

**T.C.
BAHCESEHIR UNIVERSITY**

**THE EFFECT OF WORK ENVIRONMENT AND
ENTREPRENEURIAL PERSONALITY
TYPOLOGIES ON INNOVATIVENESS AS A
DETERMINANT OF INTRAPRENEURSHIP ON
EMPLOYEES**

Master's Thesis

MELIS BODUR

ISTANBUL, 2020

T.C.
BAHCESEHIR UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES
ENTREPRENEURSHIP AND INNOVATION MANAGEMENT

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T.C. BAHCESEHIR UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
ENTREPRENEURSHIP & INNOVATION MANAGEMENT MASTER'S PROGRAM

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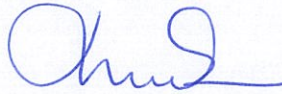
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ABSTRACT

THE EFFECT OF WORK ENVIRONMENT AND ENTREPRENEURIAL PERSONALITY TYPOLOGIES ON INNOVATIVENESS AS A DETERMINANT OF INTRAPRENEURSHIP ON EMPLOYEES

Melis Bodur

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Companies now a days involve employees with various educational backgrounds. These backgrounds include: finance, accounting, economics and more; also including social sciences for most employee's educational upbringing. As each sector expects employees to be fully dedicated to a certain role in the corporate culture, the inclination to be innovative can decrease due to the concentration the industry expects from its employees. The limited area to innovate can often be seen in many employees through various sectors. Thus, many sectors create an automated working pace for its employees on a regular basis due to the continuity of the tasks. As monotonic habits kick in, various people find themselves distanced from a creative, 'out of the box' perspective.

This thesis will examine the effect of various entrepreneurial personality typologies and innovativeness of organizational work environment on the innovativeness of workers. This will allow an in-depth understanding of the potential benefits that may come from these types of individual innovativeness rather than organizations' innovativeness. For this purpose, 172 people working in enterprises operating in the province of Istanbul were reached and individuals were asked to fill out a questionnaire to evaluate their innovation, entrepreneurial personality types and the organization's innovation environment. The research draws attention to the fact that businesses targeting intrapreneurship via innovativeness must focus on hiring creative individuals within the organization as well as creating an innovative environment within the organization.

Keywords: Innovation, Intrapreneurship, Personality Typologies

ÖZ

ÇALIŞMA ORTAMI VE KİŞİLİK TİPLERİNİN ÇALIŞANLARIN İÇ GİRİŞİMCİLİĞİNİN GÖSTERGESİ OLARAK İNOVASYON POTANSİYELİNE ETKİSİ

Melis Bodur

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Organizasyonlar bir çok farklı eğitim geçmişi bulunan insan içerir. Bu eğitim alanları; finans, muhasebe, ekonomi olabilirken, bir çok çalışan da sosyal bilimleri fakültelerinden mezun olabiliyor. Sektör, insanların kurum kültüründe belli bir rol üstlenmelerini beklediğinden ve buna bağlı olarak çoğu kurumsal firmada yoğun bir çalışma kültürü bulunduğundan çalışanların yenilikçi bir yaklaşım zihniyetini benimsemesi zor oluyor. Çoğu sektör gelişen dünya ve ekonomi ile birlikte yoğun bir çalışma temposu yarattığından; monotonlaşmış çalışma davranışları başladığında insanların yaratıcı olma eğilimi de azalıyor.

Bu tez, çeşitli girişimci kişilik tiplerinin ve örgütsel çalışma ortamının yenilikçiliğinin işçilerin yenilikçiliği üzerindeki etkisini inceleyecektir. Bu, kuruluşların yenilikçiliği yerine bu tür bireysel yenilikçiliklerden gelebilecek potansiyel faydaların derinlemesine anlaşılmasını sağlayacaktır. Bu amaçla, İstanbul ilinde faaliyet gösteren işletmelerde çalışan 172 kişiye ulaşılmış ve bireylerden inovasyonlarını, girişimci kişilik tiplerini ve kuruluşun inovasyon ortamını değerlendirmek için bir anket doldurmaları istenmiştir. Araştırma, yenilikçilik yoluyla girişimciliği hedefleyen işletmelerin kuruluş içinde yaratıcı bireyler işe almanın yanı sıra kuruluş içinde yenilikçi bir ortam yaratmaya odaklanması gerektiğine dikkat çekiyor.

Anahtar Kelimeler: İnovasyon, İç Girişimcilik, Girişimci Tipolojileri



To My Mother,

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I wish to express my deepest gratitude to my supervisor Assoc. Prof. Dr. M. Şebnem Ensari, for her guidance, advice, continuous encouragement and insight throughout this whole process. She has been there to motivate me and be better, with full availability no matter how busy or how far away she was.

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CONTENTS

TABLES	ix
FIGURES	x
ABBREVIATIONS	Hata! Yer işareti tanımlanmamış.
1. INTRODUCTION.....	2
2. THE CONCEPT OF PERSONALITY	5
2.1 DEFINITION OF PERSONALITY	5
2.1.1 Assessing Ones Personality: Personality Types and Personality Traits ...	6
2.1.1.1 The Big Five theory:	6
2.1.1.2 The Hogan personality inventory (HPI):	7
2.1.1.3 The Myer Briggs type indicators of personality:	7
2.1.1.4 Jung personality types:	9
2.1.1.5 Type A and type B personalities:	9
2.1.1.6 Enneagram character test:	9
2.1.1.7 McClellands' personality theory:	10
2.2 The Relation Between Personality and Individual and Organizational Outcomes.....	11
3. INTRAPRENEURSHIP	14
3.1 ENTREPRENEURSHIP	14
3.1.1 Defining Entrepreneurship	14
3.1.2 Factors Affecting Entrepreneurship Potential	15
3.2 INTRAPRENEURSHIP	19
3.2.1 Definition of Intrapreneurship.....	19
3.2.2 Difference Between Intrapreneur and Entrepreneur	21
3.3 DIMENSIONS OF INTRAPRENEURSHIP	27
3.3.1 Factors Affecting Intrapreneurship Potential of The Employees.....	27
3.4 OUTCOMES OF INTRAPRENEURSHIP	35
4. INNOVATION	36
4.1 DEFINITION OF INNOVATION	36
4.2 INNOVATION AS A PROCESS.....	38
4.3 TYPES OF INNOVATION.....	42
4.4 FACTORS THAT AFFECT INNOVATION.....	46
4.5 INNOVATION AND ITS RELATION WITH ORGANIZATION VARIABLES AND ITS OUTCOMES IN THE RELATED LITERATURE	56
4.6 EVALUATING INNOVATIVE CAPACITY OF ORGANIZATIONS....	59
5. AIM, METHODOLOGY AND HYPOTHESIS OF RESEARCH.....	62

5.1 AIM, METHODS AND HYPOTHESIS OF RESEARCH.....	62
5.2 PURPOSE OF THE RESEARCH, HYPOTHESIS AND RESEARCH MODEL.....	62
5.3 DATA COLLECTION	64
5.4 POPULATION AND SAMPLE.....	65
5.5 LIMITATIONS	66
5.6 RESEARCH FINDINGS.....	66
5.6.1 Findings about the Demographic Characteristics of the Respondents and Their Companies	67
5.6.2 Findings about the Scales Used in the Research	70
5.6.2.1 Findings about entrepreneurship typologies according to personality 	71
5.6.2.2 Findings about creative typologies in work environments.....	72
5.6.3 Findings about Individuals' Innovativeness	74
5.7 EVALUATION OF HYPOTHESIS FINDINGS	76
5.7.1 Regression Analysis.....	76
6. DISCUSSION AND CONCLUSION	84
6.1 RESULTS	84
6.2 CONCLUSIONS AND RECOMMENDATIONS.....	86
6.2.1 Managerial Recommendations	87
6.2.2 Limitations and Recommendations for Future Researchers	89
REFERENCES.....	90
APPENDIX	108

TABLES

Table 2.1: Personality in The Management Literature.....	12
Table 3. 1: Main Personality Traits of Entrepreneurs in the Related Literature	16
Table 3. 2: Entrepreneurship and intrapreneurship: advantages and disadvantages.....	25
Table 3. 3: Entrepreneurship and intrapreneurship: similarities and differences.....	26
Table 4. 1: How Innovation Modes Have Evolved.....	43
Table 4. 2: Internal and External Factors affects Innovation	47
Table 4. 3: The Comparison of Innovation Culture with Status Quo Culture	51
Table 4. 4: The Cultural Values Foster Innovation.....	52
Table 4. 5: Categories of Innovation Outcomes.....	58
Table 4. 6: Classification of Metrics based on Key Aspects of Innovation.....	59
Table 4. 7: Innovativeness Scale	60
Table 5. 1: Participants Birth Year Distribution	69
Table 5. 2: Participants Number of Working Years Distribution	69
Table 5. 3: Number of Employees in Organization	70
Table 5. 4: KMO ve Bartlett's test.....	71
Table 5. 5: Factor analysis according to Entrepreneurship Personality Typologies	72
Table 5. 6: KMO ve Bartlett's test.....	72
Table 5. 7: Factor analysis according to Innovative Work Environment typologies.....	73
Table 5. 8: KMO ve Bartlett's test.....	74
Table 5. 9: Factor analysis according to Individuals' Intrapreneurship Capabilities.....	75
Table 5.10: Correlations between innovative work environment variables and individuals entrepreneurship personality variables and the innovative behavior of the individuals variables affiliation.....	77
Table 5. 11: Regression Analysis of Work Environment and Workers Innovative Potential Variable.....	78
Table 5. 12: Regression Analysis of individual entrepreneurship personality and Workers Innovative Potential Variable	79
Table 5. 13: Regression Analysis of individual entrepreneurship personality and innovative work environment on the innovative potential of the individuals.....	80

FIGURES

Figure 3. 1: Mapping of Entrepreneurship in companies.....	21
Figure 3. 2: Framework of Intrapreneurship	32
Figure 4. 1: Creativity- Innovation Cycle	38
Figure 4. 2: The Systematic Model of Customer centric Innovation.....	54
Figure 4. 3: Main elements of the external environment for business innovation.....	55
Figure 5. 1: The Research Model	63
Figure 5. 2: Participants' Gender	67
Figure 5. 3: Participants' Marital Status	68



ABBREVIATIONS

SME: Small and Medium-Sized Enterprises



1. INTRODUCTION

With the world switching into a capitalist production process, entrepreneurship has become a concept that is significant in organizations. The impact of entrepreneurship has in organizations does not only support the improvements of companies, but also has an impact on the employees. As entrepreneurship has a wider space in organizations lifetimes, employees need to understand its impact even more in order to survive in the competition.

As the concept has been investigated in various academic research in the previous years, entrepreneurship has been established as a fourth production item next to: labor, capital and natural resources. Due to the various definitions entrepreneurship has, it is difficult to give a globally accepted statement on the concept. Thus, the most outstanding definitions are; to take risks, to innovate, be flexible and dynamic, to create a company and improve it, to be creative and to create value.

In the competitive work environment of recent years, establishing high production levels is not enough for a company to be successful. For long-term advantages to be seen, organizations must be able to use information to gain competitive advantage, have a strong management team and rapidly adapt to innovation. Intrapreneurship, which refers to a system that allows employees to act like entrepreneurs within a company, helps company to create competitive advantage. There are many successful examples from all around the world about the companies, which supports their own employee's intrapreneurial activities. Since employees know more about the system and customers, they can easily find any organizational or marketing problems or the real needs of the organizations and customers. There are mainly two ways of supporting intrapreneurship in an organization: (1) hiring more entrepreneurial work force, (2) creating an innovative work environment. In order to hire potential intrapreneurs, the human resource professionals of the companies must be focused on the characteristics of them. For creating an innovative work environment, they must focus on improving the creativity of employees by encouraging them to create new methods, products, systems and working conditions for employees. Due to the importance of creativity, enterprises

must adapt to teamwork within organizations. This is how the concept of intrapreneurship has risen.

In the last decade, the effects of intrapreneurship have been investigated by organizations many times in the related literature. Many national and international companies have started shifting their company cultures towards the importance of intrapreneurship. The issue has become more important for many sectors in economic and social dimensions. Due to the potential it has, intrapreneurship is a concept that has become more remarkable at the level of developed or developing countries. In this sense, it has become clear that intrapreneurship will be one of the dominant elements of information society. Due to the relationships between individuals within the organization, it is closely related to the level of innovation an organization has. In order to get good results from innovative initiatives, creating innovative organizational environment is necessary. If an organization is successfully created and well managed by the management, the work teams will play an important role in the success of the innovation process within the organization. To achieve the desired level of innovation within the organization, interpersonal relationships should be managed and teams should be utilized.

The main aim of this thesis is to reveal the different effects of creating innovative organizational work environment and the entrepreneurial personality characteristics of employees on innovativeness of the employees as an important determinant of their intrapreneurship potential. In order to search these effects, the study has four main parts, as the content of each part is explained in detail below. After the concepts have been explained in detail, the last part investigated two hypotheses to see outcomes.

The first part of the study is devoted to explain the concepts personality. The definition and classification of personalities and its organizational outcomes are summarized in this section.

The second part explains the concepts of entrepreneurship and intrapreneurship. For intrapreneurship to be understood clearly, this section firstly focused on: entrepreneurship, the difference of entrepreneurship from other similar concepts, types

of entrepreneurship and entrepreneurship in Turkey. Then, an introduction on intrapreneurship has been given continuing with the types of intrapreneurship, the national and international studies on intrapreneurship and all the related organizational variables and outcomes.

In the third part of the study, the concepts of innovation were investigated. The definition of innovation, factors that affect innovation, types of innovation, dilemmas of innovation, national and international studies on innovation, modes of innovation and entrepreneurship and its relation to innovation were explained in depth.

In the last part of the research, the hypothesis and the model of the study were made. The survey data has been collected from subjects that participated by filling out a survey questionnaire. The subjects were all living in Istanbul and were all from different business industries. After the survey results have been determined, a reliability test has been done to the scales. The subjects that participated were investigated according to their demographic backgrounds; certain tables and figures were created to show the results. Due to the findings, two hypotheses were established. Statistical tables were used in the study to reveal the findings. In the last part of this section, the conclusions and recommendations section were aimed to evaluate the results of the literature, theory and survey questionnaire.

2. THE CONCEPT OF PERSONALITY

2.1 DEFINITION OF PERSONALITY

People show many differences in physical, mental and emotional aspects; as a result, they interpret events and facts differently. These differences form the basis of personality.

There are many definitions of personality in related literature. It has been suggested that the personality term comes from the Latin word "persona". The real meaning of the word Persona is the "mask" used by theater actors in the Latin language.

During the game, the face was under the mask, so speeches or songs were coming out of the mask. In this way, it was aimed to explain the difference between the word "persona" and the person (Yanbastı, 1990).

Personality or character is defined in the Cambridge Dictionary (2020) as *“the type of person you are, shown by the way you behave, feel and think.”* and *“ the special combination of qualities in a person that makes that person different from others, as shown by the way the person behaves, feels and thinks”*.

Bovee et al. (1995) explained personality as an individual's consistent responses to various situations. In another definition by Morgan (1999), it is expressed as the behavior characteristics of the individual among others.

Berens (1999) made a broader definition for personality as the characteristics and tendencies that are inexplicably continuing with the biological situation or social environment present only in the moment experienced, which determines the differences and the psychological reactions of individuals such as thoughts, emotions and behaviors.

As it can be understood from its definitions, our personalities affects everything in our lives, including people's relationships with the environment and directs their emotions, thoughts and behaviors since it determines our point of views. Since in the past, certain definitions have been made to understand human personality and personality traits. The oldest of these is the brave, arrogant and rebellious descriptions in the Gilgamesh epic, which belongs to the Sumerians (Segal, 2006). In the 5th century, Hippocrates put forward a relationship between the type of personality and the colors of body fluids and in the 20th century, Freud came up with a relationship between personality and the first five years of childhood (Taymur and Turkcapar, 2012).

2.1.1 Assessing Ones Personality: Personality Types and Personality Traits

Many definitions and classifications about personality have been made in order to understand and recognize people's personality in the related literature.

Many theorists have different views on measuring personality. The studies for understanding people personalities and clinical practice mainly used categorical or dimensional approaches. While the categorical approach focuses on personality with dichotomies consisting of different classes, the dimensional approach aimed to understand and define personality on the basis of these dimensions, suggesting that personality is a structure consisting of certain dimensions. The most accepted examples of dimensional approach are Big Five, the Hogan Personality Inventory (HPI), Myer Briggs Type Indicators of Personality and the most significant example of categorical approach is the Personality Types A and B. Each assessment methodology will be explained below in detail.

2.1.1.1 The Big Five theory:

The five-factor personality model is an approach that is frequently used to evaluate personality. This model is based on the "feature approach" and the "adjectives" that individuals use to describe themselves and others are used to measure personality. This model describes personality traits with five different dimensions and 30 sub-dimensions (Erkuş and Tabak, 2009, ss.213-242).

The basic dimensions of the model have been tried to be determined by considering hundreds of personality traits suggested by many researchers. The big five personality model consists of extroversion, neuroticism, mildness, openness to experience and responsibility.

- i. Extroversion (e.g. being sociable, gregarious, assertive, etc.);
- ii. Agreeableness (e.g. being empathic, good-natured, cooperative, etc.);
- iii. (3) Emotional stability – neuroticism (e.g. viewed from the negative pole, being anxious, depressed, emotional, nervous, etc.);
- iv. Conscientiousness (e.g. dependable, reliable, careful, thorough, etc.); and
- v. Openness to experience and responsibility (e.g. being imaginative, curious, original, broadminded, etc.).

2.1.1.2 The Hogan personality inventory (HPI):

This assessment instrument measures these five constructs in terms of seven scales or dimensions. The dimensions in the HPI are labeled;

- i. Sociability (i.e. extroversion, assertiveness);
- ii. Ambition (i.e. achievement-oriented);
- iii. Prudence (i.e. dependable, reliable, conscientious);
- iv. Likeability (i.e. agreeable, pleasant);
- v. Adjustment (i.e. emotional stability);
- vi. Intellect (i.e. imaginative, creative); and
- vii. School success (i.e. values learning for its own sake)

2.1.1.3 The Myer Briggs type indicators of personality:

In the method developed by Myers and Briggs (1997), personalities are divided into 4 main groups. Personality analysis is performed in these groups according to the preferences of the individuals. For each group, options that can be accepted as two ends and inverses are presented.

These groups and options can be listed as follows:

- i. Exterior / Interior Preference: According to the following two options, the letter E or I, the initial letter of the option in English, represent it. Extraversion: It means focusing on the person or objects and events in the outside world. Introversion: The opposite of externality refers to the focus of one's inner world on thoughts or effects.
- ii. Intuition: Expressed by the letter N for Intuition and S for His, according to the following options: Intuition: It refers to the focus of the person on the future and his analysis of the possibilities, predictions and repetitive events he has set for the future. His (Sensing): Contrary to intuition, it refers to the feeling-centered focus to the present or the past. For example, the feeling of an incident or an event experienced at that moment has a greater effect.
- iii. Thought / Emotion: Expressed as T for thought or F for emotion, based on the options below. Thinking: Expresses focus such as cause and effect relationships, objective analysis, decision making and reasoning. Feeling: These are the focusing situations where the reasons are based on person-based analysis and expressed in interpersonal relationships.
- iv. Reasoning / Perception: Expressed as J for reasoning or P for perception according to the following options: Judging: Refers to the focus of living, planned and living in a certain order. Perceiving: It refers to the fact that flexible and momentary decisions are effective when possibilities in life are left open.
- v. According to the selections made for the 4 steps above, a 4-letter classification occurs as a result of the person taking one letter from each group. For example, since an external, intuitive, thought and reasoning-oriented person will have the letters E, N, T and J, respectively this person can be named ENTJ group.

