfill the need for achievement and result in increased motivation. Taormina and Gao (2013, p. 172) further adds that improving oneself through training or education is highly valued in society and increases the feelings of acceptance and belongingness which is the third level of Maslow’s hierarchy of needs (Udechukwu, 2009, p. 75). Some examples of external motivational factors according to Herzberg’s Two Factor Theory are things that can be related to the environment or conditions of the work such as salary and benefits (Hur, 2017, p. 3). Connecting this to the view on non-monetary rewards by Sonawane (2008, p. 265), training can be related to the working conditions and is therefore an external factor according to the Two-Factor Theory (Hur, 2017, p. 3).

Training according to entrepreneurs
According to Estay et al. (2013, p. 247), there are some characteristics that can contribute to motivation and behavior in entrepreneurs. Some examples of these characteristics are age, training and perceptions. Even though this refers to training before starting as an entrepreneur, Kutzhanova et al. (2009, p. 204) develops this and states that entrepreneurs can also learn during their careers where their personal transformation is an important aspect. When it comes to learning for entrepreneurs, it has been suggested that it starts when they discover and develop themselves (Lobler, 2006 cited in Kutzhanova et al., 2009, p. 204). Looking at the model by Segal et al. (2005, p. 47) there are three main factors that motivate people to work as entrepreneurs. These three factors are; comparing desirability between being self-employed and working for others, assessment of knowledge, abilities and skills of being an entrepreneur as well as acceptance of the risk of being an entrepreneur.

Training according to intrapreneurs
According to Willison (2006, p. 11), it is important to have a clear system for rewards in the organization to ensure that the intrapreneurs feel motivated. When it comes to intrapreneurs, even though receiving monetary reward is not their main motivation, they still require some form of reward to show that they have performed well (Willison, 2006, p. 11). Menzel et al. (2007, p. 733) argues that these motivators could be for example training since intrapreneurs need to feel supported by their organization and hence, the focus should be on investing in social development. Menzel et al. (2007, p. 733) also states that when the intrapreneurs feel supported and encouraged to develop, they are more likely to develop their knowledge within the company.
3.3.6 Intrinsic Factors According to Theories

**Accomplishment**

In McClelland’s Motivation Theory, the need of achievement can be used to study the motivator; accomplishment. The need of achievement is fulfilled when a person knows that the task they are performing is necessary for solving a certain problem (McClelland, 1978, p. 203). Maslow covers accomplishment in the fifth step, self-actualization, this is argued for by Pardee (1990, p. 3) who stated that “McClelland’s need for achievement underlies Maslow's self-actualization”. Self-actualization in Herzberg’s Two Factor Theory refers to accomplishment as a satisfaction theory (Bassett-Jones & Lloyd, 2005, p. 934) which means that it is referred to as a motivator (Herzberg et al., 1959 cited in Ewen, 1966, p. 544). The motivator is to reach satisfaction which in this case is to achieve something, gain responsibility and grow as a person. The Self-Determination Theory (SDT) argues that accomplishment is an intrinsic motivator since it is connected to a specific activity (Deci & Ryan, 2000, p. 233). The need for competence concerns the ability to reach success and hence, achieve a certain goal (Sheldon & Schüler, 2011, p.1107).

*Accomplishment according to entrepreneurs*

Pandey and Tewary (1979, p. 109) argues that an entrepreneur needs to feel and strive towards achievement and accomplishment in order to be considered as an entrepreneur. Lumpkin and Sharer (2004 cited in Urban, 2009, p. 516) further explains this and states that the more companies an entrepreneur has started, the more they are motivated by achievement. Omerzel-Gomezelj and Kušce (2013, p. 908), argued that entrepreneurs are motivated by being independent and one’s own boss, which can be considered an accomplishment. Entrepreneurs was also considered by Barba-Sánchez and Atienza-Sahuquillo (2017, p. 1099) to have high needs for achievement and a strive to innovate.

*Accomplishment according to intrapreneurs*

Accomplishment were reported by McClelland (1961 cited in Chan et. al., 2017, p.10) as a motivator for intrapreneurs and by increasing the offered training programs, the motivation for reaching achievement increased (Miron & McClelland, 1979, cited in Chan et al., 2017, p. 10).

**Affiliation**

Affiliation, relatedness and belongingness are all synonyms and are used to describe the need for being in a context (Oxford Dictionary, 2018d, 2018e). The SDT describes the need for relatedness as an intrinsic motivator and as the need for feeling connected to others and feeling personal value in a context (Sheldon & Schüler, 2011, p. 1107). A person will fulfill this need when feeling connected to important people (Filak & Nicolini, 2018, p. 5). Maslow describes the need for being a part of a context as the need for belonging and feeling loved (Pardee, 1990, p. 8). All people are in need of interpersonal attachment and feeling belongingness (Leary, 1995 cited in Taormina & Gao, 2013, p. 158). McClelland sees the need for being a part of a context as the need for affiliation. This need is described as the interaction with other people and the need for being appreciated (McClelland, 1987, p. 346). Acceptance and support are also considered highly important in order to reach the need for affiliation (Fischer, 2009, p. 353). All the three theories above consider the need for affiliation as an intrinsic motivator which is highly important for all people. On the contrary, the Herzberg Two Factor Theory does not consider the need for belongingness as an intrinsic motivator but rather as a hygiene
factor (Richard, 2012 cited in Damij et al., 2015, p. 2) which is essential to fulfill in order to be able to work (Smith and Shields, 2013, p.190).

**Affiliation according to entrepreneurs**

According to Sexton and Bowman (1984, p. 25), entrepreneurs are not in need of group consensus since they are considered to be more independent. Jayawarna et al. (2011, p. 45) also argues that entrepreneurs are- and have to be very independent and that the low need for affiliation could perhaps be explained through this as well.

**Affiliation according to intrapreneurs**

Some motivators are according to Sexton and Bowman (1984 cited in Davis, 1999, p. 300) similar between entrepreneurs and intrapreneurs, affiliation being one of them. The authors argue that both intrapreneurs and entrepreneurs have a low need for affiliation. This is further argued upon by Mehta and Gupta (2014, p. 310) who also found that intrapreneurs have a low level of need of affiliation.

**Acknowledgement**

Acknowledgement concerns the appreciation a person gets from the surroundings (Oxford Dictionary, 2018f). McClelland (1987, p. 346) argues in his motivation theory that acknowledgement is one of the main motivators and states that people need to feel appreciated and recognized for what they do in order to stay motivated, meaning, acknowledgement is a motivator. According to Herzberg’s Two Factors Theory, being appreciated and acknowledged is considered to be a motivator. It is one of the intrinsic factors which helps a person to reach personal fulfilment (Damij et al., 2015, p. 2). Maslow covers acknowledgement in his fourth step in the hierarchy of needs, the esteem. This step identifies the need for getting respect from others who confirms a person’s worthiness and value (Taormina & Gao, 2013, p.159). SDT does not consider approval and being acknowledged as an intrinsic factor but rather as a “controlling factor”, which is extrinsic (Welters et al., 2014, p. 35).

**Acknowledgement according to entrepreneurs**

An entrepreneur is sometimes motivated by receiving status in the society (Jayawarna et al., 2011, p. 43). According to Birley and Westhead, status is a need of approval (1994, cited in Jayawarna et al., 2011, p. 43) as well as a need of recognition (Carter et al., 2003 cited in Jayawarna et al., 2011, p. 43). The study by Jayawarna et al. (2011, p. 45) showed how status motivated different kinds of entrepreneurs, that the need for status was only found in “economically driven entrepreneurs” and “prestige and control entrepreneurs”. The need for acknowledgement is therefore dependent on what type of entrepreneur the person is.

**Acknowledgement according to intrapreneurs**

Support given by the organization and its leaders is highly important for an intrapreneur (Willison, 2006, p.10). Intrapreneurs are motivated by so called social rewards, these can be for example recognition for a successfully executed project (de Villiers-Scheepers, 2011, p. 253). In organizations with a high level of entrepreneurial behaviour (intrapreneurship), it was found that the level of social rewards was also high (de Villiers-Scheepers, 2011, p. 257-258). Further, the study made by de Villiers-Scheepers (2011, p. 259), showed that rewards such as acknowledgement and social incentives increases the performance of an intrapreneur.
Power
The need for power is considered to be a characteristic which can be found in most people (McClelland, 1987, p. 269). When workers are motivated by power, their performance will increase if they are given the opportunity to control or influence others (Fisher, 2009, p. 352). According to McClelland (1978, p. 203), people with high need for power usually take more risk and set goals that are almost impossible to reach. In Herzberg’s Two Factor Theory, power is considered to be an intrinsic factor, which includes the need to have authority and power (Damij et al., 2015, p. 2) as well as responsibility (Hur, 2017, p. 3). According to the SDT, power is an intrinsic motivator which is explained through the need for competence. When a person feels competent, that person feels confident in navigating specific tasks and taking control over outcomes in different activities (Allan et al., 2016, p. 2). Depending on how one is looking at power, it is either step four or five of Maslow’s hierarchy of needs. Step four stands for respect (Kenrick, 2017 p. 521), if a person is respected they are more likely to be followed and have more control over situations and people (French & Raven, 1959 cited in Fragale et al., 2011, p. 767). But if being a leader is a person’s absolute highest goal in life then power could be the last step in the hierarchy, self-actualization. Maslow (1943 cited in Kenrick, 2017, p. 520-521) stated that once a person is doing what he or she is fitted to do he or she will feel the ultimate happiness.

Power according to entrepreneurs
Entrepreneurs are motivated by having power and control as well as a status in the society (Jayawarna et al., 2011, p. 45). Omerzel-Gomezelj and Kušč (2013, p. 908) argues that an entrepreneur gets motivated by being independent and one’s own boss. Being the owner of the company gives the entrepreneur the main role when it comes to decision-making as well as the possibility to possess a powerful position within the company. Having a powerful entrepreneur is important in order to keep the company competitive and help it survive, the entrepreneur sets the direction of the company (Goffee & Scase 1995, Aaboen et al. 2006 cited in Piperopoulos, 2012, p. 144). Chan et al., (2017, p. 3) states that a manager is motivated by control and as mentioned by Omerzel-Gomezelj and Kušč (2013, p. 908), an entrepreneur often strives to be the manager of the company. Therefore, the entrepreneur is motivated by having the control of the company.

Power according to intrapreneurs
If the intrapreneur has a management role in the company, then, according to Chan et al., (2017, p.3) the intrapreneur is motivated by power and control. According to Mark (2008, p.20-21) intrapreneurs are not motivated by the traditional ladder-climbing, but rather to be a part of the decision-making within the company. Further, Mark (2008, p.21) argues that intrapreneurs thrive to work in an organization where they can have a direct impact on what is done and how it is done. Which means that the intrapreneurs are motivated by power.
4. Practical Methodology

In this chapter, we will present the practical methodology which concerns the methods used to collect data as well as the methods used to process the data. First, we will present our sample selection method followed by how we contacted our selected sample. This chapter also gives a description of how we have chosen to design our questions as well as the interview guide which was made prior conducting the interviews in order to help us follow the same structure throughout all interviews. This chapter also provides a table which consist of information about all interviews, such as the position of the interviewee and the duration and type of interview. This is followed by personal information, yet anonymous, about the interviewees which helps the reader understand what type of interviewees that have been selected to participate in our study. This chapter ends with an explanation of what methods we have used in order to process our gathered data and as well an explanation of our ethical considerations.

4.1 Choice of Respondents

Since we are conducting a qualitative study, and have the interpretivist view, our data collection will be gathered through interviews (Collis & Hussey, 2014, p.133). Finding interviewees can be quite challenging and one needs to decide upon what sampling method is the most suitable. We decided that purposeful sampling, a non-probability sampling method, was the best alternative for our study. Purposeful sampling is a method where the researchers find interviewees based on specific criteria which the interviewee should fulfill (Patton, 1990, p. 169). It is also explained by Collis and Hussey (2014, p. 132) as a sampling method based on individuals which have expertise within a specific area of study. The criteria of the individuals are chosen by the researchers before the survey has begun, and are not changed regardless of what findings are made throughout the study. Using the purposeful sampling method, the aim is to get useful information which we cannot get elsewhere of the same quality (Weiss, 1994, cited in Maxwell, 2005 p. 88). The interviewees that are chosen by the researchers, need to be very carefully chosen in order to get the necessary information required to answer the research question. In our study, we have chosen intrapreneurs which have been recognized for their work as intrapreneurs such as received the title “intrapreneur of the year” or similar prizes. As for the entrepreneurs, all our interviewees have either started a number of successful businesses or won prices within entrepreneurship. This ensures that we are only interviewing individuals which are experts within the area and hence can provide us with the data that we need. However, there is one exception among our interviewees, this interviewee was found through convenience sampling.

When deciding upon the number of interviewees to include in the study, Patton (1990, p. 814) stated that the sample size in a qualitative study depends on what the researcher needs to know. In some cases, a smaller sample is enough in order to reach the desired outcome and in other cases, a larger sample is needed. According to Collis and Hussey (2014, p. 155), the number of interviews should also be determined by the level of the study as well as the supervisor. We decided that the quality of the interviewees was more important than the number of interviewees. We therefore chose to only interview entrepreneurs and intrapreneurs which fulfilled certain criteria. Due to our high criteria, we had very few intrapreneurs and entrepreneurs to choose from, but we managed to reach out to ten individuals who agreed to participate in our study. Since we are making
a comparison between entrepreneurs and intrapreneurs, we decided to have the same number of entrepreneurs and intrapreneurs to interview, which means that we interviewed five entrepreneurs and five intrapreneurs. The length of the interviews depends on the interview method, having a face-to-face interview will in general provide a more in-depth interview than a phone-interview and will hence be longer than a phone-interview (Collis & Hussey, 2014, p.134). Our interviews ranged from 26 minutes to 60 minutes.

When gathering data through a purposeful sampling method, it is important to reach representativeness in the individuals being interviewed. This means that all interviewees represent the typical entrepreneur and intrapreneur, but at the same time they are not all the same. Hence, the researchers need to make sure that the chosen interviewees represent the whole population and are not all homogeneous (Maxwell, 2005, p. 89-90). This means that the individuals which we are interviewing, are not all entrepreneurs or intrapreneurs in the same position, but rather have different relations to intrapreneurship and entrepreneurship. This is important in order to get a larger variety of the sample (Maxwell, 2005, p. 89). In our study, we have made sure that our interviewees are not homogenous. Some of our entrepreneurial interviewees are the owners of their companies whilst others are the CEO. The intrapreneurs also have different positions within the companies as well as working within different industries and we have also managed to get both men and women to participate.

4.2 Contact of Respondents

When searching for respondents to contact for our interviews we decided to use purposeful sampling. This means that we choose to contact people that we knew were successful entrepreneurs or intrapreneurs and with some differences among them. Through searching for winners of competitions such as “Entrepreneurs of the year” and “Intrapreneur of the year” we were able to find respondents with the right set of abilities for our research. We also searched for entrepreneurs and intrapreneurs located in Umeå, so that when performing our interviews, it would be convenient for us to meet them in person. Even though we aimed at having respondents being chosen only through the purposeful sampling, a few of our respondents were chosen through convenience sampling. The two respondents chosen based on convenience sampling were from personal contacts but were still contacted and evaluated in the same way as the other respondents.

When contacting potential respondents for our interviews we wrote a framework for an email to send out to all of them (see appendix 5 & 6), with minor adjustments. We informed them about us, what we wanted to research and asked them if they would consider participating in our study. To find the right email addresses we searched on the name of the entrepreneur or intrapreneur or the name of organization that we found in the articles and through these, we made our first contact. We also contacted one of our respondents through one of our LinkedIn profiles. Some emails did not get a response and others were happy to participate and gave suggestions on what dates that would be most suitable. As soon as we got a confirmation saying that the respondents would be able to participate in our research, we set a date for the interview and let them know that they would get the questions in advance so that they could prepare. One of the respondents were able to have the interviews in Umeå while others who were too far away, agreed to talk through Skype or telephone. We also had one interviewee that was happy to participate but was very busy during the period in which we wanted to have our
interviews, she therefore suggested to answer our questions via email. Since this interviewee has many experiences within entrepreneurship as well as being a winner of entrepreneurial prizes, we decided that this interviewee was too important to ignore. When using emails as a method of communication, it is important to tell the interviewee to give as detailed answers as possible (Hunt & McHale, 2007, p. 1418). We had the opportunity to write follow up questions in a second email, which increased our chances of getting more in-depth answers.

4.3 Qualitative Interviews

When gathering data in a qualitative study, performing interviews is one of the primary techniques to use (Cooper & Schindler, 2011, p. 168). Compared to surveys which are considered to be highly structured, qualitative interviews are usually less structured where all answers are not predetermined by the researchers (Blumberg et al. 2011, p. 265). Interviews come in many varieties where the number of interviewees, level of structure and the closeness between the researchers and people being interviewed are some of the factors that can differ in each research (Cooper & Schindler, 2011, p. 168). Common characteristics of these interviews are that they are either conducted face-to-face with an individual participant or a focus groups of participants, but they can also be conducted through telephone (Creswell, 2009, p. 181). The interviews that are conducted with only one participant are called an “Individual Depth Interview” (IDI) (Cooper & Schindler, 2011, p. 172). These individual interviews take between 20 minutes to two hours depending on if they are conducted through telephone or face-to face. It is also common to record these interviews through audio or video recording and then transcribe the answers to gather them fully detailed (Cooper & Schindler, 2011, p. 172). Since we will not perform any focus groups, our only way of interviewing will be through Individual Depth Interviews (IDI) where we will have either face-to-face interviews or ask our questions using our telephones or Skype. To be able to go back and listen through all answers and ensure that we do not miss anything, we will record the interviews with the consent of the interviewees.

