T.C.

BAŞKENT UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

DEPARTMENT OF MANAGEMENT

MASTER IN BUSINESS ADMINISTRATION WITH THESIS

MASTER THESIS

EFFECT OF INTRAPRENEURSHIP ON TO THE ATTITUDES TOWARDS TO ORGANIZATIONAL CHANGE: A STUDY ON MANAGERS IN ENERGY SECTOR

PREPARED BY

SİNAN GÜVEN

THESIS ADVISOR

ASSOC.PROF.DR. H. OKAN YELOĞLU

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Enstitü Müdürü

To my precious daughter, *Ayşe Öykü*

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ABSTRACT

In this study the relationship of intrapreneurship and attitudes towards to organizational change have been analyzed. The reason of analyzing the relationship of the both concepts is to identify how the intrapreneurship and its dimensions effect the employees' attitudes towards to the changes in the organization. The data set in this study has been constructed through the respondents who were Turkish mid-level & high-level managers and company owners/partners from the energy and its related sectors because of the organizational changes exercised in those sectors in last decade. The findings of the data analysis has indicated that in energy and its related sectors; (1) risk averse managers are more likely to lose their jobs during the organizational change, (2) managers with engineering degrees are more likely to take risks than others and (3) risk prone managers are less resistant to the organizational change than risk averse ones.

KEYWORDS: Intrapreneurship, Organizational Change, Innovation, Risk Taking, Energy

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INTRODUCTION

Since the mid-80s the new business era has been welcoming the new concept of entrepreneurship which is intrapreneurship. This new concept is based on the employees' entrepreneurial efforts for the sake of the enhanced business processes with their own capacity and willingness. On the other hand evolving business world faces with lots of organizational changes. The analysis of the effect of entrepreneurial attitudes of the employees to minimize the resistance to the organizational change is one of the key point to study.

As the analysis of the effect of intrapreneurial attitudes of the employees to the attitudes towards the organizational change is the main focus of the study it starts with the identification of the entrepreneurship and intrapreneurship. Also the main differences of both. The concept of intrapreneurship is totally based on the individuals' performance that how they practice the intrapreneurship in their organization under defined or unofficially assigned roles and corporate expectation.

Also in an organizational change activity the main affect would be on to the employees. In addition to structural, financial, physical difficulties; employees' resistance to the organizational change is one of the most critical step for the organization to leap for the targeted level of new organizational structure.

In this study, the purpose is to analyze the both intrapreneurship and attitudes towards to organizational change and correlate them in existing literature, researches and support with the research on the case of energy sector and its related sector such as oil & gas, power generation, civil, infrastructural and industrial construction businesses.

This thesis consists of 4 main chapters;

Chapter 1 covers the concept of entrepreneurship, intrapreneurship, definition of entrepreneurs and intrapreneurs, similarities and differences of both concepts are analyzed.

Chapter 2 briefs the organizational change and its features in the business world and literature.

Chapter 3 covers the research study, with its methods, sampling and scales with similar works in this area are detailed in. The outcomes of the research study, test of hypothesis and research questions with statistical analysis are in Chapter 3 with definition of why to structure the focus of the study in energy sector.

Chapter 4 includes the main discussion through the theoretical framework, literature review, statistical analysis, outcomes, limitations and conclusion.

As a whole, this study with its hypothesis, research questions and analysis of the acquired data through field research are aimed to contribute to the academy with focus on intrapreneurship and attitudes towards to the organizational changes in energy and its related sectors.

CHAPTER I: THEORETICAL FRAMEWORK

ENTREPRENEURSHIP & INTRAPRENEURSHIP

1.1 Entrepreneurship

1.1.1 Theoretical Approaches to The Definition of Entrepreneurship

Shane and Venkataraman (2000) sees the studies of business with the theories of organizations, companies and markets without the entrepreneurship point of view would be insufficient and partial. Entrepreneurship is an interdisciplinary area of study in terms of individuals' and organizations' behaviors, attitudes and perceptions while it is considered as one of the economic and social development with contradictory theories on itself as mentioned by Kuhn (1970).

Although the epistemological roots of the word of entrepreneurship is derived from the French word *entreprendre*, which means to undertake, initiate, attempt, make (Wickham, 2004) there are many other definitions of it from economic, sociological, psychological and management sciences way of interpreting the concept and the meaning of its coverage.

The main philosophy of entrepreneurship as mentioned by many scholars is to create a value on a different way, different area with a different approach that means innovation by focusing on to opportunities which were not utilized by others or few (Schumpeter, 1934; Lumpkin and Dess, 1996; Lumpkin, Shrader and Hills, 1998; Sharma and Chrisman, 1999; Brown and Eisenhardt, 2000; Shane and Venkataraman, 2000; Smith and DiGregorio, 2002).

The theories of entrepreneurship from the different disciplines will be analyzed in following part to understand better the each disciplines interpretations and reservations on the subject of entrepreneurship.

1.1.2 Economic Theories on Entrepreneurship

Entrepreneurship leads to maximize the economic sources to the high productivity areas by new products and services with the creation of its own ways of management and market development in coordination with focused organizational sources (Schumpeter, 1909; 1934; Hamel and Bren, 2007; Ireland and Kuratko, 2001).

Entrepreneurial theories on economics perspectives are generally considered in three major intellectual traditions. The first one is the German tradition, the second the neo-classical tradition and the third one is the Austrian tradition, and which are all each based on very early emphasize of Richard Cantillon (Hébert and Link, 1989).

The German tradition was shaped by von Thünen, Schumpeter and Baumol, the neo-classical tradition was by Marshall, Knight and Schultz and the Austrian tradition was by Menger, von Mises, and Kirzner.

Wennekers and Thurik (1999) briefs these 3 traditions as the German one or Schumpeterian tradition mainly concentrates on the entrepreneur as the agent of creative destruction, Neo-classical tradition mentions the role of entrepreneur to drive the markets to equilibrium with entrepreneurship, and finally the Austrian tradition concentrate on the capacity of the entrepreneur to grasp profit and growth opportunities after the external disruptions.

As widely accepted by all disciplines and scholars, innovation has one of the most distinguished acceptance in economic framework of entrepreneurship context. According to Schumpeter (1934) entrepreneurship's most important contribution to the society with its support to creative destruction is innovation.

1.1.3 Sociological Theories on Entrepreneurship

From sociological point of view networks and from psychological point of view, behaviors, attitudes personal characteristics, interactions should be taken into account to analyze the concept of past, present and future of the entrepreneurship (Hisrich, 1988).

Rapid changes in economy, politics, technology and social systems it is required for every organization to be innovative, the companies who do not change and innovate may lose its competitiveness and organizational effectiveness (Drucker, 1998).

Sociological debates on the definition of entrepreneurship is mainly people and organizations are affected by their social environment mutually as Weber (1904) stated that religious context of the societies' framed the economic initiatives of the people, which created the form of capitalism.

Thornton (1999) classified the entrepreneurship context in two perspectives; supply and demand; where supply perspective concentrates on the availability of the matching people to take entrepreneurship positions and the demand one is on the quantity and quality of the positions to be assigned in entrepreneurships.

Sociological supply perspective focuses on the entrepreneurs' personal characteristics in terms of attribution of culture and society (Weber 1904, Shane 1993), social stratification, class, and ethnicity (Aldrich & Waldinger 1990, Light & Rosenstein 1995).

The demand perspective on sociological framework mentions various approaches to study organization structure, like the creation of new businesses with organizational management (Freeman 1986), the responsibilities and acts of roles (Wholey, Christianson, & Sanchez, 1993)) creation and enhancement of new markets (White 1981, King & Levine 1993), and the technological innovation (Shane 1996).

Granovetter (1985) in his embeddedness theory and Lie (1997) underline that economic climates are embedded in social and formational relationships that revise neoclassical assumptions of core economic behavior.

1.1.4 Behavioral and Psychological Theories on Entrepreneurship

From the psychological point of view, entrepreneurship can be analyzed by focusing on to the individuals' (entrepreneurs') behavioral traits like personality, cognition,

emotions, attitude and self as briefed by Omorede, A., Thorgren, S. And Wincent, J. (2014).

Wennekers, S and R, Thurik (1999) defines entrepreneurship as obviously the characteristic behaviors of individuals, in addition, with the creation of entrepreneurial chances which could be utilized by their employees, the organizations may turn into entrepreneurs too.

Omorede, A., Thorgren, S. And Wincent, J. (2014) explain that recent studies indicate positive emotions like passion, happiness and optimistic attitudes affect supportively the determination, eagerness, and purpose of, persuasiveness, innovation, realization to move forward entrepreneurially, for the beginning a new business enterprise.

1.1.5 Organizational Theories on Entrepreneurship

Entrepreneurship process with the structured organizations and appointed management takes financial, economic, psychological and sociological risks for the innovation of new product, services and creation of its new market (Hisrich and Peters, 2002). For this reason, it strongly requires eager and passionate managers to carry out and to undertake these efforts, which are based on sustainable and continuous approach of innovation (Ramachandran et al., 2006).

As Maranville (1992) defines entrepreneurship is to be in the right place on right time to innovate with existing resources which emphasize the conveniences of the existing surrounding conditions and setup.

Entrepreneurship is one of the key element to change and evolve the organizations by innovation. Although Frank Knight (1942) has named the entrepreneurs are the owners of the organization, Kirzner (1973) sees ownership and entrepreneurship as two separate functions. Another view mentions the entrepreneurs as they see the business developing; searching for opportunities with continuous need for expansion and growth (De Clerq, Crijns and Ooghe 1997).

1.1.6 Definition of The Entrepreneur

As the concept of entrepreneurship is an interdisciplinary area which have different approaches its definition, there are various definition of the individual who is named as the main character of the concept as entrepreneur.

Van Praag and Versloot (2008), defines entrepreneur as the individuals who are self-employed and own their businesses but not the employees of other employers or in unemployed status.

Rauch and Frese (2000) differentiate the entrepreneurs as they own business which they have established. Shane and Venkatraman (2000) basically defines the entrepreneurs as the creator, utilizator and developer of the business opportunities.

Also Schumpeter (1934) defined the entrepreneurs similarly and emphasizing the generation of new products and new services with the continuous motivation and effort on innovation.

Hisrich (1990) also underlines the new product, new value and new service creation by innovation and indicates the importance of the risks of entrepreneur to reach the personal and economic goals in terms of social, financial and psychological.

Baron (1998) focused on the question of why entrepreneurs behave different than others studied. According to Shaver and Scott (1991) this differentiation underlies on the personal characteristics of entrepreneurs, which enable them to perceive and notice the opportunities as most significant variance from others.

1.2 Intrapreneurship

1.2.1 Introduction of Intrapreneurship Context

The concept of intrapreneurship first time has mentioned by Pinchott, (1985), employees would take part in entrepreneurship activities to increase competitiveness of the

organization and develop business processes with their own initiative and capacity and the intrapreneurship as the entrepreneurship inside the organizations.

In addition, Luchsinger and Bagby, (1987) defines intrapreneurs as the heroes of the corporations. Intrapreneurship can be seen in all size of organizations, and includes all kinds of innovations and orientations (Antoncic and Hisrich, 2003).

Intrapreneurship has been mentioned as is an opportunity to develop the organizations and their business operation ways. (Brunåker and Kurvinen, 2006) According to Tsoukas and Chia, (2002), the dynamics of change can be understood in detailed by getting a whole understanding of the sub processes of change at work. Management support for intrapreneurship, organizational structure and Reward and research availability have been studied as the factors effecting intrapreneurship by Kuratko, Montagno and Hornsby, (1990).