2.1.1.4 Jung personality types:

One of the more influential ideas originated in the theoretical work of Carl Jung as published in the book *Psychological Types*. While he was attempting to his questions about both the theories of Sigmund Freud and Alfred Adler, he came across the problem of types and his interest in personality typology grew.

He concludes that outcome of his research as that Freud's theory was extraverted and Adler's introverted (Jung, 1921, ss.178-272). People who prefer *extraversion* draw energy from action: they tend to act, then reflect, and then act further. If they are inactive, their motivation tends to decline. Conversely, those who prefer *introversion* expend energy through action: they prefer to reflect, then act, then reflect again. To rebuild their energy, introverts need quiet time alone, away from activity.

2.1.1.5 Type A and type B personalities:

Type A and Type B personality were first observed by two cardiologists Friedman and Rosenman (1977). The individual with type A behavior is extremely competitive, committed to his job and very sensitive to time.

Moreover, this individual is aggressive, impatient and very much oriented towards work. It has many motives and wants to succeed as soon as possible and as much as possible. On the other hand, the individual with type B behavior is, on the contrary, less competitive, less devoted to his job, and less sensitive to time. Such people are less in conflict with time and have a more balanced and comfortable approach to life. It runs at a steady pace and feels more confident. 'Type B' features are more comfortable, docile, less competitive and less aggressive.

2.1.1.6 Enneagram character test:

In Greek it comes from the combination of the words "enne" meaning 9 and "grammos" meaning point. (Yılmaz, Gençer, Ünal, & Aydemir, 2014). This model is a useful tool that transforms people into 9 different personality. It is a candidate to be a consistent and systematic model (Palmer, 1991). As a result of the studies, 9 basic personality traits were determined. Enneagram gathers these personality traits under the basic type. It is determined that personality characteristics can be classified under 9 types:

Type 1: Reformist: Purposeful, controlled, pursues perfection.

Type 2: Assistant: Generous, likes to show itself and try to please people. Type 3:

Successful: Ambitious, insolent personality type that adapts to the general situation.

Type 4: Individualist: High explanatory power face to face, expressive, romantic, hiding and changeable mood.

Type 5: Researcher: Innovative and provocative personality type.

Type 6: Loyal: Reliable, devoted, defensive and skeptical.

Type 7: Enthusiastic: Self-acting, versatile, quickly distracted, cannot overdo it.

Type 8: Challenging: Self Confident, determined, dominating and prone to confrontation.

Type 9: Peaceful: Supporting, harmonious, disconnected and stubborn.

According to the Enneagram Character Test, there is one main basic personality type that determines the character of the person, and besides this, the temperament type that affects the character of the person and manifests it even though it is not as much as the main personality feature is called auxiliary temperament. There are 3 inborn potentials that are common to all individuals. These potentials are mental, physical and emotional.

2.1.1.7 McClellands' personality theory:

In his book *The Achieving Society*, David McClelland (1961) states that regardless of gender, culture and age, there are three types of motivation and one of them is dominant. These motivations are the need for success, power and affiliation. In fact, he argued that people have different personality traits based on the dominant motivation type. (I) Success Oriented People: People with this type of dominant motivation are individuals who are focused on setting and achieving challenging goals, and are prone to taking well-calculated risks to achieve their goals. In addition, they constantly want to get feedback on their processes and successes. They usually prefer to work alone. (II) Affiliation Oriented People: People with this type of dominant motivation always want to belong to a group. Unity is more important to them than to compete. In addition, they do not like risky tasks and uncertain situations.

They tend to agree with the rest and opinions of the rest of the group. (III) Power Oriented People: People with this dominant type of motivation want to take control and influence others. They want to win discussions, stay ahead of the competition and be respected.

These typology become very popular after he released his ideas and used for motivation of employees, leaders (McClelland and Boyatzis, 1982; House and Howell, 1992, 737; and to define types of entrepreneurs many times in the related literature. (McClelland et al, 1965, s. 737; Çevik, 2006)

2.2 The Relation Between Personality and Individual and Organizational Outcomes

It is easy to estimate that the concept of personality is an important issue in the management literature, because of its importance in behaves, feels and thinks of an employee, a manager or an entrepreneur. For example, Jung (1921) saw personality as characteristic psychological types that act as intrinsically preferred motivational forces in pursuing goals in the unconscious. The early effort of understanding the relationship between personality and individual and organizational outcomes unfortunately did not become successful, because of the lack of a valid and reliable instrument to analyze people's personalities (Guion,1965).

In the beginning of 1990s some efforts to analyze and classify different personalities become more successful and popular like Myer Briggs Type Indicators of Personality, Big Five Personality Construct or Hogan Personality Inventory. As a result of those studies, at the beginning of 2020, in Google scholar database, there are around 1.500 articles searching personality and managerial subjects relations in their headlines. Some of them just focusing on the types of personality (most popularly using by Big Five typology) and their relations to organizational and individual outcomes (including leadership potential, career management, conflict management, investment management, organization strategy and entrepreneurship etc.) , some of them focusing on the personality disorders and their relations to organizational and individual outcomes.

Table 2.1. Summarizes some of the studies relates the personality, other managerial variables and the individual and organizational outcomes.

Table 2.1: Personality in The Management Literature

Year*	Research Name*	Author*	Variables*	Results*
1995	Personality, organizational culture, and cooperation: Evidence from a business simulation.	Chatman, J. A., & Barsade, S. G.	Personality, organizational culture, and cooperation	Cooperative people were more responsive to the individualistic or collectivistic norms characterizing their organization's culture
1997	Applicant personality, organizational culture, and organization attraction.	Judge, T. A., & Cable, D. M.	Personality, Organizational Culture, attraction.	Personality traits generally were related to hypothesized dimensions of culture preferences
2004	Personality, organizational climate and job involvement: An empirical study. Journal of Human Values, 10(2), 117-130.	Elankumaran, S.	Personality, organizational climate and job involvement	The less tamasic a person, the more will he be involved in his job.
2005	Organizational strategy, individual personality and innovation behavior.	Åmo, B. W., & Kolvereid, L.	Organizational strategy, individual personality and innovation behavior.	The results indicate that both the strategy and personality models outperform the base model
2006	Personality, context, and resistance to organizational change.	Oreg, S.	Personality, organizational change	Significantly associate with employees' attitudes towards a large-scale organizational change.
2009	The effects of organizational learning culture, perceived job complexity, and proactive personality on organizational commitment and intrinsic motivation.	Joo, B. K., & Lim, T.	Organizational learning culture, perceived job complexity, and proactive personality, organizational commitment and intrinsic motivation.	Proactive personality moderated the relationship between organizational learning culture and organizational commitment.

2011	Personality, organizational stress, and attitudes toward work as prospective predictors of professional burnout in hospital nurses..	Hudek-Knežević, J., KalebićMaglica, B., &Krapić, N.	Personality, organizational stress, burnout	The personality traits of Conscientiousness (impersonal) and Agreeableness (interpersonal) function differently in predicting workplace deviance.
2013	The Effect of Proactive Personality on Employee Creativity: The Roles of Creative Process	Hai, Z., Jibao, G., &Jianlin, W.	Proactive Personality and Employee Creativity	A positive relationship between proactive personality and employee creativity. Organizational innovation climate acts as a moderating role on the relationship between proactive personality and employee creativity

Source: The table above has been developed by the writer

3. INTRAPRENEURSHIP

In this part of the study, first the concept of entrepreneur and factors affecting entrepreneurship potential have been defined, and then the intrapreneur concept has been explained, key attributes of intrapreneurs, the role of intrapreneurs and the factors affecting intrapreneurship potential in an organization are summarized.

3.1 ENTREPRENEURSHIP

3.1.1 Defining Entrepreneurship

Etymologically, entrepreneurship is inspired by the French word “*entrepren-dre*,” or “to do something”. Entrepreneurship can be defined as setting up a business by taking financial risks to gain a profit, thus setting up a business includes developing, organizing and managing a company in order to create profit.

Entrepreneurship can be defined as a process that leads to success or failure, depending on the strengths of the entrepreneurs’ business-plan. The business plan includes a combination of capital, land and labor to produce a product or service through a company. Most of the time the combination mentioned above is not sufficient enough to become a successful entrepreneur or for the business to skyrocket. The most common area of entrepreneurship examples can be starting up a new business; entrepreneurs are usually seen as innovators that see potential needs of new products or services in a certain business area. Thus, the risk that the entrepreneur takes during this situation is crucial.

It is important to isolate the concept of entrepreneurship to other similar industrial societal concepts such as boss, businessman or manager; due to the fact that the concept of entrepreneurship entails taking risks, improving a company's capital or simply involving a new concept. (Akmur, 2003: 430). The main action to take is to have awareness about the differentiation of each concept.

The concept of a capitalist is someone that has the capital to start a company; therefore it is someone who has the initiating factor for a business to be established.

Thus, these concepts are being used similarly to the concept of an entrepreneur, when it is simply different. Quite the contrary, an entrepreneur is a person who takes the capitals invested by other people to establish a company and utilizes it for maximum efficiency. Which means that an entrepreneur does not necessarily own capital, while not every person that owns capital can be an entrepreneur. Not determining the difference between the two concepts can lead to failure for companies; as an entrepreneur is someone who can take risks, be analytical and think creatively when necessary (Erdoğan, 2004: ss. 16-17).

Entrepreneurship requires innovation, responsibility, risk, courage and the ability to see opportunities and have a desire to succeed. As seen in the requirements mentioned above, there is no relation between entrepreneurship and the concept of capital. On the other hand, it is possible to be an entrepreneur with capital or to be an entrepreneur even if there is no capital (Titiz 1994:4).

Among entrepreneurial qualifications, management is also one of them. An entrepreneur may perform business management within a company if he/she wishes to carry out the post-establishment activities. Due to an enterprise reaching the growth phase of an organization, the entrepreneur may need to enter the identity of a more professional managerial role as it is different than the role the entrepreneur might have taken on as someone who establishes an organization with an entrepreneurial identity, while managing the organization he/she has established. (Berber, 2000, s. 23). At this stage of an organization, the most significant difference between an entrepreneur and a manager emerges. Entrepreneurship and management are different concepts, but they can unite under the same person when necessary or possible.

3.1.2 Factors Affecting Entrepreneurship Potential

In the related literature, factors affecting entrepreneurship potential analyzed as follows: personality type, family, environment, age, gender, education and expertise etc.

Personality

Since Personality influences people's feelings and actions, it has considerable effect on people's decisions to be an entrepreneur or not.

There are many studies, which summarize the personality traits of entrepreneurs and try to classify the type of entrepreneurs' personalities and their actions. According to Laufer (1975), there is an interaction between entrepreneurs' personality traits, the development of his/her business and his/her running techniques of the business. The studies, which define personality traits of entrepreneurs, are listed below in Table 3.1.

Table 3. 1: Main Personality Traits of Entrepreneurs in the Related Literature

Year	Writer	Personality Traits
1848	Mill	Risk taker
1917	Weber	Being the source of formal authority
1934	Schumpeter	Innovative, initiator
1954	Sutton	Responsible
1959	Hartman	Being the source of formal authority
1961	McClelland	Risk taker and success oriented
1963	Davids	Ambitious, independent, self-confident and responsible
1964	Pickle	Strong communicative and technical skills
1965	Litzinger	Risk taker, leader, independent,

		fatherly
1965	Schrange	Power oriented, Realistic
1971	Palmer	Risk evaluator
1973	Winter	Power oriented
1974	Borland	Inner focus of power
1977	Gasse	Personal value oriented
1978	Timmons	Innovative, risk taker, high locus of control, self-reliance
1980	Brockhaus	Risk taker
1981	Sexton	Energetic and ambitious
1981	Mescon-Montanari	Success, Locus of Control, self-reliance oriented and resistant
1981	Welsh-White	Success, Locus of Control, oriented, responsible and crusader
1982	Dunkeberg, Cooper-Welsh-Young	Initiator, innovative, self-confident, source of locus of control and artisan

Source: Güney, S (2015). *Girişimcilik Temel Kavramlar ve Bazı Güncel Konular*: Ankara: Siyasal Kitapevi, 61.

Another effort to understand entrepreneurs' personality is classifying the entrepreneur typologies. The most known classification among these typologies is the craftsman entrepreneurs and opportunistic entrepreneurs classification by Smith (1967).

The craftsman entrepreneur type describes the entrepreneur as someone who has a low level of education and training, low social awareness and participatory aspects, a sense of incompetence in struggling with the social environment, limited financial resources.

In the opportunistic type of entrepreneur, the type of entrepreneur is someone who has a higher education and training, higher social awareness and participation, more confidence in dealing with the social environment, a tendency towards awareness and orientation towards the future and innovations, also can use different financial resources and develop different strategies.

Filley and Aldag (1978) classified entrepreneurs under three types in their work titled "Characteristics and Measurement of an Organizational Typology". The first entrepreneur type, craftsman is a entrepreneur with fixed firms who escape risks, have a low level of compliance and aim for a comfortable life.

The second type of entrepreneur is the company-owned entrepreneur, which is named as promotion and is organized informally to use different types of competition. The third type of entrepreneur is the administrator type. Hornaday (1990), classified entrepreneurs as; craftsman, organizer and professional.

There are many other efforts to classify entrepreneur's typology including Siu (1995), Isachsen (1996), Miner (1996) and Vesper (1980) by taking into consideration different personality traits of entrepreneurs.

Other factors affecting Entrepreneurship Potential

In 1994, Smith and Oakley showed the positive relationship between age and ethics of small business leaders. Moreover, according to Ede and al. (2000), age does have a significant effect on ethics in a small business, bearing in mind that young entrepreneurs tend to react more ethically than their older colleagues.

Thus, Ede and al. (2000) did not express a significant relationship between gender and education with small business leaders' ethical behaviors. The results have contradicted Spence and Lozano (2000), which identified that education and training have an important impact in small business leaders' ethical behaviors.

In a study of 41 small American businesses published in 1997, Quinn highlighted the link between a leader's personal ethic and his attitude when dealing with ethical issues in the firm. Courrent (2003) defends that the ethics of an organization –small businesses in this case- is easily compared to the ethical behavior of the leader. In terms of gender, Au and Tse (2001) have concluded that women are significantly more ethical than men.

3.2 INTRAPRENEURSHIP

3.2.1 Definition of Intrapreneurship

The aspect of global economy has forced existing companies to change their focus and start being more innovation oriented, in order to gain competitive advantage. (Kuratko and Audretsch 2013). Because of this reason, for more than three decades, new fields of studies have been emerging focusing on individuals that show entrepreneurial abilities and have potentials within the scope of an organization (Gündoğdu 2011).

Due to that in the field of entrepreneurship researches, entrepreneurship potential has definitely increased by focusing on creating new companies and entrepreneurs, in addition to the value entrepreneurs have within existing organizations (Antoncic and Hisrich 2003).

Just like entrepreneurs, the new concepts of intrapreneurs also tend to strengthen and lead innovational processes. Furthermore, they later tend to employ these innovations with the aim of gaining more profit (Gündoğdu, 2011). Antoncic and Hisrich (2001) defined intrapreneurship as a process that leads not only to new business investments, but also to other innovative activities and changes such as new products, services, technology, management techniques and competitive structure, regardless of size. Shortly, the mentality simply believes that employees with innovative capabilities can influence company's performance by opening new doors to new skills and resources within organizations. (Kuratko and Audretsch, 2013).

Research has clearly distinguished entrepreneurs from intrapreneurial employees, as entrepreneurs show innovative activities as well, even on a higher level. Intrapreneurs have also been officially defined as intrapreneurs due to the researches of Pinchot (1985).

Introducing “intrapreneur” as the combination of “intracorporate” and “entrepreneur”, he stated that intrapreneurs “closely resemble entrepreneurs [...] who turn ideas into realities inside an organization” (Pinchot and Pellman 1999, s. 16).

As mentioned above, an intrapreneur is simply someone in any level to take ownership and start running things with more of an entrepreneurial approach. Due to corporate companies having more than one employee leading the management, in this context all employees involved in the entrepreneurial approach the company is adapting to is called an ‘intrapreneur.’ It is crucial for the employees to adapt to this mind set for the progress of an organization, thus this is not possible without the ideology behind gaining ‘intrapreneurs’ has not been expressed efficiently to all employees. There must be a shift of perspective for each individual, so that they can start feeling like the ‘owner’ of the current tasks dictated to them.

What is challenging here is that not all employees have an ‘intrapreneurial’ mind set as both the concept is new in many corporates and as some types of people struggle with adapting to change. Organizations must find motivation factors in order to inspire each employee. This can be beneficial to shifting the company’s culture to optimize an intrapreneurial approach.

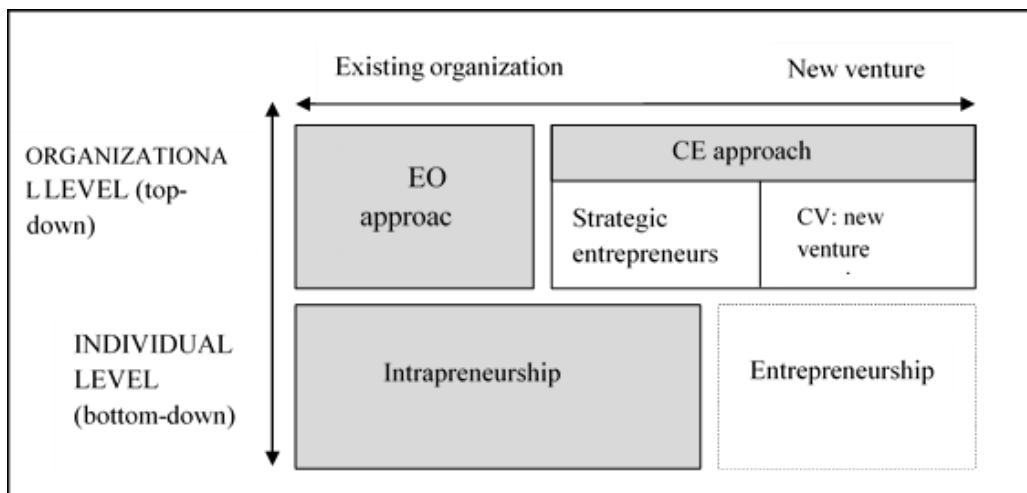
In today’s world, the key to maintaining or developing power is knowledge. Combining the knowledge of each employee with the motivation of ownership given to a workforce can bring a huge amount of success for an organization. Companies have started to gain growth in terms of profit through new approaches in corporate culture (Piramal, Bartlett and Ghosal, 2002). Companies need to highlight the impact of entrepreneurship within the company, ‘intrapreneurship’, in order to take bigger risks, open new aspects and create ‘out of the box’ approaches to the organization.

3.2.2 Difference Between Intrapreneur and Entrepreneur

In today's world, in a rather short time intrapreneurship and entrepreneurship have both started becoming significant. The main reason for this is because of the new technologies and competition in organizations. Responding to the competitors is not enough in this world, the important part is to take actions and take them fast.

In an article written by D V R Seshadri and Arabinda Tripathy, (2006), Innovation through Intrapreneurship: The Road Less Travelled, it has been determined that due to the amount of pressure put on companies in order to be more successful each and every day, the only way for established companies to put up with such aggressive competition is by leashing an entrepreneurial spirit within the organization. What this means is that employees will have the ability to spend some of their time and invest some of their energy within their current job position into "initiate new ventures or to defy *status quo* in their organizations and break fresh ground." This new trend has been referred to as 'corporate entrepreneurship' or 'intrapreneurship.' Intrapreneurship has started to become a highly impactful motivation for organizations to reinvent themselves.