The structure of a qualitative interview is usually unstructured or semi-structured (Cooper & Schindler, 2011, p. 168). Interviews that are semi-structured tend to start with some specific questions and then allow the interviewee to spin forward on the topic and provide follow-ups on the thoughts that these topics brought forward and that was not covered in the questions (Blumberg et al., 2011, p. 265). Unstructured interviews are less structured where there are not any specific questions or order of discussion topics and instead each interview is customized to every interviewee (Cooper & Schindler, 2011, p. 168). These kinds of interviews usually begin with the respondent telling a narrative and the aim of these interviews is for the researcher to gain more insight into topics that the respondent considers to be relevant (Blumberg et al., 2011, p. 265). The unstructured and semi-structured interviews share some distinct qualities (Cooper & Schindler, 2011, p. 169). Some of these characteristics are that the unstructured and semi-structured interviews rely more on having a dialogue between the interviewer and interviewee, gather a broader variety of data and answers that are more elaborate than in the structured interviews (Cooper & Schindler, 2011, p. 169). Looking at the two options for qualitative interviews, conducting semi-structured interviews will help us achieve what we want to investigate in this study. This will allow us to start asking a few questions that we find important and covers the topics we want to research. This will then be followed by either follow-up
questions based on the answers we receive or possible elaborations by the interviewees themselves.

4.4 Interview Guide Design

When using interviews as a method of gathering data in a qualitative study, it is beneficiary for both the interviewer and interviewees that there is a protocol or designed guide for how the interviews should be conducted (Creswell, 2009, p. 183). This guide is an important aspect of the interview since it ensures that the researcher remembers all topics that needs to be covered during the interviews as well as making sure that all interviews have the same questions (Blumberg et al., 2011, p. 266). By making sure that all interviews contain the same topics and questions, all interviews are comparable to each other. However, as an interviewer you need to choose the structure so that it allows answers to be comparable but at the same time does not affect the interviews’ explorative character (Blumberg et al., 2011, p. 266). Because the task of the interviewer is to gather information from the interviewees that they might not always be aware of, it is up to the interviewer to put together a guide for the interview so that all topics are covered (Cooper & Schindler, 2011, p. 169). There are different structures of the guide that the interviewer can choose between depending on how specific answers the interviewer want to receive where the strictest form is called “structured”, followed by “semi-structured” and lastly “unstructured”. The structure of an interview can be seen as a “trade-off” where the interview becomes more structured as the guide for the interview gets more specific (Blumberg et al., 2011, p. 266). If the guide is too specific, the interview becomes very structured and the interviewer is then less flexible when it comes to responding to the interviewee and its suggestions. Since we want our interviewees to stick to the topic but at the same time provide us with broad answers and elaborate on their opinions, we have decided to use semi-structured interviews.

When writing the guide or protocol for the interviews, there are different steps to take and things to include. First, the protocol should start with a heading containing both the date and place for the interview as well as who is conducting the interview and the participants (Creswell, 2009, p. 183). The structure of an interview can be seen as hierarchical which starts with broader questions and as the interview proceeds, the questions become more and more specific (Cooper & Schindler, 2011, p 170). It is common for interviews to start with questions that serve as an icebreaker and then being followed by questions regarding the topics of the study (Creswell, 2009, p. 183). By using an icebreaker, the interviewer makes sure that the person being interviewed feels comfortable and the interviewee also feels that he or she has something to contribute with (Cooper & Schindler, 2011, p. 170). To ensure that our interviewees felt comfortable during our interviews, we started with welcoming them, thanking them for being able to participate in our study and introducing them to our topic and what we wanted to investigate in our research (see appendix 1-4). After this, we asked for their permission to record the interviews both so that they were aware of it and to make sure that they were comfortable with being recorded.

In the interview guide it is also important that the questions are relevant for the topic of the research and that there is a good and natural flow between them (Blumberg et al., 2011, p. 267). As an interviewer, you should also be prepared to deviate from the questions in the guide or to ask follow-up questions on what the interviewees answers so that they can develop their ideas further and provide more details (Creswell, 2009, p. 183). These follow up questions can be based on certain probes that the interviewer
decides upon before conducting the interview with the aim of encouraging the interviewees to elaborate on their answers (Collis & Hussey, 2014, p. 136). When it comes to formulating the questions, the language should be easy for the interviewees to understand and ensure that the questions are not too specific (Blumberg et al., 2011, p. 267). For interviewees to feel comfortable in answering the questions, the interviewer needs to make sure that the questions can be understood fully and that they are not formulated in a way that narrows the scope of answers and reflections. Another thing that is very important with the formulation of the questions in the interview guide is that they are not leading or suggesting the interviewees to answers in a certain way (Blumberg et al., 2011, p. 267). Therefore, as an interviewer, it is crucial that there is as little influence as possible on the interviewees so that the answers received are actual opinions of the participants and not of the people conducting the research. With that in mind, we will aim to formulate the questions in an as neutral way as possible so that our opinions on the topics of the research will not affect the opinions of our participants.

When writing our interview guide, we considered the framing of our questions to encourage broad answers and avoid misinterpretations (see Appendix 1-4). We also laid out a timeframe which shows how much time we would spend on each topic, to ensure that all questions would be covered within the given time limit. Our aim when framing the questions was to frame them in a way that encourages the interviewees to give long and thorough answers rather than answering with just a few words. Instead of asking questions which can be answered with “yes” or “no”, we are using questions that require deep explanations about opinions or experiences of the interviewees. The structure of our interview guide starts with brief introduction of the topic and building relationship between interviewer and interviewee. This is then followed by broad and general questions about the topics covered in our research, such as entrepreneurship, intrapreneurship and motivation. After this, the interviewees were asked more specific questions about intrinsic and extrinsic motivation and how the interviewees are motivated by different factors. In order to make sure that all interviewees cover the same factors and probes when answering the questions, follow-up questions were used. The follow-up questions also helped us ensure that all participants understood the different concepts such as intrapreneurship, entrepreneurship and motivation. If their description of intrapreneurship did not match the description of the theories, we explained the theoretical viewpoint to increase their understanding.

The probes that were used in our interviews were mainly concerned with background information about our interviewees as well as motivational factors which we found in our theories. Background information that we wanted our interviewees to cover were mainly related to years of experience, number of business developments created and current responsibilities. These were chosen as probes since they would provide us with a quick overview of the experience that our interviewees had, working as an entrepreneur or intrapreneur. When it comes to the motivational probes, they were related to the extrinsic or intrinsic factors which were highlighted in one or more of our chosen motivational theories. The probes which were considered as extrinsic motivational factors were; Money, Challenges and Training. The intrinsic motivational factors which we used as probes during our interviews were; Accomplishment, Acknowledgement, Affiliation and Power. One of the probes related to our motivational factors were Money, which was considered as an extrinsic factor by the SDT (Gagné & Deci, 2005, p. 334), Herzberg’s Two-Factor Theory (Smith & Shields, 2013, p. 190), McClelland’s motivational theory (McClelland, 1985 cited in Rybnicek et al., 2017, p. 6) and Maslow’s Hierarchy of Needs.
(Taormina & Gao, 2013, p. 157). Challenges was chosen as a probe since it was mentioned as an extrinsic motivational factor by SDT (Gagné et al., 2015, p. 179), Herzberg (Hur, 2017, p. 3), Maslow (Taormina & Gao, 2013, p. 157) and McClelland (1987, p. 238). Training was chosen as a probe since it can be connected to the view on extrinsic factors by SDT (Gagné et al., 2015, p. 179), McClelland and Miron (1979 cited in Chan et al., 2017, p. 10), Maslow (Taormina & Gao, 2013, p. 172; Udechukwu, 2009, p. 75) and Herzberg (Hur, 2017, p. 3).

An intrinsic motivational factor which we used as a probe in our interviews was Accomplishment which was supported by McClelland (1978, p. 203), Maslow (Pardee, 1990, p. 3), Herzberg (Basset-Jones & Lloyd, 2005, p. 934) and SDT (Deci & Ryan, 2000, p. 233). Affiliation was used as a probe since it was considered an intrinsic factor by SDT (Sheldon & Shüler, 2011, p. 1107), Maslow (1990, p. 8), McClelland (1987, p. 346). This factor was however considered as an extrinsic factor according to Herzberg (Richard, 2012 cited in Damij et al., 2015, p. 2) but it was still considered as motivational and therefore included as a probe. Being Acknowledged was considered as an intrinsic factor by McClelland (1987, p. 346), Herzberg (Damij et al., 2015, p. 2) and Maslow (Taormina & Gao, 2013, p. 159) and as an extrinsic factor by SDT (Welters et al., 2014, p. 35). Lastly, Power as an intrinsic motivational factor was mentioned by McClelland (1978, p. 203), Herzberg (Damij et al., 2015, p. 2), SDT (Allan et al., 2016, p. 2) and Maslow (Kendrick, 2017, p. 521).

Before finishing the interview, we are including a question which is asking the interviewees if they would like to add any further information. This enables them to add opinions that might have occurred during the interview and not being covered using our questions or wanting to add to their previous answers. We decided to hold our interviews in Swedish since all of our interviewees are from Sweden and have Swedish as their native language.

### 4.5 Interview Procedure

<table>
<thead>
<tr>
<th>Date</th>
<th>Interviewee</th>
<th>Role</th>
<th>Business</th>
<th>Type of interview</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/4-2018</td>
<td>E1: Entrepreneur</td>
<td>Founder &amp; CEO</td>
<td>Alcoholic Beverages</td>
<td>Face to face interview</td>
<td>55 min</td>
</tr>
<tr>
<td>4/4-2018</td>
<td>E2: Entrepreneur</td>
<td>Founder &amp; CEO</td>
<td>Recruitment</td>
<td>Telephone interview</td>
<td>50 min</td>
</tr>
<tr>
<td>5/4-2018</td>
<td>E3: Entrepreneur</td>
<td>Founder &amp; CEO</td>
<td>Joint-stock</td>
<td>Telephone interview</td>
<td>34 min</td>
</tr>
<tr>
<td>9/4-2018</td>
<td>E4: Entrepreneur</td>
<td>Founder &amp; CEO</td>
<td>Phone game</td>
<td>Telephone interview</td>
<td>26 min</td>
</tr>
<tr>
<td>12/4-2018</td>
<td>E5: Entrepreneur</td>
<td>Founder &amp; CTO</td>
<td>Video technology</td>
<td>Email interview</td>
<td>•</td>
</tr>
</tbody>
</table>
Table 2: Overview of interviews

<table>
<thead>
<tr>
<th>Date</th>
<th>Interviewee</th>
<th>Position</th>
<th>Department</th>
<th>Interview Type</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/4-2018</td>
<td>I1: Intrapreneur</td>
<td>CDO</td>
<td>Publishing group</td>
<td>Telephone interview</td>
<td>38 min</td>
</tr>
<tr>
<td>6/4-2018</td>
<td>I2: Intrapreneur</td>
<td>Sales director</td>
<td>Publishing group</td>
<td>Telephone interview</td>
<td>32 min</td>
</tr>
<tr>
<td>6/4-2018</td>
<td>I3: Intrapreneur</td>
<td>Business development director</td>
<td>Quality assurance</td>
<td>Telephone interview</td>
<td>42 min</td>
</tr>
<tr>
<td>12/4-2018</td>
<td>I4: Intrapreneur</td>
<td>Sustainability Manager</td>
<td>Property management</td>
<td>Telephone interview</td>
<td>37 min</td>
</tr>
<tr>
<td>26/4-2018</td>
<td>I5: Intrapreneur</td>
<td>Senior Program Director</td>
<td>Car industry</td>
<td>Telephone interview</td>
<td>60 min</td>
</tr>
</tbody>
</table>

4.6 Overview of Respondents

Interviewee E1
Entrepreneur E1 is the founder of an alcoholic beverage company which was established in 2011. This interviewee has also been a part of other startups as well as won prizes for “the marketer of the year”. Entrepreneur E1 is a good respondent for our study since he is very active as an entrepreneur, both now and in the past. This has given him a broad amount of experiences and knowledge within entrepreneurship and hence, we hope that he can supply us with interesting information.

Interviewee E2
Entrepreneur E2 is the CEO and founder of a company which offers recruitment services to companies which are looking for new members to their team that can help bring the company forward. This company is specialized in intrapreneurship and entrepreneur E2 states that a successful company should include intrapreneurship and diversity. The substantial involvement this particular company has in intrapreneurship is the reason for why we wanted to interview the founder of this company. Entrepreneur E2 is an entrepreneur and has been so for around 18 years. This gave us the opportunity of interviewing an entrepreneur with extensive knowledge within intrapreneurship as well.

Interviewee E3
Entrepreneur E3 is the founder of a joint-stock-company for which he has won a price of being a shooting star. This person has started several companies during his career and states that entrepreneurial qualities is something that he has always possessed. Since this individual has both received a reward for his entrepreneurial set of skills and have started many different companies, this respondent is very relevant for our study. The flexibility of being an entrepreneur and being able to set up their own schedules and goals are some of the reasons for why this person has remained an entrepreneur for so many years.

Interviewee E4
Entrepreneur E4 is the entrepreneur and CEO of a phone game company. Entrepreneur E4 has won a price for “the best international growth” and have been an entrepreneur for
11 years. This interviewee has started one company and believes that the reason for why he is an entrepreneur, is because he wants an outlet for his creativity and the possibility of doing this in his own way.

**Interviewee E5**
Entrepreneur E5 has won prizes for her innovative entrepreneurial way of working and is currently working as a CEO and CTO at a video technology company of which she participated in founding. E5 has worked as an entrepreneur for 10 years and has during that time founded three different companies. The main reasons for why entrepreneur E5 is working as an entrepreneur is because it is an exciting and fun way of working. Her main assignments as an entrepreneur today are strategizing, recruiting and communicating externally.

**Interviewee I1**
Intrapreneur I1 worked as the head of digital development of a bank company when she won the price “intrapreneur of the year”. She is currently working as an intrapreneur and has been doing so for a very long time, meaning that she matches the requirements for our interviewees perfectly. According to intrapreneur I1, the main task of an intrapreneur is to perform change management where it usually starts with noticing something that needs to be changed and through having a blank paper, come up with a new playfield for how the changes should be conducted. As an intrapreneur, this person has worked within several companies and has multiple times created new sections within these companies.

**Interviewee I2**
Intrapreneur I2 was a winner of the annual award “intrapreneur of the year”. Today he works as a sales director and manages five brands and 250 employees at a top publishing group. He has been working as an intrapreneur for as long as he can remember since he believes that one cannot give him or herself the title “intrapreneur” because it is personal and a way of working. He has always had the drive and the implementation force which are some characteristics he believes describes an intrapreneur. During his time as an intrapreneur at the current company, he has been a part of 10-20 different new initiatives which has helped develop the company.

**Interviewee I3**
Intrapreneur I3 is an intrapreneur who is working as a business development director. Intrapreneur I3 have been working with business development as an intrapreneur for 18 years. During these 18 years the interviewee have started around 20 services and around five units, in addition to this, the interviewee has also worked with acquiring and outsourcing. The main reason for why he is working as an intrapreneur is because he finds it very rewarding and interesting to challenge the status quo.

**Interviewee I4**
Intrapreneur I4 is currently working as the Head of Sustainability at a property management company where she works with driving questions about sustainability and change. I4 has previously been nominated for “Influencer of the year”, “Intrapreneur of the year” and has been named as the “best chief of sustainability” in Sweden. Even though she did not consider herself as an intrapreneur until she was nominated for it, when looking back at previous work experience, I4 has always worked in an intrapreneurial way.
Interviewee 15
Intrapreneur 15 is a winner of the price “intrapreneur of the year”. This man works as a Senior Program Director within the car industry and has been an intrapreneur for over 30 years. His main job is to lead and coach those in his team and surrounding. The reason for why he is an intrapreneur he was not sure of; however, he knows that he has always liked to work in a particular way and he has not always known that it was an “intraprenurial” way.

4.7 Data Analysis

Analyzing and interpreting the data collected is a major part of writing a thesis (Collis & Hussey, 2014, p. 11). The paradigm that is being used throughout the study as well as the approach being used, will decide which method that will be used when analyzing the collected data (Collis & Hussey, 2014, p. 154). One part of the data which we will need to analyze and interpret in our study is the secondary data that have been gathered through scientific articles and books. The other part is primary data, that have been collected through conducting interviews with entrepreneurs and intrapreneurs. Since we are conducting a study under the interpretivist paradigm, we aim to find depth and richness in our data. In order for the analyze to be possible, it is important that the volume of the data is limited to a level that is manageable (Collis & Hussey, 2014, p. 154). This means that when deciding on number of interviews to conduct, the amount should not be too high (Collis & Hussey, 2014, p. 155).

The first step in the data processing of our primary data was to transcribe the interviews. Since the interviews were held in Swedish, the transcription was made in Swedish and then data used in the empirical chapter was translated into English. Before the translation, we removed all the data which did not contribute to our study, data which was irrelevant for the topic. This is an important step since a qualitative study tends to lead to a lot of data being collected which is also very detailed (Collis & Hussey, 2014, p. 162).

When analyzing our qualitative data, we have used the procedure by Miles and Huberman called the “general analytical procedure” (1994 cited in Collis & Hussey, 2014, p. 157). This procedure consists of three different steps; reduction of data, displaying of data and lastly drawing conclusions of the findings in the data. During the first step, the data is selected, focused, simplified, summarized and reorganized (Collis & Hussey, 2014, p. 157). When organizing the data researchers can use the theoretical framework as a guide when coming up with categories to divide the data into (Collis & Hussey, 2014, p. 159). After we gathered our own data through the interviews, we started with dividing it into categories based on topics which we previously found in our chosen theories.

