

Research Article

The Role of Psychological Capital in Creating an Intrapreneurship Culture

İç Girişimcilik Kültürü Oluşturmada Psikolojik Sermayenin Rolü

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Abstract

Intrapreneurship culture is imperative for the organization to maintain sustainability in terms of growth and performance. At the same time, psychological capital is the set of strength and resources self-efficacy, optimism, hope and resilience within an individual that helps to enhance their performance at the workplace. Entrepreneurial culture plays an important role within an organization to have a competitive edge in the dynamic business. In order to investigate more about the concept of intrapreneurship culture and organizational key resource and strengths, the current study is intended to determine the effect of psychological capital on intrapreneurship culture considering the case of the Turkish textile sector. Questionnaire method is used in the study. The study has found that hope and self-efficacy are significantly associated with an entrepreneurial culture. In conclusion, the study has found thought-provoking insights regarding the relationship between psychological capital and entrepreneurial culture for organizations that are working in a dynamic environment.

Keywords: Psychological Capital, Intrapreneurship, Organizational Culture, Textile Sector

Jel Codes: M10, M12, M14

Öz

İç girişimcilik kültürü, işletmenin büyüme ve performans açısından sürdürülebilirliğini sağlaması için önemli bir gerekliliktir. Aynı zamanda, psikolojik sermaye, işyerindeki performansını artırmaya yardımcı olan ve bireyin içindeki güç ve kaynaklar (öz yeterlilik, iyimserlik, umut ve dayanıklılık) kümesidir. Dinamik işletmelerde rekabet avantajı elde etmek için oluşturulan girişimcilik kültürünün oynadığı rol yadsınamamaktadır. Bu çalışmada tekstil sektörü göz önünde bulundurarak psikolojik sermayenin iç girişimcilik kültürü üzerindeki etkisinin belirlenmesi amaçlanmıştır. Çalışmada birincil veri toplamak amacıyla anket tekniği kullanılmıştır. Çalışmada umut ve öz yeterliliğin girişimcilik kültürü ile önemli ölçüde ilişkili olduğu saptanmıştır. Sonuç olarak dinamik bir ortamda çalışan işletmeler için psikolojik sermaye ve girişimcilik kültürü arasındaki ilişki hakkında düşündürücü ve önemli sonuçlar ortaya koymuştur.

Anahtar Kelimeler: Psikolojik Sermaye, İç Girişimcilik, Örgüt Kültürü, Tekstil Sektörü

Jel Kodları: M10, M12, M14

Introduction

Intrapreneurship is known as highly important for companies in order to remain competitive in the industry. In current economic environment of Turkey, intrapreneurship is used by Textile firms as a

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strategy for enhancing their competitiveness. This element helps the firms in creating a culture in which employees can be encouraged to channel the key resources of an organization for developing new products or services (Di Fabio & Duradoni, 2019). Hence, intrapreneurship is something which helps employees in becoming change agents in organization, to bring about new ideas and to implement those ideas successfully. This ultimately helps in enhancing business growth, because it provides an environment which can bring and sustain innovation. The Textile companies nowadays give considerable importance to those aspects which can help in creating an intrapreneurship culture, so that talent of each employee can be exploited and most intrapreneurial employees can be attracted and retained (Duradoni & Di Fabio, 2019).

Turkey like many other developed countries is putting considerable efforts towards intrapreneurship as a vehicle for economic growth. The key focus is towards making country more modern and prosperous within next 20 to 30 years (Gawke et al., 2017). For this reason, intrapreneurship is known as a strategy which can help in achievement of this vision. However, to some extent, there exists a mismatch between increase in intrapreneurial activities and low rates of success (Di Fabio & Saklofske, 2019). This is mainly due to lack of access to capital, due to which intrapreneurs in textile firms are forced to start ventures even without having inadequate resources. In most of cases, emphasis has been placed on access to financial capital, however, it is important to note that business success is closely linked with particular psychological attributes, which can basically help in moderating business success with the help of key behaviors, like business leadership, networking, strong relationships and resource management. In order to ensure long term success of businesses, it has become highly important to give considerable importance to financial and material resources.

The key focus of present research is on investigating the role played by psychological capital in creating an intrapreneurship culture. Based on previous studies conducted on key elements of psychological capital, it has been found that self-efficacy as well as optimism are two key components of psychological capital which can help in developing entrepreneurial behavior as well as success (Baluku et al., 2019; Alessio et al., 2019). Although the role of entrepreneurship in societies has existed for several centuries, the role of entrepreneurial behavior in operating businesses is a new concept (Kaplan and Göker, 2017). Up till now, the focus of most of scholars has been on investigating the role played by economic capital, which mainly includes financial resources and tangible resources on entrepreneurial success. However, little attention has been given on the role played by psychological capital on creation of intrapreneurship culture. The emerging market Turkey is one of the countries that has high entrepreneurship potential. Enhancing the entrepreneurship potential highly relies on personality traits of individuals (Zengin and Yüksel, 2021). There are some studies which investigated the direct impact of psychological capital on entrepreneurial success, like Newman, Schwarz and Borgia (2014) found that psychological capital mediates the relationship between provision of micro-finance and entrepreneurial outcomes. However, none of prior studies examined the impact of psychological capital on creation of intrapreneurship culture. Hence, the current study has added value to the literature through investigating the role played by psychological capital in creating an intrapreneurship culture.