Figure 3. 1: Mapping of Entrepreneurship in companies



Source: Based on the works of Antoncic and Hisrich (2003), Kuratko and Audretsch (2013) and Blanka (2019). Review of Managerial Sciences, November 2019, Volume 13, Issue 5, pp 919–961, Springer Berlin Heidelberg

Due to the rapidity companies expect; entrepreneurship and intrapreneurship play a decisive role, as these two concepts tend to engage in new markets and business opportunities. Through the process of developing opportunities for value by using innovation, without the impact of human or capital sources is the concept of entrepreneurship (Churchill,1992). On the other hand, intrapreneurship represents the implementations of innovation to an organization, by managers to guide employees to act like entrepreneurs in order to use resources of the organization that have not been used before. By applying more efficient uses of resources and creating a motivational system for employees, intrapreneurship supports the growth of economic and financial performances of companies. (Istocescu, 2003).

Therefore there is a huge necessity to understand the difference between the mindset of a typical employee that has been around for decades versus the mindset of an employee that is prone to be more of an intrapreneur within his/her organization. Some of the main differences in particular are highlighted between intrapreneurs and entrepreneurs. First of all, intrapreneurs can use the existing resources of the company. Furthermore, they can operate within organizations and lastly, they work in organizations that already have their own policies and rules created (Baruah and Ward 2015; Camelo-Ordaz et al. 2012).

After the inception of intrapreneurship, researches have started to occur in firms with several layers of examinations. As intrapreneurship is a new concept, most of the research created with the concept has been conducted in the last decade, while almost all of them have been established on an organizational level (Covin and Slevin 1991). Research outcomes showed that organizational factors influence employees' entrepreneurial abilities and the effect of their abilities have an impact on the company performance.

Most of the other researches have been focusing on the individual. Thus, the personalities of intrapreneurs have been investigated as well as the determinants of employees' entrepreneurial behavior within firms have been examined.

Based on these perspectives, researchers indicated that there was the need for a third perspective; the team-level in the studies of employee's entrepreneurship capabilities (Gapp and Fisher 2007). Research focusing on this level is very little as only a few authors investigated intrapreneurial teams. Due to the impacts of these perspectives, concepts dealing with entrepreneurship in organizations have been established.

Concepts such as; corporate venturing, corporate entrepreneurship, entrepreneurial orientation and intrapreneurship has risen, which caused confusion as none of the concepts have been classified efficiently. Researchers on the field of entrepreneurship have differentiated dramatically in both organizational and individual levels. In previous researches conducted by Åmo (2010), corporate entrepreneurship has been closely linked to intrapreneurship, but they are not the same even though there are certain similarities. In recent research, one characteristic in particular has gained recognition in differentiating between corporate entrepreneurship and intrapreneurship.

Corporate entrepreneurship is the innovation process initiated from the top of the hierarchy and goes down within an organization, while intrapreneurship can be seen as more of a bottom-up process related to the intrapreneurial actions of employees. This clearly shows the different perspectives and the need for a clear classification between corporate entrepreneurship and intrapreneurship. The similarities between the two concepts have caused confusion, thus the amount of researches done on the matter are limited.

Furthermore, more concepts regarding intrapreneurship have started to rise, as no organization can be understood fully without its fundamental concepts. The current organization and business cycles prove that entrepreneurship, intrapreneurship and innovation are all equally important. The comprehension of each concept is critical for business owners to be successful in their own field of businesses. Therefore, the emphasis on these concepts must be allocated in both managerial fields and schools for employee's to contribute further.

Opposite to entrepreneurs, intrapreneurs work in an organization. Intrapreneurs are people that work hard for the organization to adapt to change and updates in the system.

Within organizations, intrapreneurs have a difficult role as other employees can resist changing. Therefore respect and motivation to transitioning these negative thoughts into positive ones are crucial. Although intrapreneurs have the opportunity of using the resources of an organization, there are still challenges they face. The challenges are as follows (Malek & Ilbach, 2004):

- i. Size: Difficulties in overviewing the actions of all employees if the organization is big,
- ii. Communication: Neglecting parts that do not want to be talked about, creating lack of communication,
- iii. Internal Competition: Instead of sharing past experiences or knowledge, employees can keep everything to themselves,
- iv. Feedback: Mistakes are inevitable in entrepreneurship, therefore people tend to remember the mistakes but never remember the success of intrapreneurs,
- v. Dullness: Companies react slow to change, intrapreneurs have difficulties in shifting the business plan of a company due to negative responds as adapting to change is a challenge,
- vi. Hierarchy: Organizations have hierarchies and the bigger the company is, the more complex it will get. Employees with less power will doubt themselves due to their lack of responsibilities.

There are many efforts to define the advantages and disadvantages of entrepreneurship and intrapreneurship. For individuals considering entrepreneurship and intrapreneurship, an analysis of advantages and disadvantages of both concepts have been investigated (Maier, V. Zenovia, C. P., (2011)).

Table 3. 2: Entrepreneurship and intrapreneurship: advantages and disadvantages

ENTREPRENEURSHIP	
Advantages	Disadvantages
• You are your own boss – independency • The income increases • You have the chance to be original • You have part of excitement and adventure • There are a lot of possibilities • Salary potential - you decide upon your own salary	• Money pressure - giving up on the security of a regular paycheck • Less benefits as the business is new • Long working hours • Mistakes are magnified • All decisions must be made alone
INTRAPRENEURSHIP	
Advantages	Disadvantages
• Ability to stay in a friendly, well known environment • Practicing your skills within an organization - lower risk • Using companies, resources, good name, knowledge • Access to customers, infrastructure	• Reward may not be up to expectation • Innovation may not be appreciated accordingly • You can be innovative but to a certain limit - you are not your own boss

Source: Maier, V. Zenovia, C. P., (2011), “Entrepreneurship versus Intrapreneurship” Journal of Business Venturing, p: 971-976

Although entrepreneurship contains intrapreneurship in it, there are differences between the two concepts (Amo & Kolvereid, 2005; Antoncic, 2001; Davis, 1999; Honig, 2001). Various researches have also explained the differences between entrepreneurship and intrapreneurship. It can be clearly said that main difference between intrapreneurs and entrepreneurs is about their risk taking behavior. Intrapreneurs take risks with the capital of the organization while entrepreneurs take risks with their own capital. (Antoncic & Hisrich, 2003).

Moreover, intrapreneurship happens within organizations and the people chosen are employees of the company, entrepreneurs are not a part of an organization and they are usually external. (Antoncic & Hisrich, 2003; Davis, 1999). Table 3.3. summarizes similarities and differences between entrepreneurship and intrapreneurship.

Table 3. 3: Entrepreneurship and intrapreneurship: similarities and differences

Similarities	Differences
- Both involve opportunity recognition and definition. - Both require a unique business concept that takes the form of a product, process, or service. - Both are driven by an individual champion who works with a team to bring the concept of fruition. - Both require that the entrepreneur be able to balance vision with managerial skill, passion with pragmatism, and proactiveness with patience. - Both involve concepts that are most vulnerable in the formative stage, and that require adaptation over time. - Both entail a window of opportunity within which the concept can be successfully capitalized upon. - Both are predicated on value creation and accountability to a customer. - Both entail risk and require risk management strategies. - Both require the entrepreneur to develop creative strategies for leveraging resources. - Both involve significant ambiguity. - Both require harvesting strategies.	- In start-up entrepreneurship, the entrepreneur takes the risk in intrapreneurship and the company takes the risk other than career-related risk. - In start-up the individual entrepreneur owes the concept and business in intrapreneurship; the company typically owns the concept and intellectual rights with the individual entrepreneur having little or no equity in the venture at all. - In a start-up potential rewards for the individual entrepreneur are theoretically unlimited where in intrapreneurship an organizational structure is in place to limit rewards/compensation to the entrepreneur/employee. - In a start-up venture, one strategic gaffe could mean instant failure; in intrapreneurship the organization has more flexibility for management errors. - In a start-up the entrepreneur is subject or more susceptible to outside influences; in intrapreneurship the organization is more insulated from outside forces or influence.

Source: Maier, V. Zenovia, C. P., (2011), "Entrepreneurship versus Intrapreneurship" Journal of Business Venturing, p: 971-97

3.3 DIMENSIONS OF INTRAPRENEURSHIP

The dimensions of intrapreneurship can be examined under four headings; new business initiative, innovation, organizational renewal and proactive behavior.

- i. *The new business venture* is the most prominent dimension of intrapreneurship. Because this dimension allows redefining products or services in an organization, discovering new markets and creating new businesses.
- ii. *The innovation* dimension is expressed as the focus of intrapreneurship activities and intrapreneurs are seen as innovators.
- iii. *Organizational renewal* dimension includes a strategic and organizational change and includes the re-expression of the concept of business.
- iv. *Proactivity*, another dimension of internal entrepreneurship, is to respond to opportunities (Lumpkin & Dess, 2001).
 - a. It has positive effects on business performance while interacting with proactivity, risk taking and innovation components.

In general, these four dimensions of intrapreneurship can be seen as innovations that include expanding and developing technologies, management techniques, market old and new products or services to provide new solutions or creativity and improve organizational functions in dealing with problems of the business (Antoncic and Hisrich, 2001)

3.3.1 Factors Affecting Intrapreneurship Potential of The Employees

As intrapreneurship is related to entrepreneurship and can be accepted as a sub-field of entrepreneurship, its important has been increasing. Due to entrepreneurship having a crucial role within employees in creating a competitive advantage and becoming more innovative, researches are rising and many new concepts have been occurring.

Although the field has been growing dramatically, intrapreneurship is still deficient in terms of classification, as research has been diverse in terms of theoretical approaches (Blanka, 2019). The contributions to the concept of intrapreneurship have been fragmented due to the various definitions that have been given on the topic. No reviews have been provided with a certain system, making it more difficult to find a certain classification on the topic.

It has been thoroughly studied that organizations that promote an intrapreneurial behavior have a strong impact on an entire country's economy. A country undergoing changes to strengthen its country's economy through improvements in its workforce to allow intrapreneurship is Malaysia.

Personality

Researchers de Jong & Hartog (2007) found that intrapreneurs exemplify various characteristics, which include: being proactive and self-starting individuals, being individuals that are not afraid of challenges, and by being risk-takers who pursuit in new and innovative ways of doing things out of comfort-zone.

A research done by Björn Willy Åmo from Sweden has investigated "The influence from corporate entrepreneurship and intrapreneurship on white-collar workers' employee innovation behavior" in 2006. The results indicates that if an employee has traits of proactivity in his/her personality, he/she is more inclined to act innovative. Interestingly, the results have shown that work experience of employees did not have an impact on innovative behavior. Furthermore, Esen, M. and Şekerdil, R. (2017) have determined the connection between intrapreneurial behavior and social innovational behavior in their research. Managers have an important role here by selecting employees that are risk takers, proactive, problem solvers and eager to spread this mindset to other employees, while also being innovative and entrepreneurial. Similar to increasing innovational behavior mentioned above, managers must be interested in finding rewards that might be appealing to the employees.

Other Factors

Recently, intrapreneurship has attracted the interest of people due to the impact it has on the growth of organizations and innovation within companies. Although there are many researches investigating the impact of intrapreneurship in recent years, research on the motivation of employees in order to adapt to intrapreneurship is still very low. Therefore, evaluating the employee's attitude towards intrapreneurship, employees' behavior according to intrapreneurship in work and what kind of working environments are efficient to adapt to such behavior is crucial.

For example, not all working environments can be suitable for intrapreneurship, in such circumstances organizations must also be aware that such situations can be happening and that it is okay. This means that, understanding the strategic importance intrapreneurship has on both the organizations' growth and the motivation of employees is important as the impact employees have strategically on the company is more significant in such situations.

While a study investigating the organizational climate in Turkish innovative firms, has looked in to organizational climate and identification of employees' intrapreneurial behaviors. Specifically suggesting that there is a positive impact between perceived organizational environment and recognition with the intrapreneur behaviors constructed by the employees. Furthermore, employees' identity within an organization has a mediator role towards the relationship between organizational environment and intrapreneurial behavior. (Taştan, S., & Gücel, C., (2014).

Hornsby et al. (1993) defined the internal environmental factors required to improve intrapreneurship within an organization as follows; management support, the organization's structure, wages, rewards, freedom to take risks, and organizational resources. Managerial support; involves management supporting employees to believe in innovation. Similarly, in a study executed in relation to the Malaysian workforce it was found that to succeed as a pro-intrapreneur company, an organizational architecture consisting of five dimensions were required (Ahmad, N. H., Nasurdin A. M., Zainal S. R. M. (2012)).

These elements included “management support”, “work discretion”, “reward and reinforcement”, “organizational boundaries” and “time availability”. These elements demonstrate the attitude and atmosphere required in a workplace to allow employees to embody an intrapreneurial motive. By implementing these elements, a company has the ability to capitalize by encouraging its employees to innovate and be independent - by allowing employees to explore intrapreneurship.

Furthermore, the five elements that structure the implementation of intrapreneurship are;

- i. Management Support – Management support is dependent on the hierarchy within a company and whether or not those in top-level management positions are willing to promote and implement intrapreneurial behavior by supporting employees to become more innovative.
- ii. Work Discretion – Requires for top-level management to allow employees to make mistakes and learn from them. Rather than have employees fear from attempting innovation and failure, managers that delegate an encouraging attitude towards employees’ curiosity and effort will further maximize their willingness to innovate.
- iii. Reward and Reinforcement - companies that provide support such as funding and resources demonstrates a company culture that is willing to endorse innovation and creativity. Having this type of support would provide incentive and motivation for intrapreneurial behavior.
- iv. Furthermore, it is imperative for companies to recognize these efforts and have in place a system of reward and recognition for employees portraying intrapreneurial behavior. This will further increase the overall desire to attempt entrepreneurialism.
- v. Time Availability – to be able to maximize employee’s creativity is vital that companies are practical with the workloads given to employees. It is important

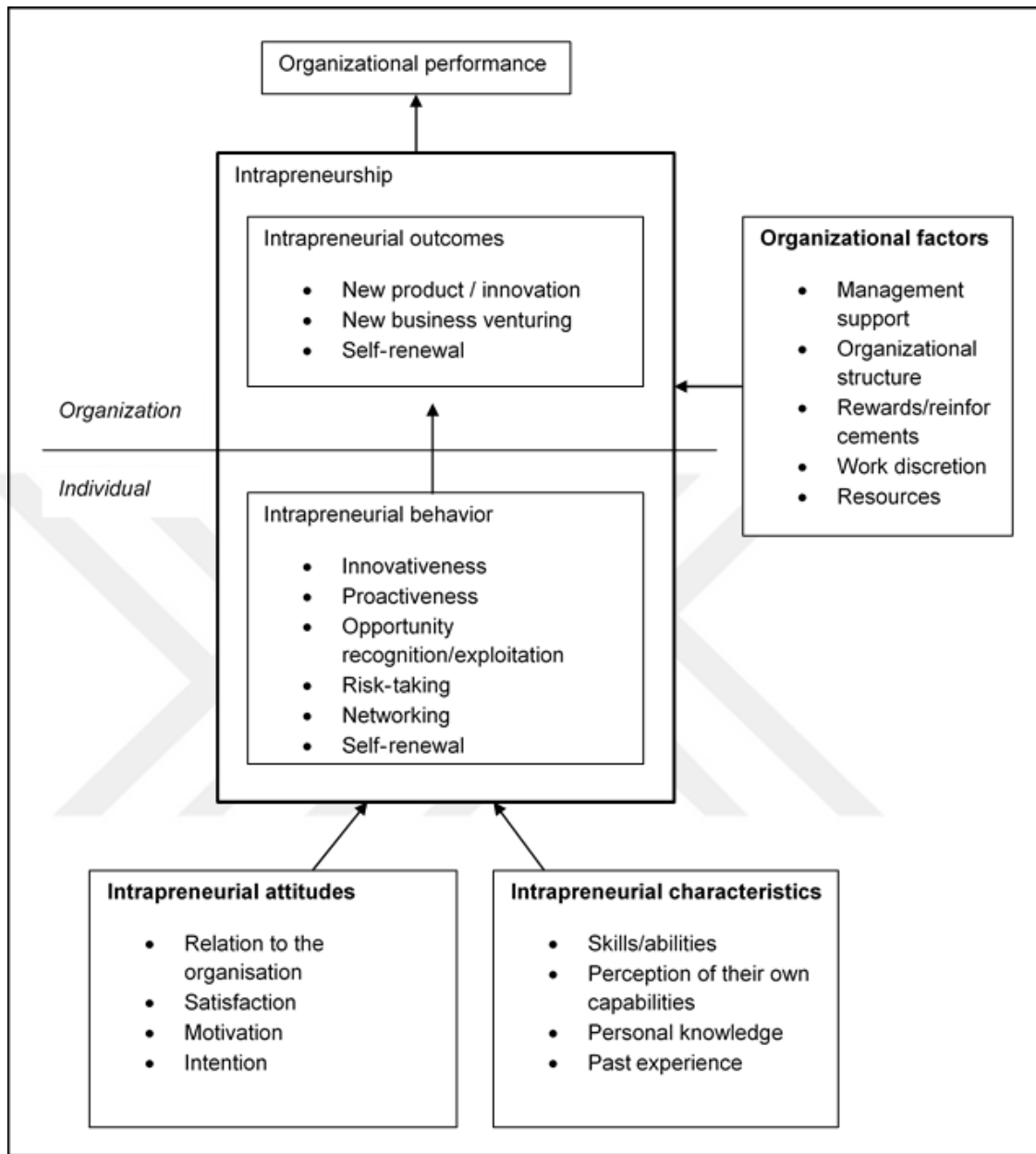
to evaluate whether a company is neglecting employees are given enough time to manage their daily tasks without compromising their other duties.

- vi. Organizational boundaries – it is important to be clear when communicating on duties with employees in an organization. When organizing projects and allocating duties to employees, it is essential that employees are given the freedom of autonomy by not confining their work process. This provides employees with a sense of responsibility and respect from superiors.

As a result, in order to increase innovation and intrapreneurship potential with in a company, organizational work environment and workers specifications are playing important role as shown In Figure 3.2.



Figure 3. 2: Framework of Intrapreneurship



Source : Neessen, P.C., Caniëls, M.C., Vos, B. et al. International Entrepreneurship Management Journal, Springer US, 2019

Åmo (2006) showed if the company culture circulates high eagerness for innovational behavior, employees are more likely to behave the same way. The behavior of a company's entrepreneurial impact was stronger than the company's intrapreneurial impact on employee's innovative approach within the company. There was a significant correlation between the corporate entrepreneurship a company has with the motivation an organization has in its employee's innovation behavior. This shows that employees of an organization drastically impact in the company's growth process, while corporate companies tend to be more successful in leading their employees to a more innovative approach within the organization.

The impact a company has in the sector is parallel to the power the company has in teaching the best techniques and approaches to its employees. Furthermore, according to previous research, proactivity and entrepreneurship have a positive impact on one another. Drucker is confirming the opinion on entrepreneurial thought: "Most of what you hear about entrepreneurship, is all wrong. It's not magic; it's not mysterious; and it has nothing to do with genes. It's a discipline and, like any discipline, it can be learned". His opinion on the concepts highlights the importance of understanding the impact intrapreneurship has in companies and creating a road map for new comers to learn more about the concept in schools.