When the data was reduced and only relevant data was left in the transcription, we coded the existing data in a way which made it possible for us to clearer see the different answers of which we then could draw valid conclusions. Coding the data means that the data is divided into different categories, each of these categories is a code, which can be a word or a phrase (Collis & Hussey, 2014, p. 162). We divided our data into six codes; Personal characteristics of an entrepreneur, Personal characteristics of an intrapreneur, Intrinsic motivating factors for entrepreneurs, Extrinsic motivating factors for entrepreneurs, Intrinsic motivating factors of intrapreneurs, Extrinsic motivating factors of intrapreneurs. When the data was divided between the six categories, we started writing down and summing up the data into clear results. During the coding process, some more
data was removed when we realized that it did not fit any of our codes and hence, lied outside the interest of the study.

After the data had been reduced it was summarized in a matrix which is a table of columns and rows with appropriate headings (Collis & Hussey, 2014, p. 159). Through putting our data in a table, it was possible for us to easier draw conclusions based on the patterns of our findings. These summaries also made it possible for us to relate and compare our data to previous theories, which goes in line with our deductive approach.

4.8 Ethical issues

When conducting a research, it is important that the researchers are aware of the research ethics and take into consideration. The ethics of a study is about how to behave morally and responsibly when conducting a research (Blumberg et al., 2011, p. 114). Since ethical issues are directly related to the research and involved disciplines, they should not be ignored (Bryman, 2012, p. 130). The principles of ethics in research can be divided into four different areas which are; not causing any harm to participants, making sure there is an informed consent, not invade the privacy of participants and not to deceive anyone during the research (Diener & Crandall, 1978 cited in Bryman, 2012, p. 135).

One important aspect of ethics in research is how to treat the participants and making sure that their rights are always protected (Blumberg et al., 2011, p. 114). This means that as a researcher, you need to make sure that they methods you are using in your research does not in any way harm the rights of the participants. Confidentiality is an important aspect when protecting participants where the researched must make sure that both the identities and records of all participants should not be leaked in any way (Bryman, 2012, p. 136). To protect the identity of our interviewees, we will not mention any of them by name and instead use codes. We will also not reveal any information about the participants that can be directly traced back to them so that we can ensure that their identities are fully protected.

Informed consent refers to asking for permission from the participants to proceed the study after giving full disclosure of all procedures the participants will be involved in (Blumberg et al., 2011, p. 116). Through giving the participants all information in the beginning of the research, they can decide to participate or not based on that information (Bryman, 2012, p. 138). During our interviews, we made sure to thoroughly explain what we want to study in our research, how we will perform our study as well as what role the participants will have and then ask them if they are still willing to participate. We have also contacted our participants before conducting our interviews, introducing them to us as researchers and our study and then asking them if they were willing and able to participate in an interview. Through informing them both before our interviews via email and in the beginning of our interviews, about the process and both times asking for permission, our participants are able to make an informed consent.

The third area of ethics are about not invading the privacy of participants and is closely related to allowing participants making an informed consent (Bryman, 2012, p. 142). When participants agree to participate in a research after being informed about it, they are in some way allowing the researchers to receive information that are private for the participants. However, it is important for the participants to be aware that they are not forced to answer any questions that feel too private and it is up to the researchers not to
force answers out of the participants if they do not feel comfortable answering (Bryman, 2012, p. 142). When writing our interview guide, we thought about what type of questions that are appropriate for our study and what we want to research.

The last ethical area is about not deceiving any of the participants in any way through giving them partially true or false information (Bryman et al., 2011, p. 116). As a researcher, it is important that there are no misunderstandings and making sure that all information provided to participants is not false in any way. Since we are interested in the personal views and opinions about motivation from our participants, we are not interested in deceiving them in any way to believe something that is not true.
5. Empirical Findings

In this chapter, we will present the findings of our interviews. The chapter starts with the view our interviewees have on personal characteristics of entrepreneurs and intrapreneurs. This is followed by the definition the interviewees have on motivation as well as their view on selected motivational factors, dividing them into extrinsic and intrinsic motivators. This structuring of data was done according to the different categories of intrinsic and extrinsic motivational factors mentioned at the end of the theoretical chapter.

5.1 Personal Characteristics of an Entrepreneur

When being asked about typical personal characteristics of an entrepreneur, a common answer was the ability to accomplish and implement things. This is described by entrepreneur E1 as being capable of looking at a problem and turn it around to an advantage instead. He explains this further by saying that an entrepreneur usually faces problems that others might find “lethal” and tries to look at it from another angle. According to entrepreneur E1, this can for example be when a product developer comes up with new ideas for products that have not yet been considered. Entrepreneur E2 agrees with this and states that what makes an entrepreneur is the ability to actualize and implement their ideas. He also states that having the ability to carry things through is an important personal characteristic of entrepreneurs. This is described in other words by entrepreneur E3 who sees entrepreneurs as individuals with the “will and drive to develop things”. Entrepreneur E3 states that this development can occur in many different areas, such as personnel, revenue and expenses, and it does not matter in which area but entrepreneurs always have a drive to make new developments.

One word that is often used when describing an entrepreneur is risk and how it is handled. Entrepreneur E1 highlights that being able to take risk is an important part of being an entrepreneur. Entrepreneur E5 agrees with this and states that there are usually more risks for entrepreneurs. According to Entrepreneur E1 “a real entrepreneur takes real risks”. He also clarifies that in situations with high risk, an individual might face feelings of fear and doubt but these are two key ingredients to be used to evaluate themselves. When facing risks, entrepreneur E1 believes that the entrepreneur needs to constantly evaluate the situation and weigh the advantages against the disadvantages to know if it is worth continuing or not.

Another common personal characteristic of entrepreneurs which was brought up by the interviewees is that they have a strong belief in themselves and their ideas, which can take many different forms. Entrepreneur E1 states that as an entrepreneur you have a strong conviction of what is correct and this can sometimes lead to a form of obsession. This is described in other words by entrepreneur E2 who sees entrepreneurs as individuals that are very stubborn and in some cases, they feel so secure in themselves that they ignore what others think. Entrepreneur E2 further develops this by saying that entrepreneurs usually have an “it’s my way or the highway” attitude. Another entrepreneur who used the word stubborn when describing an entrepreneur is entrepreneur E5 who also saw entrepreneurs as individuals who takes initiative. This can be related to when entrepreneur E3 described an entrepreneur as someone who does not give up until they have reached
their goal. Apart from being very progressive, entrepreneur E4 also sees an entrepreneur as being very independent.

Having the ability to do things on their own terms is an important factor for entrepreneurs according to entrepreneur E4 who also states that it is necessary for him so that he can fully express his creativity. He also adds that as an entrepreneur, he wants to have full control over everything. This is in accordance with what entrepreneur E3 states when arguing for why he is an entrepreneur. Entrepreneur E3 feels that it is necessary for him to have flexibility in his work and being able to fully control and decide everything that he does. Entrepreneur E2 highlights being independent as a typical personal characteristic of entrepreneurs. The main reason for why entrepreneur E2 is an entrepreneur is because he feels that “it does not matter what I do as long as I get to run my own thing”. This can also be related to a typical characteristic of entrepreneur where they want to be independent and in full control of what they do.

<table>
<thead>
<tr>
<th>Entrepreneurs</th>
<th>Role</th>
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<th>Personal Characteristics</th>
</tr>
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<tbody>
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<td>E1</td>
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<td>Beverage company</td>
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<td>Determinant</td>
</tr>
<tr>
<td>E2</td>
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<td>Recruitment company</td>
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<td>Determinant</td>
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<td>Phone game company</td>
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<td></td>
<td>Determinant</td>
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</tbody>
</table>

Table 3: Personal characteristics according to entrepreneurs from interviews
5.2 Personal Characteristics of an intrapreneur

Intrapreneur I1 characterized intrapreneurs as people with a vision and the ability to create a recipe. This is in line with intrapreneur I5 who also believes that creativity is an important characteristic for an intrapreneur. Intrapreneur I2 sees the intrapreneur as someone who is determinate, creative and has the ability to move from theory to practice. The intrapreneur should influence, change and improve the organization.

In order for an organization to be successful, it is important that the intrapreneur is effective, result oriented, cost effective and good at processes, according to intrapreneur I1. This is further explained by intrapreneur I3 who stated that the intrapreneur should be customer oriented and result oriented in order to be a successful intrapreneur. Further, intrapreneur I3 stated that "an intrapreneur is someone who can challenge the status quo and hates standing still". The intrapreneur should be curious and feel that what he or she does is fun. Intrapreneur I5 also sees being result oriented, driven and effective as two important personal characteristics of an intrapreneur, he believes that if a project is going bad, one just has to find a way to solve the problem and make sure that it turns out good. And for this, the intrapreneur needs to be effective. Intrapreneur I1 sees independence, persistence and courage as important personal characteristics of an intrapreneur. "It is important to have the strength to hold on to a goal and stand up for what you believe in". Which also supports the thoughts of intrapreneur I5 who stated that one has to be effective and make sure that a project turns out the way it was planned. Intrapreneur I4 argues that an intrapreneur needs to run his/her own questions and have to be quite flexible. An intrapreneur should have the ability to move forward in the organization without running into obstacles, which usually is very difficult. According to intrapreneur I4, the intrapreneur needs to be clever to accomplish this. However, intrapreneur I5 argues that an intrapreneur also needs to take risks, and not ignore a challenge just because it is risky. In this situation, the intrapreneur needs to be determinant, and know what he or she wants. Intrapreneur I1 also stated the importance of having a vision and said that knowing "where do you want to go" is very important.

A big role in being a successful intrapreneur is according to intrapreneur I4, to have great communication skills. According to intrapreneur I1, an intrapreneur also needs to be customer oriented and having the will to find new revenues. Intrapreneur I1 highlights that the intrapreneur should focus more on finding ways of receiving new revenues rather than being cost effective, which of course is also important. This is in line with intrapreneur I5 who believes that an intrapreneur should be social and open for new ideas in order to succeed. An intrapreneur needs to make sure that the coworkers below him or her are developing and want to come back to work because it is fun, as well as knowing how to lead others. He further states “if I get people with me, then it turns out the way I want, but if I don’t, then it will fail. It is important to lobby with the right people”. Intrapreneur I1 also sees the successful intrapreneur as open. She believes that intrapreneurs need to seek opportunities and says that, “while Swedish people starts a conversation with; Well, the problem is... other cultures starts with; Yes, the opportunity is.... It is important to be open and try new ideas and not only look at saving money".
<table>
<thead>
<tr>
<th>Intrapreneur</th>
<th>Role</th>
<th>Business</th>
<th>Personal Characteristics</th>
</tr>
</thead>
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<td>Head of digital development</td>
<td>Publishing group</td>
<td>Visionary, Creative, Effective, Customer- &amp; Result oriented, Independent, Persistent, Brave, Influencing</td>
</tr>
<tr>
<td>I2</td>
<td>Sales director</td>
<td>Publishing group</td>
<td>Determinate, Creative, Effective, Change prone</td>
</tr>
<tr>
<td>I3</td>
<td>Business development director</td>
<td>Total Quality Assurance Provider</td>
<td>Challenger, Curious, Customer oriented, Result oriented</td>
</tr>
<tr>
<td>I4</td>
<td>Sustainability Manager</td>
<td>Property management company</td>
<td>Flexible, Effective, Clever, Communicative</td>
</tr>
<tr>
<td>I5</td>
<td>Senior Program Director</td>
<td>Car industry</td>
<td>Leaders, Open, Creative, Driven, Effective, Social, Determinant, Risk taking, Result oriented</td>
</tr>
</tbody>
</table>

Table 4: Personal characteristics according to intrapreneurs from interviews

5.3 Motivation

5.3.1 Extrinsic Motivation Factors of an Entrepreneur

Money
Entrepreneur E1 is not motivated by having a high salary or getting a promotion, this can be shown in how he has handled his profits so far where he has put all money into his company. According to entrepreneur E1 money is not the reason for him being an entrepreneur, “then I would be doing something else” he stated in the interview. In relation
to making money, entrepreneur E1 also states that there is a lot of talk going on about making profitable exits but this is never his intentional goal when starting a business. Entrepreneur E2 has a different view on profitability and feels that having a monetary success is one of his motivating factors. Entrepreneur E2 states; “of course money is some sort of driving force but it is also about leaving an imprint”. When his company is successful and have a high revenue, entrepreneur E2 feels that this makes it possible to invest the excess of money into other businesses. Even though being able to financially support himself is a motivating factor, a bigger ambition for him is to leave an impression and receiving confirmation that his company is successful. Entrepreneur E3 agrees that having financial stability is important, especially when starting a new business, no matter the size of it. In smaller businesses however, he argues that financial factors have a bigger impact and motivates one’s existence and the creation of something. Without having any financial results, entrepreneur E3 argues that it is not worth spending so much time and energy that you do as an entrepreneur. For him, “having some sort of profitability makes you feel that you are actually contributing with something”. Entrepreneur E4 sees monetary factors as an important motivating factor when working as an entrepreneur. Compared to what the other entrepreneurs said about financial factors, entrepreneur E5 saw an external motivating factor as having the possibility to grow and learn new things. However, she believes that “long-term economic advantages” can be motivating as well.

Challenges
One factor that motivates entrepreneur E1 is chaotic situations where he “searched for the problems and then tried to solve them”. Entrepreneur E4 is not really motivated by challenges and risks in themselves but he rather sees them as an opportunity for him to learn from his experience and grow. However, entrepreneur E4 is not afraid of challenges and risks and always “takes them on without blinking”. Entrepreneur E5 saw challenges as motivating but she did not really see risk as motivating. However, she argues that “if the expected dividend is high enough then the risk is justifiable”. Entrepreneur E2 considers entrepreneurs to be more focused on seeing opportunities rather than risks and is therefore motivated by finding opportunities rather than by taking risks. Entrepreneur E3 considers challenges as very stimulating and compares it to going to a new country or culture since it is more fun to travel to new places rather than going to the same place every time. He does not consider the risks as motivating but rather a part of a challenge that should be minimized.

Training
Entrepreneur E1 is definitely motivated by learning new things from developing his product and executing his ideas in reality. When he gets everything right it is a sort of “eureka” moment for him which is also when he learns from what he has accomplished. Entrepreneur E1 only mentions learning new things as a motivational factor and does not seem to think of receiving training as an extrinsic motivator. Entrepreneur E4 thinks that it is very satisfying to learn new things from experiences where he tests something and see the outcome of it. However, it is more the experiences that are motivating and entrepreneur E4 does not see receiving training as a motivational factor. Entrepreneur E2 sees training as motivating since he believes that training is when one tests new things in uncertain situations and learns from them. He also states that one needs to study, practice and listen in order to learn. Entrepreneur E3 is motivated by training and he has spent a lot of time on understanding and analyzing what he is doing in order to decrease the risks and increase the chances of profitability. He even considers training as more important
than experience since training gives more opportunities to find the best new ways compared to experience.

5.3.2 Intrinsic Motivation Factors of an Entrepreneur

Power
Entrepreneur E1 is not very motivated by controlling other individuals. But he is motivated by controlling and lead a development which he considers to be interesting. This is partly in line with entrepreneur E2 who believes it is motivating to control others if those that he controls are willing and able to develop and contribute to the progress of the company. Entrepreneur E4 is motivated when he feels like he has control as well as when he can do whatever he feels like. Entrepreneur E5 is motivated by controlling and leading others because she is motivated by creating a positive change. Entrepreneur E3 is very motivated by working together with a team where he can control and motivate others to increase the efficiency in time and money. According to him, if everything is controlled in the right way and the agreed results are achieved then he gets a “big rush”.

Acknowledgement
Entrepreneur E1 want to be acknowledged for his ideas and accomplishments and seeks to prove to others that he has a great product with a great quality. Another thing that motivates entrepreneur E1 is to prove that his ideas are realistic and possible to achieve. Entrepreneur E2 is motivated by knowing that what he creates gives job opportunities that would not have existed otherwise, and being acknowledged by this increases his motivation. Entrepreneur E4 wants to be acknowledged for his accomplishments and considers it to motivate him. Entrepreneur E5 is not motivated by being acknowledged for her performances but rather to feel loved as the person she is. Entrepreneur E3 does not consider being acknowledged as a driving force for him. Instead it is more like an energy boost that encourages him to continue working.

Affiliation
Entrepreneur E1 used to be motivated by being a part of a context but not as much anymore. Entrepreneur E3 is partially motivated by affiliation where he considers being a part of something that is developing to be fun but not a main motivational factor. This is consistent with the thoughts of entrepreneur E2 who is also motivated by being a part of a context if it is the right context and if the people in the context strive to develop. Entrepreneur E4 is only motivated by being a part of a context if it is the context of his company or his employees. In these situations, he is motivated by creating something together with others and knowing that the business is a big part of everyone’s life. Entrepreneur E5 is motivated by working in a group since she thinks “it is more fun to succeed together rather than alone”.