Recently, organizations have perceived that entrepreneurship is not the sole efforts of them, it requires employee contribution and initiative, thus the trainings for intrapreneurship has a crucial role for increasing the employees' intrapreneural attitudes (Kuratko and Montagno, 1989).

Any organizational change cannot be realized without any level of resistance. Although there are social, behavioral and operational reasons of resistance to change, can intrapreneurship be one of the facilitator to reduce the resistance and utilize the sources for the change approach?

According to early literature, resistance to change was evaluated in resemblance with physics definition of the tendency to prevent existing situation, status quo (Lewin, 1952). Three dimensions of resistance to change as cognitive, emotional and behavioral (Piderit, 2000). In addition, although the companies have sources of high skilled executives, up to date process and financial sources, some fail on organizational renewal and change because of mental models (Barr, Stimpert and Huff, 1992).

Also employees may generally support the organizational change efforts but with a low enthusiasm and specific concentration (Chung-Ming and Woodman, 1995). To lead the employees for a big scale change, vision and charisma of the leadership are not good

enough in new era, the leaders should fully capable to lead the organization by capturing all the aspects of complex change processes (Nadler, and Tuschman, 1990).

As in this study it is planned to focus on energy and its related sectors, the respondents to the questionnaire probably mostly engineers led working environments like oil & gas, energy, utilities, mining and construction businesses, it is important to analyze the specific role of engineers in intrapreneurship. Menzel, Aaltio and Ulijn, (2007) mentioned the specific importance of the intrapreneurship in the environment where engineers work dominantly, although most of the engineers would remain as employees and will not act as entrepreneurs, over the years and experience, they will move up to managerial roles and the organizations their work would expect intrapreneurship attitudes from them. Readiness for an organizational change also has an important weight for the self-awareness of the organizations about their employees' perception, readiness and participation for the upcoming planned change (Holt, Armenakis, Field, and Harris, 2007).

Baruah and Ward (2015) sees that to retain the top intrapreneurs for each organization is now one of the top priorities to keep up the competiveness in today's business world. To retain the top intrapreneurs is a complex target, as both they can be the attracted by other competitor companies and also themselves are seen very eager to establish their own business to move from side of intrapreneur to entrepreneur (Parker, 2011).

As per the abovementioned literature review it is planned to build my master thesis on the effect of intrapreneurial acts of individuals to the attitudes towards to the organizational change, particularly the resistance to the change.

1.2.2 Definition of The Intrapreneur

In addition to the above mentioned definition of the scholars on intrapreneurship, there some other scholar define the intrapreneur specify rather than the concept itself.

According to Antoncic and Hisrich (2003) intrapreneurship is described as the entrepreneurship within the organizations with the behavioral intentions of both individuals and the organization, similar to Drucker's definition of the intrapreneurs as the individuals who have entrepreneurship attitudes in the organizations (1998).

Naktiyok (2004) sees intrapreneur is the one to create internal entrepreneurship spirit and atmosphere in the existing organization with a vision, and the dream of intrapreneurs is to create an economic reality from an idea or an opportunity, for this purpose tries all the way possible in the organization

Luchsinger and Bagby (1987) emphasizes the importance of the intrapreneur's personal characteristics as the driver of the intrapreneural acts in the organization. Quoting Luchsinger and Bagby (1987), Ross and Unwalla (1986) listed some personality highlights of the intrapreneur as individual as;

- Focusing on results but not the action itself,
- Questioning existing situation – (Status Quo),
- Thrive from problem solving, to be part of the innovation and change,
- Disappointed by the bureaucracy of the processes,
- Desiring success and competing.

Also according to Pinchott (1984) intrapreneur's personal characteristics include below mentioned ascpects;

- Is a dreamer with high innovation and creativity,
- Needs autonomy to be innovative and productive,
- Expects appreciation on the deliveries by organizational superiors,
- Wants to see organizational support for his endeavors,
- Plans proactively and acts in a planned way,
- Defines work routines and time frames by herself/himself,
- Believes in herself/himself and her/his capabilities,
- Has self-confidence and high self-esteem,
- Takes risks to deliver results,
- Dislikes bureaucracy and hierarchy, but respects to organizational settings and order to secure the position in the organization,
- Questions existing systems to deliver better,
- Innovates new ideas and opportunities,
- Determined about his duty and committed to his role.

Table 1 – The Characteristics of the Intrapreneur, Entrepreneur and Traditional Managers by Pinchot

Characteristics	Traditional Manager	Entrepreneur	Intrapreneur
Primary Motive	Promotion and other traditional corporate rewards	Independence, opportunity to create and money	Independence and ability to advance in the corporate rewards
Time orientation	Short-term meeting quotas and budgets, weekly monthly, quarterly and the annual planning	Survival and achieving 5-10 years growth of business	Between entrepreneurial and traditional managers
Activity	Delegates and surprises more than direct involvement	Direct involvement	Direct involvement more than delegation
Risk	Careful	Moderate risk-taker	Moderate risk-taker
Status	Concerned about status symbol	Not concerned about status symbol	Not concerned about traditional status symbols— desires independence
Failure and mistakes	Tries to avoids mistakes and supervises	Deals with mistakes and failures	Attempts to hide risky from view unless ready
Decisions	Usually agrees with those in upper management position	Follows dreams with decisions	Able to get others to agree to help achieve dreams
Family history	Family members work for large organisation	Entrepreneurial small business, professional or farm background	Entrepreneurial small business, professional or farm background
Who serves	Others	Self and customers	Self, customers and Sponsors
Relationship with others	Hierarchy as basic relationship	Transactions and deal- making as basic relationship	Transaction within hierarchy

1.2.3 Dimensions of Intrapreneurship

Currently, many institutions have become aware of the concept 'intrapreneurship'. The main reasons of this fact are; increase of competition, inadequacy of traditional business management, unlimited circulation of knowledge and information and workers' investment on their personal development. That is why national and international companies are in a position to follow the trend of change and innovation in order not suffer from recession, loss of personnel and decline.

The American Heritage Dictionary of the English Language defines an intrapreneur as a person who undertakes the responsibility of transforming an idea into a profitable product by making changes and taking risks in a large organization. (Ağca, Kurt 2007). Intrapreneurship, whereas, is described in similar ways by Antoncic (2000) such as;

- A process of individuals trying to get opportunities free from control and available resources in an institution.
- Abandoning old habits in order to get opportunities to do new type of work
- Building up new organizations in a working organization to promote change and innovation.
- An intrapreneural spirit in an existing organization (Ağca, Yörük, 2006)

In addition, Kierulff (1979) gave one of the oldest definitions ; He states intrapreneurship is the process of looking for market opportunities, catching attractive chances in order to obtain resources, produce and start selling, in an active organization'. Luchsinger and Bagby,on the other hand, define intrapreneurship as 'taking risks and initiative in an active institution' (Çetin, 2011).

In today's world, intrapreneurship tendency can be observed in almost every institution. Hence the tendency may be great in some institutions, but in others, it may be low. While evaluating the intrapreneurship levels of the companies, it would be a good guide to see the dimensions of intrapreneurship. In this respect, the main point should be to know what the behaviors to indicate intrapreneurship levels in a organization are'. Many researchers agree the description of itself comprises the answer.

In literature the dimensions are referred in two points; Entrepreneurship Tendency and Intrapreneurship Tendency.

Dimensions of Entrepreneurship Tendencies and the pioneers are shown below.

Table 2 – Dimensions of the Intrapreneurship - I

Dimensions	Pioneers
• Production of new goods • Risk taking • Being proactive	Miller and Friesen, 1983
• Taking risks • Innovation • Being proactive	Covin and Slevin, 1991
• Autonomy • Competitive undertaker • Inovativenes • Taking risks • Being proactive	Lumpkin and Dess, 1996
• Innovation • Proactivity	Knight, 1997
• Innovation • Taking risks • Being proactive	Moris and Kuratko,2002

(Agca and Kurt 2007)

Intrapreneurship showed up after the examination of great companies. Shaker A. Zahra, (1991, 1993, 1995) William D. Guth ve Ari Ginsberg, (1990) John M. Stopford and Charles W.F. Baden- Fuller (1994) are accepted as the pioneers of this concept. The dimensions of intrapreneurship trends are as follows.

Table 3 – Dimensions of the Intrapreneurship – II

Dimensions of Intrapreneurship
Strategic change
Self-renewal
Starting internal initiatives
Innovation

Antoncic and Hisrich (2003) comparing common dimensions of entrepreneurship and intrapreneurship tendencies, have come up with the dimensions of intrapreneurship. The seven dimensions according to the results of this study are given below.

Table 4 – Dimensions of the Intrapreneurship - III

Dimensions of Intrapreneurship
1. Innovation /Innovation
2. Risk Taking
3. Proactivity
4. Autonomy
5.Starting new initiatives
6.Self renewal –Strategic
7. Competitive undertaking

In this study, Intrapreneurship concepts are discussed within the frame of Innovation, Risk Taking, Proactivity and Autonomy.

1.2.3.1 Innovation

Many researchers see 'changes' as the starting point of intrapreneurship, because changes bring along new ideas, new products, new markets and new inputs. As for the definition of innovation, with many similar definitions of researchers and companies in mind,in OECD prepared 2005 Oslo Manual, "Guidelines for Collecting and Interpreting Innovation Data 3rd edition, 'describes it as 'the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations"(Oslo Manual, 2005). It is significant to see that it is similar to the definitions in literature.

Knight (1997) emphasizing creative and unique solutions to threats, problems an institution might face, describes innovation as 'offers of solutions with all management techniques including new goods and services, marketing and sales' (Knight, 1997)

Morris and Kuratko (2002), describing innovation, give the similar definition. For them, innovation is, 'whatever the field is, a organization's creation of unique goods or services, irrespective of the previous ones. As for Çetin (2011), innovation is the tendencies, new ideas, changes, trials or creativity of a worker, in an active institution, to produce new goods and services or technological processes (Çetin, 2011).

In short, in the frame of intrapreneurship, the innovation concept encompasses the renewal, the trial, the outcome, and the adaptation processes.

1.2.3.2 Risk Taking

Risk taking is an important attribute in intrapreneurship as it is in entrepreneurship. Referring both the probability of losing and winning at the same time, displaying the characteristics of an institution , concept of entrepreneurship , and proactive behaviors ,risk taking is one of the key features of an organization. Since Richard Cantillon who described the entrepreneur as the bearer of the risk of loss and profit, risk taking has been taken as one of main components of entrepreneurship (Agca and Kurt,2007; Hirsh and Peters,2002).

It is a fact that new ideas offer some threats to companies. Each new idea means the risking of the new product, market or service to some extent. In literature, Lumpkin and Dess (1996) describe risk taking as the perception of ambiguity, and probability of loss or negative outcome. Miller and Fiersen (1983) define risk taking as the tolerance degree of top management of high cost failures. For Cornwall and Pearlman (1990), risk taking is decisions given under risk and ambiguity about new initiatives, organizations, products and procedures. In another explanation risk taking is an individual's, working in an institution, perception of ambiguity and recognition of the negative result or loss at the end of the change process (Çetin, 2011).

After discussing all the descriptions and definitions of the concept, risk taking , it can be said is that it is the proactive behaviors of intrapreneurs' and companies', with all possible results such as loss and ambiguity in mind, in order to catch up with the market opportunities.