This study aims at investigating the role played by psychological capital in creating an intrapreneurship culture in case of Turkish textile industry. Following are key objectives of the study; to study the key components of psychological capital in an organization, to understand the importance of psychological capital for textile companies of Turkey, to analyze the impact of psychological capital on intrapreneurship culture of Turkish textile companies.

1. Literature Review

1.1. Social Cognitive Theory

Social cognitive theory is a learning theory, based on the concept that individuals learn through observing others. Such learnt behaviors are linked to personality of a person even though, it is agreed by psychologist that an individual person builds his or her personality through the environment in which he or she grows (Ozyilmaz et al, 2018). However, according to social cognitive theory, behavior of an individual gets affected through interaction of three key determinants (Valsania et al., 2016). The first determinant is person, which is linked with whether a person has a sense of self-efficacy and the degree of self-efficacy towards behavior. The next determinant is behavioral, which is linked with the response

received by a person after performing a behavior and the last determinant is environmental, which is linked with the element of the environment which affects the ability of a person to successfully complete a behavior (Schunk & DiBenedetto, 2020). The present research study has used this study in order to understand that how self-efficacy which is an important aspect of psychological capital can affect employees in terms of developing intrapreneurship behavior (Neessen et al., 2019).

1.2. Psychological Capital and Intrapreneurship Culture

The intrapreneurship culture consists of providing all key resources to employees, with the help of which they can bring innovation and creativity in an organization. The intrapreneurship capital depends on the aggregate capital possessed by an entrepreneur. This includes all psychological resources, through which psychological capital is represented (He & Hui, 2020). In a psychological capital, the conviction of an entrepreneur is included that that person is capable of starting a venture and the capacity of recognising and utilising business opportunities. This type of capital includes confidence, trust, resilience, optimism, hope and self-efficacy (Kim & Noh, 2016).

1.2. Self-efficacy and Intrapreneurship

Self-efficacy is known as a belief of a person in his or her capability as well as capacity of successfully completing a provided task. It is clear that in the success of today's organizations, it is becoming more and more important for employees to engage in the task of doing good things (Kiziloglu, 2018). In accordance with Gao et al (2020), self-efficacy not only reflect the skills, but also the judgement about what can be done by an individual through the possessed skills and capabilities. There is a significant impact of self-efficacy on cognitive working of a person and it may affect the behavior of that person towards the work. In addition to this, Gawke et al (2017) stated that self-efficacy can be considered as a process of psychological change, which is being operated through changing expectations of people. This is something referred to as confidence of a person, and this is most investigated element of psychological capital in relation to starting a new business venture or bringing some innovation. This is something which positively affects the entrepreneurial intentions as well as behavior of people. As Puigmitja et al (2019) stated that with the help of high level of self-efficacy a person has strong beliefs in his or her own abilities for successfully accomplishing a particular task. Hence, self-efficacy is one element of psychological capital which is considered as highly important for motivating an individual to bring creativity and innovation, which is ultimately important for intrapreneurship.

1.3. Optimism and Intrapreneurship

Optimism is another element of psychological capital, which is basically considered as a motivating psychological force, through confidence in chances of positive outcomes are built (Lages et al, 2017). Generally, intrapreneurs have high dispositional optimism, which means such people expect positive results, even while having no rational justification for their expectations (Okun et al, 2020). Similar to this, Turro et al (2016) found that when people have high tendency towards optimism, then they show more chances of becoming entrepreneurs. This is such aspect of psychological capital, which helps an individual in becoming successful and becoming able to take risks of finding external sources of funds. Besides this, Bee Seok et al (2020) stated that such element of psychological capital is useful in case of having high level of uncertainties, which ultimately plays a key role in creating an entrepreneurial culture within an organization.

1.4. Hope and Intrapreneurship

According to Yemini et al (2016), hope is a motivational state of persistence towards key goals and it also includes variation in path towards a goal for the purpose of attaining success. There are three key foundations of hope, including; agency, goals, and pathways. This is consistent with Kim and Noh (2016), who claimed that hope includes perceived capability of developing paths towards achievement of desired goals and the capability of motivating oneself to utilise those pathways for achieving the set objectives. These abilities play a key role for every entrepreneur in terms of ensuring persistency in pursuing goals and for improving confidence as well as optimism of intrapreneur. In accordance with Gao et al (2020), the capability of envisioning different approaches to challenging tasks results in decreasing stress level of a person. When intrapreneurs have high level of psychological resource, then they become successful in tackling stressful situations. In addition to this, Blanka (2019) stated that

when entrepreneurs have high scores on measures of hope, then they show more focus towards finding alternative ways of addressing business challenges and pressure. Moreover, they show more positivity towards success through focusing on achievement of goals and on various ways of achieving goals. Hence, in order to be successful it is important for intrapreneurs to show positivity about chances of gaining success.