Accomplishment
Accomplishment is considered to be an important motivator for all entrepreneurs in this study. Some entrepreneurs believe that accomplishment is reached when the world is a better place, while other entrepreneurs values smaller progresses as accomplishments. Entrepreneur E1 feels motivated when he has a clear picture of what needs to be done and what is right and then to work to make it real. Entrepreneur E2 is intrinsically motivated by knowing that what he creates, generates jobs. This means that the activities performed by entrepreneur E2 does in some way affect how the society grow, which is an inner motivation for him. Even though entrepreneur E2 is aware that the activities he performs
are not unique, he believes that if he would not have created the business, it would not have been created at all. Another motivating factor for entrepreneur E2 is to contribute to innovativeness and development through his activities which in turn helps customers and the society. Entrepreneur E3 sees testing ideas and seeing how they proceed as an important motivator. This development where he brings forward and tests new things is a strong intrinsic motivator for entrepreneur E3 who can spend many hours on this. Entrepreneur E4 is also motivated by using creativity to come up with new ideas and building things the way he wants them to be. Entrepreneur E5 is motivated by having a job where she feels free, can make a difference and change the world to the better.

5.3.3 Extrinsic Motivation Factors of an Intrapreneur

Money
Result is a common motivator for all the intrapreneurs, but none of the intrapreneurs sees the money as a main motivator. Intrapreneur I1 stated that her “drive force is not to get rich and make a career but rather to create change”. For intrapreneur I2 results are the main motivator and the financial results of the organization is very important but he does not see having a high salary as his main motivator. Intrapreneur I3 is also more motivated by creating results and even though he is interested in financial rewards, he does not consider it to be his main motivation. Intrapreneur I4 stated that she does not care about what her salary is, but it is always fun to have a nice title and a good salary, but she does not consider these factors as motivators. Intrapreneur I5 does not see money as a motivating factor but further adds that “if I would have a low salary then I would probably get tired of it”.

Challenges
Intrapreneur I2 sees challenges as a big motivating factor. He does not see challenges as something negative, but rather something that tests his theories and perception. Without challenges, intrapreneur I2 would not be able to work in the way he does today. Intrapreneur I2 also states that “taking measured risks based on your own ability and weigh that risk in the moment is very compelling”. Intrapreneur I1 stated that as an intrapreneur, the challenge is that one is often hated and counteracted and then it is very important to motivate oneself. She further adds that “within business development there are always risks which means that you need to face them for things to be possible”. Intrapreneur I4 is not motivated by taking risks, but she is very motivated by challenges. She loves to see when things are moving forward. For intrapreneur I3 one risk is “creating something that has not been done before” and further adds that challenges are more motivating than risks but that “without some form of risk there is no reward”. Intrapreneur I5 is motivated by challenges and he stated that he “does not avoid challenges because of high risks”. Intrapreneur I3 is very motivated by challenges but less motivated by risks. According to him, “creating something that has not been done before is a big risk and without taking risks there will be no reward”.

Training
According to intrapreneur I1, when it comes to learning, it usually comes from experience and not from training. She also adds that it is through experiences, such as experimenting and working in teams, that results in new competences and abilities. According to intrapreneur I2, getting educated within the company and creating a consistent positive learning cure is more important for his motivation than making money. Intrapreneur I3 is very motivated by learning new things and also by educating others. According to
intrapreneur I3 “knowledge is important” and “development comes from knowledge”. However, intrapreneur I3 does not mention receiving training as a motivational factor but rather learning new things in general as a motivating factor. Intrapreneur I4 is motivated by training, she loves to learn new things and she learns in all different kinds of ways, and she has a high focus on learning and takes in information from all direction. For intrapreneur I5, receiving training within the company is not something that he is interested in and he stated; “it means that you have to leave your projects since there is no one else to do my job when I am gone”.

5.3.4 Intrinsic Motivation Factors of an Intrapreneur

Power
According to intrapreneur I1, “an intrapreneur must work as an influencer and be proactive and work to make everyone else follow, and therefore, an intrapreneur must think that it is fun to lead others and be motivated by it”. Intrapreneur I3 is motivated by leading and controlling others but he does not have to be the one deciding everything. It is not something he seeks to do, but if status quo is not challenged, he will step in and lead. Intrapreneur I4 is partly motivated by controlling and leading others. Her goal is to “always make things happen” and if control is needed, she will control but it is not for the sake of leading she is doing it, rather, it is to reach the goals. In line with intrapreneur I4, intrapreneur I5 also considered leading and controlling others as a part of the job; “If I don't control and lead and make sure that things move forward then things won't move forward. It is my job to get all my coworkers to contribute to the progress”.

Acknowledgement
An intrinsic motivator is according to intrapreneur I1 to be acknowledged by the people around her, especially the management, and “get a pat on the back”. This is rather problematic according to intrapreneur I1 who states that “an intrapreneur is only being acknowledged once his or her project has created results”. Intrapreneur I2 becomes motivated by seeing his coworkers making results since the results reflects on him and his leadership ability. Intrapreneur I3 is partly motivated by being acknowledged but it is not a main factor for him. But according to him, “more or less everyone likes being appreciated”. Intrapreneur I4 likes to show off her good processes and being acknowledged for these. Intrapreneur I5 is motivated by being acknowledged and states that “it is always nice if someone tells me that what I have done is good, rather than that it is bad”. On the other hand, he also stated that “being acknowledged is always nice but I am confident enough in my actions so I do not need the acknowledgement to know that what I do is correct and good”.

Affiliation
According to intrapreneur I1, working as an intrapreneur means to “be a part of a context and a group”, and further states that “an intrapreneur can never do the work on his/her own”. The intrapreneur is always dependent on others and must therefore be a part of a context and be motivated by being so. Intrapreneur I3 is motivated by working in a group and sees the social factors as the main reason. He thinks it is more fun to work in a team since he is very social and loves having people around him. Intrapreneur I4 states that she is motivated by being a part of a context “if it brings more power to the job”. She loves the feeling of having different people doing different things that all contributes to the same goal and moves the project forward. Intrapreneur I5 stated “we work as a team and I do not want to work alone”, meaning that he is motivated by being a part of a context.
Accomplishment
Intrapreneur I1 is motivated by accomplishment and states that “one does not accomplish anything unless he or she creates results, and that is all that matters in the end”. She further believes that is it very important to know where one wants to go and what one wants to accomplish. Intrapreneur I2 considers progress and the feeling of accomplishment to be an important internal motivator, he further believes that it is important to be able to go from theory to practice, and this process is motivating. He also sees the success of his coworkers as a motivator since it reflects on his leadership skills. Intrapreneur I3 is motivated by seeing results, and is also very result-oriented. He is also motivated by creating things which leads to for example more job opportunities for other people. Further, he is motivated by the feeling of joy when he works. Intrapreneur I4 stated “I want to feel like I have accomplished something good which can help drive the organization forward”. Further, intrapreneur I4 is motivated by creating changes. Intrapreneur I5 if motivated by accomplishment and stated; “What drives me the most is to finish the ongoing project”.
6. Analysis and Discussion

In this chapter, we will start by analyzing the personal characteristics of the entrepreneurs and intrapreneurs. This is then followed by a brief discussion, covering the differences between the entrepreneurs and intrapreneurs. Following this is the motivational subchapter which analyzes the motivational factors that we have included in our thesis. These are then discussed and compared between entrepreneurs and intrapreneurs, each factor separately. This chapter finishes with a final discussion of the differences in motivational factors between the entrepreneurs and intrapreneurs as well as connecting these to personal characteristics found in our result, in order to better understand the differences.

6.1 Analyzing and Discussing Personal Characteristics

6.1.1 Analyzing Personal Characteristics of Entrepreneurs

Looking at the answers from the interviews about personal characteristics of entrepreneurs, a majority of the data covered the need to accomplish activities and implement ideas. One situation in which entrepreneurs can feel accomplished is when they face obstacles and turns them into opportunities, which can be described as an opportunistic personality. This can be connected to the description of entrepreneurs by Bosma et al. (2012, cited in Omerzel-Gomezelj & Kušce, 2013, p. 907), where entrepreneurs are seen as individuals with opportunity seeking characteristics. Another typical characteristic of entrepreneurs is that they “carry things through”, which means that it is important to have the right drive to be able to accomplish things. Looking at the characteristics described by Libecap (2003, p. x), entrepreneurs should be flexible, adaptable and innovative, in order to be able to turn ideas into reality.

Another important characteristic of being an entrepreneur was mentioned in the interviews to be in control of one’s own work and therefore be allowed to do whatever they want. This is related to their need for being independent and their desire for flexibility. Looking at the theories and their description of being an entrepreneur, one highlighted factor was their need to be their own boss (Omerzel-Gomezelj & Kušce, 2013, p. 909). This was also described by Segal et al. (2005, p. 42) who considers entrepreneurs to be individuals who create and manages their own business, which means being their own boss. Entrepreneurs are also described as people who prefer to be self-employed with responsibility for the whole business over being salary-based employed in an organization (Staniewski, 2016, p. 5147).

Being able to handle risks were also a common characteristic used to describe entrepreneurs in the interviews. Even in situations with high levels of risk, as an entrepreneur you should not be afraid of this but rather look at the situation and based on own evaluations, decide if the risks are worth it or not. Segal et al. (2005, p. 52) agrees with this view on risk related to entrepreneurs and states that individuals with higher tolerance for risk are more likely to become entrepreneurs. However, Omerzel- Gomezelj and Kušce (2013, p. 920) found in their study that even though entrepreneurs tend to be
tolerant of risks, this tolerance would decrease if the level of risk would become uncontrollable.

The strong belief that entrepreneurs tend to have in themselves and their ideas is highly related to the risk, and the ability that the entrepreneurs needs to have in order to handle that risk. This was described by the interviewed entrepreneurs as a strong conviction about what is right, being stubborn and ignorant of others’ opinions. This shows the amount of confidence that the entrepreneurs have in themselves and how this can be used to diminish the level of risk for them to handle (Wu & Knott, 2005, cited in Omerzel-Gomezelj & Kuščec, 2013, p. 920). To increase their ability of handling possible risks, entrepreneurs always evaluate their ideas as much as possible so that they are easier to control (Omerzel-Gomezelj & Kuščec, 2013, p. 921). Entrepreneurs were also described in the interviews as individuals who does not give up until their goal is reached or before they feel fully satisfied and when one business is finished, the entrepreneur moves on to creating the next one.

To summarize the personal characteristics of entrepreneurs that were found in the received data, entrepreneurs assumed to be productive, change prone and opportunity seeking. These characteristics are necessary for entrepreneurs in order to come up with new ideas and being able to turn their ideas into reality. Entrepreneurs were are also considered to be very independent, determinant, and tolerant of risks which is important for them to face obstacles and negative attitudes from others when presenting their own ideas. Entrepreneurs are also very innovative, driven and flexible which might help them to come up with new and creative ideas and different ways to implement them. Lastly, for entrepreneurs to move forward with their ideas they need to be effective as well as taking initiatives and control situations according to the interviewed entrepreneurs.

6.1.2 Analyzing Personal Characteristics of Intrapreneurs

The intrapreneurs need to possess some specific characteristics in order to be successful according to Ma et al., (2016, p. 116). The intrapreneurs in the study believed that having a vision, the ability to create and being open, were some important personal characteristics which an intrapreneur should have. Being able to create and exploit new opportunities is argued by Ma et al. (2016, p. 116) to be important factors, as well as being driven to move forward. Having a vision was considered by David (1999, p. 312) to be a common characteristic for intrapreneurs as well. The intrapreneurs in our study also described the intrapreneur as driven by explaining that the intrapreneur should want to find ways to increase revenues as well as being able to go from theory to practice. One intrapreneur argued that the level of drive a person can have is due to the experiences he or she has. David (1999, p. 312) also states that being driven is a common characteristic for an intrapreneur. Camelo-Ordaz et al. (2011, p. 515) is consistent with this and highlights the need for an intrapreneur to be able to go from finding an opportunity to transforming it into an innovation. In order to be able to move forward, the intrapreneurs should be good at creating processes and being effective at his or her job according to the intrapreneurs in our study. Willison (2006, p. 10) stated that an intrapreneur should be able to identify job opportunities which in turn will lead to benefits of the organization. Creating benefits and revenues was also discussed by the intrapreneurs who thought that an intrapreneur should be cost-effective and result-oriented. One intrapreneur stated that, if a project is going bad, one need to take care of the problem and turn the outcome into a positive result. This is to be highly result-oriented. David (1999, p. 312) describes this
characteristic as resilient and able to deal with setbacks, and states that intrapreneurs usually have this as a characteristic.

The intrapreneurs also saw determination as a very important personal characteristic of a successful intrapreneur. This is in line with Ma et al., (2016, p. 116) who says that an intrapreneur has to show enthusiasm and ambition in order to succeed. The enthusiasm was covered by one of the intrapreneurs who stated that a successful intrapreneur has to be strong and hold on to the goal. One intrapreneur also believes that determination is important, but so is the possibility to change one's mind.

Menzel et al., (2007, p. 733), believes that an intrapreneur should be very social in order to work in teams and build networks. The intrapreneurs of our study argued that an intrapreneur should be customer oriented and being a strong communicator, as well as being able to take care of coworkers. In order to be customer oriented one must have great social skills as well as being a great communicator, which means that Menzel et al., (2007, p. 733), supports the beliefs of the intrapreneurs. Being able to take care of one's coworkers is further explained by an intrapreneur in our study who believes that leadership skills are very important in order to make the coworkers motivated which will increase their performance. This is in line with David (1999, p. 312) who argues that an intrapreneur needs to be an inspiration for others such as coworkers.

Further, it was also argued by the intrapreneurs that an intrapreneur has to be flexible and clever in order to move processes forward without running into too many obstacles, this is agreed upon by Menzel et al., (2007, p. 733). Running into obstacles can be considered a challenge and according to the intrapreneurs, a successful intrapreneur needs to be brave and persistent. Antonic and Hisrich, (2001, p. 499), argues that an intrapreneur should be bold and Willison, (2006, p. 10) believes that a successful intrapreneur needs to perform necessary tasks if it means that it will help develop the organization. This means that persistence is of great importance.

Lastly, one intrapreneur thought that intrapreneurs should work to challenge the status quo and never stand still, but rather, be curious. Challenging the status quo is in a certain sense “to create something new, out of the ordinary”. Antonic and Hisrich (2001, p. 499), argues that an intrapreneurs needs to take risks, which one will do when challenging the status quo, as well as showing aggressiveness towards competition. By creating something out of the ordinary, challenging the status quo, one will potentially show great aggressiveness towards competitors.

Summarizing the personal characteristics discussed by the interviewed intrapreneurs, one can see that an intrapreneur needs to be creative and driven as well as effective and result oriented. This is in order to be able to develop the organization as much as possible, in the best way. It is also important that an intrapreneur has a vision and is persistent and determined enough to hold on to this vision, no matter what external parts says. To go through with ideas and processes, the intrapreneur also needs to be flexible in order to adapt the ideas to the organization or market. The market is an important part for all organizations and hence, the intrapreneur needs to be a good communicator as well as highly social and customer oriented in order to reach the desired market. To enter the desired market, the intrapreneur also needs to be aggressive towards competitors and take risks in order to reach the goal. An intrapreneur should also be curious, show enthusiasm and be clever in order to be successful. Moreover, an intrapreneur should be open for possibilities and ideas as well as being a good leader.
6.1.3 Discussing Differences in Personal Characteristics

Typical characteristics for entrepreneurs according to the interviewed entrepreneurs were being productive, prone for change and opportunity seeking. This is in accordance with the view on entrepreneurs by Libecap (2003, p. x), who considers being aggressive, adaptable and innovative as well as Omerzel-Gomezelj and Kušče (2013, p. 907) who considers typical characteristics to be opportunity seeking. What was described by the interviewed entrepreneurs as productivity and change preference are perhaps necessary qualities for an entrepreneur to have in order to have the right attitude and drive to implement the new ideas, which would in some way include changes to be made. Having the drive to change and being effective was considered to be personal characteristics of the intrapreneurs. Compared to the self-employed entrepreneurs, intrapreneurs usually need these qualities in order for them to both find and implement changes within their organization (Willison, 2006, p. 10).

While entrepreneurs are usually seen as having aggressive characteristics and go their own way, intrapreneurs need to be more flexible and adaptable since they have to adjust after the opinions of others within the company (Menzel et al., 2007, p. 733; David, 1999, p. 312). Maybe the differences between the interviewees’ stated characteristics could be a result of their experiences and attitudes towards their job and people around them. Entrepreneurs might also be seen as more determinant and tolerant of risks which is according to our interviewed entrepreneur necessary for entrepreneurs in order to face and overcome different obstacles and attitudes from others. This high tolerance of risk was also agreed upon by Segal et al. (2005, p. 52), who saw being tolerant of higher levels of risks as a typical characteristic of entrepreneurs. Perhaps this tolerance is something necessary for entrepreneurs where the success of their new ideas is not possible to see until the entrepreneurs have already implemented the idea, which means that it is usually a risk for arising problems or lower demands than expected. Therefore, being tolerant and unafraid of taking risks would be necessary for them to be able to believe in their ideas and dare to implement them, even if they are not fully aware of the outcome.

Intrapreneurs are described in the interviews as persistent, determined and visionary which is considered to be necessary characteristics for an intrapreneur in order to come up with new ideas and have faith in themselves and what they are proposing. In the same way as the entrepreneurs, intrapreneurs should have strong belief in their own ideas in order to convince others that they should be implemented. For this presentation of own ideas to be successful, intrapreneurs would also require a high level of social competencies, such as those of managers (David, 1999, p. 299). Because intrapreneurs have many kinds of people around them in their organization, being able to adapt to every situation and person they face would be necessary for them to successfully get their ideas to be fully understood and approved. When it comes to the tolerance of risk, it seems to be more often mentioned in relation to entrepreneurs than intrapreneurs. Even though there would be some levels of risk for both parts, entrepreneurs might be seen as more tolerant since they have such a strong belief in themselves and their own ideas that they feel that they would not need the protection of having a paid salary, like the intrapreneurs (Chan et al., 2017, p. 9).
Looking at other characteristics, entrepreneurs tend to be very initiative and controlling which was seen as a necessity by the interviewed entrepreneurs in order for an entrepreneur to move forward with their ideas as well as make sure that what they have suggested is actually implemented. Comparing this to the intrapreneurs, being flexible and a good leader seems to be more typical personal characteristics for intrapreneurs. Since intrapreneurs work within organizations, they should be able to work in teams and build networks (Menzel et al., 2007, p. 733). This show a difference in how entrepreneurs and intrapreneurs work, both when presenting their own ideas but also how they are when working with others. While entrepreneurs are more controlling and could be seen as having the role of the manager, intrapreneurs are usually more flexible in their nature and could maybe be compared to being a leader.