1.2.3.3 Proactivity

One of the main features of entrepreneurship and intrapreneurship is the fact that they serve a proactive role to the institution. In the dictionary of Business Terms, proactivity means action and result oriented behavior, instead of the one that waits for things to happen and then tries to adjust (react) to them. Proactive behavior aims at identification and exploitation of opportunities and in taking preemptory action against potential problems and threats..(Agca and Kurt 2007; Friedman,1994) . While Miller and Friesen (1983) describe proactivity as the effort of trying to be in front of the competitors instead of following the them , Lumpkin and Dess (1996) describe it as keeping hold of the intiative through cathing on and perseiving the market opportunities.

The fact that , on the occurance of market opportunities , by acting quickly , taking risks and doing what has not been done earlier and making the first move and be a pioneer in the related field has been emphasized by many researchers. The first organization to perceive the opportunities in the market, is able to obtain extraordinary profits through the utilization of intraprenurly activities so that it can become a proactive pioneer to create a trademark image (Agca and Kurt, 2007) . Therefore, it is evident for the intrapreneur that the behaviors of perceiving the signs of possible market opportunities

and acting proactively play a critical role in achieving intrepreneurly success. (Çetin, 2011; Darlin at all, 2007)

In the light of the definitions discussed above, intrapreneurship can be defined as the capabilities of companies related to changes, innovations, making use of the opportunities, taking risks, taking first position in the market and playing a pioneering roles.

1.2.3.4 Autonomy

Autonomy Autonomy is the menifestation of an individual's or group of individual's free expression of ideas or vision and free behaviors of the application of it. (Lumpkin and Dess, 1996). According to Ağca and Kurt (2007) in general meaning , autonomy means self direction while looking for opportunities however in a narrow sense it shows the individual degree of control on the design and choice of work methods. Lumpkin ve Dess,(1996) state that in todays world many companies are decreasing their hiyerarcical levels and applications in order to promote intrapreneurship behaviours. (Ağca and Kurt, 2007) In this frame they change the organisational structure to assign employees more autonomy and authority at all levels.

This kind of innovative activities , mainly occur as autonomy promotion of the employees.

To sum up, the concept of autonomy, in the intraprenuership context, is the free expression and application of an idea or innovation of an individual working in a n institution.

In a broad sense , autonomy is divided in two;

- Strategic Autonomy
- Operational Autonomy.

Strategic autonomy indicates an internal research study and preparation of an action plan. According to Ağca and Kurt (2007) strategic autonomy as the freedom of Research and development (R&D) and identification of the agenda of the researches. Operational autonomy, on the other hand, is described as identifying the problems, and freedom of

movement in terms of starting the work in their own instruments within the existing organisational limitations (Pinnington and Haslop 1995). Therefore operational autonomy means the behaviour of taking action. Apart from this, organisational autonomy is divided into three as, Strategic Autonomy, Managerial Autonomy and Operational Autonomy.

From this point of view,

- **Strategic Autonomy** is the freedom of identification of aims, policies and strategies to guide the organisation.
- **Managerial Autonomy** means the freedom of provision of coordination nd cooperation in the organisation,
- **Operational autonomy** is the stage of taking action and movement ahead after setting aims, provision of cooperation and task allocation.

From the emplee point of view, autonomy can be defined as the degree to free expression of an idea and application in an organisation (Çetin,2011). To sum up, autonomy is the free desicon making of self evaluation, utilising own skills and abilities, choosing own methods; in short, identification of actions freely to express themselves and exist for the organisations and employees.

CHAPTER II: ORGANIZATIONAL CHANGE

2.1 Concept of Organizational Change

2.1.1 General Definition of The Change

The concept of change has attracted many philosophers and scholars over the civilization history of the human kind.

Around 2.500 years ago in 500 B.C. Heraclitus of Ephesus said that

"Everything changes and nothing remains still and you cannot step twice into the same stream" and

"Change alone is unchanging."

And cited by Basim et al (2009:13) with the emphasis of nature as the source of the change has increased its importance and the weight on contemporary debates.

On the other hand change has been studied by physicists as the physical change. When the physical change occurs only the shape or form of the material is changed but not the substance nor the ingredients. However, chemical change is a more significant change which also transforms materials into a different materials with some chemical reactions.

Darwin (1859) stated that there would be external triggers from the habitat of the species in order to initiate the process of evolution to adopt into the changes for the sake of continuation of their existence, similarly organizations face and manage changes in a plan or as a response to the business environment as a result of several triggers. Economic changes, financial crisis, volatility in commodity prices, technology and innovation developments, market changes, global/regional/local politics, and competition, social and cultural transformations all are the sources of the changes in organizations.

Darwin (1859) underlined the importance of the adaptation into the changes as the key for the species survival as below:

> *"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."*

In today's business world the change is inevitable for the organizational excellence, competition with technological, financial and workforce sustainability.

2.1.2 General Definitions of The Organizational Change

Lewin's (1947) studies are the main framework of definition of organizational change mentioning the transformation of people's behaviors to reach the new form of composure in the organization. Lewin (1947) defined the organizational change in three stage process; first to break the existing form of the organization and distancing the individuals from the existing routines and attitudes as named unfreeze, secondly start the planned set of behavior, attitude, structural changes as implementation and finally freeze the newly defined and acquired competencies of the individuals and organization as freeze or re-freeze for the better performance of the organization on an equilibrium.

In 1960s the concept of organizational change focused on two new aspects which are change management and adaptation to change as stated by Bennis (1966) and Beckhard (1969) respectively with a planned approach to change the attitudes, beliefs, perception and responses of the employees under controlled corporate educational system targeting expected adaptation and acceptance of the employees.

During 1980s researches in change management with complex and interdisciplinary approaches have been built to focus on more on cultural aspects rather than behavioral one (Katz and Marshak, 1996).

Also change management defined by Huse and Cumings (1985) as a general application of behavioral science to realize planned improvement and to support corporate strategies on organizational design and methods for the enhancement of improving capability and efficiency.

Organizational change is now considered as continuous process for the enhanced and sustainable performance of the organization by focusing on individuals' attitudes, behaviors, culture and organizations' strategy, structure and dynamics by Tsoukas and Chia (2002).

2.1.3 Purpose of the Organizational Change

Change is inevitable for the organizations and their managers, as the organizations do not change on time would be struggling for the continuation of their business and to survive, for this reason to follow up the technology with innovation are supporting to change effectively (Cook and Hunsaker, 2001).

Today, the concept of change has been one of the main concerns of organizations. Especially since the end of the Cold War and the fast development of globalisation the concept of change has become more and more attractive. In this period, economical, social politic and technologic developments forced the organisations to make changes. They also made them directed the organisations to update themselves in the light of new and estimated conditions. Parallel to the speed of globalisation, change also has been rapid. This reminds one of Mc Luhan's concept of global village that he mentioned in 1967. It has become apparent with the help of information and scientific Technologies. McLuhan (1967) states, ''New electronic interdependence recreates the world in the image of a global village. McLuhan underlying the fast flow of knowledge and information in the electronic era, adds, 'Knowledge consumption has put the world into a consumption position. The world is becoming village where people learn everything at the same time'. Currently, the world has become a global city which are connected to each other with the help of information technologies , without the ideologies, as a result of post industrialisation and based on service sector. In global cities the most important agents are international firms and organisations who accord themselves with the chnges (Altay,2003).

The changes in the knowledge and information technologies in a global scale have crossed over the national boundaries and have become the main pioneers of the change . In the same directions, states, organisations and individuals have felt the need to update themselves and align with the changes. In this study change will be discussed on organisations only.

According to the definitions in the litereture, change is the institutional updating of the organisations in the proper time and place, in order to increase their productivity, reach more markets and improve quality. In a more general meaning, changess of is to transform the existing situation to another. According to Kozak (2003) ‘’Change is the process of becoming mighty again, to restructure the organisation, produce new ideas, and apply these ideas both individually or organisationally, as opposed to being in the state of desperation and helplessness against the existing social and environmental conditions and counterparts’’. (Kozak, 2003). Whereas another definition explains change as an observable difference interms of quality and quantity in the parts of a whole and the relations of the parts with each other as opposed to the previous one. (Özmen and Sönmez 2007).

The organisations are very much effected by the results of the globalisation such as the developments of information and knowledge technologies, the increase in the number of quality workforce, supply and demand changes, shortly micro and macro changes. Organisations position themselves according to these changes, try to deal with them, and manage them. In short, the effort of an organisation to deal with internal ve external changes is the purpose of change. In addition to these, there are some accepted purposes of change, they are as follows;

- Increase efficiency
- Improve productivity
- Growth- degrowth
- Innovation
- Increase motivation

Organisational change may have some purposes directed to increase efficiency, such; to hinder recession, improve productivity and find new markets. According to Sabuncuoğlu and Tüz (1998)’. The most important purpose is to increase operation capasity, in other words doing the work more efficiently to increase the well being and effectivenes of the organisation. (Töremen, 2002).

Investing less imput and getting more output is directed to improve productivity. This entails optimal utilisation of time, capital and reources. In this way with minimum resources maximum outcome can be obtained.

The most important purposes of change is about growth and degrowth. Organisations may not maintain their situation because of internal and external influences forever. At some point in the life of the organisation they feel they change and either grow or decrement. Like the states and individuals economic growt is very important for the organisations well being. In the development process of an organisation, they have to change in order not to have problems in the points of duty, authority, responsibility, decision making, and area of control. The same is valid for degrowth.

Another purpose is closely related to innovation. Organisations need to change in order to balance internal and external variables. While balancing internal and external factors, organisations need to consider the global issues as well as time and place consistency.

The purpose which is to increase motivation is mostly related to the human factor. The factor that Classical theory of management theories, which denies and inclued human factor in the rational and mechanical processes. However human factor and human motivation takes the first priorityin today's organisations. When going into a change, organisations consider reciprocal trust, proactivity, work capacity, interaction variety and team work to increase the motivation of the the workforce.

In summary, in the light of what has been said in literature, organisations have to keep up with the changes, within the social economic political and technologic conditions, in order to maintain their existance, offer quality service, receive credibility, maintain status. Paralel to comforming with the conditions and their ability to change, the organisations set their purposes for a change. Depending on their aims either to increase efficincy, improve productivity or growth, degrowth etc, they plan their reasons for change.

2.1.4. Importance of The Organizational Change

Organisations are under the effect of internal and external factors, and any change on the factors directly influence the organisations. According to Ulgen (1989) 'since organisations are exposed to any changes on various factors, it is a fact that they will be effected by them'

Organisations can not be considered without their environment and time because they exist for the needs of the existing conditions. The changes in this framework necessiates the organisation to change and orient itself tointernal and external factors.

Shortly, organisations using the time and place factors need to update themselves, liese with the conditions and global situations and perform organisational change. Changing organisations, by updating themselves, in the current conditions become the actors of change not the audiance organisational change while enabling the companies to reach the updated objectives also enable them to get the global aims. Purposes of Organisational change, as discussed above, as efficiency, productivity, growth or degrowth, innovation and motivation are all in fact outcomes of organisational change.

Today we are enjoying the best era with the best of interaction, information sharing among communities ever, due to the globalisation and technology. This fact eases the reach of information and speeds up the change and improvement. In order to reach their aims, organisations utilise the advantages of changes. It is important for the organisations to survive and maintain existance by making changes suitable to the conditions and needs of the time and geografic location. These changes should be applicable, reachable , flexible and solution oriented.

In the information and knowledge era, just like the individuals and states, organisations as well have to renew and update themselves. All in all, they have to be open to renewal, changes, developing their resources, abilities, activities, efficiency productivity and success in order to accord to the global conditions and reach their aims.

2.2 Reasons of Organizational Change

Organizations may change in a plan or naturally according to the developments in business environment in order to adopt the competitive market requirements and drives.