1.5. Resilience and Intrapreneurship

Resilience is another element of psychological capital, which includes adoption of key risks. Intrapreneurship is a process which mainly includes a person's ability to take risks and to face threats (Usman et al, 2021). With the help of strong resilience, a person becomes capable of moving towards the desired goals. The resiliency is known as capacity of a person to effectively manage risks and conflicts and adapting to positive changes (Okun et al, 2020). Turro et al (2016) stated that with respect to positive psychology, resiliency includes a person's ability of adjusting positively to challenging events. When people do not show enough resiliency, then they generally face failure in their tasks. This also negatively affects their job performance. So, the levels of resilience is something related positively to the success of an entrepreneur.

2. Methodology

This part explains the methodological strategies of research opted to gain reliable insight on given topic.

2.1. Research Design

The researcher has chosen quantitative research method for the current research by keeping the objective of research in mind. Quantitative research method is the method in which data is collected and interpreted in form of values, facts and figures (Park and Park, 2016). Quantitative research approach is considered best when studies have to be conducted on small sample and have to be generalized on larger population. This research design is aligned with the research question and objectives of the study as well (Snyder & Bish, 2018).

2.2. Population and Sample

As the research is based on Turkish textile sector therefore, to fulfil the objectives of the study, employees of textile sector of Turkey are the total population of research. Research on whole population is not possible due to higher costs and time constraints. To manage these limitations, sampling techniques are used to select a purposeful sample from the targeted population. In the current research, convenience sampling is used to select the size of sample. It is one of the non-random sampling techniques which is used when sample frame is not easy to obtain (Cochran, 2007). It helps to obtain the count of sample without much cost and effort. In the current research, researcher has used 10M rule mentioned in the book of multivariate analysis. As the questions in the questionnaire are 28, this count is multiplied with 10, thus, the research sample size is 280 (Hair, 2009).

2.3. Research Tool

As the current research is quantitative nature, questionnaire is used as research tool. Questionnaire is closed ended; it doesn't offer respondents to answer on a broad scope (Saunders, Lewis, & Thornhill, 2003). First part of questionnaire is based on demographic information which is based on age, gender, education and year of experience at job. 2nd part includes the questions related to psychological capital and intrapreneurial culture. The current questionnaire is based on 1-5 Likert scale. 1 is for strongly disagree and 5 is for strongly agree. This is an adapted questionnaire, only few statements have been revised as per suitability of the present industry. The questions related to psychological capital are adapted from the study of (Malone, 2010). The questions related to intrapreneurial culture are adapted from the study of Hill (2003). There are 18 items related to independent variable and 9 items are related to dependent variable.

2.4. Data Collection

An application was made for the permission of the Ethics Committee regarding the study and it was stated that there was no objection in terms of ethics in the field study with the decision of the Ethics Committee of Pamukkale University Rectorate, dated 31.12.2020 and numbered 2020/74. Author has

collected data through an online survey and through personal survey as well. In personal survey, author has visited few companies and obtained data personally while for online survey, google documents are used for survey. Right data collection technique is also important for reliable and valid data collection without any biasness (Saunders et al., 2003). Author has made sure that data is collected with consent of respondents and their confidentiality is not compromised in any way. It helps to maintain the common method variance as well. He has clearly instructed about the questionnaire so, there is less chances of invalid data. 300 questionnaires were distributed and 280 has been obtained back. Response rate in the current research is 93 percent which is very good. However, after considering for missing data and other data related issues only 213 responses are considered for the analysis.

2.5. Data Analysis Techniques

Research has used multivariate analysis to analyze the given data of research. First of data management is done by making SPSS sheet and doing data entry. Then, missing and invalid values are checked. In the current data, there were no missing values. SPSS has been used to find the descriptive of the variables (Hair, 2009). SmartPls is used to perform confirmatory factor analysis for checking model fitness, reliability and different types of validities. Through structural model, regression coefficient is achieved for testing hypothesis of the study (Field, 2013).

2.6. Structural Equation Model

The structural Equation Model (SEM) is a multivariate statistical technique that is being used by researchers for analysing multiple structural relationships (Hair et al., 2011). There are two types of SEM; Partial least square (PLS) SEM and Covariance Based (CB) SEM. PLS-SEM is more of a regression-based model which is focused on minimising the variance of the endogenous constructs and is considered more robust than CB-SEM. Therefore, PLS-SEM. However, prior to conducting SEM, a number of preparatory actions must be completed.

2.7. Exploratory Models

To determine the reliability and validity of latent variables, they must first be investigated for reliability and validity. Following that, a confirmatory factor analysis (CFA) is used to analyse the model's validity, and then a Structural Equation Model (SEM) is used to investigate the model's structural aspects. Thus, prior to modelling SEM, a few tests are used to evaluate latent variables. The first criterion is that an average standardised loading of the indicator should be at least 0.7. At the same time, it would be ideal if all indicators reach this level on their own, although this is not always possible. Following that, three latent variable tests are used to analyse the underlying assumptions, including Cronbach's (standardised) Alpha, which should be between 0.7 and 0.9 for the measurements in question. When these values are low, it indicates that the variables are extremely divergent, but if the values are high, it indicates that two or more measurements are possibly identical. Second is Composite Reliability, which is similar but more advanced, and requires only a value more than 0.7 to be judged dependable. The next step is to calculate the Average Variance Extracted (AVE), which must be more than 0.5 and must be positive.