6.2 Analyzing and Discussing Motivation Factors

6.2.1 Analyzing and Discussing Extrinsic Motivation Factors

**Entrepreneurs Need for Monetary Rewards**

When asking entrepreneurs whether they see monetary rewards as a motivator or not, most of them stated that monetary rewards, financial stability, economic advantages and the possibility to support oneself are often necessary but not the main motivation. This is not really consistent with the theories of SDT which argues that monetary reward is a motivational factor (Deci & Ryan, 2000, p. 236). McClelland also considers monetary rewards as a motivator and believes that it helps a worker to reach fulfillment (McClelland, 1985 cited in Rybnicz et al., 2017, p. 6). According to Jayawarna et. al., (2011, p. 45), money is an important motivational factor for entrepreneurs. This is also agreed by Rindova et al. (2009, p. 477) who considers creating wealth as one of the main motivational factors for becoming an entrepreneur. However, Herzberg’s Two Factor theory does not consider monetary rewards to be motivational factors but rather “hygiene factors” (Richard, 2012 cited in Damij et al., 2015, p. 2). This can be related to the entrepreneurs being motivated by money but did not see it as their main motivational factor. Maslow is consistent with Herzberg and argues that monetary rewards are essential factors in order to keep working, but it is not considered as a motivating factor (Taormina & Gao, 2013, p. 157). This was also stated by one entrepreneur who did not see any purpose of spending time and energy if there was no financial reward in the end. In addition to this, one entrepreneur said that he was not motivated by a high salary or promotion but rather the success of the business, but this entrepreneur also stated that he knows that a lot of entrepreneurs around him focus on monetary rewards. This is consistent with Omerzel-Gomezelj and Kušče (2013, p. 908) who argues that some entrepreneurs have wealth as their main goal of their business while others seek different outcomes such as the possibility of being independent and one’s own boss.

**Intrapreneurs Need for Monetary Rewards**

When asking the intrapreneurs in our study about what extrinsic factors that motivated them, receiving monetary rewards was not a major motivator for any of them. This is the opposite of what de Villiers-Scheepers (2001, p. 253) states about intrapreneurs, which is that they are more likely than entrepreneurs to be motivated by receiving some form of rewards for their efforts. According to the Two-Factor Theory, receiving a higher salary is not a motivator on its own but rather lowers motivation when it is removed (Smith & Shields, 2013, p. 190). Here there is an agreement between the answers from the intrapreneurs and Herzberg when it comes to monetary reward and its ability to motivate.
One of the intrapreneurs considers having a “nice salary and good title” as something that is pleasant to have but not something that is of major importance. Compared to what the theories about motivation for intrapreneurs states, having reinforcements in the form of monetary rewards does not seem to be an important factor for employees to behave desirably (de Villiers- Scheepers, 2011, p. 252). Looking at McClelland, he sees this factors as being a means to an end where the reward lead to a certain need being fulfilled (McClelland, 1985 cited in Rybnicek et al., 2017, p. 6). The fact that some of the intrapreneurs see monetary rewards as motivational but not a major motivator, correlates to the first level need for financial stability in Maslow’s hierarchy presented by Taormina and Gao (2013, p. 157). Even though our interviewees did not see monetary rewards as a major motivator, it was still considered as contributing to their motivation, which can be related to the view on needing a financial stability discussed by Maslow.

Discussing Entrepreneurs and Intrapreneurs Need for Monetary Rewards
Looking at the view at the entrepreneurs have on being motivated by monetary rewards or not, some considered money not to be the main influence on their motivation and others thought it was unnecessary to spend much time on something that would not be profitable for them. This means that the view on monetary rewards was not seen in the same way by the interviewed entrepreneurs. It could be a result of the previous experiences of the entrepreneurs and their own view on money. While some saw increased profit as an opportunity to invest in other businesses, which also meant not taking out the profits for themselves, others thought that financial growth of their company proved their success. This is also in accordance with the view on entrepreneurs not being equally focused on wealth but on other things more important for themselves (Omerzel-Gomezelj & Kušce 2013, p. 908). After looking at the theories and our gathered data, we can see that there are many more things than just money motivating people to work. However, it could be that money is not a direct motivator for entrepreneurs but rather an indirect motivator. Since money is the element which helps the entrepreneurs to reach other goals, it could mean that money is an indirect element that leads the entrepreneur towards other motivational factors such as achievement. The intrapreneurs agree with rewards as being something positive but not a major motivational factor. According to them, money was a nice contribution and would only be motivating if their salary would be lower. This view on monetary rewards is similar to the one in the Two Factor theory where rewards are not motivated on their own but rather lowers motivation when being removed (Smith & Shields, 2013, 190). Perhaps this is a sort of situation where you would not miss something until it is gone, where these intrapreneurs are more motivated by the success of the business rather than their own success, or perhaps the intrapreneurs which we interviewed all had high enough salaries and hence, felt no need for increasing it. Because the intrapreneurs are employees of an organization, they still get their salary even though their projects fail (Chan et al., 2017, p. 9). This could be the reason for why most of the intrapreneurs thought of higher salary as nice but not something that drove them to work harder, because they already have their salary no matter what. Compared to this, the entrepreneurs discussed more about what having more money could mean for their company, which could also be why more of the entrepreneurs saw monetary rewards as more motivating than the intrapreneurs.

Entrepreneurs Need for Facing Challenges
For some of the interviewed entrepreneurs, situations that were challenging was considered to be motivational. One challenge for entrepreneurs according to the theories are the risks and how to have the right level of tolerance of risk (Hvide, 2014, p. 213).
The entrepreneur that was motivated by chaotic situations also stated that as an entrepreneur, there are many risks such as the risk of failure. However, he added that when being faced with these risks, it is important to weigh the advantages against the disadvantages and if there are more advantages than disadvantages, he feels motivated to handle the risks. Another entrepreneur considered challenges as not being motivating by themselves but rather the experiences learned from facing them as motivating. One of the entrepreneurs also saw challenges as stimulating experiences which provides him with variability. According to this entrepreneur, risk is more a part of challenges that needs to be decreased rather than an individual factor that motivates him. Being motivated by risks can be connected to the SDT where individuals are motivated if they want to avoid or overcome external challenges (Gagné et al., 2015, p. 179). Facing external factors in the environment, such as challenges, are according to Herzberg’s Two Factor theory considered an external motivational factor (Hur, 2017, p. 3). The entrepreneur who considered challenges as motivating also added that he was motivated by them since it gave him the opportunity to find problems and come up with ways to solve them. This can be related to the “survival instinct” within the second level of Maslow’s Hierarchy of Needs where an individual fight to overcome something that threatens their security (Taormina & Gao, 2013, p. 157). Lastly, the entrepreneur who is motivated by solving problems and overcoming the challenges that he faces, has according to McClelland (1987, p. 238) a need for achievement and is therefore motivated by risk.

Intrapreneurs Need for Facing Challenges

Looking at the answers from the interviewed intrapreneurs, some of them saw challenges as a motivating factor. They were considered as motivating by one of them since it gives him the opportunity to test both his theories and perceptions. This was agreed by another intrapreneur who stated that it was important for intrapreneurs to stick to their ideas and not be stopped by the challenges that they faced. However, this intrapreneur did not say anything about being motivated by challenges, rather highlighting why it was important for intrapreneurs to not be scared of them. One challenge that one of the intrapreneurs highlighted as motivating was risk where he could use his abilities and evaluations of the risks to make tough decision. Another intrapreneur was motivated by challenges but not when it was related to risk. This goes more in line with the view of Martiarena (2013, p. 29) who states that intrapreneurs are usually not that tolerant of risks. Comparing this to the motivational theories, these intrapreneurs saw challenges as an external motivating factor according to the SDT since they were motivated by overcoming them (Gagné et al., 2015, p. 179). One of the intrapreneurs also stated that an important factor of being an intrapreneur was to have the confidence to tackle all challenges that comes in the way, otherwise no limits would be pushed. This can be related to being motivated by the external factors according to Herzberg’s Two Factor Theory (Hur, 2017, p. 3) as well as fulfilling the second need in Maslow’s Hierarchy of Needs (Taormina & Gao, 2013, p. 157). Connecting this to McClelland (1987, p. 238), intrapreneurs that feel motivated by challenges and facing risk can be seen as individuals with high need for achievement who use overcoming the challenges as an extrinsic factor to fulfill an intrinsic need.

Another challenge that was mentioned by the interviewed intrapreneurs were the environment of the organization. Here, the biggest challenges mentioned were the lack of cooperation, negative attitudes and access of resources such as personnel that the intrapreneurs had to face in their organizations. These environmental challenges of the organizations are mentioned by Buekens (2014, p. 584) who sees both the internal and external environment as a challenge for intrapreneurs with the lack of a holistic view as
an example. No matter what the challenges are, intrapreneurs are usually very motivated to both face and overcome all their obstacles before they start looking for other challenges (Willison, 2006, p. 10).

**Discussing Entrepreneurs and Intrapreneurs Need for Challenges**

According to some of the interviewed entrepreneurs, facing and overcoming challenges was considered as motivational factor for them. The challenge that was mostly mentioned was taking decisions with risks where it required the entrepreneurs to evaluate the situation and decide accordingly. This is related to the SDT where extrinsic motivation can come from avoiding or overcoming something, such as challenges (Gagné et al., 2015, p. 179). Perhaps it is important to know how to face and overcome challenges and risks because it is more beneficial in the long run to do this then to always back away in tough situations. This view on challenges and risks were not really agreed upon by the intrapreneurs where some were motivated by challenges and most of them not motivated by risks. According to Martiarena (2013, p. 29), intrapreneurs are less tolerant of risk than entrepreneurs, which supports the findings of our gathered data. However, some of the intrapreneurs saw facing obstacles as an important factor for them but this was not mentioned as a motivation in the same way as by the entrepreneurs. When it comes to the view on overcoming obstacles, there seems to be an agreement between the entrepreneurs and intrapreneurs. Perhaps this could be because of their jobs including introducing things that are completely new without really knowing how these would perform on a market, meaning that there is always risk present and challenges for them to overcome. Overcoming challenges is considered to be related to individuals’ need for safety, which is the second step of Maslow’s hierarchy and is referred to as a survival instinct (Taormina & Gao, 2013, p. 157). This could be the reason behind why only some entrepreneurs and intrapreneurs saw challenges as motivating and other others saw them as necessary but not by themselves as motivating. If they would already have their need for safety fulfilled, they are less likely to be motivated by this step and instead more likely to fulfill the needs of the other steps (Pardee, 1990, p. 9).

We believe that whether or not someone is motivated by challenges, could depend both on how confident they are as individuals and how confident they are in their ideas, as well as how big the challenges or risks are that they face. According to McClelland (1987, p. 238), for challenges such as risk to be motivating, the level of risk needs to be moderate. This is also connected to the view by Hvide (2014, p. 213) who states that one of the challenges for entrepreneurs is to be tolerant of the right level of risk. Connecting these two theories, we can see that even though challenges and taking risks can be motivating, if the level of these would be considered as too high then it is likely that it is no longer worth taking the risk. However, another factor influencing the view on facing challenges is the level of reward where some of the entrepreneur believed that without taking any risks, there would be no reward. Perhaps facing challenges and overcoming obstacles is only considered as motivational when the entrepreneurs or intrapreneurs know what the rewards is. This could then mean that those who saw challenges as important to overcome but not as a motivating factor, either did not consider the rewards to be high enough or did not know exactly what the rewards would be. We believe that knowing where the finish line is and what is waiting for you, would more likely motivate you to finish the project or even speed up the process.

**Entrepreneurs Need to Learn Through Training**
When asking the entrepreneurs about what motivates them, one factor was to have the possibility to grow and learn new things. Entrepreneurs can develop and learn from their experiences where they get the opportunity to reflect on their personal transformation (Kutzhanova et al., 2009, p. 204). According to Estay et al. (2013, p. 247), training can motivate entrepreneurs when they start up their business. However, according to Segal et al. (2005, p. 47), one of the main factors that motivates entrepreneurs are when the advantages for being self-employed outweighs the ones for being employed in an organization. For training to be a motivator for entrepreneurs, it means that it needs to be more beneficial to receive as a self-employed than when working in an organization.

According to the theories, training programs can be used as an extrinsic motivational factor where the organization gives training as a form of non-monetary reward (Sonawane, 2008, p. 256). Here, training is seen as a reward that individuals strive to receive through behaving in a certain way (Gagné et al., 2015, p. 179). Another thing that makes entrepreneurs feel motivated it to have the right knowledge and skills for working as an entrepreneur (Segal et al., 2005, p. 47). This can in some way be connected to the third level of Maslow’s Hierarchy of Needs where self-improvement through training can be a motivational factor (Taormina & Gao, 2013, p. 172). One of the entrepreneurs saw receiving training as a motivational factor since it provided him with opportunities to learn how to decrease risk and increase profitability. Even though most of the entrepreneurs did not specifically mention that they felt motivated by training, having the opportunity to learn and grow was important for their motivation. This means that training can be seen as an extrinsic factor satisfying their intrinsic need for achievement (McClelland & Miron, 1979 cited in Chan et al., 2017, p. 10).

**Intrapreneurs Need to Learn Through Training**

Of the interviewed intrapreneurs there was one who felt motivated by receiving training and having a positive learning curve, and this intrapreneur thought these rewards were more important that having a high salary. However, there were also some intrapreneurs that considered learning new things as a motivational factor but they were more focused on learning from experience than from training. Looking at the theories, it is important to reward intrapreneurs so that they feel motivated to work within the organization (Willison, 2006, p. 11). Even though money is thought to be the main motivator, intrapreneurs usually see non-monetary rewards as more motivating. This can be related to Sonawane (2008, p. 256) who argues that training is considered to be a non-monetary reward and is being used more and more in organizations. This view on non-monetary rewards motivating employees can also be connected to theories such as SDT (Gagné et al., 2015, p. 179), McClelland’s theory of needs (Rybnicek et al., 2017, p. 4), Herzberg’s Two Factor theory (Hur, 2017, p. 3) as well as Maslow’s hierarchy of needs (Udechukwu, 2009, p. 75). When providing the intrapreneurs with training, organizations show that they are supporting them, are interested in investing in their development as well as contribute to increased motivation in the intrapreneurs (Menzel et al., 2007, p. 733).

**Discussing Entrepreneurs and Intrapreneurs Need for Training**

During our interviews with the intrapreneurs, we found that receiving training and having a positive learning curve was an important factor that influenced the motivation. Being rewarded with this was even considered by one of them to be more motivating than having a high salary. When organizations reward their employees with training, it is seen as an investment in the future both for these employees but also for the organization itself (Menzel et al., 2007, p. 733). This could mean that the intrapreneurs which were motivated by receiving training within their organization, felt supported and knew that
their organization wanted to invest in them and increase their knowledge. This increase in knowledge was something that was also mentioned by the entrepreneurs who felt motivated by growing and learning from experience. This “learning-by-doing” attitude was common for both intrapreneurs and entrepreneurs who all felt motivated when their experiences resulted in them learning something new. One of the intrapreneurs felt motivated by learning new things but not through training since it took time away from doing other things which were considered to be more important. Perhaps receiving training would be considered as motivating when the ones receiving it know what they would get from it and if it did not mean that they would have to prioritize away something more important. Even though being educated in fields that are relevant for the entrepreneurs and intrapreneurs, they might already feel that they have the knowledge they need and if not, they would probably prefer learning it from experience rather than from hearing about it in a course. In a big organization, the knowledge would most likely already exist which makes it possible for the intrapreneur to ask the person who possesses this knowledge.

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*Table 5: Extrinsic motivational factors*
Power as a Motivating Factor for Entrepreneurs

During the interviews, all of the entrepreneurs highlighted the need for power in some way. One entrepreneur stated that he was motivated when he had the feeling of control and the freedom to do whatever he liked. This is in line with another entrepreneur who stated that she feels motivated when she is given the freedom to do what she wants and when she feels that she can make a difference and changes things for the better. The third entrepreneur is motivated to lead and control others in order to create positive changes. The fourth entrepreneur is motivated when he can work in a team where he can control and motivate others in order to increase efficiency in time and money. Lastly, the fifth entrepreneur was motivated to control other people since it made sure that the agreed results were achieved when everything goes according to plan. These are clear needs for power and is supported by McClelland who is arguing that most people have a need for power (McClelland, 1987, p. 269). This can be explained by the fact that most entrepreneurs are the managers of the company and hence, in control of the main decision-making processes (Goffee & Scase, 1995, Aaboent al., 2006 cited in Piperopoulos, 2012, p. 144). This is further supported by Herzberg’s Two Factor theory which stated that power is to have control and authority (Damij et al., 2015, p. 2). The fact that entrepreneurs are motivated by power is also suggested by Jayawarna et al. (2011, p. 45) who stated that entrepreneurs are motivated by having control as well as status. Another entrepreneur states that he was motivated by controlling others if the people he controlled had the ability and willpower to develop. This can be connected to McClelland who argues that a person who is in need of power also performs better (McClelland, 1987, p. 269). Since this entrepreneur was highly interested in the development of his coworkers and the company, one can assume that he wanted power in order to increase performance. One of the entrepreneurs does not comply with these theories since he is not motivated by having power, but rather to have control over the development of activities.