In an article written by D V R Seshadri and Arabinda Tripathy, (2006), Innovation through Intrapreneurship: The Road Less Travelled, it has been determined that due to the amount of pressure put on companies in order to be more successful each and every day, the only way for established companies to put up with such aggressive competition is by leashing an entrepreneurial spirit within the organization. What this means is that employees will have the ability to spend some of their time and invest some of their energy within their current job position into "initiate new ventures or to defy *status quo* in their organizations and break fresh ground." This new trend has been referred to as 'corporate entrepreneurship' or 'intrapreneurship.' Intrapreneurship has started to become a highly impactful motivation for organizations to reinvent themselves.

Therefore there is a huge necessity to understand the difference between the mindset of a typical employee that has been around for decades versus the mindset of an employee that is prone to be more of an intrapreneur within his/her organization. As mentioned above, an intrapreneur is simply someone in any level to take ownership and start running things with more of an entrepreneurial approach. Due to corporate companies having more than one employee leading the management, in this context all employees involved in the entrepreneurial approach the company is adapting to is called an 'intrapreneur.'

It is crucial for the employees to adapt to this mind set for the progress of an organization, thus this is not possible without the ideology behind gaining 'intrapreneurs' has not been expressed efficiently to all employees. There must a shift of perspective for each individual, so that they can start feeling like the 'owner' of the current tasks dictated to them. What is challenging here is that not all employees have an 'intrapreneurial' mind set as both the concept is new in many corporates and as some types of people struggle with adapting to change. Organizations must find motivation factors in order to inspire each employee. This can be beneficial to shifting the company's culture to optimize an intrapreneurial approach.

In today's world, the key to maintaining or developing power is knowledge. Combining the knowledge of each employee with the motivation of ownership given to a workforce can bring a huge amount of success for an organization. Companies have started to gain growth in terms of profit through new approaches in corporate culture (Piramal, Bartlett and Ghosal, 2002). Due to the impact knowledge and the participation of employees have on today's growth economy; optimizing success with the support of the workforce is crucial. Companies need to highlight the impact of entrepreneurship within the company, 'intrapreneurship', in order to take bigger risks, open new aspects and create 'out of the box' approaches to the organization.

Although the adaptation process might that time, the outcomes of intrapreneurship will bring eager employees that can uplift the company on a global spectrum. As intrapreneurship is related to entrepreneurship and can be accepted as a sub-field of entrepreneurship, its important has been increasing.

Due to entrepreneurship having a crucial role within employees in creating a competitive advantage and becoming more innovative, researches are rising and many new concepts have been occurring.

Although the field has been growing dramatically, intrapreneurship is still deficient in terms of classification, as research has been diverse in terms of theoretical approaches (Blanka, 2019). The contributions to the concept of intrapreneurship have been fragmented due to the various definitions that have been given on the topic. No reviews have been provided with a certain system, making it more difficult to find a certain classification on the topic.

Most of the papers investigating intrapreneurship have focused on the corporate level, usually researching concepts such as corporate entrepreneurship, thus almost no papers have been written on the individual level of intrapreneurship.

3.4 OUTCOMES OF INTRAPRENEURSHIP

Åmo (2006), showed that corporate companies that had competitive advantages by comparison to other companies in the sector had employees more inclined to innovational traits. This shows that employees of an organization drastically impact in the company's growth process, while corporate companies tend to be more successful in leading their employees to a more innovative approach within the organization. The impact a company has in the sector is parallel to the power the company has in teaching the best techniques and approaches to its employees.

Furthermore, Esen, M. and Şekerdil, R. (2017) have determined the connection between intrapreneurial behavior and social innovational behavior in their research. It has been thoroughly studied that organizations that promote an intrapreneurial behavior have a strong impact on an entire country's economy. A country undergoing changes to strengthen its country's economy through improvements in its workforce to allow intrapreneurship is Malaysia. In a study executed in relation to the Malaysian workforce it was found that to succeed as a pro-intrapreneur company, an organizational architecture consisting of five dimensions were required (Ahmad, N. H., Nasurdin A. M., Zainal S. R. M. (2012)).

4. INNOVATION

In this part of the study, first the concept of innovation, the types of innovation explained and then and the factors affecting innovation are summarized.

4.1 DEFINITION OF INNOVATION

Innovation is defined “ a new idea or method, or the use of new ideas and methods” in the Cambridge Dictionary (2020).

With the understanding of the importance of innovation in the survival of businesses, different dimensions of innovation have begun to be defined and studied in the related literature. There are many definitions in business literature for innovation in terms of process and result (innovation). Some of them are listed below;

The very first effort of defining innovation is belong to Schumpeter.

“Innovation is introduction of a new product or a new product quality; introduction of a new production method (This need not to be a new scientific invention. It might consist of a new way of threatening a product commercially);the opening up of a new market; the opening up of a new source for raw materials or semi manufacturers regardless of whether the source has existed before; the creation of a new organizational structure in industry, for example by creating or breaking down a monopoly situation” (Schumpeter 1934, s. 66)

“New thinking ways, producing the new ways of making things, and actions of trying what is produced and using it in economic and social activities concerning human being and adopting”. (Fisher, 2000).

“Turning an idea into a marketable product or service, a new or improved method of production or distribution, or a new method of social service. It also refers to a marketable, new or improved product, method or service introduced at the end of this conversion process” (Tüsiad, 2003, s. 23)

Trott (2012) explains innovation as *“the management of all the activities involved in the process of idea generation, technology development, manufacturing and marketing of a new (or improved) product or manufacturing process or equipment”*. On the contrary, innovation should be received as the process of management, which would show the difference between new product creation and innovation; the former is an outcome of the latter (Trott 2012).

Another definition of innovation has been provided by the Massachusetts Institute of Technology (MIT) professor, Ed Roberts (as cited in Aulet 2013) is: *“Innovation= Invention *Commercialization.”* As Schumpeter stated, Aulet underlines the importance of commercialization of invention. *“Having an innovation is crucial, but one does not need to have made the invention to be considered innovative, but rather commercializing an invention is what ultimately establishes it as an innovation”* (Aulet 2013).

The Oslo Manual distinguishes between innovation as an outcome (an innovation) and the activities by which innovations come about (innovation activities). This edition defines an innovation as *“a new or improved product or process (or combination thereof) that differs significantly from the unit’s previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)”*.

As a result, innovation can be explained as the process of converting an idea or invention into a product or service that creates value, or something which customers will pay for. For something to be called an innovation; the product or service must have a cost and it must satisfy a specific need.

This does not necessarily mean that the product or service must be done from scratch, an innovation can be a change made to an existing product, idea or service. Most innovations have the aim of creating a positive impact in the future of their investment.

4.2 INNOVATION AS A PROCESS

Innovation is often treated as a process, and each element involved in the process is critical and, on the other hand, the process is cyclical.

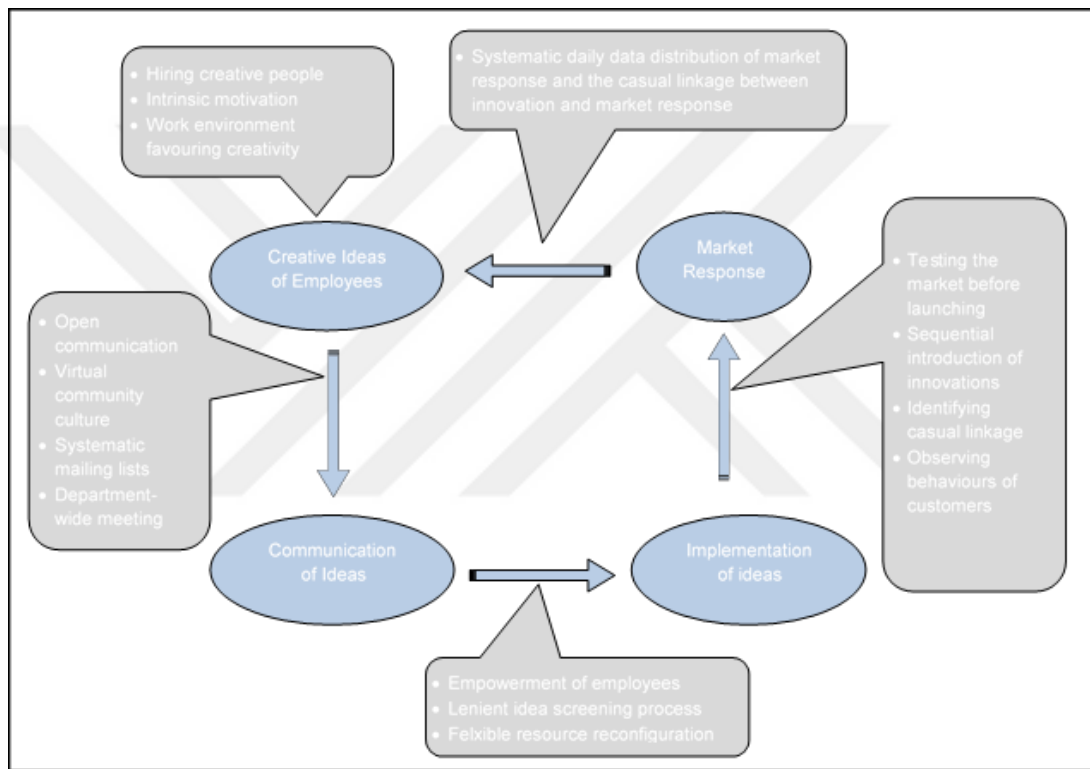


Figure 4. 1: Creativity- Innovation Cycle

Source: Lee, K., Rho, S., Kim, S., & Jun, G. J. (2007). Creativity-innovation cycle for organisational exploration and exploitation: lessons from Neowiz-a Korean internet company. *Long Range Planning*, 40(4-5), 505-523.

Lee et al. (2007) underlines the importance of hiring creative workers, motivating workers and creating a work environment encourage creativity for the success of the innovation process. Continuous innovation is a must for the system to gather necessary information and transfer it to several areas within an organization.

The critical function of linking the company's communication capabilities occurring internally to network with the external sources of information.

There are several boundaries that exist, organizational boundaries are also included which make the boundaries contingent on the organizations' work environment. For this reason, boundary restrictions can be crucial as the boundary roles have an important impact in the process of innovation. There are various tactics used in the innovation process that organizations use to maintain their position or grow. One of these is strategy innovation.

The definition can be concluded as; the creation of a new business model, challenging the current logic of the industry. This is done by re-gaining the capacity of customers in the industry and creates new value for the customers, while producing new wealth. One of the most significant examples of strategy innovation is Zara, as the company enables to bring the fashion trends shown in catwalks to their stores with more approachable prices in less than a month. The perceived use value (PUV) and price is redefined by companies like Zara, forcing opponents to adapt to their strategy approach, in order to survive in the market. In such circumstances opponents cannot increase their prices of the product.

Strategy innovation is crucial for companies, especially if the product is not unique and the price management is been leaded by another company dominant in the market. In these situations, companies must be innovative in the value or thought process. For a company to adapt to value innovation; the organization must seek if there are opportunities to present different valued products to customers. Elimination and reduction of other values can decrease costs, creating an opportunity to feature products desired by customers, having the chance of being more in demand by customers. The re-evaluation of value is crucial, depending on the outcomes it might have to the company.

Another approach is to think outside the box as an overall concept. This involves companies to continuously challenge the logic emphasized by the industry, by expanding the expected limits of the companies' activities.

In such actions, investigating substitute brands from the industry is an easy way to integrate actions to the sector. For example, if a company is bundling sales with shoes and bags, this can be adapted. Questioning how to provide value over the total experience is important during this process, as this can bring a customer profile that might not be interested in the brand initially.

Sustainable innovation is another innovation process adapted by organizations. In order to comprehend the importance of sustained innovation, looking into organizations that did not practice it is significant. Companies that have been dominant for years in their fields can be seen to erode over the years due to the lack of adaptation. Examples to such circumstances are the revolution Polaroid gathered by instant photography, while lacking market shares in digital pictures. Moreover, Xerox was one of the biggest companies in copy machines, but its profits have started to fall as opponents re-created the business model. Therefore, several ways of making innovation an ongoing practice within an organization can make the company to continue being strong in the market.

The right corporate culture must be created for the right innovation process to occur. All employees must understand that during business cycles, creative process will follow on regular basis. Most old minded companies are afraid of change. Therefore, most of these companies have been in the industry for a long time, they tend to stop listening to customers and continue doing what they know how to do. As this time takes longer, their position as the “market leader” can decrease dramatically, up to the point that the company goes bankrupt.

To survive in today’s business environment, employees must adapt to continuous innovation, embracing that the process is never ending. Just because a company is one of the top companies in their sector does not necessarily mean that this will continue in the same way. Unless leaders look for what’s next. Innovating the next new product or service in the meantime is important, as someone else can always make the first move before.

In creating an innovation culture within a company, the people hired have a huge impact. People that can act innovative or people that have creative characteristics must be investigated during the recruitment process. Everything relies on the job evaluation mindset the company has. During the evaluation, managers might even look at employees that tend to fail as potential successful resumes, as the regular process might not select the most “potentially innovative” candidates.

Moreover, most employees that have an impact in organizations are found in interesting places such as; different sectors or graduates of different majors. The characteristic traits and attitude an employee has towards the job is also important, due to right candidates having diverse life experiences and have something to prove to others. The same process of recruiting the unexpected talent should continue after the employee is part of the team. First of all, failure must be accepted by both the leaders and team, so that employees are comfortable in the work environment to make mistakes and to continuously have fresh thoughts. Most brilliant ideas come from these unusual thoughts, therefore employees must never be hesitant to be flexible in expressing themselves. Rewarding fresh thinking can be an opportunity to have employees to feel free to take risks within the organization. On the other hand, work environment is important for the innovation process, creating a physical area dedicated to discuss thoughts and ideas can develop innovative outcomes. A common office environment can make it challenging for employees to express themselves and discuss topics further.

Innovation can occur whether you are a small or big company, the most important thing is that the concept of innovation is established clearly in the organization. Not only start-ups or established big companies are capable of being innovative, innovation can be done by all sorts of companies. Thus, this means that the concept must be established in every part of the company, in order to really call it a company culture. Organizations must ditch the idea of just creating products or services that are innovative, but also an concept that is innovative. As the organization culture is triggered by innovation; the product, process and customer will be integrated with an innovational approach organically. Therefore, innovation should be occurring in every step of the business.

4.3 TYPES OF INNOVATION

In business life, innovation is usually used to exceed company expectations further by satisfying needs and customer expectations with a product or service. Innovations can create opportunity for joint venturing, flexible work hours, creation of new business models and methods.

The main aim in optimizing types of innovation is to increase efficiency by managing managers to lead the process in different business groups to optimize the necessary innovation within an organization. In the related literature, there are many studies focuses on classifying different types of innovation. Innovation types are handled according to the field it was made, according to the way it was made, the effect or level of innovation.

Types of Innovation According to the Field and Subject

The Oslo Manual for measuring innovation defines four types of innovation: product innovation, process innovation, marketing innovation and organizational innovation.

- (I) Product innovation: A good or service that is new or significantly improved. This includes significant improvements in technical specifications, components and materials, software in the product, user friendliness or other functional characteristics.
- (ii) Process innovation: A new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.
- (iii) Marketing innovation: A new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.
- (iv) Organizational innovation: A new organizational method in business practices, workplace organization or external relations.

Trott has listed the different types of innovation while providing an example for each type (Trott, 2012):

- i. Product Innovation: to create new products,
- ii. Process Innovation: to develop a special assembly process,
- iii. Organizational Innovation: to enhance an internal system for communication,
- iv. Management Innovation: Total Quality Management and other managerial systems,
- v. Production Innovation: to design a unique software for planning,
- vi. Commercial/Marketing Innovation: to create a creative sales strategy,
- vii. Service Innovation: to offer online financial,

Types of Innovation According to How it is Made

According to the way innovation is done, it is classified as open innovation, closed (traditional) innovation and reverse innovation types. The most popular classification is open and closed innovation. The motivators of those two innovation are shown in Table 4.1.

Table 4. 1: How Innovation Modes Have Evolved

HOW INNOVATION MODES HAVE EVOLVED	
Closed innovation	Open innovation
Dependency	Independency
Subcontracting	Cross-licensing
Solo	Bilateral
Linear	Linear, leaking
Linear subcontracts	Bilateral
Planning	Validation, pilots
Control	Management
Win-lose game	Win-win game
Box thinking	Out of the box
Single entity	Single discipline
Value chain	Value network

Source: Curley, M. & Salmelin, B. Open Innovation 2.0 — A New Paradigm (EU Open Innovation and Strategy Policy Group, 2013).

- a. *Closed Innovation*: In this type of innovation, the organization meets all its needs within itself and does not receive support from the outside. They patent all the products they produce on themselves and do not prefer to open them to the external environment. It is thought that the idea that brought innovation to the market first will win. They have targets such as making discoveries, producing, entering the market and patenting them and not providing resources for this innovation (Chesbrough, 2003).
- b. *Open Innovation*: In this type of innovation, it is essential that a product or service is released on the market with the best business model, not the first time.

Better resources can be utilized or patented outside the organization or outside the country to innovate (Chesbrough, 2003). According to Chesbrough, he can innovate in open innovation using ideas inside or outside the organization.

The evolution of innovation can be traced by examining how innovation modes have transformed under the before mentioned types. The first mode to be looked at is the level of dependency. Under closed innovation, the enterprise components are heavily dependent on each other in a way that if one component stops operation, all the enterprise work will come into a halt, whereas, open innovation is characterized by independence. Moreover, in a closed innovation, Intellectual Property Rights are restrained within the enterprise while in an open innovation environment; Intellectual Property Rights are shared with external enterprises as well. In a closed innovation system, ideas are only generated internally within the enterprise while in an open innovation system; ideas are also generated from outside the enterprise as well. Closed innovation limits the thinking process while open innovation allows out-of-the-box thinking. Closed innovation involves more planning and does not consider changes into account as much as open innovation does where ideas are tested more rapidly.

- c. *Reverse Innovation*: It is a type of innovation that generally emerges in developing countries and is broadcast to developed countries that generally carry out innovation. It is exactly the opposite of globalization. “It is an innovation first seen or used in the developing world before it spreads to the industrialized world” (Wikipedia 2019).

In their book, *Open Innovation 2.0*, Chesley and Chesley explain that the innovation scenery has undergone major changes that transformed the innovation model from a simple and a linear one into a more sophisticated one where disciplines and new ideas collide to advance innovation. Three types of innovations are taken into consideration to study this evolution: closed innovation, open innovation, and open innovation 2.0.

Types of Innovation by Level

- a. *Incremental innovation* is a series of minor improvements or upgrades to a company's existing products, services, processes, or methods. (Damanpour and Gopalakrishnan, 2001; Luecke, 2003)
- b. The opposite of incremental innovation is radical innovation or disruptive innovation. *Radical innovation* is the introduction of a new product, service, process or strategy to the market, but it is designed to make a significant impact by completely replacing existing technologies and methods (Sciulli, 1995; Damanpour ve Gopalakrishnan 2001; Luecke, 2003;).Such innovations, according to their degree, destroy other companies in the sector in the short, medium or long term in terms of business and competitiveness. As it changes the performance parameters in the sector, it becomes difficult for other companies to respond in a short time by adapting. It is used to identify innovations that create markets from scratch (Ayazlar,2012).

4.4 FACTORS THAT AFFECT INNOVATION

There are many studies that measure the tendency of companies to innovate and investigate the factors affecting these trends. These factors can be classified under three headlines; individual factors, organizational factors and external environmental factors. and cultural attributes.

Amabile and Gryskiewicz (1987), listed 9 environmental factors for an organization affects creativity level;

- i. Freedom- operational autonomy,
- ii. Good project management,
- iii. Existence sufficient resources,
- iv. Encouragement,
- v. Various organizational characteristics - including creating a corporate climate where innovation is prized,
- vi. Recognition via feedback, recognition and reward,
- vii. Sufficient time to think the creative way,
- viii. Challenge mainly generated by the problem structure,
- ix. Pressure generated by competition with outside organization.