As Morris (2007) mentioned that Triggers of the organizational change can be driven through the factors out of the organizations as defined external environment and also organizations own dynamics, structure and work force require those changes as named internal environment.

Although those factors can be grouped to analyze in detail, they are also interrelated and interlinked.

As Daft (1989) states that organizational change involves technology change, product change, administrative change and human resource change (Daft, 1989), which are all the triggers of the change as well.

External factors as environmental constraints and internal factors as organizational constraints have strong effect on organizational change (Pfeffer and Salancik, 2003).

There exist reasons of organizational change in two categories; external environmental and internal environmental reasons. As below those external and internal factors of organizational changes will be detailed.

2.2.1 External Environmental Reasons of The Organizational Change

The external environment of an organization is under the influence of natural resources, social, economic, political, technological developments which may cause the trigger of the changes in the organizations.

In today's world, all the organizations are variety of stakeholders like; other organizations, competitors, partners, suppliers, contractors, consultants, shareholders, customers, communities, international governing organizations, trade and commerce chambers, unions, NGOs, governmental authorities and regulatory bodies. In order to respond all the needs of those stakeholders, organizations firstly should aware of the

changes around their external environment. Thus, to be aware of the needs of the external environment, and comply with the requirements of it is critical for the continuation of the organization. As mentioned by Morris (2007), the external environment of the organizations has a vital importance to survive.

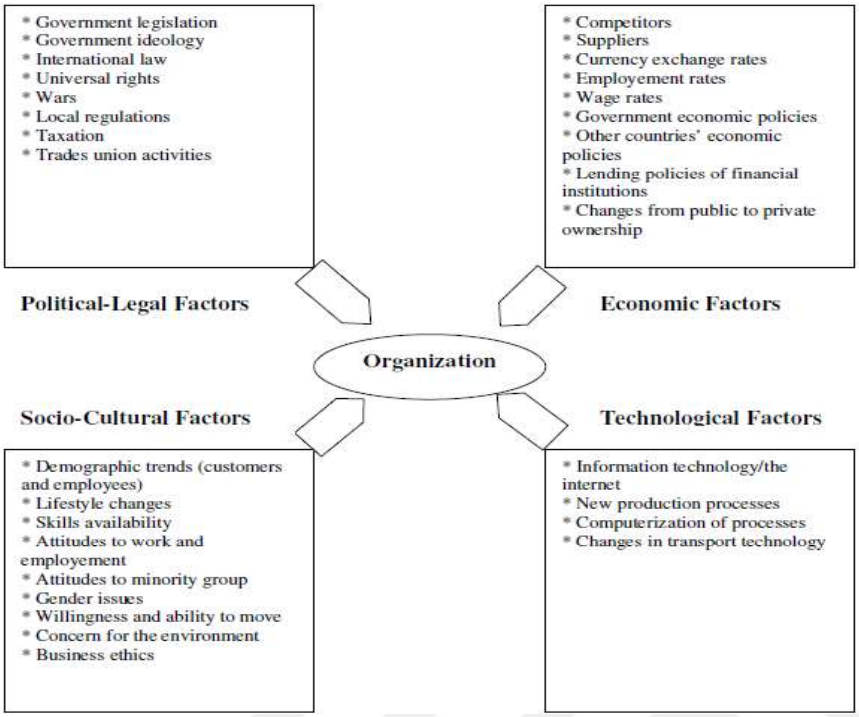
By default, the external environment is start with the natural resources and nature itself. This physical condition is the main factor to be analyzed by the each organizations for all kind of planning and arrangement, for the supply of the resources to process, to plan the logistics, to forecast the future capacities and also environmental constraints and foot print minimization.

Senior (2002) has defined the relationships of the external factors affecting the organizational change in four main groups;

- Political – Legal factors,
- Economic factors,
- Socio-Cultural factors,
- Technological factors.

Basically these 4 factors are the areas of PEST analysis, each letter of the word PEST come from the starting letter of each factor group.

Figure 1: External Factors of the Organizational Change



Source: Senior, B. (2002). *Organisational Change*. 2nd Edi. Essex: Prentice Hall., p.16.

2.2.1.1 Political – Legal Factors

All organizations operate their businesses according to laws, regulations and rules of the each country specifically. In order to be accepted by the governmental authorities and work with full compliance of the governing rules and laws, all organizations are very strictly follow the legal framework of the countries they exist. By default, many of the governing laws are subject to changes over the time.

Briefly the general laws to be complied by the organizations can be listed as; trade law, labor law, social security law, health and safety law, union law, debts law, tax law, corporate law, penal code, advertisement law. In addition, there can be licenses, permits, exemptions, privileges that organization may have, renew and cancel according to laws, regulations and decrees.

Regulatory bodies for specific business sectors and business activities also define the rules of business with the guidelines of conformities like, competition committee, banking regulation committee, broadcasting committee, energy regulation committee.

Besides of all local governing laws, regulations and rules, there are international laws, treaties, agreements that all countries should be in the conformity. That brings additional standards to meet for the organizations.

Within the corporate governance approach of the organizations, compliance of the local laws bring some changes for the organizations. Adaptation of the organizations' acts for those changes are inevitable and compulsory, otherwise the organizations may face with legal implications and even their businesses can be interrupted by legal force and penalties.

On the other hand, there can be changes as a result of the political changes in each specific country. As Senior (2002) discussed, with the changes in political ideology in ruling powers, the changes will not only be limited in political environment but also significantly in business world, as new opportunities or limitations like new privatization of government owned institutions, assets and economic alliances, partnerships with other countries or even opposite bans, quotas and blockades as Tsoukas and Chia (2002) state that uncertain environments motivate organizations to change.

From softer political changes to most severe cases like political unrest, civil war and war, the order and security of the countries may be affected. In order to minimize the effects of those possible changes, organizations follow up the political climate in each country closely and try to get prepared for any crisis situation.

2.2.1.2 Economic Factors

In today's business world, all the countries' economies are in interrelation and connected. The global developments effect the countries and vice versa could happen, especially depending on the size of the economy of those countries.

As shown in Figure 1 above, Senior grouped the economic factors triggering organizational change as below;

- Competitors
- Suppliers
- Currency exchange rates
- Employment rates

- Wage rates
- Government economic policies
- Other countries' economic policies
- Lending policies of financial institutions
- Changes from public to private ownership (privatization)

Developments in the countries' economies would be affecting the organizations directly. State policies on monetary regime, payment cycles, tax regime, unemployment, inflation and currency exchange rates are taken into account by the organizations for the sake of them to keep up their market share and competiveness against the competitors (Senior, 2002). Those factors can be advantageous or disadvantageous for the organizations, as a a result of economic factors, a decrease in the market share addresses the defect of the organization (Neale and Northeraft, 1990).

To adopt the fast pace changing economic climate, organizations should have high caliber and flexible workforce which enable the organizations to develop new products, new marketing strategies, new customer reach and supplying to the market (Bennet, 1994).

2.2.1.3 Socio-Cultural Factors

As shown in Figure 1 above, socio-cultural factors affect organizations' structure, management style, strategies, workforce composition and talent acquisition, those factors were mentioned by Senior (2002) like;

- demographic trends,
- lifestyle changes,
- skills availability,
- attitudes towards to work and employment,
- attitudes towards to minority groups,
- gender issues,
- willingness and ability to move,
- concerns for the environment,
- business ethics factors,

Also as Senior (2002) stated that changing age groups and new generations are bringing new concepts to the societies; changes in living conditions, employment opportunities, family structures, and new customer expectation and habits.

To be aware of, to follow up and to respond on time to the requirements and results of those socio-cultural factors and the changes caused are critical for the organizations to be sustainable and prosper to keep up the existing image and market share.

2.2.1.4 Technological Factors

Recent developments in technology are affecting all sectors in the business. Not only automation which reducing the manpower in the organizations but also rapid changes and new inventions in information technologies and telecommunication are changing the strategies of the organizations for the sake of better reach to the customers and maintain and enlarge market share.

The advantages in higher speed, better quality, lowered cost, and immediate access to the information with the new technological innovations lead organizations to manage the developments on time, continuously and to realize the required changes (Senior, 2002).

The time is more important than ever in business history recently. Technological developments are providing organizations shorter production times of goods and services. Also the quality control processes are vastly on automation which eliminates human errors and defects.

In order to utilize high-tech developments, new technological innovations organizations invest in to research and development. This is the main pillar of to be highly competitive in the market.

Management systems, corporate structures, logistics, advertisements, marketing and data analysis processes of the organizations are now highly automated and computer based. Of course, without the qualified workforce all the system may stay idle and useless. As a result; without the changes in the organization itself it is impossible to internalize those technological developments in the organization (Ozalp, 1998:106).

The main effect of technological factors in external environment to keep up the workforce technologically updated and trained. To compete in the market effectively requires

all technological tools and new innovation but first of all to develop the existing workforce on this way and acquire new talents with technological capability.

2.2.2 Internal Environmental Reasons of The Organizational Change

The internal environment of an organization is under the influence of organizations' own management policies, systems, and procedures, and behaviors of the employees which initiate the changes in the organizations. Daft (2000; 365-366) states that internal motivations for organizational change are driven by internal activities and decisions of the organizations.

Internal environmental factors effecting the organizational change can be grouped and analyze as below:

- Organizational Growth
- Mergers and Acquisitions
- Performance
- Changes in the Management
- Employees' Demands

2.2.2.1 Organizational Growth

Growth in a sustainable way is one of the target of all organizations and also it is one of the reason for the organizational change. Growth can be in different means like:

- Boost in production volume,
- Growth in market share,
- Increase in the revenues and sales,
- Increase in the number of employees,
- Enlargement of the production facilities,
- Expansion of operational units, branches,

To respond internally the change requirements because of growth is critical for the organizations to keep up existing performance and to let the organizations evolve into different size in terms of production volume, number of employees, operational location, number of customers and increase sales and revenues.

In some cases, as in unavoidable situations, getting smaller in the size can be another option to survive, which requires also different direction of change measurements too.

2.2.2.2 Mergers and Acquisitions

Globalization, economic developments, technological innovations and political changes are leading lots of mergers and acquisitions of organizations. As a result of the mergers and acquisitions, leaders, managers, employees, business processes are changing which require organizational change as well (Ulgen and Mirze, 2006 : 314-316).

Harmonizing organization cultures in the case of mergers and acquisitons is also important and may require organizational changes to set up a new for of organization culture to motivate all the empoyees of the merged, acquired, or acquiring organizations' previous employees.

2.2.2.3 Unsatisfactory Performance

All the organizations plan their operations with the allocation of all means of sources. The targeted outcome and performance sometimes cannot be met. In today's business world the performance culture is defining processes of the organizations for higher productivity and efficiency.

In the case of the losing market share, the organization analyze the case by focusing on the competitors'' performance and build a new road map for a better performance (Ulgen, 1997:171-172).

If an organization is not reaching targeted performance and this is resulting to lose market share, resources or competitiveness, organizational changes become inevitable (Fields, 2007: 336-338).

2.2.2.4 Changes in The Management

Changes of the top management in the organizations is one of the triggering factor of the organizational change.

Mostly the changes in management are based on unsatisfactory performance of the individual, department or wider organization. Upon the departure of the existing

management, the new management arrives in with different style of management, decision taking, delegation, work habits, risk taking styles, and strategies, which require all organization to change to adopt the new way of management (Sucu, 2000:31-32).

2.2.2.5 Employees' Demands

Employees are considered without any doubt that as the main driving force of the economic development, and the organizations should invest more into their human capital, which are forcing the organizations to change (Aktan, 2003:15).