Power as a Motivating Factor for Intrapreneurs

According to one intrapreneur, an intrapreneur must work as an influencer and be proactive and work to make everyone else follow, and therefore, an intrapreneur must think that it is fun to lead others and be motivated by it. This is consistent with the arguments of another intrapreneur who stated that “If I do not control and lead and make sure that things move forward then things will not move forward. It is my job to get all my coworkers to contribute to the progress”, he considers leading and controlling as a part of his job. This is supported by Mark (2008, p. 21) who argues that an intrapreneur is motivated by having a direct impact on what is done and how. Mark (2008, p. 20-21) further argues that an intrapreneur needs to be a part of the decision-making process. This is however not consistent with the thoughts of one of the intrapreneurs who is not motivated by taking the decisions but rather to lead and control others. But this intrapreneur is willing to step in and make decisions if necessary. This means that this intrapreneur is not agreeing with Mark (2008, p. 20-21) when stating that an intrapreneur needs to be a part of the decision-making process. However, his thoughts are consistent with Herzberg’s Two Factor theory which argues that a person has a need for authority and power (Damij et al., 2015, p. 2). Another intrapreneur is consistent with the thoughts of the previously mentioned intrapreneur. She is only partially motivated by controlling and leading others. Her goal is to always make things happen and if control is needed,
she will control but it is not for the sake of leading she is doing it but to reach the goals. This is consistent with the SDT which argues that power is dependent of competence and when a person feels competent, that person feels confident in navigating specific tasks and taking control over outcomes in different activities (Allan et al., 2016, p. 2).

**Discussing Entrepreneurs and Intrapreneurs Need for Power**

Being an entrepreneur means that you have started your own company (Oxford Dictionary, 2018a). This would in practice also mean that an entrepreneur should want to possess a lot of power in order to make sure that the business is run as he/she wants it to be run. An intrapreneur could be the leader of a project but if he or she is not also the founder and CEO of the organization, the intrapreneur will be controlled by someone else, and hence, not have as much power as an entrepreneur.

Looking at the results of the study, we can see that the entrepreneurs were all, except one, motivated by having power. Their main reason was to make sure that the business moved forward in the way the entrepreneur wanted it to. The person who stated that he was not motivated by power was instead motivated by having control over the activities. However, this is somewhat in line with the other entrepreneurs since their main goal is to move the company forward and develop it. As for the intrapreneurs, they were also motivated by power and controlling processes and projects to make sure that they moved in the right direction. However, the intrapreneurs were not as motivated by taking control and making all the decisions, but rather did this when necessary for the progress of a project. This is consistent with our theory about why entrepreneurs and intrapreneurs need to have power. The intrapreneur who does not want to control but does it anyway for the sake of the business, might do so because the CEO of the organization cannot make all decisions and hence, the intrapreneur needs to do this in some cases. Therefore, the intrapreneurs consider controlling and leading as a part of their job, but they are not motivated by it. On the contrary, the entrepreneurs possess the highest position of the company (at least in the beginning) and therefore, this person needs to be in control of what happens in all sections of the company. We therefore suggest that the difference in the need for power could be due to the position one has in a company and the responsibility one has for the company. An owner and founder who fails can lose his/her whole company and hence, the whole investment, while an intrapreneur can only, in worst case scenario, lose his /her job. Therefore, we believe that one’s needs to control is dependent on what is at stake.

**Entrepreneurs Need for Being Acknowledged**

The majority of the entrepreneurs stated that they were motivated by receiving acknowledgement. One felt the need of proving himself to others and being acknowledged for his great products. Another entrepreneur felt motivated when being appreciated and acknowledged when producing new job opportunities. The last entrepreneur which was motivated by acknowledgement stated that he just wants to be appreciated and recognized (acknowledged) for his achievements. These statements from the entrepreneurs are consistent with the theory of McClelland (1987, p. 346) which states that one needs to be recognized and feel appreciated for his or her accomplishments. They are also in line with Herzberg’s Two Factor theory which argues that a person is motivated by being acknowledged and fulfilling this need helps the person to reach fulfillment (Damij et al., 2015, p. 2). The statements of the entrepreneurs are also compatible with Maslow who states that a person needs to feel worthy and valuable (Taormina & Gao, 2013, p. 159). Another entrepreneur stated that she does not feel
motivated by being acknowledged for her accomplishments, she just wants to be loved as the person she is. The last entrepreneur also stated that he was not motivated by acknowledgement. This is closely related to the SDT which does not consider acknowledgement to be an intrinsic motivating factor but rather a “controlling factor”. Further, Jayawarna et al. (2011 p. 45) argues that some entrepreneurs are motivated by acknowledgement and others are not, and this is dependent on what type of entrepreneur one is. Applying the theories of Jayawarna et al., (2011, p. 45) the entrepreneurs that are motivated by acknowledgement are either “economically driven entrepreneurs” or “prestige and control entrepreneurs”.

Intrapreneurs Need for Being Acknowledged

Acknowledgement was considered by some intrapreneurs to be a motivator. One intrapreneur stated that he got more motivated when he got acknowledged by people around him, especially the management. He sees acknowledgement as encouragement such as a pat on the back. Willison (2006, p. 10) supports this statement by arguing that intrapreneurs are motivated by receiving acknowledgement from the organization and its leaders. However, receiving acknowledgement can according to one intrapreneur be a bit problematic since most intrapreneurs are acknowledged after the project has created result meaning that the intrapreneurs will not be motivated during the process itself. This is important for the management to know since, according to de Villiers-Scheepers (2011, p. 259), intrapreneurs perform better when feeling acknowledged. Hence, the acknowledgement should be a part of the process as well as the final result. One intrapreneur feels the need for acknowledgement and believes that showing off good processes is a way to fulfill this need. This is supported by McClelland (1987, p. 346) who argues that a person becomes motivated, and stays motivated if he is she receives acknowledgement from others.

Another intrapreneur feels acknowledged when his coworkers perform well because their results reflect on his leadership skills. This can be seen as a part of the fourth step in Maslow’s hierarchy of needs, which is fulfilled if a person feels that his or her actions creates value and hence, the person feels valuable (Taormina & Gao, 2013, p. 159). One of the intrapreneurs did not see acknowledgement as a main motivator but did not dislike being appreciated. But according to him, everyone likes being appreciated but it is not necessarily a motivator. This is consistent with the SDT which states that acknowledgement is not an intrinsic motivator but rather a controlling motivating factor and hence, an extrinsic motivator (Welters et al., 2014, p. 35). One intrapreneur feels that acknowledgement is always a “nice” reward, but he does not consider it a need since he is confident enough in himself and his performance and therefore knows that what he does is correct and good. This differs from most of the theories regarding acknowledgement, an example is de Villiers-Scheepers (2011, p. 253) who found that intrapreneurs are motivated by acknowledgement, and that high levels of acknowledgement and social rewards lead to increased performances (de Villiers-Scheepers, 2011, p. 259).

Discussing Entrepreneurs and Intrapreneurs Need for Acknowledgement

For some of the entrepreneurs and intrapreneurs, acknowledgement was considered a motivator. For the entrepreneurs, the acknowledgement was mainly connected to proving oneself and being appreciated. The intrapreneurs on the other hand wanted to be acknowledged for their performances and knowing that they did a good job. We believe that this difference in acknowledgement can be due to the fact that an intrapreneurs is a
part of a bigger organization and the organization is affected by the actions of the intrapreneurs, while the entrepreneur owns his/her own business and hence, he/she is only dependent on himself/herself. Therefore, the intrapreneur might seek more acknowledgement in terms of confirmation of the fact that he/she did a good job for the organization while the entrepreneurs seek acknowledgement as a form of proof and recognition for what he/she does pays off and people are inspired by his/her success.

On the other hand, there were some entrepreneurs and intrapreneurs which did not see acknowledgement as a motivator, some entrepreneurs did not do their job in order to be acknowledged but rather to be loved for who they are and not what they do. This is consistent with two intrapreneurs who stated that acknowledgement is not a motivator but it does not hurt to receive appreciation. This means that these entrepreneurs and intrapreneurs likes being appreciated, but does not consider it as a necessity. Perhaps, this is because these entrepreneurs and intrapreneurs are confident enough in themselves and knows that what they do is good. It can also be explained as a difference by the type of person one is. Jayawarna et al., (2011, p. 45) suggests that the different motivators are connected to what type of entrepreneur one is considered to be and the entrepreneurs that were motivated by acknowledgement are either “economically driven entrepreneurs” or “prestige and control entrepreneurs”. This means that those entrepreneurs which are not motivated by acknowledgement cannot be categorized as these types of entrepreneurs. Therefore, the difference we found between entrepreneurs and intrapreneurs might mean that there is no right or wrong when it comes whether or not a person is motivated by acknowledgement, it is all dependent on the fact that entrepreneurs as well as intrapreneurs values different things.

Entrepreneurs Need for Affiliation
One of the entrepreneurs used to be motivated by being a part of a context but now he is not motivated by it as much. This is in line with Sexton and Bowman, (1984 p. 25) who stated that an entrepreneur is independent and hence, not in need of being a part of a group. Looking at Herzberg Two Factor theory, affiliation is not considered to be a motivator but rather a hygiene factor (Richard, 2012 cited in Damij et al., 2015, p. 2), meaning that belongingness is necessary in order to be able to work. This means that a person is not willing to work without feeling belongingness, but a person is also not willing to work harder in order to get it.

Another entrepreneur stated that he is only motivated of being a part of a group and feeling belongingness if the group is a part of his company, this is because he wants to work together with others that considers the company as a big part of their lives. Another entrepreneur also stated that he is partially motivated by affiliation and think it is fun to be a part of a context but it is not his main motivator. Filak and Nicolini (2018, p. 5) argues that the need of affiliation will be fulfilled once the person feels connected to important people. Perhaps these entrepreneurs consider their employees as the important people since they are there to help reach success. The rest of the entrepreneurs considers affiliation as a big motivator. They want to feel that everyone is working towards the same goal together, and then succeed together. This is not in line with the theories about affiliation and entrepreneurship which considers entrepreneurs not to be motivated by affiliation (Sexton & Bowman, 1984 p. 25). However, it is in line with Maslow, who considers belongingness as an important factor for all people (Leary, 1995 cited in Taormina and Gao, 2013, p. 158). According to McClelland and the SDT, affiliation and
being able to relate (relatedness) is an intrinsic motivator which is very important for all individuals (McClelland, 1987, p. 346; Sheldon & Schüler, 2011, p. 1107).

**Intrapreneurs Need for Affiliation**

All of the intrapreneurs in the study stated that they were motivated by affiliation and being a part of a context. One intrapreneur saw the main reason to be the fact that one person cannot do all the work on his/her own. An intrapreneur needs help from others and therefore, the intrapreneur must work in a group and feel motivated by doing so. This is in line with another intrapreneur who also sees the outcome as the main reason to motivate oneself to work in a group. This intrapreneur is motivated by affiliation if it brings more power to the job. The view on affiliation by the first two intrapreneurs is applicable to Herzberg’s Two Factor theory which argues that a person is not motivated by affiliation but rather needs it in order to be able to work (Richard, 2012 cited in Damij et al., 2015, p. 2). The reason for why this theory is in line with the thoughts of the two intrapreneurs, is because they do not see affiliation as a motivator but rather to improve the performance and outcome of a task. Two other intrapreneurs stated that they are not motivated by being a part of a group because they have to, but rather because they think it is more fun to work together and to be in a social context. This is applicable to Maslow, SDT and McClelland which all believes that a person needs to feel belongingness/relatedness/affiliation (Pardee, 1990, p. 8; Sheldon & Schüler, 2011, p. 1107; McClelland, 1987, p. 346). Other theories about being a part of a context states that an intrapreneur has low need for being a part of a context (Mehta & Gupta, 2014, p. 310; Sexton & Bowman, 1984 cited in Davis, 1999, p. 300) this makes the theories inconsistent with our findings and can therefore not be applied as explanations to our findings.

**Discussing Entrepreneurs and Intrapreneurs Need for Affiliation**

Being a part of a context and feeling valuable to others is considered important according to most theories (Sheldon & Schüler, 2011, p. 1107; Pardee, 1990, p. 8; McClelland, 1987, p. 346). However, theories which look specifically at intrapreneurs and entrepreneurs argued that affiliation is not a strong motivator for neither of them. Despite this, all of the intrapreneurs stated that being a part of a context was motivating for them. Could this perhaps be because they feel the need of being a part of everything in order to control it? Some intrapreneurs stated that they have to work in teams and hence, they have to feel motivated by it. This might mean that an intrapreneur is not necessarily motivated by being a part of the team but rather to have control.

Looking at the entrepreneurs, they were not all motivated by being a part of a context, but rather, some liked the feeling of being independent. One entrepreneur used to be motivated by affiliation but is not anymore. Perhaps this is because this entrepreneur has grown and become more independent and confident in his own acts. Moreover, the change of motivation for this entrepreneur could also be due to the fact that the entrepreneur might have gotten used to the feeling of belongingness and is therefore not motivated by it anymore. The entrepreneurs who stated that they were motivated by affiliation could be so because they are not feeling independent yet and feels the need of getting inspiration and help from others.

The work of an intrapreneur and entrepreneur differs mainly when it comes to independence, since an intrapreneur works within an organization (Buekens 2014, p. 581). Therefore, we believe that the intrapreneur will never have to stand alone and is more likely to be dependent on other parts of the organization. This can be the reason for
why intrapreneurs are more motivated by affiliation than what entrepreneurs are, because they need to be.

**Importance of Accomplishment for Entrepreneurs**

According to Pandey and Tewary (1979, p. 109), entrepreneurs strive towards achievement. Entrepreneurs were also considered by Barba-Sánchez and Atienza-Sahuquillo (2017, p. 1099) to have high needs for achievement and a strive to innovate. This was also found during the interviews when some entrepreneurs stated that creating new ideas and building ideas the way they want them was an important motivator for them. One entrepreneur found himself accomplished when he had created something which in turn led to new job opportunities and development of the society. This is related to the fifth step of Maslow’s hierarchy of needs, which states that self-actualization involves feeling fulfilled and making the “world” a better place (Maslow, 1987, cited in Taormina & Gao, 2013, p. 159). Another entrepreneur also found herself motivated when she felt free at her job and felt like she could make a difference and change the world to the better.

During the interviews, it was found that entrepreneurs are motivated by knowing which direction he or she should go since it helps in accomplishing tasks. This is consistent with the thoughts of McClelland who stated that, for a person to feel accomplished in the task, the person needs to know that the task they are performing is necessary for solving a certain problem (McClelland, 1978, p. 203). The interviewed entrepreneurs’ need for knowing what is right is also in line with the thoughts of the SDT which states that a person needs to possess competence (know where to go for example) in order to be able to accomplish a certain task (Sheldon & Schüler, 2011, p. 1107). One entrepreneur described his motivation of reaching success as an example where he goes from testing ideas to making a finished product. He is motivated by achieving a certain goal, but also by the process which takes him to the goal, he also describes the process as enjoyable.

This can be explained by looking at Herzberger et al., (1959, cited in Ewen, 1966, p. 544) who stated that a person can be motivated by feeling satisfied while doing something such as growing as a person.

**Importance of Accomplishment for Intrapreneurs**

Accomplishment is according to the intrapreneurs in our study, very important. According to one of the intrapreneurs, accomplishment is very important because one does not accomplish anything unless he or she creates results, and that is all that matters in the end. According to Miron and McClelland (1979, cited in Chan et al., 2017, p. 10) the need for accomplishment is highly important and if one wishes to increase the performance or result of a task, training programs should be used in order for the intrapreneur to gain knowledge which will help him or her to reach the goal with a better outcome. This can further be connected to the SDT theory which argues that competence increases a person’s’ ability to succeed (Sheldon & Schüler, 2011, p. 1107). Another intrapreneur suggested that accomplishments could be for example to see results as well as creating new jobs. This is in line with Herzberg’s Two Factor theory which suggests that accomplishment is fulfilled when a person grow or gain responsibility, it is applicable to the thoughts of the intrapreneur since creating new jobs and increasing the result of the organization could increase the responsibility one intrapreneur is trusted with (Herzberg et al., 1959 cited in Ewen, 1966, p. 544). Another intrapreneur believes that it is motivating to see the results of coworkers since this reflects on his job and leadership skills. According to McClelland (1961 cited in Chan et al., 2017, p. 10), if an intrapreneur
gets trained in for example leadership, the intrapreneur is more likely to strive for accomplishing more. McClelland (1978, p. 203) considers achievement to be one of the main motivators which helps the intrapreneur to feel self-fulfillment. This is in agreement with Maslow who believes that achievement is motivating, and also considers achievement to be the highest step of the hierarchy of needs, self-actualization (Pardee, 1990, p. 3).

One intrapreneur stated that she wants to feel like she has accomplished something good which can help drive the organization forward. Further, she is motivated by creating changes and showing off good processes. This is consistent with Herzberg’s Two Factor Theory (Herzberg et al., 1959 cited in Ewen, 1966, p. 544), which states that a person is motivated by achieving something, gaining responsibility and growing as a person. The SDT also sees accomplishment and the need for progress as an important intrinsic motivator. This was discussed by one intrapreneur who saw his biggest motivation to “finishing the ongoing project”, this was also argued upon by another intrapreneur who saw the process from theory to practice as highly motivating.