Miron et al. (2004), studied the effects of both individual characteristics and organizational innovative culture. The findings indicates that when the culture was not innovative only high-initiative people reached high levels of innovation, while in an innovative culture there were no significant differences between high and low levels of initiative.

Chang et al. (2011), studied the innovative behavior of 265 SMEs, their study reveals that the effects of internal organizational structures and external environmental conditions on the appearance of a balance dimension of innovation ambidexterity within SMEs.

Similarly Lopez Fernandez et al. (2011) conducted an extensive search in the related literature and summarized the milestone studies related to the external and internal factors affecting innovation and used firm size, membership in a business group, organizational change, organizational rigidities, high cost of innovation and lack of qualified personal as internal factors and financial support, lack of information, little interest for innovation by customers as external factors. As a result of extensive literature study, The Table 4.2. Summarizes these external and internal factors, which will be discussed in detail later.

Table 4. 2: Internal and External Factors affects Innovation

Internal Factors	External Factors
Firm Size	Financial Support
Membership in a business group	Customers
Organizational culture	Suppliers
Lack of qualified personal	Competitors
Lack of financial capacity	Regulation-Laws
Leadership style	Culture
Organization Strategy	Technology

Source: It is developed by the writer

Individual factors that affect innovation level of a Company

The main individual factors affecting innovation level are expertise, gender, age, education level and personality of individuals. Yıldırım (2011), observed that the variables of labor force participation, the share of students with basic literacy skills, the share of students with the highest achievement level and competitiveness had a strong impact on innovation.

Garcia et al. (2013), analyzed the effect of gender on innovation level in the research and development teams. Oturakçı (2018) searched the most important factors that sustains businesses and contributes to their development via innovation, he found that the factors related to employees include experience, education level and total work time in this organization are the most important factors in the innovative level of the organizations.

Esmer et al. (2019), examined the innovation practices carried out by Turkish textile enterprises and found that as the number of qualified employees in enterprises increases, the number of innovations increases (product, process, marketing and organizational).

There are researches managed to analyze the factors that affect convection of innovation. Thus, the main point focused on was the highlights of innovation itself rather than preventing the acceptance of innovation and convection itself. In innovation, individual personality traits play a significantly impactful role in the acceptance of innovation and it's convection.

Miron et al. (2004), studied the innovative personal characteristics not only creativity but also taking consideration to attention to details. By doing that they also focused on the idea of quality and efficiency of innovations.

Amo and Kolvereid (2005), intrapreneurial personality is significantly positively associated with innovation behavior in organizations. Goldsmith (2010) confirmed that Kirton Adaption Innovation scores were negatively correlated with dogmatism and positively correlated with sensation seeking, risk taking, and innovation.

Çetin and Şahin (2019) found that while the individual innovation behaviors of the chiefs who show more personality characteristic open to experience are more positive, there is a negative impact in those who have emotional instability.

Organizational Factors that Affect Innovation Level of a Company

The main organizational factors affecting innovation level are the age and the size of the company, strategy, industry, R&D budget, technological infrastructure, organizational climate, leadership style and existence of promotion systems.

Neely and Hii (1998) summarizes the organizational factors affect the innovation in an organizations as fallows; *“rigid organizational arrangements and procedures, hierarchical and formal communication structures, conservatism, conformity and lack of vision, resistance to change, and lack of motivation and risk-avoiding attitudes. (Neely and Hii ,1998,5)”*

One of the most important organizational factor affect organization’s innovativeness and work environment is their strategy. From the Schumpeter (1950) creative destruction definition for innovation, which means innovation destroys “status quo” and create new order, innovation is accepted to be a useful tool to change current dynamics. Competitive advantage is significantly achieved from the formulation of strategies at corporate level. The most known strategic classification of competitive strategies belongs to Miles and Snow (1978) and Porter (1980).

The Miles and Snow Typology based on the organizations adaptation process to their environment. There are four types of strategies companies can implement defenders, prospectors, analyzers and reactors. When an organization falls into the category of Prospector, they are expected to consistently be on the forefront of innovation and development, they are risk takers in the market. Analyzers are generally market leaders who built on others innovations and develop new products. Defender and reactor does not follow innovative actions, one of them just follows existing innovations while the other just reacts to the market.

Porter’s classification (1980) is known as generic strategies including “cost leadership” “differentiation” and “focus”. Both cost leadership and differentiation requires innovation in different levels of the organization.

For cost leadership, innovation of products or processes may enable a company to offer a cheaper product or service, whereas differentiation address to differentiate products, services, systems, and organizational value chain process by innovation.

Kickul and Gundryl (2002) studied the relation between entrepreneurs disposition, strategic orientation (prospectors) and innovation process in small firms, and the results revealed that the prospector strategy orientation mediated the relationship between proactive personality and three types of innovations: innovative targeting processes, innovative organizational systems, and innovative boundary supports. Amo et al. (2005) found out the effect of the organizational strategies and personality on the innovativeness of the companies. Desyllas et al. (2018), found out knowledge intensive firms' competitive strategies influence value capture, over and above the role of the innovation-, industry- and institutional-level factors. Generic classification of competitive strategies including differentiation and cost leadership and other classifications are based on the company's innovation actions against their competitors. Thus, there are many strategies related to the innovativeness and competitive strategies of the companies.

Sirilli and Evengelista (1998) stated that major obstacles for introducing technological innovation in services, as well as in manufacturing, are of an economic nature such as the lack of appropriate sources of finance. Due to the differences in the financial capacity of large and small size business, it can be said that the scale of businesses are very important for their innovate capacity. Similarly, Rosa and Labeaga (2002) claimed that large-scale companies are more innovative due to the many advantages they have over small-scale companies. Kemp et al. (2003) reveals that the size of organization has impact on the level of innovation of the companies.

Schefer and Frenkel (2005) argued that the size and age of an organization, the sector in which it is located and R&D investments affect their innovation activities. Laforet (2007), studied the innovative behavior and strategic choice of SMEs, turned attention to link between external environment and structural factors and strategic orientation and also revealed that the lack of flexibility, partial open culture and an organizational structure as obstacles of sustainable innovation in SMEs. Mercan et al. (2011) found a positive relationship between the number of patent acceptance and the number of R&D activities and researchers.

According to Drucker (2003), innovation is a process and real work and can be managed like any corporate function. Because of this, company can built innovative environment via innovative supportive managerial operations, investing technology or creating innovative climate. According to Baldwin and Hanel (2003), some of the most important differences between an innovative organization and non-innovative organization, are the R&D activities, their ability to develop new technologies and money spent on innovation in these activities, in other words, investments made for innovation.

Langdom (2007) analyzed the creating innovative culture and compare the parameters of status quo culture and innovative culture, the Table 4.3. Summarizes this comparison.

Table 4. 3: The Comparison of Innovation Culture with Status Quo Culture

Status Quo Culture	Innovative Culture
Predictability	Un-predictability
Seek stability	Seek novelty
Focus on core competence	Focus on edge competence
High success rate	High failure rate
Reinforce the organizational hierarchy	Reinforce organizational networks
Fear the hierarchy	Focus on creative tension
Avoid surprises	Embrace surprises
Focus on inside knowledge	Combine inside and outside knowledge
Easy to live with	Hard to live with
Corporate politics	Moving the cheese
Efficiency through standardization	Efficiency through innovation

Extend the status quo	Abandon the status quo
Avoid change	Embrace change
Measure stability	Measure innovation
Look for data to confirm existing management models	Look for data to contradict existing management models
Look for certainty	Embrace ambiguity

Source: Morris Langdon, Creating the Innovation Culture: Geniuses, Champions, and Leaders, InnovationLabs White Paper, 2007, s. 6.

Similarly, Dombrowski (2007) summarized the factors, which affect innovative organizational culture; visions, communication, secure environment, flexibility, collaboration, rewarding and leadership. Naranjo-Valencia (2010) searched the literature to summarize the cultural values foster innovation. See Table 4.4.

Table 4. 4: The Cultural Values Foster Innovation

Characteristics	References
Creativity, initiative, entrepreneurial mindset	Wallach (1983), Shrivastava and Souder (1987), Schneider, Gunnarson, and Niles-Jolly (1994), Martins and Terblanche (2003), McLean (2005), Jamrog et al. (2006)
Freedom/autonomy	Shrivastava and Souder (1987), Ahmed (1998), Arad, Hanson, and Schneider (1997), Martins and Terblanche (2003), McLean (2005), Jamrog et al. (2006)
Risk taking	Wallach (1983), Claver et al. (1998), Martins and Terblanche (2003), McLean (2005), Jamrog et al. (2006)
Team work	Arad et al. (1997), Martins and Terblanche (2003), McLean (2005), Jamrog et al. (2006)
Slack of resources	Ahmed (1998), McLean (2005), Jamrog et al. (2006)
Marketing orientation	Martins and Terblanche (2003), Jamrog et al. (2006)
Decision making	Martins and Terblanche (2003), McLean (2005)
Employee participation	Claver et al. (1998), McLean (2005)
Continuous learning	Martins and Terblanche (2003)
Flexibility	Arad et al. (1997), Martins and Terblanche (2003)

Source: Naranjo-Valencia, J. (2010). La cultura organizacional como determinante de la innovación de producto (Un estudio empírico (Tesis doctoral inédita)). España: Universidad de Murcia.

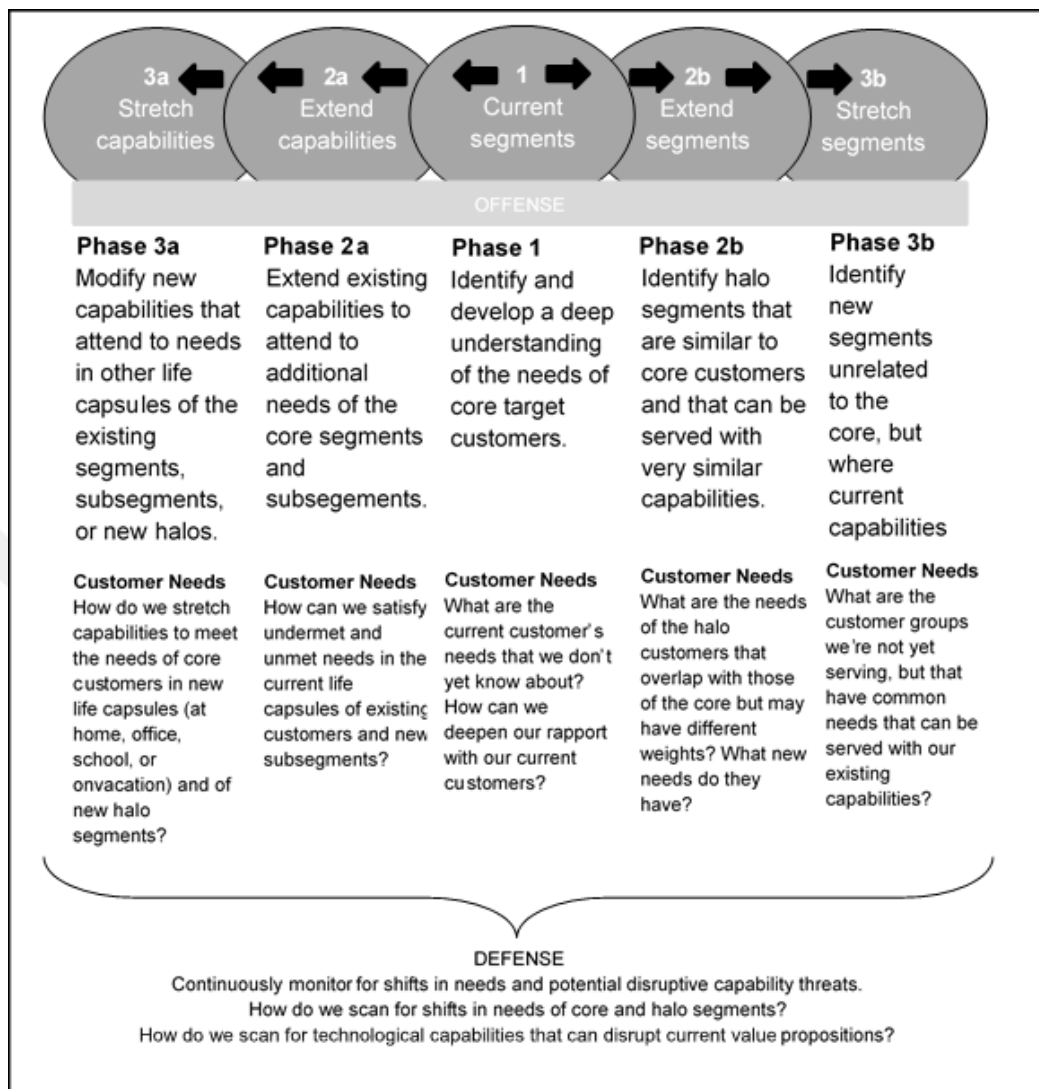
In 2011, Naranjo- Valencia et al. also proposed that organizational culture affects the orientation towards innovation, the results of the study revealed that adhocracy cultures have a positive effect on innovative orientation, while hierarchical cultures foster an imitative orientation.

Naranjo- Valencia et al. (2015), analyzed 1600 Spanish Companies, their study revealed that culture can foster innovation and business performance, or it could also be an obstacle for both of them, depending on the values promoted by the culture.

External Environmental Factors that affect innovation level of a Company

The main external environmental factors affecting innovation levels are laws and regulations, competitive structure and level in the industry, the support of the banks, customer profile and culture. According to Drucker (1985), there are three traditional sources of opportunities in the social and intellectual environment outside the business that reveal innovation. These are demographic changes, changes in perception and new information. Leonard-Barton (1995) and White and Yazdani (2000), describes seven external sources of innovations as follows; international laboratories, customers, consultants, universities, competitors, non-competitive organizations and suppliers. Ulwick (2002), Gnoth (2004), Desouza et al. (2008), studied the role of the customers through innovative orientation. Selden and Macmillan (2006) developed a systematic model to explain customer centric innovation shown in Figure 4.2.

Figure 4. 2: The Systematic Model of Customer centric Innovation



Source: Selden, L., & MacMillan, I. C. (2006). Manage customer-centric innovation-systematically. Harvard Business review, s. 84-85

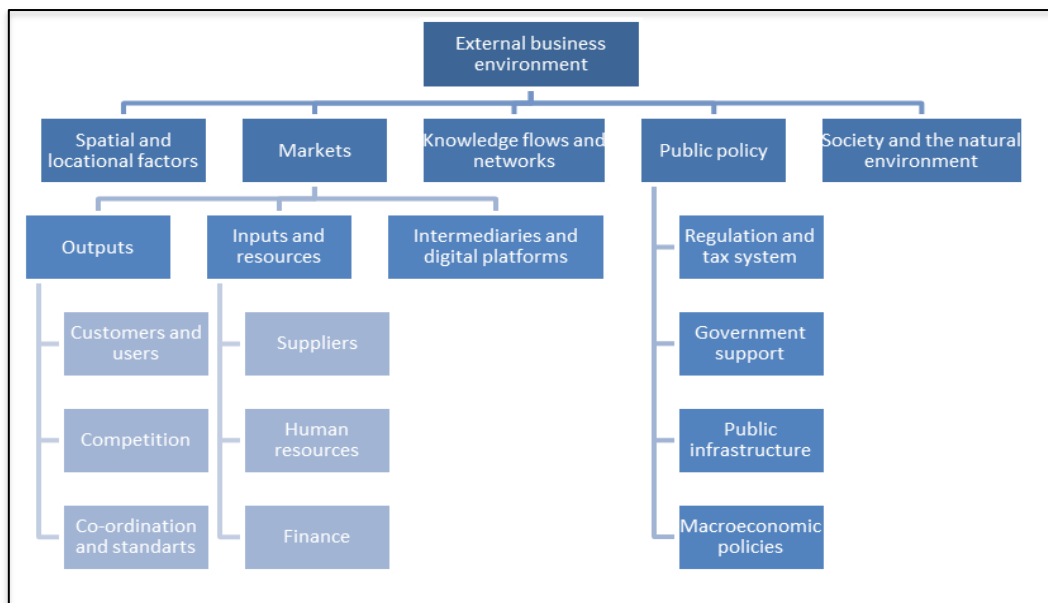
The figure reveals that a company can be customer centric by implementing both offensive and defensive strategies. Offensive strategy requires a deep relationship with existing customers, while defensive strategy requires the scan of potential customers.

Jahnke (2012) compared the effects of external factors impacting innovation in American, Austrian and German companies. The results of the study shows that innovation level in American companies are mostly affected from economic conditions, whereas Austrian companies are affected from social factors.

Genis-Gruber and Ögüt (2014) searched for the effect of supplier characteristics and the effect of firm specific features on innovation levels of firms. They found that companies' motivation for innovation is mainly affected by their customer and supplier's characteristics. Furthermore they stated that if the spans of the customer and supplier increase, firms are more likely to innovate. Vega-Jerado et al. (2008), analyzed the innovative behavior of 6094 Spanish companies. Their study's results confirm that the technological competencies of the organizations are the main determinant of the companies and also for supplier dominated firms and large scale producers cooperation with industrial agents including customers, suppliers and competitors are very decisive factors for product innovation.

In Oslo Manual (2018), it is stated that the external environment of a firm includes the activities of customers, competitors and suppliers; labor market; legal, regulatory, competitive and economic conditions; and provision of technological and other types of information for innovation. The Figure 4.3. indicates the classification of the external factors for business innovation states in the Oslo Manual. The manual also underlines these factors, determining the challenges and opportunities for managers to consider when making strategic choices.

Figure 4. 3: Main elements of the external environment for business innovation



Source: Oslo Manual, 2018, OECD/European Union, p.147

4.5 INNOVATION AND ITS RELATION WITH ORGANIZATION VARIABLES AND ITS OUTCOMES IN THE RELATED LITERATURE

Beside the factors including leadership style, organizational culture, personality, economic, social factors and the effects of stakeholders in innovation level as it is already mentioned before, the related literature mostly relates the concept of innovation with process innovation, sustainability, knowledge management, technological collaboration – networks, firm's strategy. There is also extensive literature about outcomes of innovation such as sustainable business, high quality and performance, customer satisfaction, market penetration and competitive position.

Ritter and Gemunden (2004) a framework for the successful implementation of a technology-oriented business strategy is developed, consisting of four elements: business strategy, network competence, technological competence and innovation success. The results suggest that a company's technological strategy supports the development of both network and technological competencies. Acemoğlu et al. (2016), investigated the relation between patent growth and network structure by using 1,8 million US patents, found that innovation networks accelerates the scientific discovery.

Process innovation is a concept that has been researched since the early 2000's, as its main focus is for a company to adapt rapidly to the changing business environments while adapting to new technologies. (Vanhaverbeke and Peeters, 2005; Laforet, 2008). It is distinguished by evolutionary changes in the processes of organizations, as the leading process will transform completely (Tushman and O'Reilly, 1996). For an organization to adapt to process innovation successfully, they should not only be able to adapt rapidly to the drastic changes in the business, but also find ways to add value to the processes.

Johennessen et al. (1999) proposed a model for Innovation Theory Based on Information and Knowledge Management. Their study underlines the importance of internal/external structural connections, building trust in teams, building organizational learning systems. Davenport and Bruce (2002), Chapman and Magnusson (2006) and Plessis (2007), worked on the relationship between knowledge management and innovation.