Nowadays, employees have higher expectation from their organizations. As all the sector markets are getting more competitive, more transparent and offering more in benefits, self reproduction, freedom of self expression, attractive promotion opportunities, employees are seeking for better in all they may have in an organization.

The leaders, decision makers, amangers of the organizaitons should cloesly listen the demands arising from the workforce, not only just to respond to the empoyees but also to catch up the new human capital trends and expectation of the employees. The otherwise brings risks to lose the employees to the competitors or decrease in their performance.

2.2.3 Attitudes Towards to Organizational Change

Everyone thinks of changing the world, but no one thinks of changing himself. Lev Tolstoy

Change in an organization creates in the same time change for the employees naturally (Zener, 1991). Organizational changes can be welcomed with acceptance happily or opposite with resistance and rejection by the employees, thus, employees' attitudes towards to change vary positive support and contribution to negative receipt and to be against it. (Vakola and Nikolaou, 2005).

Basically there are two main attitudes towards to change; accept the change as it is a requirement and work accordingly or to resist against the change and to to stay insensitive with ignorance.

Ford and Ford (2009: 99-101) state that leaders mostly believe that the only the barrier for change is the employees' resistance, if they eliminate the resistance all change

will succeeds, however the resistance to change by the employees is a kind of feedback and leaders should analyze what the resistance contains and understand the main motivators.

At this point it is important the role of the leaders during the change, especially the charismatic leadership as the main change agent in the organizations. Levay (2010: 127-1) underlines three main characteristics of the charismatic leader for the successful change as below:

- Strategic Vision and Articulation: leaders put inspiring goals, brings together the all levels of organizations valuable work, with his vision of entrepreneurship makes himself and organization aware of the opportunities,
- Personal Risk :leaders take high level of risk to danger own benefits for the sake of organizational success,
- Unconventional Behavior: uses unfamiliar and surprising behaviors to meet with the organizational goals.

Ford et al (2009: 365-366) suggest that even change agents may become the source of the resistance to organizational change, which could be caused by failure on the communication of the purpose, drivers, methods and targeted outcomes of the organizational change to the employees.

These failures may cause the misinterpretation of the purpose of the organizational change by the employees and a structure mechanism of communication with the clear corporate policy can minimize this situation (Ford et al, 2009: 367)

Seren (2005) created a scale of the attitudes towards to change with four dimensions, with the higher satisfaction of the employees the change occurs more successfully as:

- Corporate Policy: with the clearer plans of the organization understood by the employees, change is accepted more,
- Results of the Change: employees expects feedback from the leaders during and after the organizational change efforts,
- Resistance to Change: Employees may resist against the change or cooperate with it according to their perception of the change,

- Management Style During the Change: The leaders play an important role for the successful organizational change process and employee buy-in.

The organizational change would happen with the work force, thus; timing and effectiveness are crucial in order to catch up with the environmental changes with the organizational change efforts as mentioned by Hannan and Freeman (1984: 149 – 164) that structural inertia of the organizations are higher when the speed of organizational change is slower than the pace of the real environmental changes.

CHAPTER III: RESEARCH STUDY

3.1 Purpose of The Research

As detailed in previous chapters, intrapreneurship and attitudes towards to organizational change are two concept that can be examined to find out the relationships and affects to each other.

In the light of the literature review for both subjects of intrapreneurship and organizational change, there is an obvious reason of both concept as trigger which is the change.

Changes in the business environment may start up the actions for organizational compliance and also may be the reason for the intrapreneurship acts of the employees. Both may be initiated as an effort of adaptation to the business climate or as in a planned and structured way to catch up the new developments in the organizations sectors where they survive.

Innovation is another key concept for the organizational change and also intrapreneurship. Any change comes as the outcome of the innovative and new approach, thinking and direction in organizations.

One of the main reason for the organizations to realize changes is the financial crisis which affects all the world economies. When we look at the last fifteen years there are some local and global financial and economic crisis. In this study it is planned to focus on energy and its relevant sectors which were affected upwards and downwards over the fifteen years globally.

The main reason to focus on energy and its relevant sectors is the organizations in these sectors have applied large scale, continuous and multiple organizational changes especially after 2008 financial crisis. Unpredictable volatility in oil, gas and electricity prices forced those organizations streamline their structures to optimize the effectiveness and profitability.

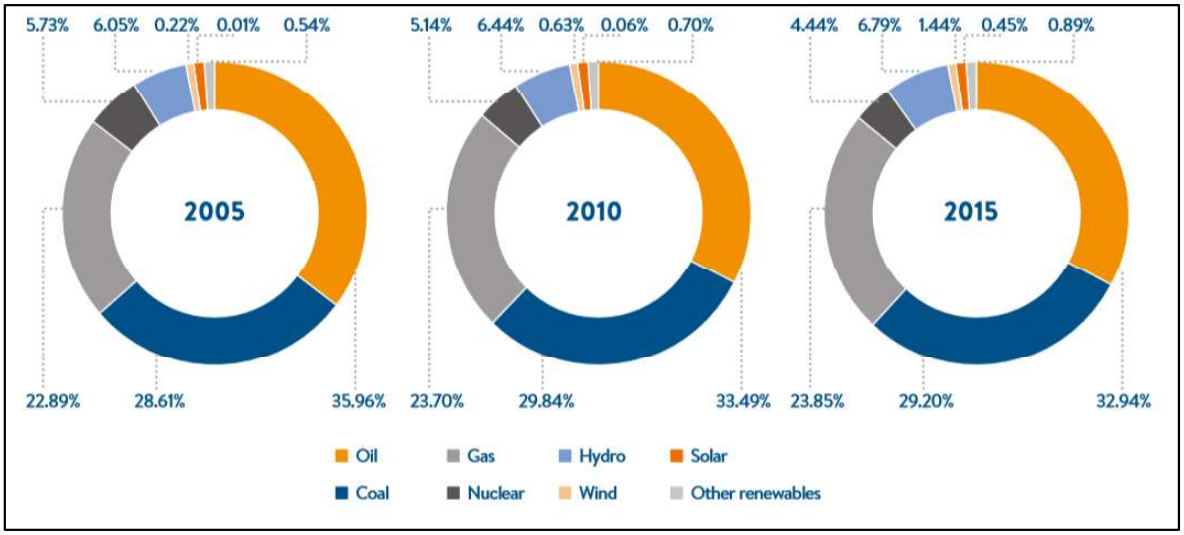
3.1.1 Energy Sector Overview

Energy has become the key driver for all the countries since the industrial revolution, and its effects on the global and local economies are getting significant every single day. The increasing world population and development of all countries are dependent on energy. Actually, it is can be considered as dependents of each other.

All the economies in today's world are counting energy as an integral part of their economy, budget, internal/external trade, security, geopolitics and wider country policies. This reality has mutual relations; energy effects economy and economy, politics and other variables shape energy market in local and global context.

When we look at the energy consumption between years 2005 to 2015 in Figure 2 below, it is seen that traditional distribution of means of energy generation is more or less in line. On the other hand, the decrease in nuclear and oil based energy sources consumed were replaced mainly coal and renewables; such as hydro, solar, wind based ones.

Figure 2: Energy Consumption Over The Past 15 Years

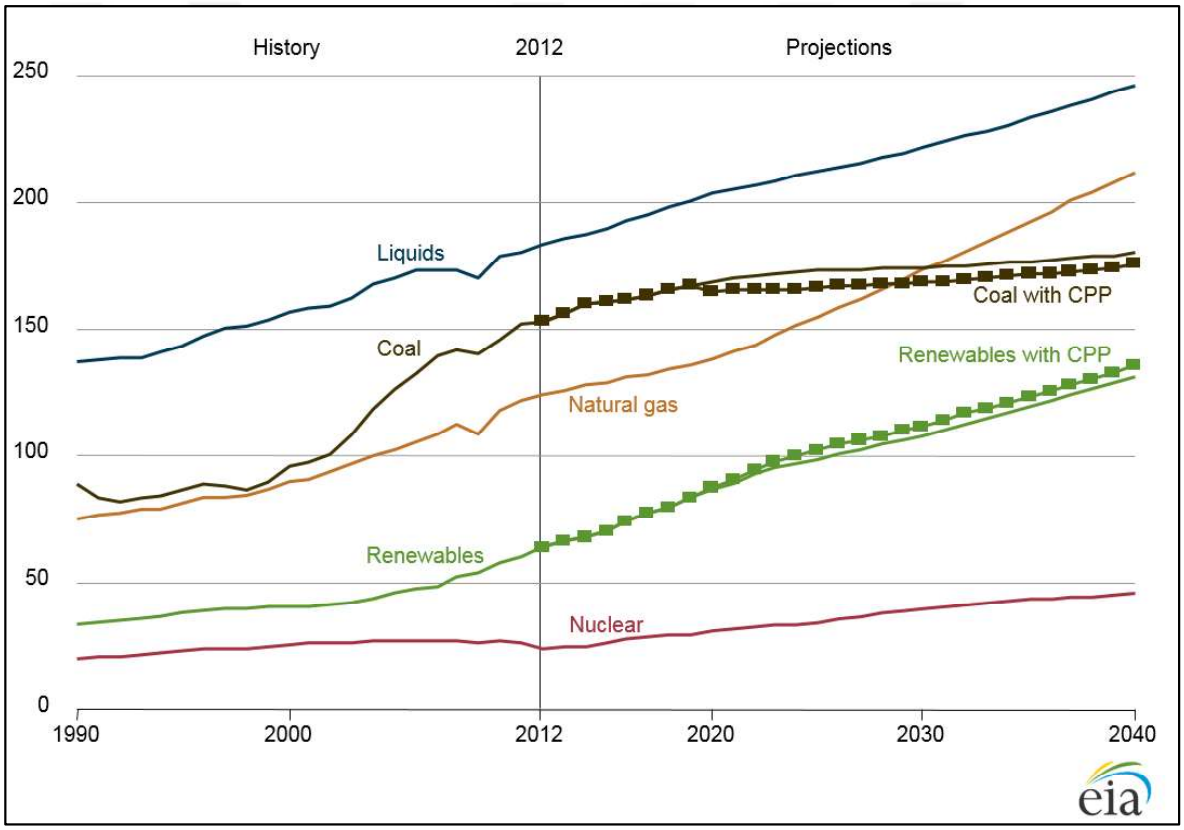


Source: World Energy Council - 2016 World Energy Resources report, page 3

Also it is important to understand the energy consumption projection of all the world for 2 more decades. The below Figure 3 of EIA shows that energy consumption will keep increasing gradually over 2 decades. Also the analysis of EIA indicates that all means of energy; fluids, coal, natural gas, nuclear and renewables will follow this increase trend.