2.8. Model Fitness

In a multiple regression model, F-test is used to test the fitness of the model. However, in the case of PLS-SEM, there are four different criteria that are being used in the literature for testing model fitness. Two of the sophisticated criterion include SRMR and NFI, whose threshold values are $SRMR < 0.08$ while $NFI > 0.90$. Dijkstra and Henseler (2015) provided two goodness of fit model, including d_{ULS} and d_G , which are commonly known as squared Euclidean distance and geodesic distance. These models are used to compute the discrepancy between the correlation matrix, which is being implied by the research model, and its p-value should be > 0.05 .

3. Findings of the Research

This section demonstrates the findings of the study. As suggested in the previous section, Smartpls is used to conduct the analysis of the study.

3.1 Descriptive and Demographic Analysis

The descriptive and demographic analysis explains the summary of respondents and its characteristics such as sex, education, percentage of respondents with respect to sex etc. the table regarding the demographics explains that 64% of the respondents were male and 36 % were female. Data is collected from all those respondents who are educated so that he or she is able to self-respond to the questionnaire. The average age of respondents is for male is 49.6 years and for the female is 41.5.

3.2. Factor Analysis

Cronbach's Alpha for the latent variables including; Hope, Optimism, Resilience, Self-efficacy and Culture is 0.873, 0.863, 0.911, 0.887 and 0.912, respectively, which is acceptable but slightly excessive. Similarly, the composite reliability (CR) is also within the range of the minimum requirement. The CR of Hope, Optimism, Resilience, Self-efficacy and Culture is 0.920, 0.899, 0.932, 0.917 and 0.927, respectively. All these CR values are higher than the benchmark value of 0.70. Further, the Average Variance Extracted (AVE) of all variables under study are higher than the benchmark value of 0.50. For instance, in the case of hope, the value of AVE is 0.793, whereas the lowest AVE is of culture with a value of 0.682. This confirms the convergent validity of the data.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Intrpreneurial Culture	0.912	0.949	0.927	0.682
Hope	0.873	0.913	0.920	0.793
Optimism	0.863	1.091	0.899	0.690
Resilience	0.911	0.947	0.932	0.734
Self-Efficacy	0.887	0.910	0.917	0.690

The discriminant validity is being tested through the HTMT ratio. As shown in table 1, the values of all correlations are within the range of the HTMT criterion except for the correlation between optimism and resilience.