The most important details about this relationship; to reach both implicit and explicit knowledge, build trust, build clear information channels, to assess these knowledge and to use that knowledge in necessary areas. For the last decade, concepts on sustainable innovation have been researched. Bos-Brouwes (2010) defined it as the development and renewal of products, processes or services. Sustainable innovation has three factors that are related to innovation: environmental, social and economic. Environmental factors focus on eliminating the impact innovation has on the environment. Furthermore, social factors are related to the social capital of companies. Their aim is to increase awareness on the society in order to eliminate the causes of innovations. Last, economic factors investigate converting cost to be lower. This can be by reusing or recycling products, which can lead to increase other cost such as disposal of discharges or storage.

In a research done by A. Widya Hastuti, Noriani Bt Abu Talib, Kuan Yew Wond and Abbas Mardani in Malaysia, the concepts of Sustainable Innovation and Process Innovation have been investigated. (Widya-Hastuti, A, Talib, N, Wong, K, Mardani, A. (2016)). Their research has explained that looking into only innovation was not sufficient, as sustainability is one of the biggest opponents of business environments. Furthermore, they analyzed the correlation sustainable innovation has with process innovation and how the outcomes of these are related to intrapreneurship. The main focus of their research was on SME's, but the outcomes can lead further researches on the topic. The research emphasizes that environmental awareness has an impact on society, as well as companies to contribute in the development of sustainability. Due to its potential impact on the environment, the interest in sustainable innovation has increased. On the other hand, process innovation is critical for companies, as it is the key point to embed innovations to products or services. Hence, the framework looks into intrapreneurship initially, as intrapreneurship utilizes to translate sustainable innovation according to its capacity. The main reason for the capabilities of intrapreneurship is taken into account is that it shows factors of proactivity, taking risks and self-determination.

Outcomes of Innovation

Simpson et al. (2006) summarized the positive outcomes as follows; the innovation related outcomes market advantages, employee advantages and operational excellence, whereas negative outcomes as increased costs, change for change sake, market risk and employee attitudes. The Table 4.5 shows the details of these classification.

Table 4. 5: Categories of Innovation Outcomes

The Innovation Related Outcomes More innovation, shorter cycle times, increased innovative productivity (quality- quantity), timing of innovation modifications, product quality, focus on strengths, simultaneous innovation throughout the organization, ideal number of innovations, ideal cycle time of innovations, continuous incremental innovations.	Increased Costs • Costs • Takes time to innovate • Wasted effort • More mistakes • Sacrifice short term gains
Market Advantages • Competitive advantage • Customer satisfaction • Company image • Customer loyalty • New approach to distribution and to market • Ability to continuously invent	Change for Change Sake • Focus on innovation outside of core competency • Constituents don't buy into innovation • Forgetting key details
Employee Advantages • Employee satisfaction • Employee recruitment	Market Risk • Innovation failures • Reputation/image
Operational Excellence Productivity, excellence	Employee Attitudes • Job displacement • Hard work • Employees need for structure sometimes • Sometimes it is not easy to handle change employee feelings

Source: The table is developed by the inspiration of studies of Simpson et al. (2006)

4.6 EVALUATING INNOVATIVE CAPACITY OF ORGANIZATIONS

Different indicators have been used to measure the innovative capacity of organizations. Some studies focus on more concrete indicators including R&D expenditures, patents and copyrights, publications of enterprises.

For example, Ledwith and O'Dwyer (2009) examined the level of organizational innovation under five headings: (1) Market Indicators, (2) Financial Indicators, (3) Customer Indicators, (4) Product Indicators and (5) Timing Indicators. Another approach is just evaluating the innovation culture created and the existing climate within the organization to try to measure the innovation competencies. By taking advantage of this approach, the perceived support for innovation created within the enterprises are questioned, and thus the innovation level of the enterprise is evaluated (Siegel, (1978); Ekval, (1996); Montes et al., (2004), Panuwatwanich et al. (2008)). Torkar et al. (2012), defines internal determinants of organizational innovativeness. Internal determinants are factors inside the organization's influence that improve the innovation capability of the organization. They developed an innovation measurement method in an organization with the help of 232 criteria under 5 headline shown in Table 4.6.

Table 4. 6: Classification of Metrics based on Key Aspects of Innovation

Category	Number of metrics	Example
Determinants	84	The existence of a project champion (Dodgson and Hinze, 2000), knowledge sharing (Lin, 2007), government regulation effect (Kumar et al.,1996)

Inputs	21	R&D expenditure (Berger and Revilla Diez, 2006), R&D intensity (ratio of R&D expenditure to total assets) (Desyllas and Hughes, 2009), percentage of workforce time that is currently dedicated to innovation projects (Muller et al., 2005)
Outputs	35	Patent density (Kivimäki et al., 2000), new organisational programs (Russell, 1990), number of new processes and significant enhancement per year (Chiesa et al., 1998)
Performance	33	Percentage of sales that is generated by new products (Akman and Yılmaz, 2008), citation ratio (Banerjee, 1998), impact of brand (Sundström and Zika-Viktorsson, 2009)
Activities	59	Percentage of ideas funded (Baron and Tang, 2009), quality of adaptation (Buganza and Verganti, 2006), managers survey (Jensen and Webster, 2009)

Source: Hurt, H. T., Joseph, K., & Cook, C. D. (1977). Scales for the measurement of innovativeness. *Human Communication Research*, 4(1), 58-65.

Evaluating Innovative Potential of Individuals

Innovation process starts by individuals, to evaluate the individual potential for innovativeness is an important issue for the success of the business. That is why there are number of efforts to understand the innovative potential of the individuals. The Individual Innovation Scale (Innovativeness Scale) was developed in 1977 by H. Thomas Hurt, Katherine Joseph and Chester D. Cook. There are 20 items evaluating individuals innovative potential which is shown in Table 4.7.

Table 4. 7: Innovativeness Scale

Item	Items comprising authors* shortened scale	Items comprising Hurt and colleagues shortened scale	
1.			My peers often ask me for advice or information
2.			I enjoy trying out new ideas
3.			I seek out new ways to do things
4.	*	*	I am generally cautious about accepting new ideas
5.			I frequently improvise methods for solving a problem when an answer is not apparent
6.	*		I am suspicious of new inventions and new ways of thinking
7.	*	*	I rarely trust new ideas until I can see whether the vast majority of people around me accept them
8.			I feel that I am an influential member of my peer group
9.			I consider myself to be creative and original in my thinking and behaviour
10.	*	*	I am aware that I am usually one of the last people in my group to accept something new
11.			I am an inventive kind of person
12.			I enjoy taking part in the leadership responsibilities of the groups I belong to
13.	*	*	I am reluctant about adopting new ways of doing things until

			I see them working for people around me
14.	*	*	I find it stimulating to be original in my thinking and behaviour
15.	*	*	I tend to feel that the old way of living and doing things is the best way
16.	*	*	I am challenged by ambiguities and unsolves problems
17.	*	*	I must see other people using new innovations before I will consider them
18.			I am receptive to new ideas
19.		*	I am challenged by unanswered questions
20.	*	*	I often find myself sceptical of new ideas

Source: Hurt, H. T., Joseph, K., & Cook, C. D. (1977). Scales for the measurement of innovativeness. Human Communication Research, 4(1), 58-65.

Burningham and West (1995) underlined the extent and quality of team innovation will be determined by the proportion of innovative individuals who constitute the team and they developed five items scale to measure individual propensity to innovate. Examples of these items are "I suggest new working methods to the people I work with," and "I try to introduce improved methods of doing things at work." Kleysen and Street (2001) formed 17 general behavioral process and 5 dimension of innovative behaviors of the individual including opportunity exploration, generativity, formative investigation, championing and application.

Amo (2006) used three items to measure employees' innovation behaviors including (1) I participate in discussions regarding improvements at work; (2) I invite others for discussions regarding improvements at work; and (3) I like to work with issues related to improvements at work.

5. AIM, METHODOLOGY AND HYPOTHESIS OF RESEARCH

5.1 AIM, METHODS AND HYPOTHESIS OF RESEARCH

The following section includes; explanations of the purpose of this research, the hypotheses and the model of the study that have been formed in this research, and then findings of the study including descriptive data, hypothesis testing with statistical methods have been revealed.

5.2 PURPOSE OF THE RESEARCH, HYPOTHESIS AND RESEARCH MODEL

Survival of today's businesses in intense global competition, “continuous innovation” understanding is very closely related to making the basic capabilities of employees in today's business world. In order to survive in today's global and competitive business world, adapting to a continuous innovational approach is crucial. Formations in information and communication technology and dynamics created by globalization; economic, technological, legal, political, social, cultural, etc. causes new changes that feed each other in different aspects. In addition to the change and transformation in the world, the potential of entrepreneurship has also been rising as the way for national developments. Therefore many academics have been investigating solutions for employees to have more autonomy and freedom within their business environments. A method that enables them to innovate using their creative energy as intrapreneurship. There are clear results proving that open innovation and intrapreneurship will have a significant impact on business areas in the following years.

As soon as the era of innovation will be adapted in Turkey, open innovation and intrapreneurship practices will increase dramatically and the ones that have been fast in adapting will be successful. This is an inevitable future for the many sectors that have been transforming into a more innovative world. The main purpose of the research is to understand the relationship between individuals' innovativeness dimension of intrapreneurship and innovative working environment and individual's personality.

Moreover to find out the affect of working environment and individuals' personality on their innovativeness which is very important for individuals intrapreneurship potential. Intrapreneurship, the work environment created for employees and personality typologies set the importance of intrapreneurship in innovation. The aim is to reveal the positive relationship between personality typologies and intrapreneurship. It is aimed to reveal the positive relationship with team management.

In previous research done on the subject, personality typologies have been linked to the ability of employees innovational approach within their organization. During these investigations, it has been determined that employees with more of a creative ability have a higher chance of presenting an innovative approach in their working environment. Due to this expectation, H1 hypothesis has been created.

Hypothesis 1: Individuals' personality types affect the outcome of their innovativeness

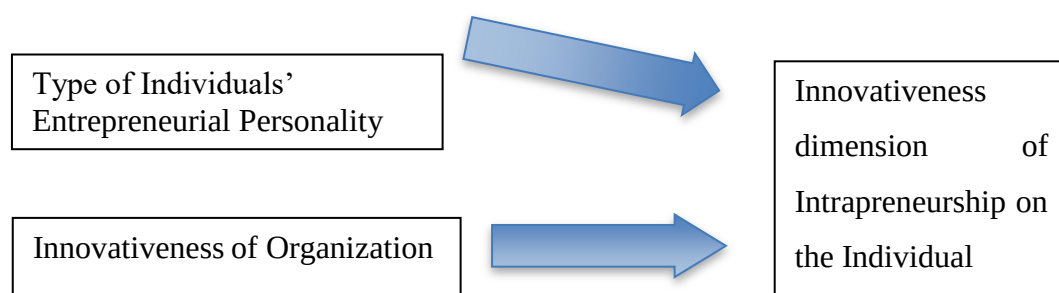
During the research, the relationship between employees within an organization has been concluded to co-operate, have a strong connection including support from one another.

As the working environment can create the soils on intrapreneurship, the relationship between employee's business area, and the impact this has on employees innovational approach has been one of the hypothesis that was created.

Hypothesis 2: The innovativeness of an organization's work environment creates affects of innovativeness on individuals

The Research Model is shown in Figure 5.1

Figure 5. 1: The Research Model



5.3 DATA COLLECTION

A questionnaire consisting of 75 statements were distributed to the participants via Google Forms. The participants of the survey have been given clear explanations to answer the questions without the influence of anyone. The results were collected through Google Forms. The time for the distribution and collection was about three weeks.

A questionnaire has been used as the measurement tool in this research. The survey included three parts. In the first part of the survey, gender, date of birth, marital status, number of children, educational status, number of years in current workplace, number of years of employment in total, the number of employees in the workplace, the field of activity of the institution were asked to specify the jobs / duties of the targeted employees.

In the second part of the survey, determining the types of entrepreneurial personality traits each subject has was investigated with an interval scale that always extends from always (5) to never (1). 37 expressions in this section were determined as a result of the investigation of the literature review. This section was used in the thesis of Evrim Çevik, (2006) using the survey of McClelland's power-oriented, success-oriented and commitment-oriented types of entrepreneurship.

In the third part of the questionnaire investigates innovativeness of the organization with 22 questions developed by Atılhan Naktiyok. Creating expression scales used in previous researches were used in the questionnaire. (Demirci, 2006; Göçmen,2007; Kayış, 2010; Tüten, 2009; Çevik, 2006; Güner, 2013).

In the fourth part of questionnaire, individual's innovation dimension in their intrapreneurship potential measured with 20 questions. The Individual Innovation Scale (Innovativeness Scale) is developed in 1977 by H. Thomas Hurt, Katherine Joseph and Chester D. Cook. Adaptation of this scale into Turkish was done by Kılıçer and Odabaşı (2010).

The internal consistency coefficient of the adapted scale was found to be 0.82 and the test-retest reliability was 0.87. The scale consists of 20 items related to the characteristics of the individual in five different categories from innovative to traditional. The scale is in the form of a 5-point Likert item, "I strongly agree" and I strongly disagree. The scale consists of 12 positive items and 8 negative items.

An example of the questionnaire has been given below as Appendix 1.

The collected questionnaires were coded and analyzed on computer. Frequency distribution, Cronbach's Alpha reliability analysis, factor analysis, correlation analysis and t-test were used in all analysis. The level of significance was accepted as 0.05 and the results that were significant at the level of 0.01 were also considered. SPSS 10.0 for Windows package program was used in this study.

5.4 POPULATION AND SAMPLE

Istanbul is one of the most developed and largest cities in Turkey. As Istanbul has many headquarters of international and national companies, selecting a sample from Istanbul seemed accurate. Universe of the research are the workers of the organizations in Istanbul from different industry. While the universe of this study is the people working in Istanbul, the sample of the study consists of 172 people. Eight hundred self-administered questionnaires were distributed to the respondents in different organizations in the European Side of Istanbul, of which, 180 questionnaires are collected and 172 of the questionnaires were found usable.

Of 172 respondents, 60.7 percent are females and 39.3 percent are males. Married respondents make up 52.6 percent of the total respondents, with regards to 67.6 percent of these respondents did not have kids. In terms of education, 67.6 percent of the subjects were university graduates, while 29.5 percent have also completed their masters.

The results of the questionnaire have been analyzed in the SPSS 15 (Statistical Package for the Social Sciences) program. All questions in the questionnaire have been coded, and then the answers in the questionnaire were organized into data and analyzed in the program to be entered.

Intrapreneurship, entrepreneurial personality typologies and work environment related hypotheses were tested by statistical methods and the results were evaluated.

5.5 LIMITATIONS

The limitations that have been faced during this research are listed below:

- i. Only be done in Istanbul,
- ii. Only using a survey method,
- iii. Measuring the subject only according to survey questions,
- iv. The perception of subject determined the results,
- v. Not able to distinguish sectors,

Apart from the limitations, during the questionnaire all subjects accepted that the questions were read correctly, that all questions were answered correctly and all the responses given were true. Also the questions on intrapreneurial and creative questions, and expressions in the survey are accepted to have the quality to demonstrate the objectives.

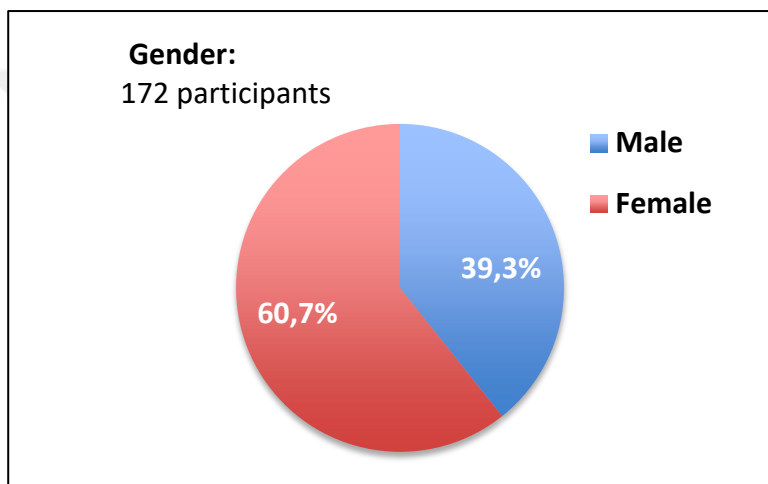
5.6 RESEARCH FINDINGS

The questions given in the questionnaire have been grouped with one another and statistically analyzed in order to evaluate the results. The research findings determined according to the statistical analysis have been given below.

5.6.1 Findings about the Demographic Characteristics of the Respondents and Their Companies

In the first part of the questionnaire, several questions have been asked to get to know the demographic characteristics of the respondents and their companies better. When the subjects that participated in the survey were investigated, the results of the explanatory analysis conducted, showed that out of 172 respondents; 104 (60.7 percent) of them were women while the 68 (39.3 percent) were men as shown in Figure 5.2.

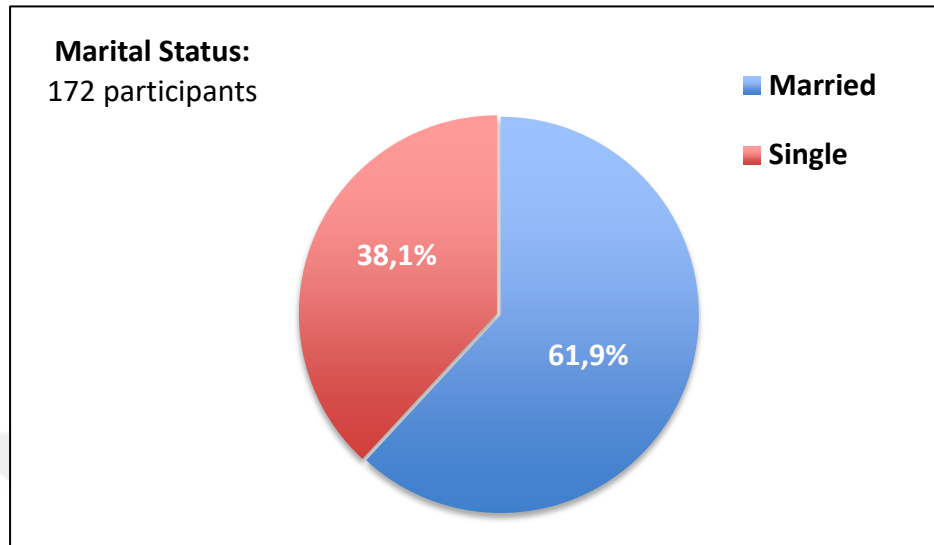
Figure 5. 2: Participants' Gender



Furthermore, the explanatory analysis about marital status and having children has been shown in Figure 5.3.

- i. 106 (61.9 percent) of the participants were married, while 55 (32.4 percent) of the married respondents had children.
- ii. On the other hand, 66 (38,1 percent) respondents were single and 117 (67.6 percent) of all participants did not have children.

Figure 5. 3: Participants' Marital Status



When the subjects have been investigated according to their birth dates, which are shown in Table 5.1, a wide spectrum was observed. During the questionnaire, birth dates have been listed as “1964–1966”, “1967–1976”, “1977–1986” and “1987–1996”, under four titles. The highest result was separated into two consecutive years; 1989 and 1990, with 16 percent of the subjects were born in each year. Furthermore, this also indicated that a younger age group had responded to the questionnaire according to the frequency gathered from the outcome.

During the questionnaire, it was resulted that out of 172 participants, 117 (67,6 percent) subjects have graduated from university, 51 (29,5 percent) subjects have completed their masters and 3 (1,7 percent) subjects have completed their PhD's. One the other hand, 2 (1,2 percent) participants have graduated from high school.