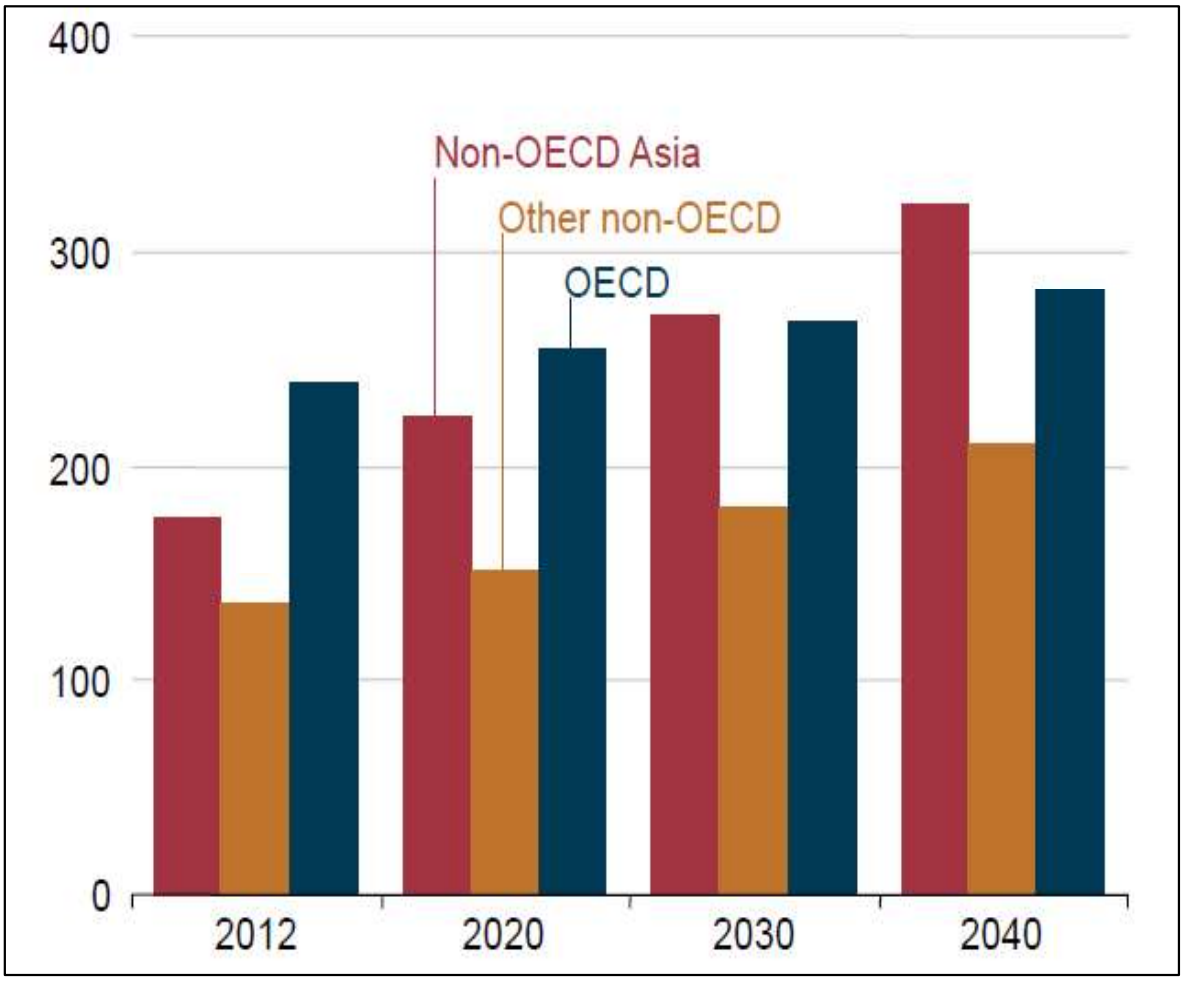
This projection means all the world economies will be investing for new energy sources, energy security alternative sources and enhanced productivity and efficiency in the energy business.

Figure 3: World Energy Consumption Projection by Energy Source 1990 – 2040 (quadrillion Btu))



Source: EIA - 2016 International Energy Outlook, page 1

Figure 4: World Energy Consumption Projection by country grouping 1990 – 2040 (quadrillion Btu))

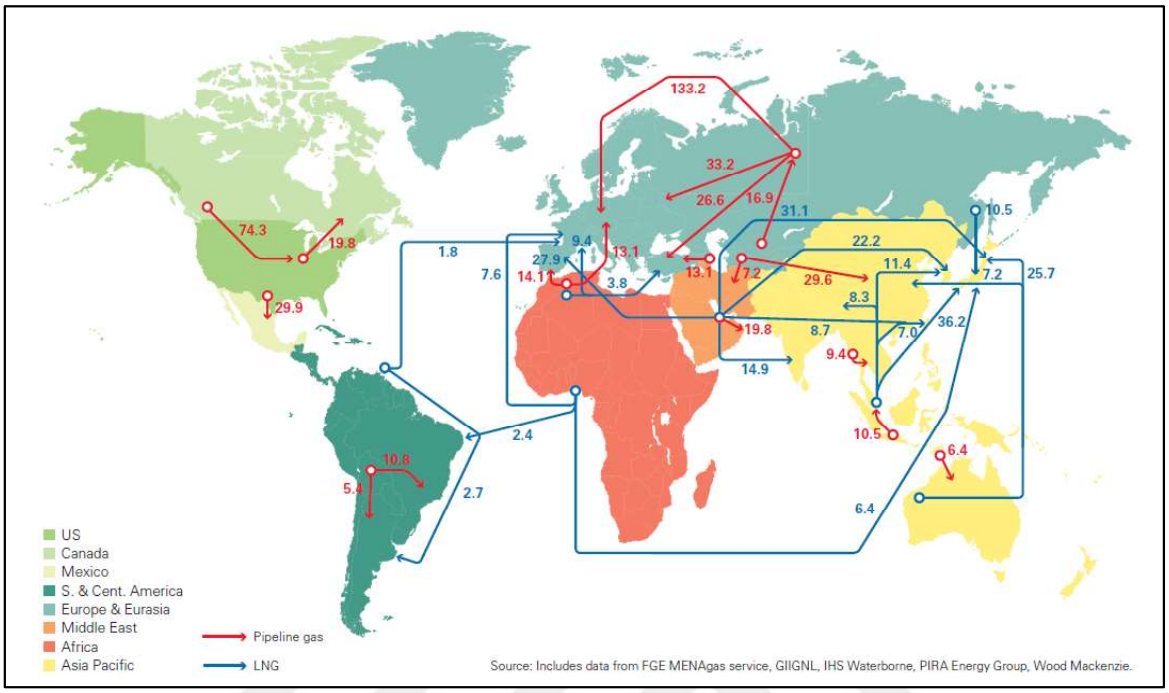


Source: EIA - 2016 International Energy Outlook, page 1

When we look at the consumption of energy by country grouping in Figure 4 of EIA, from 2010s to 2040s there would be significant increase especially Non-OECD Asian countries; China and India who will be dominating the world economy by 2040 too.

Currently India and China are mostly dependent on fossil fuels for the means of energy generation. However, they are investing in renewables and nuclear power as well as trying to develop fossil fuel resources.

Figure 5: Major Natural Gas trade movements 2015 Trade flows worldwide (billion cubic metres)



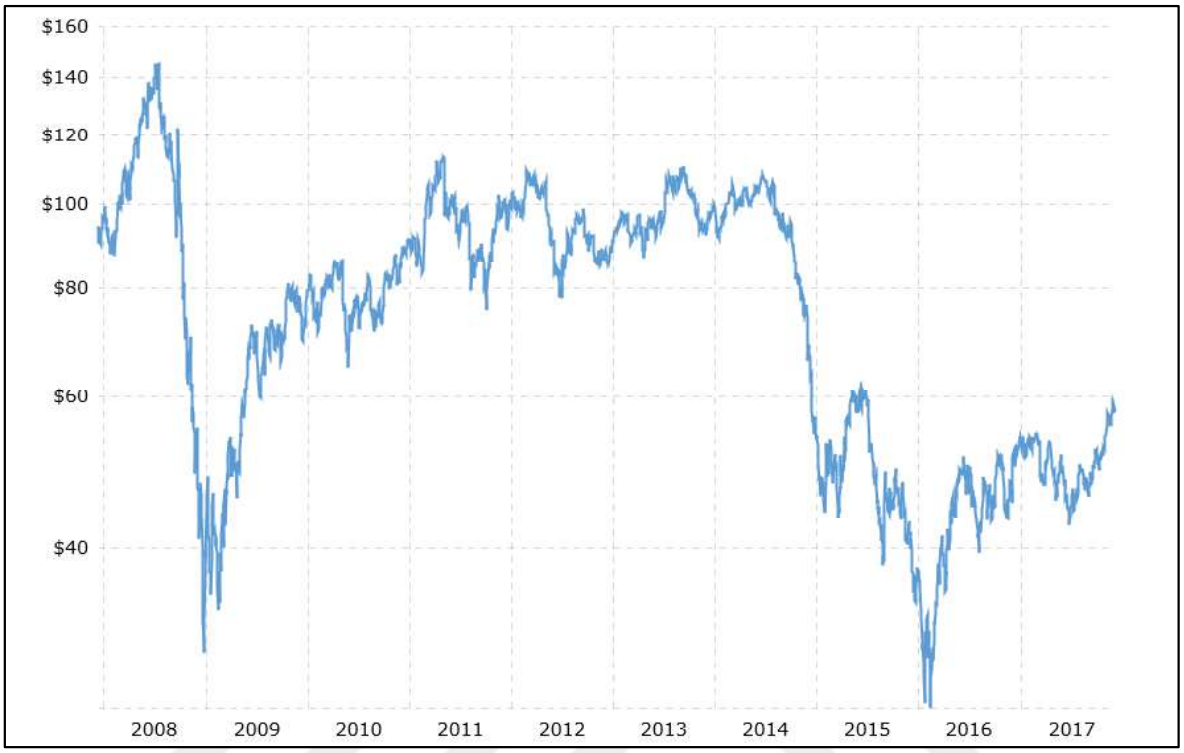
Source: BP Statistical Review of World Energy 2016 Report, page 29

Above Figure 5 of BP Statistical Review of World Energy 2016 Report shows the major trade movements of natural gas which obviously shows the main importers and exporters of the natural gas.

This complex map and routes of Natural Gas trade movements are explaining how the energy markets are interconnected globally.

The main producers of the natural gas like US, Russia, Iran, Kazakhstan, Turkmenistan, Algeria, Nigeria and Bolivia are trading the natural gas all over the world. During the economic crisis, slowdown of the world economy or downturn of the energy sector because of lower prices, the trade movements stay as they are but volume gets smaller.

Figure 6: WTI Crude Oil Prices 2008 - 2017 (USD/bbl)



Source: EIA – www.eia.gov

Above Figure 6 of EIA detailing WTI Crude Oil Prices between 2008 and 2017 provides a huge volatile slide of crude oil price from at its peak as 144 USD/bbl in 2008 to bottom of 29 USD/bbl in 2015.