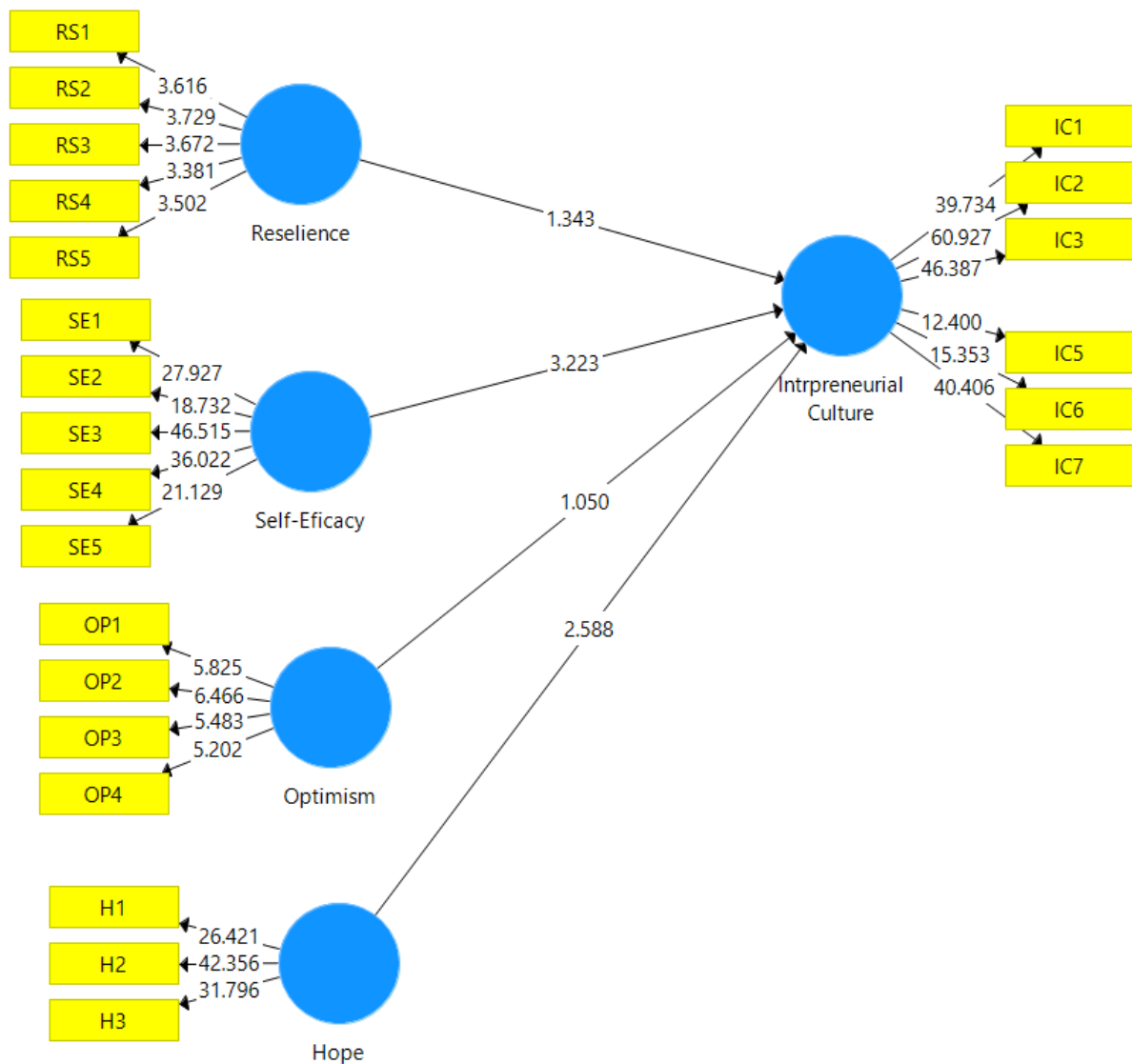
Table 2. HTMT Ratio

	Hope	Intrpreneurial Culture	Optimism	Resilience	Self-Efficacy
Hope					
Intrpreneurial Culture	0.261				
Optimism	0.416	0.154			
Resilience	0.363	0.122	0.895		
Self-Efficacy	0.421	0.294	0.545	0.562	

Table 3 represents the test of model fitness. In accordance with the criterion of SRMR, the model fitness value of SRMR is 0.068, which is below the benchmark value of 0.08. On the other hand, the p-value of both d_{ULS} and d_G are highly non-significant since the p-value of both tests is >0.05 . This is a clear indication that the model under study is a good fit.

Table 3. Model Fit

	Saturated Model	Estimated Model
SRMR	0.068	0.068
d_ULS	1.282	1.282
d_G	0.594	0.594
Chi-Square	683.265	683.265
NFI	0.807	0.807



The objective of the current study is to find the relationship between psychological capital and the intrapreneurship culture of the Turkish textile sector. In the literature, various factors are associated with psychological capital; however, the most common factors which are being used in the literature as a representative of psychological capital are optimism, resilience, self-efficacy and hope. However, the findings of this study posit that only hope and self-efficacy are significantly associated with culture. Since the p-value of both hope and self-efficacy are less than 5% level of significance. But, the

relationship of hope is negative, whereas the coefficient of self-efficacy is positive. This means that hope negatively impacts the culture of the organization while the impact of self-efficacy is positive in improving the intrapreneurial culture.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Hope -> Intrapreneurial Culture	-0.188	-0.189	0.073	2.588	0.010
Optimism -> Intrapreneurial Culture	0.098	0.095	0.094	1.050	0.294
Resilience -> Intrapreneurial Culture	-0.140	-0.104	0.104	1.343	0.180
Self-Efficacy -> Intrapreneurial Culture	0.259	0.259	0.080	3.223	0.001

4. Discussion and Conclusion

Although literature posits that optimism and resilience have a significant impact, for instance, with respect to optimism, the findings of current research are consistent with the results of Giacomini et al. (2016). They argued that optimism is significantly associated with culture. Similarly, Korber and McNaughton (2017) emphasised that resilience is an important factor for entrepreneurship. They posit that resilience is one of the most significant traits of individual and entrepreneurial businesses. It also acts as a trigger for entrepreneurial intentions, entrepreneurial failure, and the process of recovery and transformation. However, the result of the current study posits that there is no impact of resilience and optimism. The results posit that out of selected four factors, including optimism, resilience, self-efficacy and hope, only two factors, i.e. hope and self-efficacy, are significantly associated with culture. The relationship of hope is found negative in this research, where Synder et al. (1996) stated that the relationship of hope is positive with respect to positive affect, while this relationship turns negative where the effects are negative. So in line with Synder et al. (1996) ideology, it can be inferred that if the overall culture of the organization is negative that the hopes are negative too. On the other hand, self-efficacy positively impacts the culture since self-efficacy is considered highly important for motivating an individual to bring creativity and innovation, which is ultimately important for intrapreneurship.

Moreover the previous studies such as (Auer et al., 2011) have analysed the impact of intrapreneurship on firm-level factors such as growth. Other studies have linked it with the profitability and innovation (Antoncic, 2007) the individual outcomes and attitude are less study in the literature (Reuther et al., 2017). Therefore, the current study is important in two aspects; firstly, the study has shed light on the important role of psychological capital in the entrepreneurial culture. Secondly, it has considered as an addition in the existing literature as well.