Table 5. 1: Participants Birth Year Distribution

Birth of Date	Number of Results	Percentage (percent)
1964–1966	1	0,04
1967–1976	10	0,6
1977–1986	65	37,8
1987–1996	96	55,8
Total	172	100,0

Table 5.1. indicates the classification of the respondents according to their birth years. Table 5.2. indicates the classification of the respondents according to their working experience. As most subjects have been determined to have birth years around 1987-1996, the subjects are a part of the younger generation. This means that most of them will either be in their first job or not have a lot of job experience. This has been confirmed as 20 (11,6 percent) participants have declared that they have been working for 10 years. The closest second result to the number of years the subjects have been working was 7 years, which was answered by 15 participants.

Table 5. 2: Participants Number of Working Years Distribution

Working Years	Number of Results	Percentage (percent)
Less than a year	0	0,0
1-5 years	44	25,6
6-10 years	65	37,8
11 and more years	63	36,6
Total	172	100,0

It was resulted that 122 (71 percent) of subjects were employees while 39 (22,7 percent) of subjects were managers. 11 (6,3 percent) of subjects have described their job title as something other than manager or employee. These include; director, CFO and Agile Coach.

Some questions are directed to the respondents to understand the demographic of their organizations such as number of the employees, Table 5.3. indicates the classification of the organizations according their employee numbers.

Table 5. 3: Number of Employees in Organization

Number of Employees in Organization	Number of Results	Percentage (percent)
Only me	1	0,6
1-10	9	5,2
11-50	6	3,5
51-100	4	2,3
101-200	3	1,7
201-500	11	6,4
501 and above	138	80,3
Total	172	100

139 (80,3 percent) subjects responded that there are 501 and more employees working in their organizations. The following number of employees responses are as follows; 11 (6,4 percent) subjects work in a company of 201-500 employees, 9 (5,2 percent) subjects work in a company of 1-10, 6 (3,5 percent) subjects work in a company of 11-50, 4 (2,3 percent) subjects work in a company of 51-100, 3 (1,7 percent) subjects work in a company of 101-200 and 1 (0,6 percent) subject works alone.

The significant business sector leading the subjects was the finance sector. 118 (68,6 percent) of subjects have been related to banking. 18 (10,5 percent) of the subjects are related to IT sectors.

5.6.2 Findings about the Scales Used in the Research

In this section, the statistical reliability and validity analysis of the scales was made.

5.6.2.1 Findings about entrepreneurship typologies according to personality

In this section, the reliability analysis of the questions has been made. According to the analysis, certain questions were seen to decrease the accuracy of the outcome; therefore they have been removed out of the results. The KMO is 0,830, which is a good value, considering that it is higher than 0,7.

Table 5. 4: KMO ve Bartlett's test

Kaiser-Meyer-Olkin Sample Adequacy Measurement		0,830
Bartlett's Test of Sphericity	Approx. Chi-Square	1106,691
	Df	105
	Sig.	0,000

As the value being higher than 0,7 means that it has reliability. The exploratory power was resulted as 67,769 percent for the four personality types investigated in the research. During the findings, four personality typologies have been determined. Affiliation oriented, success-oriented type, hardworking type and power oriented type.

Table 5. 5: Factor analysis according to Entrepreneurship Personality Typologies

Name of Factor	Name of Sub-Factors	Question Phrase	Factor Cronbach Loadings	Alpha Value
Entrepreneurship Personality Typologies	Affiliation oriented	People around me describe me as friendly and outgoing	0,827	0,832
		I like being with my friends	0,802	
		Friendship is very important to me	0,780	
		I like to participate in parties, entertainment and social events	0,740	
		I like spending time with people	0,661	
	Success Oriented	I plan my life to succeed	0,858	0,836
		People around me describe me as someone who has the ambition to succeed	0,798	
		I like to compete	0,790	
		Basically, I am a competitive person in line with my goals	0,598	
	Hard Working	I work very hard to achieve my goals	0,775	0,742
		I set realistic goals that I can reach myself	0,755	
		I am proud of my achievements	0,618	
	Power Oriented	I like to impress people	0,774	0,694
		Influencing people is an important skill	0,760	
		It's important to impress people	0,699	

5.6.2.2 Findings about creative typologies in work environments

The reliability analysis of the questions has been declared. The KMO is 0,869, while the exploratory power was resulted as 62,003 percent for the three work environment factors.

Table 5. 6: KMO ve Bartlett's test

Kaiser-Meyer-Olkin Sample Adequacy Measurement		0,869
Bartlett's Test of Sphericity	Approx. Chi-Square	1157,325
	Df	91
	Sig.	0,000

Table 5. 7: Factor analysis according to Innovative Work Environment typologies

Name of Factor	Name of Sub-Factors	Question Phrase	Factor Loadings	Cronbach Alpha Value
Creative Typologies in Work Environments	Differentiation Oriented Work Environment	Be the first to create new products, techniques, management systems and applications	0,782	0,874
		To differentiate products and production processes and systems	0,782	
		Continuously educating employees for creativity and innovation	0,778	
		Allocate resources to research and development activities to develop new products, manufacturing processes and technology	0,644	
		Implement new human resources programs and policies to promote innovation and creativity	0,626	
		Enter new markets with new products	0,616	
		Looking for new business opportunities for existing products	0,530	
	Risk Taking Work Environment	Instead of waiting if decision-making involves uncertainty	0,875	0,780
		Choosing a wide range of strategic activities rather than small changes with tactics to achieve goals	0,755	
		To get new jobs and open new businesses related to our field of activity in industries other than the industry in which we operate	0,616	
		Implement high-risk projects	0,580	
	Control Oriented Work Environment	Frequent review of the mission and work related elements	0,807	0,699
		To reorganize units and departments frequently	0,761	

The three factors have been declared as; differentiation oriented work environment, risk taking work environment and control oriented work environment. For the differentiation oriented work environment, questions 1,2,3,4,6,7 and 8 have been used.

The Cronbach's alpha result is 0,874. The risk taking work environment has been investigated with questions 15,16,17 and 18. The Cronbach's alpha result is 0,780. Last, the control oriented work environment looked into questions 2,11 and 13, and the Cronbach's alpha result is 0,699.

5.6.3 Findings about Individuals' Innovativeness

Reliability analyses of the questions were investigated. The KMO is 0,874, whereas the exploratory power resulted as 60,988 percent, for intrapreneurship capability factors of people.

Table 5. 8: KMO ve Bartlett's test

Kaiser-Meyer-Olkin Sample Adequacy Measurement		0,874
Bartlett's Test of Sphericity	Approx. Chi-Square	1764,351
	Df	171
	Sig.	0,000

The first factor has been determined as individuals with high creative capacity, factor two has been declared as individuals that are closed to creativity and the last factor investigated individuals that only became creative when it was a necessity.

Questions; 1,2,8,9,11,12,14 and 18 investigated individuals with high creative capacity. The results showed that the Cronbach's alpha value as 0,906. Individuals not open to creativity were looked into with questions 6,7,10,13,15,17 and 20. The Cronbach's alpha value has been declared as 0,867.

Individuals that only acted creatively when necessary were analyzed with questions 3,5,16 and 19. The Cronbach's alpha result is 0,788.

Table 5. 9: Factor analysis according to Individuals' Intrapreneurship Capabilities

Name of Factor	Name of Sub-Factors	Question Phrase	Factor Loadings	Cronbach Alpha Value
Individuals' Intrapreneurship Capabilities	High Innovative People	As I follow the innovations, my friends often receive information and suggestions from me.	0,828	0,906
		I like to try new things.	0,814	
		I think I'm an easy-going person for innovation.	0,778	
		I think my thoughts and behaviors are creative and original	0,769	
		I think I'm a creative person.	0,739	
		I like to lead the group on innovation.	0,706	
		think I encourage others to be original with my thoughts and behaviors.	0,663	
		I'm open to new ideas.	0,604	
	Non-Innovative People	I don't adopt new ideas until I see people around me agree.	0,797	0,867
		I look at new perspectives and new inventions with suspicion.	0,796	
		I think I'm the last person to accept innovation among the people around me.	0,789	
		I 'm reluctant to accept innovations until I see that it works for people around me.	0,734	
		I think the old way of life and doing things the old way is the best way.	0,728	
		I would like to see that other people use that innovation before taking into account the innovations.	0,689	
		I'm skeptical of new ideas.	0,681	
	Innovative when it is needed	While I'm doing something, I'll check for new ways.	0,804	0,788
		I often find new ways to solve problems.	0,679	
		I struggle against problems and uncertainties.	0,593	
		Unanswered questions lead me to find solutions.	0,577	

5.7 EVALUATION OF HYPOTHESIS FINDINGS

In this section, the entrepreneurship typologies, creative typologies in work environments and individuals' intrapreneurship capabilities have been studied and the regression analysis was applied.

5.7.1 Regression Analysis

In this part of the study, in order to investigate the effect of organizational innovative environment and individual's entrepreneurship personality typology on the innovative behavior of the individuals, correlation and regression analysis has been applied. Table 5.10, reveals the correlation analysis done with all the variables.

The Code List of the Variables

1. High Innovative Worker
2. Non- Innovative Worker
3. Innovative When It is Needed Worker
4. Differentiation Oriented Work Environment
5. Risk Taking Oriented Work Environment
6. Control Oriented Work Environment
7. Affiliation Oriented Person
8. Success Oriented Person
9. Hard Working Oriented Person
10. Power Oriented Person

Table 5.10: Correlations between innovative work environment variables and individuals entrepreneurship personality variables and the innovative behavior of the individuals variables affiliation

		1	2	3	4	5	6	7	8	9	10
1 High Innovative Worker	Pearson Correlation	1									
	Sig. (2-tailed)										
	N	172									
2 Non-Innovative Worker	Pearson Correlation	-,11	1								
	Sig. (2-tailed)	0,15									
	N	172	172								
3 Innovative When It is Needed Worker	Pearson Correlation	,704**	-,167*	1							
	Sig. (2-tailed)	0	0,029								
	N	172	172	172							
4 Differentiation Oriented Work Environment	Pearson Correlation	,248**	0,121	,233**	1						
	Sig. (2-tailed)	0,001	0,114	0,002							
	N	172	172	172	172						
5 Risk Taking Oriented Work Environment	Pearson Correlation	,231**	,299**	,213**	,536**	1					
	Sig. (2-tailed)	0,002	0	0,005	0						
	N	172	172	172	172	172					
6 Control Oriented Work Environment	Pearson Correlation	,234**	,247**	,224**	,601**	,555**	1				
	Sig. (2-tailed)	0,002	0,001	0,003	0	0					
	N	172	172	172	172	172	172				
7 Affiliation Oriented Person	Pearson Correlation	,338**	0,064	0,131	,235**	0,141	,153*	1			
	Sig. (2-tailed)	0	0,404	0,086	0,002	0,065	0,044				
	N	172	172	172	172	172	172	172			
8 Success Oriented Person	Pearson Correlation	,430**	0,006	,487**	,177*	,189*	,182*	,224**	1		
	Sig. (2-tailed)	0	0,94	0	0,02	0,013	0,017	0,003			
	N	172	172	172	172	172	172	172	172		
9 Hard Working Oriented Person	Pearson Correlation	,360**	0,062	,419**	,282**	,249**	,239**	,368**	,517**	1	
	Sig. (2-tailed)	0	0,422	0	0	0,001	0,002	0	0		
	N	172	172	172	172	172	172	172	172	172	
10 Power Oriented Person	Pearson Correlation	,435**	0,082	,344**	,166*	0,035	0,133	,343**	,390**	,380**	1
	Sig. (2-tailed)	0	0,282	0	0,03	0,652	0,082	0	0	0	
	N	172	172	172	172	172	172	172	172	172	172
**. Correlation is significant at the 0.01 level (2-tailed).											
*. Correlation is significant at the 0.05 level (2-tailed).											

As it can be seen in the correlation table, “high innovative worker” has a significant correlation with affiliation, success, hardworking and power oriented personality types. Also, “innovative when it is needed worker” has a significant correlation with success, hardworking and power oriented personality types. “Differentiation oriented work environment” has a significant correlation with “high innovativeness” and “Innovative when it is needed” For all the other work environment, significant correlations found with the innovativeness of the workers.

In order to reveal the effect of work environment on the innovative potential of the individuals, regression analysis has been done. Table 5.11. indicates the results of the study.

Table 5. 11: Regression Analysis of Work Environment and Workers Innovative Potential Variable

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	,410 ^a	,168	,154	,60554		
a. Predictors: (Constant), High Innovative Worker, Non- Innovative Worker, Innovative When It is Needed Worker						
b. Dependent Variable: work environment						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,476	3	4,159	11,341	,000 ^b
	Residual	61,602	168	,367		
	Total	74,077	171			
a. Dependent Variable:work environment						
b. Predictors: (Constant), High Innovative Worker, Non- Innovative Worker, Innovative When It is Needed Worker						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,699	,367		4,633	,000
	High Innovative Worker	,190	,101	,186	1,877	,062
	Non- Innovative Worker	,229	,057	,287	4,026	,000
	Innovative When It is Needed Worker	,191	,105	,181	1,815	,071
a. Dependent Variable:work environment						

As it can be seen in the model summary table, the predictors “high innovative worker”, “non- innovative worker” and “innovative when it is needed worker” have given a weak correlation due to the result of R square being ,168 which is a 16,8% variation percent. This means that the work environment does not have a direct impact on the innovation potential of employees of an organization.

According to the ANOVA table, p value of the “High Innovative Worker”, “Non-Innovative Worker” and “Innovative When It is Needed Worker”,000. Since p value is lower than 0,05, null hypothesis is rejected and alternative hypothesis is accepted. The significance values of “high innovative worker” and “innovative when it is needed worker” are above 0,05. This means that there is no significant effect of work environment on “high innovative worker” and “innovative when it is needed worker”. Thus, there is effect of work environment on “non-innovative worker” since significance value is 0,000.

In order to reveal the effect of individual entrepreneurship personality on the innovative potential of the individuals, regression analysis has been done. Table 5.12. indicates the results of the study.

Table 5. 12: Regression Analysis of individual entrepreneurship personality and Workers Innovative Potential Variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,550 ^a	,303	,291	,41048
a. Predictors: (Constant), High Innovative Worker, Non- Innovative Worker, Innovative When It is Needed Worker				
b. Dependent Variable: individual entrepreneurship personality				

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,306	3	4,102	24,346	,000 ^b
	Residual	28,307	168	,168		
	Total	40,613	171			
b. Dependent Variable: individual entrepreneurship personality						
a. Predictors: (Constant), High Innovative Worker, Non- Innovative Worker, Innovative When It is Needed Worker						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,295	,249		9,232	,000
	High Innovative Worker	,306	,069	,404	4,455	,000
	Non- Innovative Worker	,010	,039	,016	,251	,802
	Innovative When It is Needed Worker	,146	,071	,187	2,049	,042
b. Dependent Variable: individual entrepreneurship personality						

As it can be seen in the model summary table, “high innovative worker”, “non-innovative worker” and “innovative when it is needed worker” have given a weak correlation due to the result of R square being ,303 which is a 30,3% variation percent. As this value is not high, the individual entrepreneurship personality of employees do not have an direct impact on the innovation potential of employees of an organization.

According to the ANOVA table, p value of the “High Innovative Worker”, “Non-Innovative Worker” and “Innovative When It is Needed Worker”,000. Since p value is lower than 0,05, null hypothesis is rejected and alternative hypothesis is accepted. The significance values of “non innovative worker” and “innovative when it is needed worker” are above 0,05 ($0,05 > p$). This means that there is no significance between “non innovative worker”, “innovative when it is needed worker” and individual entrepreneurship personality. “High innovative worker” has a strong significance with individual entrepreneurship personality, as it is 0,00.

In order to reveal the effect of individual entrepreneurship personality and innovative work environment on the innovative potential of the individuals, regression analysis has been done. Table 5.13. indicates the results of the study.

Table 5. 13: Regression Analysis of individual entrepreneurship personality and innovative work environment on the innovative potential of the individuals

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,575 ^a	0,331	0,298	0,37694
a. Predictors: (Constant), individual entrepreneurship personality, innovative work environment				
b. Dependent Variable: high innovative workers				

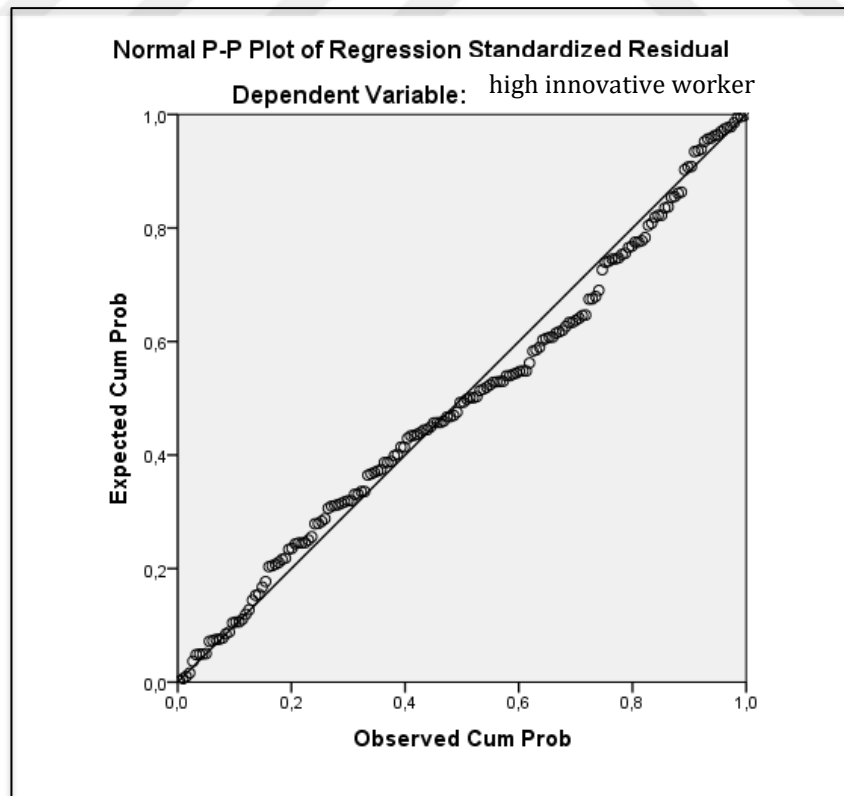
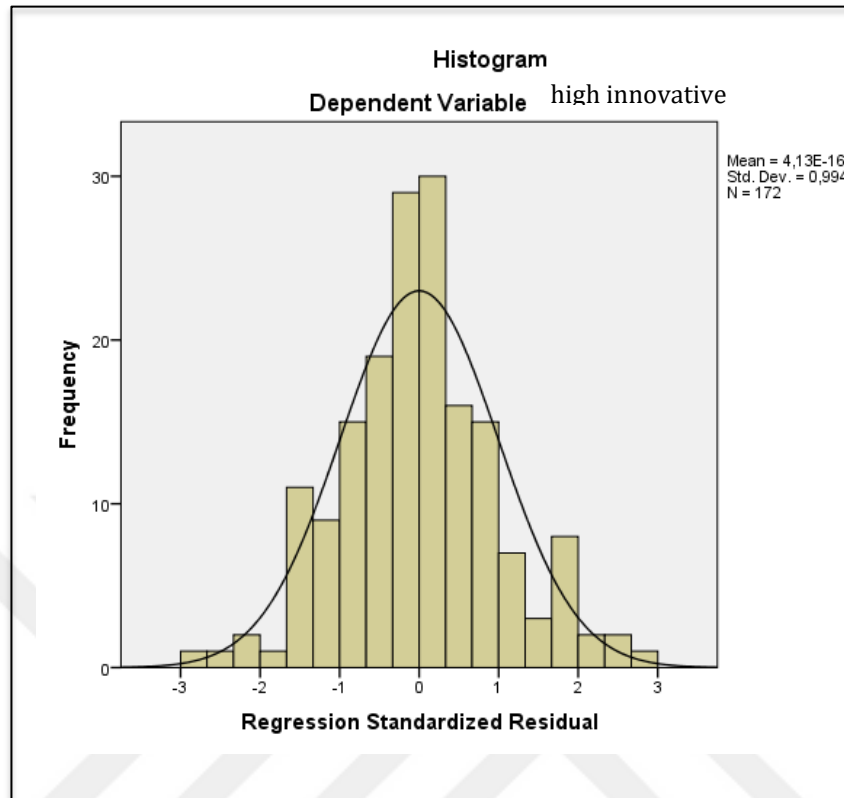
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,434	8	1,429	10,059	,000 ^b
	Residual	23,16	163	0,142		
	Total	34,594	171			
b. Dependent Variable: high innovative workers						
a. Predictors: (Constant), individual entrepreneurship personality, innovative work environment						