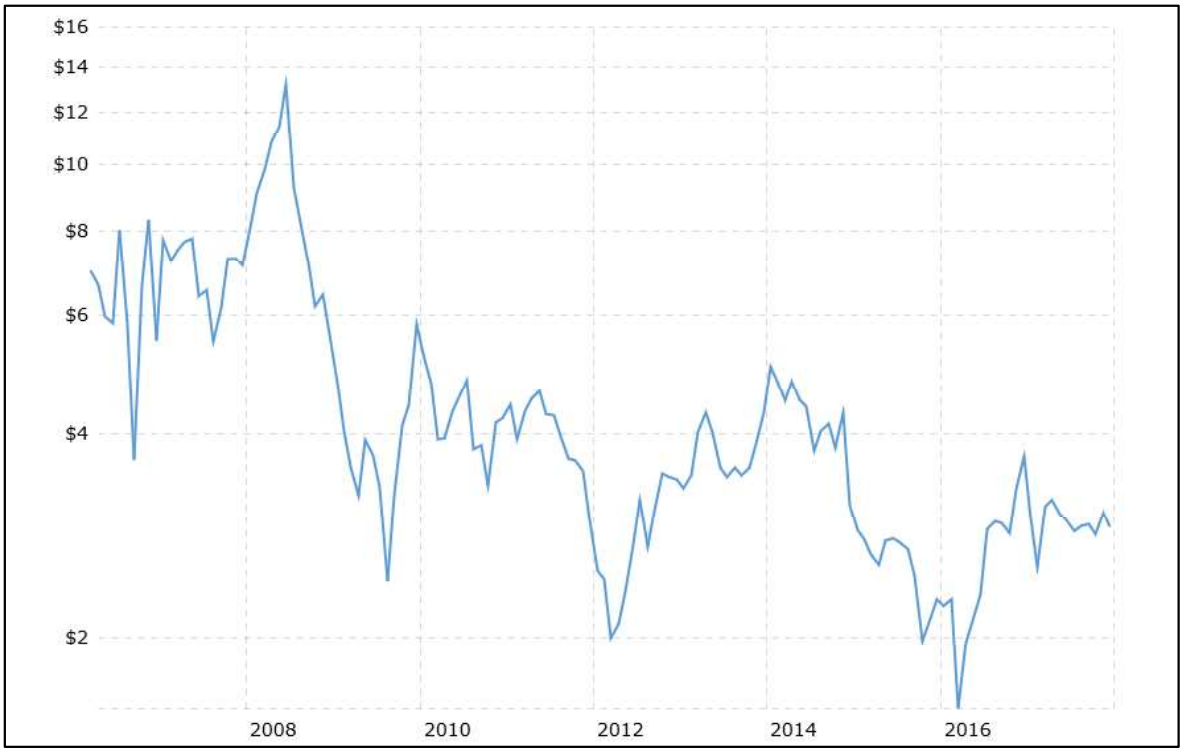
Consequently, especially in last 2 years, based on the volatile movements of oil and gas prices, energy and related sectors have experienced downturn and shrinking. Re-organization, re-structuring, cost optimization exercises followed then.

Then also the other reasons escalated uncertainties in the sector as listed below:

- Production oversupply,
- OPEC policies,
- Global economic slowing,
- China economic slowing,
- Domestic energy policies,

Especially after 2013 those other factors in combination with unexpected price movement tendency of the crude oil and existing relatively low crude oil prices, created an unsecure climate for the energy sector organizations.

Figure 7: Natural Gas Prices 2008 - 2017 (USD / Mcf)



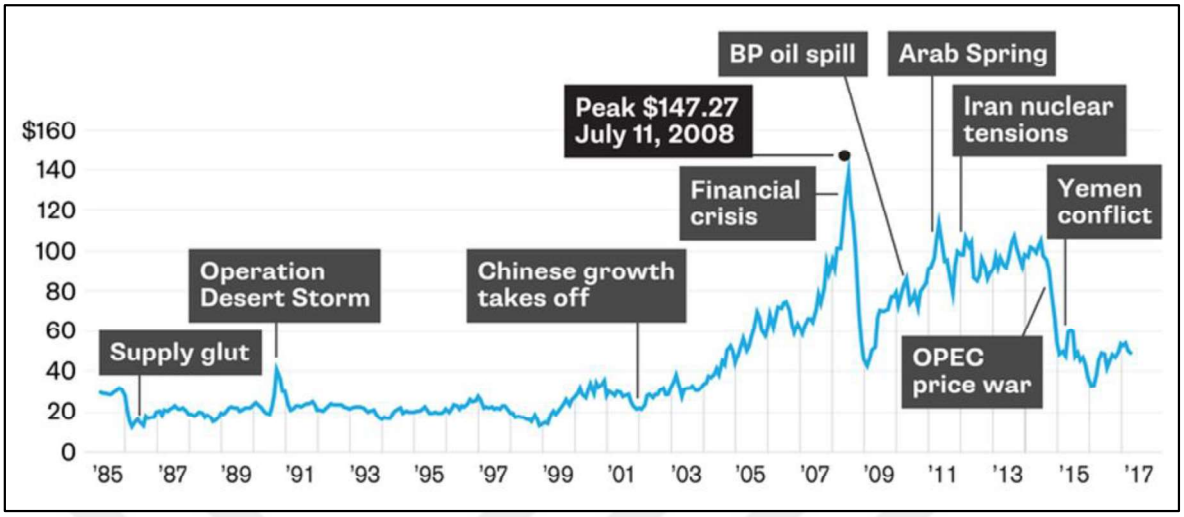
Source: EIA – www.eia.gov

In Figure 7 of EIA on Natural Gas prices (USD/Mcf) between 2008 and 2017, it is visible how volatile it has been in last decade.

Natural Gas prices have been affecting the electricity prices partially as well, as Natural Gas is used in some power plants for the power generation likewise renewables sources of hydro, solar wind, biomass, biogas, and nuclear.

The main drives for volatile movement of natural gas prices are the same as like crude oil prices as listed above.

Figure 8: Crude Oil Prices and Major Crisis 1985 - 2017 (USD / bbl)



Source: NYMEX – New York Mercantile Exchange

Above through the Figure 8 of NYMEX, it was briefed the main global crisis and the tendency of crude oil prices for last 30 years.

It is visible that more than 3 decades, crude oil prices were affected by those global crisis, the response of the crude oil prices were mainly upwards namely during Operation Desert Storm – First Iraqi War, start of the Chinese economic growth, BP Gulf of Mecio Oil Spill, Arab Uprising & Syrian civil war, Nuclear tension with Iran, and Yemen conflict.

On the other hand, there have been other global developments caused the crude oil price to drop dramatically like 2008 Financial Crisis, slowdown of Chinese economy and emerging markets, OPEC position on lower crude oil prices.

Especially after the downward movement of crude oil prices, the energy sector organizations were affected in short term and mid-term. The crude oil price in last 5 years is still below 65 USD/bbl which led the organizations lots of re-organization, cost optimization and lay off exercises with big scales of organizational changes.

According to forecasts the need for energy globally will be gradually increasing for decades in parallel to the growth of the world economies, however, alternative means of energy and the price movements are less clear.

3.1.2 Concepts of The Research

In the light of the theoretical framework of the intrapreneurship and attitudes towards to the organizational concepts in accordance with the recent dynamics and developments of the energy and its related sectors as mentioned above, it was targeted to analyze the relationship of both concept with a focus on to energy sector.

As downturn in the energy sector, volatility of the energy prices and re-organization exercises of the sector organizations led the idea of the analysis of intrapreneurship and attitudes towards to the organizational concepts.

Intrapreneurship actually has dimensions which are related with the organizational change. Innovation is the leading one to be considered in both internal and external factors affecting the organizational change. By default innovation brings the change, whether through the technological developments, new ways of information sharing, faster telecommunication means and also automation, software, digital platforms and systems in the organizations.

Risk taking as another dimension of the intrapreneurship would has important influence on the change process. Especially during the downturn of the energy sector, how the risk taking affected the intrapreneurship and organizational change and consequently, how those employees with high risk taking initiatives are evaluated?

As the organization may start the change process with a demand driven by the employees, their qualities like autonomy and proactivity are essential, which are also two other dimensions of the intrapreneurship concept.

By default the changes are realized in the organizations with the skilled and qualified work force. In addition to the willingness and drive from the organizations, employees who have initiative and positive attitudes towards the change may help the process of change with their intrapreneurship efforts as well.

The organizational change process requires the contribution of the employees. Employees would like to see the clear and fair corporate policy on the organizational process. Also they would like to be informed and aware of the results of the changes.

Resistance to change is one of the critical barrier that organizations aim to minimize for the sake of the successful change process. For this reason, the management style during the organizational change becomes an important point to analyze.

Corporate policy on the organizational change, results of the organizational change, resistance to change, management style during the organizational change are the dimensions of the attitudes towards to organizational change concept which are inspired us to build our research.

3.2 Research Methods

This study has been carried out according to the research model, data collection method, scales and hypothesis as detailed below.

3.2.1 Scope of The Research

This research has been conducted through the data collected online from 108 respondents who are working in energy and its related sectors with managing capacity, as managers and above levels on the hierarchy of their organizations between September 1, 2017 and October 15, 2017.

3.2.2 Data Collection Method

As the research is focusing on intrapreneurship and attitudes towards organizational change in energy and its related sector, a questionnaire has been sent to all respondents, who are working as managers in those sectors through Google Forms containing total 67 questions, all were compulsory to respond. The questionnaire was in all parts in Turkish as all the respondents were Turkish citizens working in energy and its related sector as managers.

3.2.3 Questionnaire and Scales

The questionnaire has been designed in 3 parts;

1- Demographics – 17 questions (Q1 – Q17)
2- Intrapreneurship – 21 questions (Q18 – Q38)
3- Attitudes towards organizational change – 29 questions (Q39 – Q67)

In order to analyze the dependent and independent variables 2 scales were used in the research as below:

Intrapreneurship scale which was developed by Naktiyok (2004) has been used in the research to analyze the level of intrapreneurship of the respondents. Intrapreneurship Scale has 21 expressions in 4 dimensions. The dimensions of the Intrapreneurship Scale are as follow; innovation (5 expressions), risk taking (4 expressions), proactivity (6 expressions) and autonomy (6 expressions).

Attitudes towards the change scale was developed by Seren (2005) and used in the research to analyze the respondents' attitudes towards the change in their respective organizations. This scale has 29 expressions and 4 dimensions. The dimensions are corporate policy (12 expressions), results of the change (8 expression), resistance to the change (5 expressions) and management style during the change (4 expressions).

Respondents have been provided a choice of 5 point Likert scale when responding each expression of both scales. The expressions have been evaluated by the respondents by choosing one of the evaluation level as follow; "1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree".

3.2.3.1 Dimensions of The Variables

Dimensions of the both variables as explained above were placed in the questionnaire as follow;

Table 5 – Dimensions of the variables in the questionnaire

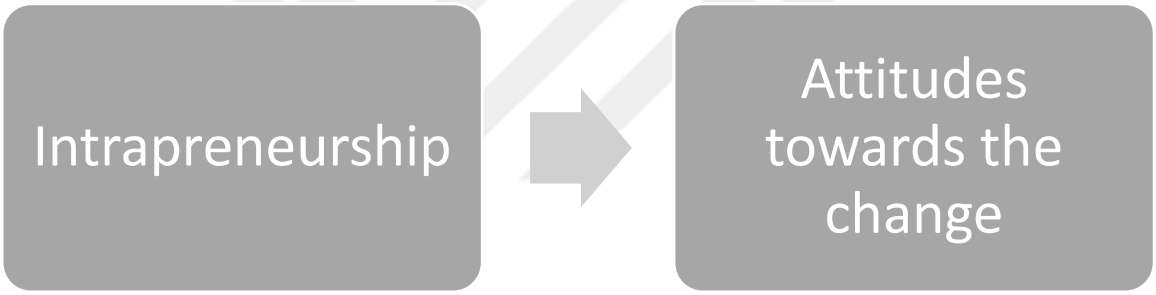
Dimensions	Number of Expressions
Q18 - Q38 Intrapreneurship	**21**
Dimensions of the Intrapreneurship	
Q18 - Q22 Innovation	5
Q23 - Q26 Risk Taking	4
Q27 - Q32 Proactivity	6
Q33 - Q38 Autonomy	6

Q39 - Q67 Attitudes Towards to Change	**29**
Dimensions of the Attitudes Towards to Change	
Q39 - Q50 Corporate Policy	12
Q51 - Q58 Results of the Change	8
Q59 - Q63 Resistance to the Change	5
Q64 - Q67 Management Style During the Change	4

3.2.4 Research Model

The base of the model is the effect of intrapreneurship acts to the attitudes towards the organizational change. Intrapreneurship was considered as independent variable whereas Attitudes towards the organizational change was as considered as dependent variable.