According to Kyrö (2015), entrepreneurship culture plays an important role not only in organizational growth but also promote innovation in the organization as well. The organization success relies on the operational strategies at one hand and the employee's engagement as well (Kuckertz and Wagner 2010). It has been found that psychological capital, particularly self-efficacy have a significant impact on promoting the entrepreneurial culture in the organization, which employs that the psychological capital enhances entrepreneurial culture that eventually enhances the innovations, growth and competitiveness (Tang 2020). Apart from this, the psychological capital can be inferred as a strength in a way that it may leave a positive and significant impact on the overall culture of the organization that motivates others to excel and active involvement in the business processes. That will, in turn, promote innovation, sustainable growth and competitive advantage in the organization. Moreover, the psychological capital considered as a set of resources within employees of the organization; therefore, it will have a significant

association with the firm overall performance and competitive position as well. Self-efficacy, on the other hand, is the ability to establish the course of actions required to cope up with a certain situation in the organization. It is believed that it enhances confidence and increase the level of self-competency level within the organization (Greenacre et al., 2014). Therefore, self-efficacy is highly desired in the challenging and dynamic business environment of today's corporate world.

Limitation and Future Research:

The primary objective of the study was to identify the role of Psychological Capital in creating an entrepreneurship culture, considering the case of the textile sector of turkey. Although the study has shown that the factor of Psychological Capital, such as self-efficacy, have a positive association with an entrepreneurial culture, the results of the study cannot be generalized to the other business as business may differ in size, strategy to run the business (Blackburn et al. 2013). Moreover, the study cannot be generalized due to the limited data used in the analysis as well.

Future research can be done considering multi-sector analysis and comparing the level and extent of entrepreneurship culture in the different sector of the economy. Future study can be done using the large number of data collected from the respondents as well. Moreover, the study can be done considering the relationship between psychological capital and employee engagement. Furthermore, future study can be done for considering the other developing and developing nation in the world so that more robust results can be generated.

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Arařtırma Makalesi

The Role of Psychological Capital in Creating an Intrapreneurship Culture

İç Giriřimcilik Kùltürü Oluřturmada Psikolojik Sermayenin Rolü

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Geniřletilmiş Özet

İç girişimcilik kültürü, işletmenin büyüme ve performans açısından sürdürülebilirliğini sağlaması için önemli bir gerekliliktir. Aynı zamanda, psikolojik sermaye, işyerindeki performansını artırmaya yardımcı olan ve bireyin içindeki güç ve kaynaklar (öz yeterlilik, iyimserlik, umut ve dayanıklılık) kümesidir. Dinamik işletmelerde rekabet avantajı elde etmek için oluşturulan girişimcilik kültürünün oynadığı rol yadsınamamaktadır. Bu çalışmada tekstil sektörü göz önünde bulundurarak psikolojik sermayenin iç girişimcilik kültürü üzerindeki etkisinin belirlenmesi amaçlanmıştır. Çalışmada umut ve öz yeterliliğin girişimcilik kültürü ile önemli ölçüde ilişkili olduğu saptanmıştır. Sonuç olarak, çalışma dinamik bir ortamda çalışan işletmeler için psikolojik sermaye ve girişimcilik kültürü arasındaki ilişki hakkında düşündürücü bilgiler bulmuştur.

İç girişimcilik işletmelerin sektörde rekabetçi olabilmeleri için oldukça önemlidir. Türkiye'nin mevcut ekonomik ortamında iç girişimcilik tekstil firmaları tarafından rekabet güçlerini artırma stratejisi olarak kullanılmaktadır. Bu unsur, işletmelere çalışanların bir organizasyonun temel kaynaklarını yeni ürünler veya hizmetler geliřtirmek için kanalize etmeye teşvik edilebileceđi bir kültür yaratmada yardımcı olur (Di Fabio & Duradoni, 2019). Dolayısıyla iç girişimcilik, çalışanların işletmede deđişim ajanları olmalarına, yeni fikirler ortaya koymalarına ve bu fikirleri başarılı bir şekilde uygulamalarına yardımcı olan bir şeydir. Günümüzde tekstil işletmeleri, her çalışanın yeteneđinden yararlanılabilmesi ve çođu girişimci çalışanın ilgisini çekebilmesi ve elde tutabilmesi için bir iç girişimcilik kültürü oluřturmaya yardımcı olabilecek yönlere büyük önem vermektedir (Duradoni & Di Fabio, 2019).