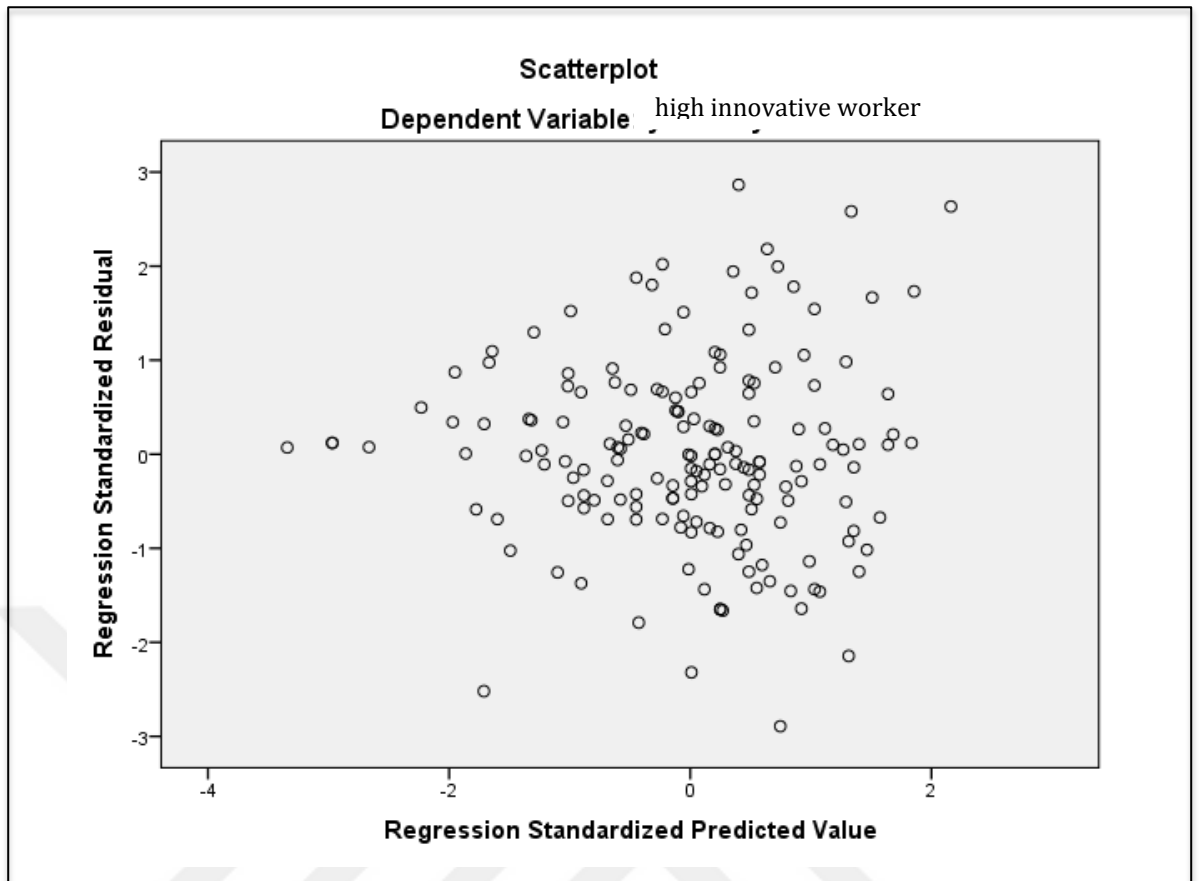
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,363	0,03		111,72	0
	Affiliation Oriented Person	0,018	0,033	0,04	0,557	0,578
	Success Oriented Person	0,123	0,035	0,273	3,496	0,001*
	Hard Working Oriented Person	-0,01	0,037	-0,021	-0,263	0,793
	Power Oriented Person	0,08	0,033	0,178	2,389	0,018*
	Differentiation Oriented Work Environment	-0,006	0,039	-0,014	-0,157	0,875
	Risk Taking Oriented Work Environment	0,119	0,037	0,265	3,222	0,002*
	Control Oriented Work Environment	0,075	0,039	0,167	1,945	0,053
b. Dependent Variable: high innovative workers						

As can be seen in the model summary table, the results have given a weak correlation due to the result of R square being ,331 which is a 33,1% variation percent. As this value is not high, the individual entrepreneurship personality does not have an direct impact on the innovation work environment on the innovative potential of individuals.

According to the ANOVA table, p value of the “individual entrepreneurship personality” and “innovative work environment” 000. Since p value is lower than 0,05, null hypothesis is rejected and alternative hypothesis is accepted. The significance values of Affiliation Oriented Person”, “Differentiation Oriented Work Environment“, “Control Oriented Work Environment” and “Hard Working Oriented Person” are above 0,05 (0,05>p). This means that there is no significant effect on high innovative worker. Personalities such as “Success Oriented Person”, “Power Oriented Person” and “Risk Taking Work Environment” have a significant effect on high innovative workers, as the p values are very close to 0,00.

Charts





6. DISCUSSION AND CONCLUSION

6.1 RESULTS

The main aim of this paper was to focus on the effects of organizations' innovative work environment and entrepreneurial personality typologies on innovativeness of employees. By investigating the current researches that have been done on the subject, the paper has clarified certain aspects of work environment and personality traits affecting the innovativeness of the workers as a determinant of their intrapreneurships. The literature review focused on the different content that looked into the concept of personality traits, intrapreneurship and entrepreneurship gathering studies that are both on an individual and organizational level within national and international researches. As there is a lack of research done on the area, the main focus was to examine intrapreneurial researches done until now, and bundle this with the different aspects that have an impact of employee's entrepreneurial personality typologies.

During the references that were reviewed, interesting aspects of intrapreneurship have risen. The outcomes argue that corporate entrepreneurship adopts a top-down approach while intrapreneurship adapts a bottom-up approach, meaning that there is a valid link between the two concepts (Åmo and Kolvereid, 2005). All researchers concluded the idea that; there will not be successful innovations on a regular basis, without individuals being involved in company's innovational approach in terms of intrapreneurship. This is why all researches mentioned in the paper have highlighted the impact intrapreneurship has on the future of a company and how organizations can rapidly learn how to adapt to it. This is why it is significant to understand the innovativeness of employees by investigating their entrepreneurial personalities.

Furthermore, during the investigation of analyzing the most accurate definition of intrapreneurship, the lack of a consistent explanation has been determined. Due to this, defining intrapreneurship can be more difficult than expected. Thus, the intrapreneur can be expressed as part of an organization rather than a single actor within the environment, which their employees' personalities will be influenced by.

The regression analysis has shown that “success oriented person”, “power oriented person” and “risk taking oriented work environment” all have a significant effect on high innovative workers. These results have also been verified with the correlation table, what correlation table has also concluded is that “innovative when necessary workers” also have a similar significance with the personality types mentioned above. “Innovative when necessary workers” only did not have a significant relation with “affiliation oriented person”. Therefore, employees that are “innovative when necessary” have also been resulted with an individually entrepreneurial personality. Therefore, managers must continue focusing on employees that are “innovative when it is needed” as the results show that they have the potential of becoming highly innovative in the future. This finding is similar to the findings of Miron et al. (2004), Goldsmith (2010), Chang et al. (2011), Lopez Fernandez et al. (2011) and Çetin and Şahin (2019) who studied the relation between the personal characteristics and individuals’ and organizations’ innovativeness .

In addition to characteristics typologies of employees, taking into account the relationship employees have within the work environment is also crucial. According to the results of the regression analysis , managers must maintain an optimal approach towards creating work environments within their organizations, as focusing on creating a more innovative oriented work environment does not have a significant impact on the innovation potential of employees. Improving their innovation potentials by educations, conferences or online seminars could have more of an outcome for both the employees and the companies. Interestingly, it is found that there is effect of work environment on non-innovative employees according to the regression analysis, and correlation has been found between “risk taking oriented work environment” and “control oriented work environment” and non innovativeness of the workers. Therefore focusing on risk taking and maintain existing situation might result less innovation rather than focusing on the differentiation. This findings also verify the findings of Kickul and Gundryl (2002) and Desyllas et al. (2018) who support the idea of strategies as a determinant of innovative work environment affect the individuals’ innovative level.

Furthermore, managers must be alert of the personality traits of employees and consider candidates that are success and power oriented-mainly due to the regression analysis. While recruiting new employees, managers can have employees take a personality questionnaire to understand their orientations. If a company focusing on increasing intrapreneurship through innovativeness, they might choose employees with success oriented or power oriented personality types, managers can guide them into more innovative job opportunities. On the other hand, creating risk taking oriented work environment can also have an impact on employees becoming high innovative workers. Creating an atmosphere where employees can feel like they can take risks has a significance with becoming highly innovative workers. Results show that employees are high innovative when the work environment is risk taking.

6.2 CONCLUSIONS AND RECOMMENDATIONS

As the economy is growing every day, global companies are continuously following the newest impact areas in the business environment. Innovation and entrepreneurship has been declared as two of the biggest impacts on business, and it all starts with vision implemented on the employees. Employees have the strength to expand a company as positions in an organization have a significant impact in today's company's culture. This is why investigating individuals' personality typologies are so significant, in order to truly understanding the relationship it has with intrapreneurship.

In previous researches done globally, when the purposes of works done by entrepreneurs were investigated, it was shown that almost every one of them had different motives. These motivations were divided into four personality types in this research; social, success-oriented, hardworking and impressing oriented type in order to understand the motives behind each typology.

These subjects have been the key indicators of this research, as 172 individuals from completely different organizational backgrounds in Istanbul filled out the questionnaire. The statistics of the questionnaire was done in SPSS and analyzed according to the outcomes. The questions in the questionnaire have been separated into three sections.

The first part was created for the individuals to give information about their characteristic traits. On the other hand, the second and third parts were aiming to understand the work environment and intrapreneurship tendencies of the participants.

6.2.1 Managerial Recommendations

Due to the results of the study, corporate companies must think about their strategy, in order to clearly take into account their action plans in accordance with the people they will focus on, solely in terms of intrapreneurship.

No matter how hard working an individual is; the characteristic traits of an individual have more of an impact in his/her innovative approach on personality typology. This means that, if a company's strategy for the upcoming year is to have more intrapreneurs within the company, the hiring requirements of the human resources team might have to change.

Rather than focusing on hard working employees, perhaps companies must start seeking employees with more success and power orientation. This can also result with companies changing their hiring processes, focusing on more creative quizzes or interviews during the initial recruitment phases. When hiring employees, organizations must focus more on hiring the right individuals rather than trying to create the right business environment, intrapreneurship needs the right people in order to happen.

Furthermore, as not all individuals have the same disposition towards a creative character, there is a significant role for managers. This means that managers must start differentiating employees according to their personality typologies. Managers that expect more from employees with low innovative tendencies can be disappointing for managers, as it can be frustrating for the employees. Diversifying employees according to the job position is crucial, especially because these personality typologies have more of an impact in creating intrapreneurs. For managers, it is important to keep in mind that work environments do not affect employees with intrapreneurial capabilities as much as they might think. Therefore selecting the right people is more important than they might have thought.

Moreover, selecting the right personality typologies is the initial step managers must focus on. The second part is how these employees will be improved. Just because an employee has the capability of being an intrapreneur does not necessarily mean that they will start at point zero. The support of the team, especially the manager is very important. Benchmarking how other corporate companies are supporting these employees can be a good starting point. Then, finding conferences or activities regarding intrapreneurship can be investigated in order to attract employees.

Most organizations prefer awarding employees in order to increase motivation. For this case as well, finding awards that can improve motivation is important. International traveling opportunities or educational programs can be some of the rewarding actions that can be taken.

To sum up, the following actions can be taken into account by managers;

- i. Work environment is not as significant as thought; it does not have the most impact on employees, investing dramatically on work environments in order to have employees feel more relaxed is not necessary. Non-innovative employees have a significance with work environment, creating a comfortable working environment for them specifically can increase their entrepreneurial personality traits.
- ii. Non innovative employees do not have entrepreneurial personality traits individually, not much must be expected from them.
- iii. Innovative when it is needed employees have the same entrepreneurial personality traits as innovative employees, managers must find alternative ways to increase their innovation tendencies.
- iv. Differentiating employees according to their personality typologies is crucial in order to gain maximum efficiency regarding the expectations of the company.

- v. Just because an employee has the capability of being an innovative does not necessarily mean that he/she will start being one at point zero, necessary investments must be done to gain efficiency.
- vi. Rewarding these employees with different awards can increase motivation; conferences, certificate programs or sending employees abroad can be some of the positive motivations.

In working environments, individuals with higher intrapreneurial tendencies have been found. What's more important is that none of these individuals have hardworking oriented personality types. Which clearly proves that individuals with higher creative capacities do not necessarily have hard working types of personalities.

6.2.2 Limitations and Recommendations for Future Researchers

It is also crucial to mention that this study deals with the effect of organizations innovative work environment and entrepreneurial personality typologies on innovativeness of employees as a determinant of intrapreneurship potential within the companies. The main reasons for this was due to these factors tend to be the most important aspects that can affect intrapreneurship. Thus, further researches can be done on other factors that have effects on intrapreneurship; in order to really understand the managerial outcomes companies can take actions on. Lastly, in the future, a repetition of the study for both female and male individuals with a narrower business area sample could have contributions to the improvements of the literature.

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APPENDIX



APPENDIX 1: Survey Questionnaire

A Research on the Relationship Between Intrapreneurial Environment and Innovation Tendency of Employees

This questionnaire was prepared for the research of my master thesis which evaluates the relationship between "Intrapreneurship and Innovation tendency" which I am continuing at Bahcesehir University in Istanbul.

The survey does not require any information about the identity of the participants. Your answers will only be used for academic research and survey forms will not be shared with third parties.

This survey consists of 3 sections. In the first part, demographic information of the participant is requested. In the second and third chapters, you have to answer your statement of participation by taking into consideration the scales mentioned. The survey will take approximately 5 minutes to complete. Answering all questions is important for the validity and reliability of the study.

Thank you for your valuable contributions.

Melis Bodur

Thesis Advisor: Assoc. Prof. M.Sebnem Ensari

Gender *

☐ Female

☐ Male

Birth Date (year/

Short answer text

Marital Status *

☐ Married

☐ Single

Do you have any kids? *

☐ Yes

☐ No

Education *

☐ Elementary

☐ High School

☐ University

☐ Masters

☐ PhD

☐ Other...

How many years have you been working? *

Short answer text

How many years have you been working in your current workplace? *

Short answer text

Number of employees in the company *

☐ Just me

☐ 51-100

☐ 101-200

☐ 201-500

☐ 501 ve üzeri

What is the sector of your company? *

Short answer text

What is your position in the company? *

Short answer text

Please read the statements below and indicate your answers on a scale from <always> to <never>.

Description (optional)

I like to manage people *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I like to impress people *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

People say I'm a good leader *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Influencing people is an important skill *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I define myself as an independent person *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

It's important to impress people *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I work very hard to achieve my goals *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

People around me see me as someone who can take risks if necessary *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I hold myself responsible for what I do in life *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I find it hard to make new friends *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

People around me describe me as someone who has the ambition to succeed *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I like to compete *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I want feedback on my performance *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I work very hard to achieve better performance than before *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I take a moderate level of risk to succeed in my work and work hard to achieve the job *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I try to be more successful than the friends I work with *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I like being with my friends *

	1	2	3	4	5	
Hiç bir zaman	☐	☐	☐	☐	☐	Her zaman

I like working with other people to solve problems *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Popularity is more important than success *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I prefer to avoid conflicts and disputes if possible *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I share my problems with my friends *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

When I'm praised by my environment, I feel good *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

People around me describe me as friendly and outgoing *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I need my work approved by others *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Friendship is very important to me *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I need my work approved by others *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Friendship is very important to me *

	1	2	3	4	5	
Hiç bir zaman	☐	☐	☐	☐	☐	Her zaman

I like to participate in parties, entertainment and social events *

	1	2	3	4	5	
Hiç bir zaman	☐	☐	☐	☐	☐	Her zaman

I like spending time with people *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

If I had been given the chance to choose, I would have preferred to work in a group rather than working alone. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I consider others' feelings and thoughts when doing a job *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I often talk to friends in my working group on non-business issues *

If you think that the following statement is not important for your business by evaluating the importance of the statement for your business, <never>, if you think it is partly important <partly>, if you think it is very important <quite>, if you think it is very important <often> and if you are undecided <always>.

Description (optional)

Be the first to create new products, techniques, management systems and applications *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

To differentiate products and production processes and systems *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Continuously educating employees for creativity and innovation *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Allocate resources to research and development activities to develop new products, manufacturing processes and technology *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Creating new demands for existing products through advertising and marketing activities *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Implement new human resources programs and policies to promote innovation and creativity *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Enter new markets with new products *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Looking for new business opportunities for existing products *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Continuously expanding business lines in the operating industry *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Fighting opponents rather than responding to opponents *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I often find new ways to solve problems. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I look at new perspectives and new inventions with suspicion. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I don't adopt new ideas until I see people around me agree. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think I'm a creative person. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I like to lead the group on innovation. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I'm reluctant to accept innovations until I see that it works for people around me. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think I encourage others to be original with my thoughts and behaviors. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think the old way of life and doing things the old way is the best way. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I struggle against problems and uncertainties. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I would like to see that other people use that innovation before taking into account the innovations. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I'm open to new ideas. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Unanswered questions lead me to find solutions. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Yeni fikirlere karşı şüpheli davranırım. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

As I follow the innovations, my friends often receive information and suggestions from me. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I like to try new things. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

While I'm doing something, I'll check for new ways. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think I'm an easy-going person for innovation. *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think my thoughts and behaviors are creative and original *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

I think I'm the last person to accept innovation among the people around me. *

	1	2	3	4	5	
	☐	☐	☐	☐	☐	

To get new jobs and open new businesses related to our field of activity in industries other than ^{*}
the industry in which we operate

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Implement high-risk projects ^{*}

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Evaluating your approach to innovation in your business life, if you think that the following statements does not apply to you <never>, if you think it is partially valid <partly>,if you are undecided, please respond to <undecided>, if you think it is valid <often> and if you think it is very valid please respond to <always>.

Description (optional)

Frequent review of the mission and work related elements ^{*}

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Using newly developed and untested processes, systems and methods ^{*}

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

To reorganize units and departments frequently ^{*}

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Frequent redefinition of competing industries *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Instead of waiting if decision-making involves uncertainty *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Choosing a wide range of strategic activities rather than small changes with tactics to achieve goals *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always