

Supplementary file

Scale Items - Knowledge hiding; Entrepreneurial orientation; Factual Autonomy

Knowledge hiding (KH)

Five-point Likert scale ranging from “not at all” to “to a great extent”

Evasive hiding (KHe)

1. I agree to help him/her but never really intend to
2. I agree to help him/her but instead give him/her information different from what s/he wanted
3. I tell him/her that I would help him/her out later but stall as much as possible
4. I offer him/her some other information instead of what he/she really wants

Playing dumb (KHp)

5. I pretend that I do not know the information
6. I say that I do not know, even though I do
7. I pretend I do not know what s/he was talking about
8. I say that I am not very knowledgeable about the topic

Rationalized hiding (KHr)

9. I explain that I would like to tell him/her but was not supposed to
 10. I explain that the information is confidential and only available to people on a particular project
 11. I tell him/her that my boss would not let anyone share this knowledge
 12. I say that I would not answer his/her questions
-

Entrepreneurial orientation (EO)

Measured through 5 point scale statements ranging from “strongly agree” to “strongly disagree”

Proactivity (EOp)

13. The organization offers more new products in relation to their competitors
14. Changes in the products often are radical
15. Within the organization there is a strong emphasis on the creation of new innovative products
16. In dealing with its competitors, our company typically initiates actions which competitors then respond to
17. In dealing with its competitors, our company is very often the first business to introduce new products/services, administrative techniques, operating technologies

Risk taking (EO_r)

18. There is a tendency to take high-risk projects
19. In order to achieve the organization goals large-scale actions are often undertaken

20. Typically, an organization adopts a bold, aggressive position to take advantage of emerging opportunities

Organizational Innovativeness (EOi)

21. Organization is characterized by the rapid process of innovation implementation
 22. Organization is characterized by a higher level of innovation than competitors
 23. The value of sales of new or significantly improved products and services constitute a significant share of the average annual sales
 24. The organization cooperate very closely with other stakeholders (business, science) in research and development
 25. Members of the organization are encouraged to think and behave in an original and innovative way
-

Factual Autonomy (FA)

Measured through 5 point scale statements ranging from "never" to "extremely often"

In your present job, how often do you have to ask permission...

- ... to take a rest break?
- ... to take a lunch/meal break?
- ... to leave early for the day?
- ... to change the hours you work?
- ... to leave your office or work station?
- ... to come late to work?
- ... to take time off?

How often do the following events occur in your present job?

How often does someone tell you what you are to do?

How often does someone tell you when you are to do your work?

How often does someone tell you how you are to do your work?