**Discussing Entrepreneurs and Intrapreneurs Need for Accomplishment**

Accomplishment is according to all of our chosen theories a need which everyone strives to fulfill. This is also in line with all of the entrepreneurs and intrapreneurs that participated in our study. Achievement can be considered smaller and larger things. For the entrepreneurs, achievement was mostly described as the creation of new ideas as well as all the benefits that creation brings. This could for example be supplying the market with more jobs. This is consistent with the intrapreneurs which also sees achievements as a bigger thing than just reaching a goal, it is the benefits that follows and improves the surrounding that motivates them. Of course, the finalizing of a product or process is also motivating according to both the entrepreneurs and intrapreneurs.

One could perhaps think that an entrepreneur would be more motivated by creating benefits for his/her own company and increasing the profitability of the company, than that of an intrapreneur. But looking at our results, we can see that both the intrapreneurs and entrepreneurs sees achievement as a step further from one’s own personal gain, contributing to others is what motivates most of them to accomplish certain tasks. The intrapreneurs for example, does not see their projects as a single project but as a part of a bigger organization. However, both the entrepreneurs and intrapreneurs also stated that they value the achievement that comes from finalizing a project or goal. Looking at Maslow Hierarchy of Needs, accomplishment, or as Maslow defines it, self-actualization, is fulfilled when a person does what he or she is meant to do, and this contributes to a better “world” (Maslow, 1987, cited in Taormina & Gao, 2013, p. 159).
### Intrinsic Motivational Factors

<table>
<thead>
<tr>
<th>Motivators</th>
<th>Entrepreneurs (Statements from interviews)</th>
<th>Intrapreneurs (Statements from interviews)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomplishment</td>
<td>Prove ideas are possible Create something new Make the world a better place Leave an impression</td>
<td>Creating results Finish projects Making progress Creative joy</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Work towards common goal Part of the right context Create something together</td>
<td>Work in a group/context Social factors Context that brings more power Not wanting to work alone</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>Ideas and accomplishments seen by others</td>
<td>Pat on the back from management Show off processes Positive feedback</td>
</tr>
<tr>
<td>Power</td>
<td>Control and lead development Control others focused on progress Control of own activities</td>
<td>Influence others and make them follow Lead when necessary Control to make progress</td>
</tr>
</tbody>
</table>

**Table 6: Intrinsic motivational factors**

### 6.3 Final Discussion

Only one of the intrapreneurs clearly stated that he was motivated by monetary rewards and this was connected by us to being result oriented which he saw as an important personal characteristic for intrapreneurs. As for the entrepreneurs, three entrepreneurs were very motivated by monetary rewards which could be connected to their view of entrepreneurs being productive, change-prone and innovative. The differences in the stated personal characteristics and their effects on the need for monetary rewards does not necessarily have to be because the intrapreneurs are less productive, change-prone or innovative. Rather, the reason for why entrepreneurs need to have these characteristics to a larger extent could be because their company is dependent on the entrepreneurs’ performances and vice versa, while the intrapreneur receives a salary no matter how the organization develops. Therefore, we argue that entrepreneurs are more motivated by monetary rewards than intrapreneurs and their differences in personal characteristics are due to the fact that the entrepreneurs need to act differently for the sake of the company.

Challenges were considered by three entrepreneurs to be motivating and they saw personal characteristics such as being risk-taking and opportunity seeking as typical personal characteristics for entrepreneurs. As for the intrapreneurs, four respondents were motivated by challenges and these mentioned personal characteristics such as being
creative, clever, determinant, effective, driven and flexible as well as risk taking, curious and being a challenger, as common characteristics for intrapreneurs. One can therefore assume that intrapreneurs are somewhat more motivated by challenges than the entrepreneurs are. We believe that the differences in this motivation factor lies in the security net of being a part of an organization. Hence, the entrepreneurs might be less risk-taking than intrapreneurs since a failure within one’s own company leads to personal failure while failure made by an intrapreneur leads to a negative effect on the organization but usually not on the intrapreneur itself. However, the small difference also indicates that challenges and risks are important factors for both entrepreneurs and intrapreneurs.

Looking at training, neither the entrepreneurs nor the intrapreneurs were highly motivated by receiving training. Only two intrapreneurs and two entrepreneurs considered training as motivational and this can be connected to flexibility which was seen as an important personal characteristic by both the entrepreneurs and intrapreneurs. We therefore argue that individuals with a flexible mind can more easily assimilate new information and new ways of thinking. Being driven and motivated by training is connected to entrepreneurs just like intrapreneurs are connected to being change-prone if motivated by training. Being driven and change-prone is somewhat similar personal characteristics and can therefore further support why the two intrapreneurs and two entrepreneurs were motivated by training.

Power was considered as motivating for three entrepreneurs which also considered personal characteristics such as independency, stubbornness and determination as typical for entrepreneurs. Two of the intrapreneurs were motivated by power and these saw personal characteristics such as being influential, clever, communicative, leading, driven and social as typical for intrapreneurs. The differences in the need of power is not substantial and therefore, the differences in the characteristics might explain the kind of power the entrepreneurs and intrapreneurs needs rather than the fact that they need power in general. Entrepreneurs who have personal characteristics such as independency, stubbornness and determination might feel like they need to control both activities and employees in order to make sure that everything is done in a particular way. As for the intrapreneurs, who are considered to possess personal characteristics such as being influential, clever, communicative, leading, driven and social, might have a goal to lead their coworkers in a certain direction. However, the intrapreneurs do usually not have as much control as the entrepreneurs since the intrapreneurs are not the owner and final decision maker of the organization. Therefore, we believe that the intrapreneurs need to possess the above stated personal characteristics in order to reach out and be able to lead their coworkers. Since the intrapreneur does not have the power of making the final decision in major activities, the job of the intrapreneur is to control the team and lead them in the right direction rather than being their boss.

Affiliation concerns the need of being a part of a context (Bloom and Colbert 2011, p. 86) and during the interviews four entrepreneurs considered themselves being motivated by affiliation. However, these entrepreneurs did not state any personal characteristics that we could connect to affiliation. Four intrapreneurs considered affiliation as motivating and these intrapreneurs saw personal characteristics such as being persistent, communicative, social and open as common for intrapreneurs. Since there was no difference in the number of entrepreneurs and intrapreneurs being motivated by affiliation, the personal characteristics might not be the explanation of the need. However, we believe that a person who is open, social, communicative and persistent will be more
likely to adapt to fit into a context. Looking at the entrepreneurs which we have interviewed, they are more focused on the success of their company, and considered personal characteristics such as independence and being change prone and opportunity seeking as important for entrepreneurs. Therefore, the need for being a part of a context might not be dependent on the ability to fit into a context but rather the need for not feeling alone. We therefore argue that the personal characteristics which would have been explanatory in this case would have been uncertainty and lack of self-belief. This does however contradict with our findings since none of the entrepreneurs or intrapreneurs considers uncertainty and lack confidence as common personal characteristics for entrepreneurs and intrapreneurs. This might therefore be a hygiene factor which is mentioned by Herzberger as a factor that everyone needs no matter what (Richard, 2012, cited in Damij et al., 2015 p.2).

When studying the need for being acknowledged for ones’ performances, we believe that entrepreneurs would have a higher need of being acknowledged since they are creating success upon their own idea. However, the results produced a different outcome which was that three entrepreneurs were motivated by acknowledgement while all five intrapreneurs saw acknowledgement as motivating. None of the personal characteristics stated by the intrapreneurs and entrepreneurs could be connected as a reason for their need of acknowledgement. This could be because none of the participants saw the acknowledgement as a major motivator but rather as a nice confirmation. This could then be explained through one of the intrapreneurs statements; “being acknowledged is always nice but I am confident enough in my actions so I do not need the acknowledgement to know that what I do is correct and good”. Perhaps our result is affected by the fact that all participants were highly successful and therefore also very confident in their actions. Therefore, the differences in the number of entrepreneurs and intrapreneurs being motivated by acknowledgement might depend on their position and rank at the company and their level of experience and knowledge, since all these factors could perhaps help create self-confidence within a person.

The final motivator is the need for accomplishment and this was considered very important by all participants. Since accomplishment is different for all individuals, we believe that someone’s personal characteristics determines what that individual wants to accomplish. The characteristics stated by the entrepreneurs were being Productive, Driven, Effective, Opportunity seeking, Flexible, Change-prone, Innovative and Taking Initiative. While the personal characteristics stated by the intrapreneurs were Visionary, Creative, Effective, Customer- & Result oriented, Independent, Persistent, having Courage and being an Influencer to others. Intrapreneurs are also considered to be Determinant, Change-prone, Challengers, Curios, Flexible, Clever, Communicative, Leaders, Open, Driven, Social and Risk-taking. We believe that the differences between both the entrepreneurs themselves and intrapreneurs themselves as well as between the entrepreneurs and intrapreneurs, are due to the fact that one reaches a goal in a different way depending on different conditions. Therefore, all entrepreneurs and intrapreneurs are motivated by accomplishing an activity but all of them might do it in a different way.
7. Conclusion and Recommendations

In this chapter, we will state our final conclusions as well as answer our research question and purpose. This is followed by the contributions our study could make to the existing theories as well as managers in organizations and the society. Lastly, we will suggest future studies based on our limitations in this study.

7.1 General Conclusion

The purpose of this study was to gain a deeper understanding of entrepreneurs and intrapreneurs. It was also about finding possible differences in their extrinsic and intrinsic motivation factors. This purpose was fulfilled through a qualitative study where we interviewed successful entrepreneurs and intrapreneurs in Sweden. By conducting a qualitative study, we were able to better understand entrepreneurs and intrapreneurs and answer our research question;

*What are the main differences in motivation factors between successful entrepreneurs and intrapreneurs in Sweden?*

The findings of our study, based on theories and the gathered data from our interviews are as follows: Looking at the extrinsic motivation factors, the entrepreneurs we interviewed are more motivated by monetary rewards than the intrapreneurs in our study. We believe this can be due to the fact that entrepreneurs are dependent on the success of their own companies. With small margins, the intrapreneurs were more motivated by challenges than the entrepreneurs and we argue that this is because the intrapreneurs are protected by the security-net of the organization. Training was not considered to be very motivating by either entrepreneurs or intrapreneurs. The result showed that only two entrepreneurs and two intrapreneurs found it motivating. Since the number of entrepreneurs that were motivated by training were equal to the number of intrapreneurs, we believe that being motivated by this factor is more related to the personal characteristics rather than their line of business.

As for the intrinsic motivation factors, we found that entrepreneurs are more motivated by power than intrapreneurs. The difference is small but we believe that this is due to the differences in the personal characteristics as well as their role in the company. An intrapreneur is not the owner of the company like the entrepreneur is and hence, is not in the position to take major final decisions. Affiliation was considered as a need for four entrepreneurs and four intrapreneurs, but since none of the mentioned personal characteristics of entrepreneurs were applicable to this motivator, we argue that it should be considered a “hygiene factor” or a “maintenance factor” for the entrepreneurs. This means that being part of a context is something that everyone wants but does not increase one’s motivation. The third intrinsic motivational factor is acknowledgement, this factor was considered to be a motivator especially for the intrapreneurs. However, since we could not find any personal characteristics mentioned by our participants which were applicable to this motivator, we have come to the conclusion that acknowledgement can be needed to a different extent depending on a person's rank within the company and level of experience and knowledge. The last intrinsic motivator is accomplishment and this was
an important motivator for all participants. We came to the conclusion that each person's way to reach accomplishment could be grounded in their personal characteristics.

To conclude, we can see in our study that there are differences in the extrinsic and intrinsic motivational factors of successful intrapreneurs and entrepreneurs in Sweden. Entrepreneurs are more motivated by money and power compared to what intrapreneurs are and intrapreneurs are more motivated by challenges and acknowledgement compared to entrepreneurs. As for training, affiliation and accomplishment, these factors were equally motivating for both entrepreneurs and intrapreneurs. By looking at this result, both intrapreneurs and entrepreneurs are motivated by extrinsic and intrinsic motivational factors, but different kinds of extrinsic and intrinsic motivational factors.

7.2 Theoretical Contributions

The findings of our study can contribute to existing theories since there has not been any studies which compares the extrinsic and intrinsic motivation factors between successful entrepreneurs and intrapreneurs in Sweden. Since the study we found which investigated motivational factors in Sweden only focused on entrepreneurs (Johansson-Sevä et al., 2016), our study can contribute to similar knowledge for intrapreneurs as well. The study by Chan et al. (2017) included some motivational factors for intrapreneurs but this study was however more focused on entrepreneurship. In our study, we found data which was not always consistent with what previous theories stated. These finding can help broaden the knowledge about what motivates entrepreneurs and intrapreneurs to continue and strive for success.

One finding for the extrinsic motivational factors which was not consistent with the theories was entrepreneurs need for monetary rewards. In the motivational theories which we used in our study, two of them considered receiving monetary rewards as motivating (Deci & Ryan, 2000, p. 236; McClelland, 1985 cited in Rybnicek et al., 2017, p. 477). However, our interviewed entrepreneurs saw money as something which was often necessary but they did not consider receiving rewards as a motivating factor, which goes against the view of the theories. This was similar for the intrapreneurs who also did not fully agree with the view on monetary rewards by the theories. In our data, we found that the intrapreneurs did not consider monetary rewards as their main motivation but according to de Viliers-Scheepers (2001, p. 253), intrapreneurs are more likely than entrepreneurs to feel motivated by money.

Looking at our intrinsic motivation factors, we found that many of the entrepreneurs saw affiliation as motivating. This view goes against what we found in our theories which did not see affiliation as motivating for entrepreneurs (Sexton & Bowman, 1984, p. 25). This difference between the data and theories could also be found for the intrapreneurs where many of our participants considered affiliation as motivating but the theories considered intrapreneurs to have a low need for affiliation (Mehta & Gupta, 2014, p. 310; Sexton & Bowman, 1984 cited in Davis, 1999, p. 300).

7.3 Managerial Implications

This study can contribute to the knowledge within organizations in Sweden. Through increasing the knowledge about intrapreneurship, managers can better understand how to create a good environment for their intrapreneurs and hence increase the development of
the company. This study also contributes to organizations which need to better understand the need of motivation and the fact that not all individuals are motivated by the same factors. Looking at entrepreneurship, successful entrepreneurial businesses are considered to contribute to the growth of a nation and therefore could the knowledge about how to motivate entrepreneurs lead to increased entrepreneurship within a nation and hence, a greater economic growth. Since an entrepreneur is usually the owner of the company, this study can contribute to the entrepreneur by increasing his or her knowledge about how to motivate oneself.

7.4 Societal Implications

Since entrepreneurs are considered to be an important factor for the economic growth of a country (Fritsch & Wyrwich, 2017, p. 157), government should aim at increasing and keeping the motivation of the entrepreneurs in their societies. In our study, we found different factors which were seen as more motivating for entrepreneurs, meaning that when being aware of these factors, the government can work to adapt the environment so that it matches the needs of the entrepreneurs. Through fulfilling more needs of the entrepreneurs, the governments would contribute to an increased motivation in these entrepreneurs which could eventually give back to the government through an increased growth of the economy.

As for the intrapreneurs, the society can benefit from the increase of intrapreneurship within organization since intrapreneurship leads to increased technical innovations which are important for the development of the society (Menzel et al., 2017, p.740). Therefore, it is important that the society adapts in order to fit the needs of intrapreneurs, and increases the possibilities for their motivational needs to be met.

7.5 Limitations and Future Research

One of our limitations was the location that our study focused on. Since we only interviewed entrepreneurs and intrapreneurs from Sweden, our results might not be applicable in other countries with different work cultures. Therefore, we suggest for future studies to interview participants in countries other than Sweden in order to see if there are any locational differences when it comes to the motivational factors of entrepreneurs and intrapreneurs. Further, since the aim with a qualitative study is to find transferable findings (Bryne, 2001, p.704), a suggestion for future studies is to test our findings in different contexts such as successful entrepreneurs and intrapreneurs in other countries. Because of our time limitation we were only able to interview ten participants, meaning that out of all successful entrepreneurs and intrapreneurs in Sweden, our sample was rather small. For future studies our suggestion is to aim at having a larger sample of participants in order to get more in depth-data. We were also focusing on only interviewing successful entrepreneurs and intrapreneurs which means that our gathered answers do not necessarily have to be the same for entrepreneurs and intrapreneurs with other experiences. For future studies to solve this problem, one solution would be to include younger and less experiences entrepreneurs and intrapreneurs and see how their answers might differ from our more experienced participants.
8. Truth Criteria

In a thesis one need to assess truth criteria to make sure that the study and the findings are trustworthy. In a qualitative study, the criteria that needs to be fulfilled are credibility, transferability, dependability and confirmability (Krefting, 1991, p.217) In this chapter we will go through these criteria and relate them to our study.

8.1 Credibility

For a study to be credible, it is important that the authors are credible as well. In order to be credible, the authors should explain their experiences, qualifications, perspectives and assumptions (Koch & Harrington, 1998, cited in Bryne, 2001, p. 703). The background information about us as authors have been carefully described in chapter one and two where we both have explained our pre-understandings as well as our ontological and epistemological views. According to Bryne (2001, p. 703), to increase the credibility of a research, the researchers can use different types of strategies.