Mevcut araştırmanın ana odak noktası bir iç girişimcilik kültürü yaratmada psikolojik sermayenin oynadığı rolü arařtırmaktır. Psikolojik sermayenin temel unsurları üzerine yapılan önceki çalışmalara dayanarak öz yeterliliđin ve iyimserliđin girişimci davranışı geliřtirmeye yardımcı olabilecek iki temel bileşeni olduđu bulunmuştur (Baluku ve diđerleri, 2019; Alessio ve diđerleri, 2019). Şimdiye kadar çođu arařtırmacının odak noktası esas olarak finansal kaynakları ve maddi kaynakları içeren ekonomik sermayenin girişimcilik başarısı üzerindeki rolünü arařtırmak olmuştur. Ancak, iç girişimcilik kültürünün yaratılmasında psikolojik sermayenin oynadığı role çok az ilgi gösterilmiştir. Psikolojik sermayenin girişimcilik başarısı üzerindeki doğrudan etkisini arařtıran Newman, Schwarz ve Borgia (2014) gibi bazı çalışmaları psikolojik sermayenin mikro finans sağlanması ile girişimcilik sonuçları arasındaki ilişkiye aracılık ettiđini bulmuştur. Bununla birlikte, önceki çalışmaların hiçbiri psikolojik sermayenin iç girişimcilik kültürünün yaratılması üzerindeki etkisini incelememiştir. Dolayısıyla mevcut çalışma, psikolojik sermayenin bir iç girişimcilik kültürü oluřturmadaki rolünü arařtırarak literatüre deđer katmıştır.

Arařtırmanın amacını göz önünde bulundurarak mevcut araştırma için nicel araştırma yöntemini seçmiştir. Nicel araştırma yöntemi, verilerin deđerler, olgular ve rakamlar biçiminde toplandıđı ve yorumlandıđı yöntemdir (Park ve Park, 2016). Nicel araştırma yaklaşımı, çalışmaların küçük bir

örneklem üzerinde yürütülmesi ve daha büyük bir popülasyon üzerinde genelleştirilmesi gerektiğinde en iyi olarak kabul edilir. Bu araştırma tasarımı, araştırmanın araştırma sorusu ve hedefleri ile de uyumludur (Snyder ve Bish, 2018). Araştırma tekstil sektörünü temel aldığından, çalışmanın amaçlarını gerçekleştirmek için tekstil sektörü çalışanları araştırmanın toplam evrenini oluşturmaktadır. Yüksek maliyetler ve zaman kısıtlamaları nedeniyle tüm popülasyon üzerinde araştırma yapmak mümkün değildir. Mevcut araştırmada, örneklem büyüklüğünü seçmek için kolayda örnekleme kullanılmıştır. Mevcut araştırma nicel nitelikte olduğundan araştırma aracı olarak anket kullanılmıştır. Anketin ilk bölümü yaş, cinsiyet, eğitim ve işteki deneyim yılına dayalı demografik bilgilere dayanmaktadır. İkinci bölüm psikolojik sermaye ve iç girişimcilik kültürü ile ilgili soruları içermektedir. Psikolojik sermaye ile ilgili sorular (Malone, 2010) çalışmasından uyarlanmıştır. İç girişimcilik kültürü ile ilgili sorular Hill'in (2003) çalışmasından uyarlanmıştır. Bağımsız değişkene ilişkin 18 madde ve bağımlı değişkene ilişkin 9 madde bulunmaktadır. 300 anket dağıtılmış ve 280 anket geri alınmıştır. Mevcut araştırmadaki yanıt oranı yüzde 93 ile iyi bir oran elde edilmiştir. Ancak, eksik veriler ve diğer verilerle ilgili konular dikkate alındıktan sonra analiz için yalnızca 213 yanıt dikkate alınmıştır. Değişkenlerin tanımlayıcılarını bulmak için SPSS kullanılmıştır. SmartPls, model uygunluğunun, güvenilirliğinin ve farklı geçerlilik türlerinin kontrol edilmesi için doğrulayıcı faktör analizi kullanılmıştır.

Çalışmadaki değişkenler için Cronbach's Alpha; umut, iyimserlik, dayanıklılık, öz yeterlik ve iç girişimcilik kültürü sırasıyla 0,873, 0,863, 0,911, 0,887 ve 0,912'dir, bu kabul edilebilir bir değerdir. Benzer şekilde, bileşik güvenilirlik (CR) de minimum gereklilik aralığındadır. Umut, iyimserlik, dayanıklılık, öz yeterlik ve iç girişimcilik kültürünün CR'si sırasıyla 0.920, 0.899, 0.932, 0.917 ve 0.927'dir. Tüm bu CR değerleri, 0.70'lik kıyaslama değerinden daha yüksektir. Ayrıca, incelenen tüm değişkenlerin AVE değerleri de 0,50 referans değerinden daha yüksektir. Örneğin, umut durumunda AVE değeri 0,793 iken en düşük AVE 0,682 değeri ile iç girişimcilik kültürüdür. Bu verilerin yakınsak geçerliliğini doğrular. SRMR kriterine göre, SRMR'nin model uygunluk değeri 0.068'dir ve bu değer 0.08'lik kıyaslama değerinin altındadır. Bu, incelenen modelin iyi bir uyum olduğunun açık bir göstergesidir.