The strategy we have used to increase our credibility, is the triangulation strategy. Krefting (1991, p. 219) states that “triangulation is a powerful strategy for enhancing the quality of the research, particularly credibility”. This strategy is based on using multiple data and method sources for example, methodological, data, analysis, investigator, and theoretical sources (Bryne, 2001, p. 703). Triangulation helps the researcher to get a broader and more secure understanding about the topic under investigation, and limits the risks of only basing the conclusions on biased answers (Maxwell, 2005, p. 93-94). We have gathered data from existing scientific articles, which have provided us with theories about motivation, entrepreneurship and intrapreneurship. We have also gathered information through interviews, this source has provided us with data from today’s intrapreneurs and entrepreneurs. The gathered data, from the difference data sources, are then compared to one another and cross-checked to ensure the credibility of the data (Krefting, 1991, p. 219). To further ensure credibility, it is important that enough time is spend on data collection, this time of course depends on the study and will vary from study to study (Krefting, 1991, p. 218). We conducted 10 interviews which were between half an hour to one hour long, and these interviews gave us in-depth knowledge about entrepreneurs and intrapreneurs perspectives on motivation, entrepreneurship and intrapreneurship.

8.2 Transferability

Since we are writing a qualitative study, our goal is not to make generalizable findings, as it is for a quantitative study, rather, we are aiming to make our findings transferable (Byrne, 2001, p. 704). Transferability concerns the ability to apply the findings of the study onto new settings or contexts (Erlandson, et. al., 1993 cited in Byrne, 2001 p.704). In order to make transferable findings, the study should be based on a purposeful sampling method and have very described data which gives the researchers enough information and knowledge in order to be able to analyze the themes or categories of the study (Erlandson, et. al., 1993 cited in Byrne, 2001 p.704). As long as a study can act as a base of comparison, meaning supply descriptive enough data, Lincoln and Guba (1985,
In our study, we have used a purposeful sampling method and have produced very descriptive data by the use of semi-structured interview questions. This structure has let us get broad and in-depth answers and at the same time specific and related to the topic, answers. Our findings can be used in different contexts and are not only applicable to entrepreneurs and intrapreneurs. Since we have used theories that are based on work motivation in general, it means that our findings that are in line with those theories could be applicable to employees that are not working as intrapreneurs or having an entrepreneurial mindset. Our findings could perhaps also be applicable to other countries which have a similar work culture to Sweden, for example other Scandinavian countries.

8.3 Dependability

Dependability is a truth criteria for qualitative research that can be compared to reliability of quantitative research and this criterion is mainly concerned with having results that are stable over time (Sinkovics et al., 2008, p. 699). This criterion is achieved in a research when the process of the research and each step taken are described in a way so that the study can be replicated by another researcher who will find similar results (Sandelowski, 1986 cited in Koch, 2006, p. 92). Through taking notes of the research process, there is accuracy in the research and possible errors or frauds can be avoided (Koch, 2006, p. 92). Cope (2014, p. 89) explains that a research is dependable when all decisions taken of the research can be concurred by another researcher. The decisions made in the research and possible influences throughout the study is then gathered in an audit trail (Koch, 2006, p. 93). When looking at our scientific and practical methodology, you can see what decisions we have taken regarding our research and the arguments behind them. This gives a clear view on our process of writing our research and how our decisions are related to what we want to investigate and how we want to perform our research.

8.4 Confirmability

Confirmability of a qualitative research is the equivalent of objectivity in a research that is quantitative (Sinkovics et al., 2008, p. 699). When ensuring that research is confirmable, the researcher must use an audit trail that makes it possible to go back and look at what decisions have been made and what steps the study has taken so far (Byrne, 2001, p. 704). Some factors this audit trail should consist of are communication with others, original data in the form of recordings or transcriptions and a report of the research. Throughout our research, we have made sure to take notes on discussions with our supervisor and participants so that we can go back and look at what has previously been said. We also have recordings and transcriptions of our interviews so that it is possible to look at the interviews and investigate each answer in detail. Confirmability also requires interpretations to be clarified so that it is possible to trace how they have been made (Koch, 2006, p. 92). According to Guba and Lincoln (1989 cited in Koch, 2006, p. 92-93), a research cannot be confirmable until it has been established as credible, transferable and dependable. Other criteria for reaching confirmable research is to use examples such as quotes when discussing the findings since it shows that there is a strong relationship between the data and the findings derived from it (Cope, 2014, p. 89). As discussed by Cope (2014, p. 89), we use quotes for every theme showing that what we discuss in our findings are strongly related to the data we gathered in our interviews.
Reference List


Appendices

Appendix 1 Interview Guide Entrepreneurs (Original)

**Introduktion (5 min):**
*Tacka dom vi intervjuar för att de valt att ställa upp i vår studie, be om tillåtelse att spela in, försäkra om anonymitet, introducera oss och det vi vill undersöka i vår studie.*

**Namn på den vi intervjuar:**
**Datum:**
**Total tid för intervju:**


Vi är två studenter som pluggar vårt fjärde och sista år på civilekonomprogrammet på Umeå Universitet och vi håller nu på med vårt examensarbete. Syftet med vår undersökning är att jämföra personlighetsdrag och motivationsfaktorer hos entreprenörer och intraprenörer. Detta kommer undersökas genom att intervjuar både intraprenörer och entreprenörer om deras roller, personlighetsdrag och vad som motiverar dom. Vi har delat upp vår intervju i olika teman och kommer instruera dig om dom och när vi byter tema.

**Uppvärmning (5-10 min):**
*Få djupare förståelse för tidigare erfarenheter, professionella bakgrunder och deras nuvarande arbetsuppgifter.*

**Viktiga punkter att få med:**
- År som entreprenör
- Antal företag startade
- Anledning att jobba som entreprenör
- Nuvarande arbetsuppgifter

**Entreprenörskap (10 min):**
1. Hur skulle du definiera entreprenörskap?
2. Vilka personlighetsdrag är typiska för en entreprenör?
3. Vad är de största utmaningar du hittills fält möta som entreprenör?

**Motivation (10-20 min):**
4. Hur skulle du definiera motivation?
5. Vilka externa motivationsfaktorer har motiverat dig att fortsätta jobba som entreprenör?

**Viktiga punkter:**
- Pengar, högre lön/finansiell stabilitet
6. Vilka interna motivationsfaktorer har motiverat dig att fortsätta jobba som entreprenör?

Viktiga punkter:
- Att åstadkomma något
- Att få uppskattning av andra
- Personlig kontakt, vara del av sammanhang
- Påverka och styra andra

7. Hur har motivation hjälpt dig att ta dig igenom de utmaningar du fått möta hittills?

Eftersom vårt syfte i undersökningen är att jämföra entreprenörer mot intraprenörer, ville vi tänka att det även kunde vara intressant att få se vilken syn du har om intraprenörer. Vi kommer därför att avsluta med att ställa dig några frågor om intraprenörskap.

Intraprenörskap (10 min):
8. Hur skulle du definiera intraprenörskap?
9. Vilka är de största skillnaderna mellan intraprenörer och entreprenörer?

Viktiga punkter:
- Definitioner
- Personlighetsdrag
- Arbetsuppgifter

10. Varför är du en entreprenör och inte en intraprenör?

Det var alla frågor vi hade in entreprenörskap, motivation och intraprenörskap.

11. Finns det något som du skulle vilja tillägga eller framhäva om några av de ämnena vi täckt i våra frågor?

Avslutning (2 min):
Tacka deltagarna för att det ställt upp i vår studie, förklara vad som ska göras med deras svar (transkriberas, analyseras och jämföras) och tillägg även att vi kommer skicka ut vår färdiga uppsats till de som vill läsa den. Avsluta intervju.
Appendix 2 Interview Guide Entrepreneurs (Translated)

**Introduction (5 min):**
*Thank respondents for participating in our study, ask for permission to record, assure confidentiality, introduce ourselves and what we want to investigate in our research.*

**Respondent:**
**Date:**
**Total time of interview:**

Hello … are you ready for our interview? First of all, we would really like to thank you for being able to participate in our research, it means a lot to us. Would it be okay if we recorded the interview? The recording is for our own purpose to make it easier with the transcriptions and we assure you that any personal information will remain confidential.

We are two business students in our final year at Umeå University and are currently writing our thesis report. The aim of our research is to compare the personal characteristics and motivational factors between entrepreneurs and intrapreneurs. This will be investigated through interviewing both entrepreneurs and intrapreneurs about their view on their roles, their characteristics and what motivates them. We have divided out interview into different themes and will instruct you about them as we go on.

**Warm-up (5-10 min):**
*Gain understanding of their previous experiences, professional background and current responsibilities.*

**Probes:**
- Years as an entrepreneur
- Number of start-ups
- Reason for being an entrepreneur
- Work responsibilities

**Entrepreneurship (10 min):**

Q1: How would you define entrepreneurship?
Q2: What personal characteristics are typical for an entrepreneur?
Q3: What are the biggest challenges that you have faced as an entrepreneur?

**Motivation (10-20 min):**

Q4: How do you define motivation?
Q5: What are the external motivational factors that has encouraged you to continue working as an entrepreneur?

**Probes:**
- Monetary reward
- Challenges
- Training
Q6: What are the internal motivational factors that has encouraged you to continue working as an entrepreneur?

Probes:
- Accomplishment
- Acknowledgement
- Affiliation
- Power

Q7: How has motivation helped you continue when facing challenges in your job as an entrepreneur?

Since we are aiming at comparing entrepreneurs and intrapreneurs, we thought it would be interesting to see what views you have on intrapreneurs. Therefore, we will finish of with asking you some questions about intrapreneurship.

Intrapreneurship (10 min):

Q8: How would you define intrapreneurship?

Q9: What are the biggest differences between intrapreneurs and entrepreneurs?

Probes:
- Definitions
- Personal characteristics
- Work responsibilities

Q10: Why are you an entrepreneur and not an intrapreneur?

That was all the questions that we had about entrepreneurship, motivation and intrapreneurship.

Q11: Is there anything that you want to add or highlight about the topics covered in our questions?

Closure (2 min):

Thank respondents for their participation, explain what we will do with our data (transcribe, analyze and compare answers) and let them know that we will send our finished report to them if they would like to read it. Close interview.
Appendix 3 Interview Guide Intrapreneurs (Original)

**Introduktion (5 min):**
*Tacka dom vi intervjuar för att de valt att ställa upp I vår studie, be om tillåtelse att spela in, försäkra om anonymitet, introducera oss och det vi vill undersöka i vår studie.

**Namn på den vi intervjuar:**
**Datum:**
**Total tid för intervju:**


Vi är två studenter som pluggar vårt fjärde och sista år på civilekonomprogrammet på Umeå Universitet och vi håller nu på med vårt examsarbete. Syftet med vår undersökning är att jämföra personlighetsdrag och motivationsfaktorer hos entreprenörer och intraprenörer. Detta kommer undersökas genom att intervjuar både intraprenörer och entreprenörer om deras roller, personlighetsdrag och vad som motiverar dom. Vi har delat upp vår intervju i olika teman och kommer instruera dig om dom och när vi byter tema.

**Uppvärmning (5-10 min):**
*Få djupare förståelse för tidigare erfarenheter, professionella bakgrunder och deras nuvarande arbetsuppgifter.

  **Viktiga punkter att få med:**
  - År som intraprenör
  - Antal företag startade
  - Anledning att jobba som intraprenör
  - Nuvarande arbetsuppgifter

**Intraprenörskap (10 min):**
1. Hur skulle du definiera intraprenörskap?
2. Vilka personlighetsdrag är typiska för en intraprenör?
3. Vad är de största utmaningar du hitills fått möta som intraprenör?

**Motivation (10-20 min):**
4. Hur skulle du definiera motivation?
5. Vilka externa motivationsfaktorer har motiverat dig att fortsätta jobba som intraprenör?

  **Viktiga punkter:**
  - Pengar, högre lönomfinansiell stabilitet
  - Utmaningar
  - Utbildning
6. Vilka interna motivationsfaktorer har motiverat dig att fortsätta jobba som intraprenör?

Viktiga punkter:
- Att åstadkomma något
- Att få uppskattning av andra
- Personlig kontakt, vara del av sammanhang
- Påverka och styra andra

7. Hur har motivation hjälpit dig att ta dig igenom de utmaningar du fått möta hittills?

Eftersom vårt syfte i undersökningen är att jämföra entreprenörer mot intraprenörer, tänkte vi att det även kunde vara intressant att få se vilken syn du har om entreprenörer. Vi kommer därför att avsluta med att ställa dig några frågor om entreprenörskap.

Entreprenörskap (10 min):

8. Hur skulle du definiera entreprenörskap?
9. Vilka är de största skillnaderna mellan intraprenörer och entreprenörer?

Viktiga punkter:
- Definitioner
- Personlighetsdrag
- Arbetsuppgifter

10. Varför är du en intraprenör och inte en entreprenör?

Det var alla frågor vi hade in entreprenörskap, motivation och intraprenörskap.

11. Finns det något som du skulle vilja tillägga eller framhäva om några av de ämnena vi täckt i våra frågor?

Avslutning (2 min):

Tacka deltagarna för att det ställt upp i vår studie. Förklara vad som ska göras med deras svar (transkriberas, analyseras och jämföras) och tillägg även att vi kommer skicka ut vår färdiga uppsats till de som vill läsa den. Avsluta intervju.
Appendix 4 Interview Guide Intrapreneurs (Translated)

**Introduction (5 min):**
Thank respondents for participating in our study, ask for permission to record, assure confidentiality, introduce ourselves and what we want to investigate in our research.

**Respondent:**
**Date:**
**Total time of interview:**

Hello … are you ready for our interview? First of all, we would really like to thank you for being able to participate in our research, it means a lot to us. Would it be okay if we recorded the interview? The recording is for our own purpose to make it easier with the transcriptions and we assure you that any personal information will remain confidential.

We are two business students in our final year at Umeå University and are currently writing our thesis report. The aim of our research is to compare the personal characteristics and motivational factors between entrepreneurs and intrapreneurs. This will be investigated through interviewing both entrepreneurs and intrapreneurs about their view on their roles, their characteristics and what motivates them. We have divided out interview into different themes and will instruct you about them as we go on.

**Warm-up (5-10 min):**
Gain understanding of their previous experiences, professional background and current responsibilities.

**Probes:**
- Years as an intrapreneur
- Number of start-ups (branches/changes within organization)
- Reason for being an intrapreneur
- Work responsibilities

**Intrapreneurship (10 min):**
Q1: How would you define intrapreneurship?
Q2: What personal characteristics are typical for an intrapreneur?
Q3: What are the biggest challenges that you have faced as an intrapreneur?

**Motivation (10-20 min):**
Q4: How do you define motivation?
Q5: What are the external motivational factors that has encouraged you to continue working as an intrapreneur?

**Probes:**
- Monetary reward
- Challenges
- Training
Q6: What are the internal motivational factors that has encouraged you to continue working as an intrapreneur?

**Probes:**
- Accomplishment
- Acknowledgement
- Affiliation
- Power

Q7: How has motivation helped you continue when facing challenges in your job as an intrapreneur?

*Since we are aiming at comparing entrepreneurs and intrapreneurs, we thought it would be interesting to see what views you have on entrepreneurs. Therefore, we will finish of with asking you some questions about entrepreneurship.*

**Entrepreneurship (10 min):**

Q8: How would you define Entrepreneurship?

Q9: What are the biggest differences between intrapreneurs and entrepreneurs?

**Probes:**
- Definitions
- Personal characteristics
- Work responsibilities

Q10: Why are you an intrapreneur and not an entrepreneur?

*That was all the questions that we had about entrepreneurship, motivation and intrapreneurship.*

Q11: Is there anything that you want to add or highlight about the topics covered in our questions?

**Closure (2 min):**

*Thank respondents for their participation, explain what we will do with our data (transcribe, analyze and compare answers) and let them know that we will send our finished report to them if they would like to read it. Close interview.*
Appendix 5 Introduction Letter to Respondents (Original)

Hej …!

Vi hittade en artikel där du hyllas/vunnit pris för …, vi tycker därför du skulle passa perfekt i vår studie.

Vi är två studenter som läser vår åttonde och sista termin på Umeå School of Business and Economics på Civilekonomprogrammet med inriktningen International Business och ska nu skriva vår D-uppsats. Jag (Sandra) läser Management och min uppsatspartner (Pauline) läser Business Development. Vi har valt att skriva en kvalitativ undersökning tillsammans där vi fokuserar på att jämföra motivationsfaktorer hos entreprenörer och intraprenörer för att se vad som skiljer dem åt och varför det kan vara intressant och viktigt att veta om dessa faktorer. Intervjun kommer ta cirka 45 minuter och innehålla frågor om hur ditt arbete ser ut som entreprenör, vilka utmaningar du möter och vad som motiverar dig.

Vi har tänkt hålla intervjuerna efter påsk så om du har möjlighet och kan tänka dig att ställa upp så skulle vi vara riktigt tacksamma.

Med vänliga hälsningar,
Sandra Jansson & Pauline Birkemalm
Appendix 6 Introduction Letter to Respondents (Translated)

Hi …!

We found an article stating you were nominated/ won the prize for ..., therefore we think you would be perfect in our study.

We are two students who are studying our eighth and final semester at Umeå School of Business and Economics at the Masters in Business Economics Program with the focus on International Business and will now write our D dissertation. Sandra is studying Management and Pauline studies International Business Development. We have chosen to write a qualitative study together where we focus on comparing motivational factors among entrepreneurs and intrapreneurs to see how they differ and why it may be interesting and important to know about these factors. The interview will take approximately 45 minutes and include questions about your job as an entrepreneur/intrapreneur, what challenges you face and what motivates you.

Our plan is to conduct the interviews after Easter and would be very grateful if you have the opportunity to participate in our study.

Sincerely,

Pauline Birkemalm and Sandra Jansson