Bu çalışmanın amacı, psikolojik sermaye ile tekstil sektörünün iç girişimcilik kültürü arasındaki ilişkiyi bulmaktır. Literatürde psikolojik sermaye ile çeşitli faktörler ilişkilendirilmektedir; Ancak psikolojik sermayenin bir temsilcisi olarak literatürde en sık kullanılan faktörler iyimserlik, dayanıklılık, öz yeterlik ve umuttur. Bununla birlikte, bu çalışmanın bulguları, yalnızca umut ve öz yeterliliğin kültürle önemli ölçüde ilişkili olduğunu ortaya koymaktadır. Ancak umut ilişkisi negatif, öz yeterlik katsayısı ise pozitifdir. Bu umudun örgüt kültürünü olumsuz etkilediği, öz yeterliliğin ise iç girişimcilik kültürünü geliştirmede olumlu olduğu anlamına gelir.

Konuyla ilgili literatür incelediğinde iyimserlik ve dayanıklılığın önemli bir etkiye sahip olduğu öne sürülsede mevcut araştırmanın bulguları Giacomini ve ark.'nın (2016) yaptığı ve iyimserliğin kültürle önemli ölçüde ilişkili olduğunu savundukları çalışmanın sonuçlarıyla tutarlıdır. Benzer şekilde Korber ve McNaughton (2017), dayanıklılığın girişimcilik için önemli bir faktör olduğunu vurgulamıştır. Dayanıklılığın bireysel ve girişimci işletmelerin en önemli özelliklerinden biri olduğunu öne sürmüşlerdir. Bununla birlikte, mevcut çalışmanın sonucu, dayanıklılık ve iyimserliğin hiçbir etkisinin olmadığını ortaya koymaktadır. Sonuçlar, iyimserlik, dayanıklılık, öz-yeterlilik ve umut dahil olmak üzere seçilen dört faktörden sadece iki faktörün yani umut ve öz-yeterliliğin kültürle önemli ölçüde ilişkili olduğunu ortaya koymaktadır. Snyder ve ark. (1996) olumlu duygulanım açısından umut ilişkisinin olumlu olduğunu, etkilerin olumsuz olduğu durumlarda ise bu ilişkinin olumsuz döndüğünü belirtmiştir. Yani işletmenin örgüt kültürü olumsuz ise, umutların da olumsuz olduğu sonucuna varılabilir. Öte yandan, öz yeterlik kültürü olumlu etkiler, çünkü öz yeterlik, bireyi yaratıcılığı ve yeniliği ortaya çıkarabilmesini motive etmek için son derece önemli kabul edilir, ki bu da nihayetinde iç girişimcilik için önemlidir.

Ayrıca (Auer ve diğerleri, 2011) gibi önceki çalışmalar, iç girişimciliğin büyüme gibi firma düzeyindeki faktörler üzerindeki etkisini analiz etmiştir. Diğer çalışmalar karlılığı ve yenilikçiliği ile beğenserken (Antoncic, 2007), işletmelerdeki bireysel sonuçlar ile tutum ve davranışlar literatürde daha az çalışılmıştır (Reuther vd., 2017). Bu nedenle, mevcut çalışma iki açıdan önemlidir; İlk olarak çalışma psikolojik sermayenin girişimcilik kültüründeki önemli rolüne ışık tutmuştur. İkinci olarak, mevcut literatürde de bir ek olarak değerlendirilmiştir.

Kyrö'ye (2015) göre girişimcilik kültürü sadece örgütsel büyümede değil aynı zamanda örgütte yeniliđi de teşvik etmede önemli bir rol oynamaktadır. İşletme başarısı operasyonel stratejilere ve aynı zamanda çalışanın örgüte olan bağlılığına bağlıdır (Kuckertz ve Wagner 2010). Psikolojik sermayenin, özellikle öz yeterliliğin, işletmede girişimcilik kültürünü teşvik etmede önemli bir etkiye sahip olduđu ve psikolojik sermayenin sonunda yenilikleri, büyümeyi ve rekabet gücünü artıran girişimcilik kültürünü geliştirdiđi bulunmuştur (Tang 2020).

Bütün bunların yanında psikolojik sermaye iş süreçlerinde başarılı olmaya ve aktif katılıma motive eden işletme kültürü üzerinde olumlu ve önemli bir etki bırakabilecek bir güç olarak diđer çalışanların karşısına çıkarılabilir. Bu da işletmede yeniliđi, sürdürülebilir büyümeyi ve rekabet avantajını teşvik edecektir. Psikolojik sermaye örgüt çalışanları içinde önemli bir kaynak olarak düşünölmektedir; bu nedenle, psikolojik sermaye işletmenin genel performansına ve rekabetçi konumu ile olan ilişkisi açısından da önemli bir yere sahiptir. Öte yandan öz yeterlik, işletmedeki belirli bir durumla başa çıkmak için gereken eylemlerin seyrini oluşturma yeteneđidir. Bu durumda işletme içinde güveni artırdığına ve öz yeterlilik düzeyini yükselttiğine inanılmaktadır (Greenacre vd., 2014). Bu nedenle, günümüzün kurumsal dünyasının zorlu ve dinamik iş ortamında öz yeterlilik oldukça arzu edilmektedir.