Figure 9 – Dependent / Independent Variables



In addition it was analyzed the decisiveness of the dimensions of intrapreneurship; innovation, risk taking, proactivity and autonomy on the dimensions of change; corporate policy, results of the change, resistance to the change, management style during change.

3.3 Hypotheses

Hypotheses have been generated in the light of detailed literature review and analysis of the specific energy and its related sector dynamics and recent developments.

Hypothesis 1 (H_1): There is a significant relationship between the dimensions of intrapreneurship and dimensions of the attitudes towards the change.

Hypothesis 2 (H_2): There is a significant relationship between the innovation and dimensions of the attitudes towards the change.

Hypothesis 3 (H_3): There is a significant relationship between the risk taking and resistance to the change.

Hypothesis 4 (H_4): There is a significant relationship between the ones who left the job because of organizational change and the dimensions of intrapreneurship.

Hypothesis 5 (H_5): There is a significant relationship between the ones having engineering degree and the dimensions of the intrapreneurship.

3.4 Research Findings And Analysis

In this part as per the targets of the research, the statistical analysis on the data gathered will be reported. Descriptive statistics on demographic information, reliability and validity tests of the used scales, tests on hypotheses and statistical analysis model are analyzed.

The research data has been analyzed by SPSS 24 and AMOS programs.

3.4.1 Demographic Findings

The questionnaire has been responded by 108 professionals who work in energy and its related sectors. Below are the explanation on the demographic findings.

Table 6 – Respondents' Age

	Median	Mode	Mean
Age	39	40	38,95

The average age of the respondents are around 39, namely the median age is 39, mode age is 40 and the mean age is 38,95. Considering the respondents are middle level managers, high level managers and partners/owners of the companies, the respondents' age is just below the 40 years.

Table 7 – Respondents' Gender

		Frequency	Percentage
Gender	Female	21	19,4%
	Male	87	80,6%

Dominantly 80,6% of the respondents were male and 19,4% of the respondents were female.

Table 8 – Respondents' Level of Education

		Frequency	Percentage
Level of Education	High School	1	0,9%
	Vocational School	1	0,9%
	Bachelor Degree	60	55,6%
	Masters Degree	39	36,1%
	Doctorate Degree	7	6,5%

As the respondents are all in management positions, 98,2% of them have 4 years bachelor degrees or higher. 55,6% have bachelor degrees, 36,1% have masters degrees, and also 6,5% have doctorate degrees. Only 0,9% have high school degrees and 0,9% have vocational school degrees.

Table 9 – Having Engineering Degree

		Frequency	Percentage
Having engineering degree	Yes	68	63,0%
	No	40	37,0%

As the energy sector is largely based on technical skills, 63% of the respondents have engineering degrees.

Table 10 – Current Employment Status

		Frequency	Percentage
Are you employed now?	Yes	100	92,6%
	No	8	7,4%

When they responded the questionnaire, 92,6% of the respondents were employed and only 7,4% of them were unemployed.

Table 11 – Location of the respondents

		Frequency	Percentage
Which country are you working in?	Turkey	87	80,6%
	other	21	19,4%

Most of the respondents, 80,6% were working in Turkey at the time that they filled out the questionnaire, and only 19,4% of them were working outside of Turkey mentioned in a group as other which includes 13 different countries than Turkey.

Table 12 - Sector

		Frequency	Percentage
Sector	Power Generation/Distribution	26	24,1%
	Engineering/Project Management/Consultancy	30	27,8%
	Oil & Gas Production/Distribution	33	30,6%
	Contracting/Manufacturing/Supply	19	17,6%

Energy sector and its related sectors were grouped in to 4 in the research, and distribution of the respondents of their definition in energy sector as below:

- Power Generation/Distribution – 24,1%
- Engineering/Project Management/ Technical Consultancy – 27,8%
- Oil & Gas Production/Distribution – 30,6
- Contracting/Manufacturing/Supply – 17,6%

Table 13 – Respondents' Department in their organization

		Frequency	Percentage
Department	Administration	6	5,6%
	Business Development	6	5,6%
	Engineering	8	7,4%
	Finance & Accounting	10	9,3%
	General Management	14	13,0%
	HR	9	8,3%
	IT	5	4,6%
	Legal	4	3,7%
	Procurement / Logistics	5	4,6%
	Production / Operations	17	15,7%
	Project Management	12	11,1%
	QHSE	9	8,3%
	Sales / Trading	3	2,8%

In total the respondents were 13 different departments of their respective organizations. 5,6% from Administration department, 5,6% from Business Administration department, 7,4% from Engineering department, 9,3% from Finance and Accounting

department, 13% from General Management level, 8,3% from Human Resources department, 4,3% from Information Technologies department, 3,7% from Legal department, 4,6% from Procurement / Logistics department, 15,7% from Production /operations department, 11,1% from Project management department, 8,3% from Quality, Health & Safety and Environment department, 2,8% Sales / Trading department.

Table 14 – Service periods of respondents' in their current companies

		Frequency	Percentage
Service period in current organization	0 - 1	15	13,9%
(years)	2 - 5	55	50,9%
	6 -10	26	24,1%
	11 - 15	9	8,3%
	16 - 20	3	2,8%

More than half of the respondents' service periods in their current companies; 0-1 years 13,9%, 2-5 years 50,9%, 6-10 years 24,1%, 11-15 years 8,3% and 16-20 years 2,8%.

Table 15 – Total work experience

		Frequency	Percentage
Total work experience	0 - 1	0	0,0%
(years)	2 - 5	3	2,8%
	6 -10	16	14,8%
	11 - 15	31	28,7%
	16 - 20	39	36,1%
	> 20	19	17,6%

As the respondents are working in their organizations, 82,4% of them have more than 10 years of total work experience. There is no respondents having 0-1 years of total work experience and only 2,8% have 2-5 years and 14,8% 6-10 years of total work experience.

Table 16 – Ownership of the companies

		Frequency	Percentage
Ownership of the organization	Local	49	45,4%
(years)	Foreign	38	35,2%
	Local & Foreign partnership	21	19,4%

Close to half of the respondents (45,4%) were working for local (Turkish) companies, 35,2% for foreign companies and 19,4% for the local and foreign partnerships.

Table 17 – Size of the organization (number of employees)

		Frequency	Percentage
Size of the organization	1 - 10	4	3,7%
(number of employees)	11 - 50	12	11,1%
	51 - 200	15	13,9%
	201 - 500	15	13,9%
	501 - 1000	16	14,8%
	> 1000	46	42,6%

Respondents were working for the organizations having more than 1.000 employees in majority as 42,6%. Then in the organizations having 501 to 1000 employees as 14,8%, 201 to 500 employees as 13,9%, 51 to 200 as 13,9%, 11 to 50 as 11,1% and finally only 3,7% were working in the organizations having 1 to 10 employees.

Table 18 – Size of the organization (2016 revenues in TL)

		Frequency	Percentage
Size of the organization	0 - 1.000.000	6	5,6%
(2016 revenues in TL)	1.000.000 - 5.000.000	7	6,5%
	5.000.000 - 10.000.000	1	0,9%
	10.000.000 - 100.000.000	19	17,6%
	100.000.000 - 500.000.000	23	21,3%
	> 500.000.000	52	48,1%

Almost half of the organizations' of the respondents as 48,1% had 2016 revenues more than 500.000.000 TL. 21,3% were from the organizations with revenues between 100.000.000 to 500.000.000, 17,6% were from the ones with 10.000.000 TL to 100.000.000 TL, and only 13% in total were from the organizations with less than 10.000.000 TL revenues in 2016.

Table 19 – Position in the organization

		Frequency	Percentage
Position in the organization	Mid-Level Manager	75	69,4%
	High -Level Manager	23	21,3%
	Partner/Owner	10	9,3%

The all respondents have managerial capabilities and roles in their organization, 69,4% were Mid-Level Managers, 21,3% High-Level Managers and 9,3% are the partners or owners of the organizations.

Table 20 – Respondents who experienced organizational change

		Frequency	Percentage
Experienced organizational change in last 5 years	Yes	93	86,1%
	No	15	13,9%
Any collegaue left because of organizational change	Yes	87	80,6%
	No	21	19,4%
Did you leave your job as a result of organizaitonal change	Yes	31	28,7%
	No	77	71,3%

86,1% of the respondents experienced organizational change in their companies in last 5 years, only 13,9% of them have not experienced organizational change in their companies in last 5 years.

Respondents also indicated as in 80,6% that their colleagues had to leave their organizations as a result of organizational change, this question was responded as "No" in 19,4%.

28,7% of the respondent had left their job in last 5 years as a result of the organizational change, however, 71,3% of the respondents did not lose their job because of organizational change.

3.4.2 Reliability Tests of The Scales Used in the Research

In order to measure the reliability of the data Cronbach' Alpha were tested for the both all expressions in both scales and scales as a whole. The test results show the consistency of the responses are statistically reliable for a scientific research.

For the social science research Cronbach's Alpha reliability coefficient as 0,70 or higher is evaluated as acceptable. In this study both scales' Cronbach's Alpha coefficient were obtained above 0,80. The reliability coefficient between $0,80 \leq \alpha \leq 1$ is considered highly reliable.

Table 21 – Intrapreneurship Scale Cronbach's Alpha Coefficient

Cronbach's Alpha	N of Items
0,813	21

Table 22 – Cronbach's Alpha Coefficients – All Dimensions of Intrapreneurship Scale

Cronbach's Alpha Coefficients of 21 expressions of Intrapreneurship Scale are as per the dimensions as below:

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q18	72,47	78,681	0,318	0,808
q19	72,56	77,407	0,393	0,805
q20	72,36	76,924	0,394	0,805
q21	72,45	80,175	0,169	0,814
q22	72,40	77,719	0,365	0,806
q23	73,19	75,965	0,424	0,803
q24	73,19	74,694	0,478	0,800
q25	73,25	74,993	0,376	0,805
q26	73,08	73,871	0,429	0,802
q27	73,10	74,036	0,427	0,802
q28	72,76	75,007	0,500	0,800
q29	73,30	73,538	0,538	0,797
q30	73,34	74,302	0,488	0,800
q31	72,73	75,750	0,405	0,804
q32	72,87	74,637	0,457	0,801
q33	73,60	72,990	0,478	0,799
q34	74,12	82,798	-0,058	0,831
q35	73,73	76,123	0,404	0,804
q36	73,38	75,789	0,279	0,812
q37	73,76	73,642	0,425	0,802
q38	74,28	74,632	0,334	0,809

Table – 23 Cronbach's Alpha Coefficient – Innovation Dimension of Intrapreneurship – (general)

Cronbach's Alpha	N of Items
0,790	5

Table – 24 Cronbach's Alpha Coefficient – Innovation Dimension of Intrapreneurship – (for each expression)

Cronbach's Alpha Coefficient of Innovation Dimension of Intrapreneurship is 0,790 for 5 expressions. Cronbach's Alpha Coefficients of each expression of Innovation dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q18	72,47	78,681	0,318	0,808
q19	72,56	77,407	0,393	0,805
q20	72,36	76,924	0,394	0,805
q21	72,45	80,175	0,169	0,814
q22	72,40	77,719	0,365	0,806

Table – 25 Cronbach's Alpha Coefficient – Risk Taking Dimension of Intrapreneurship – (general)

Cronbach's Alpha	N of Items
0,761	4

Table – 26 Cronbach's Alpha Coefficient – Risk Taking Dimension of Intrapreneurship – (for each expression)

Cronbach's Alpha Coefficient of Risk Taking Dimension of Intrapreneurship is 0,761 for 4 expressions. Cronbach's Alpha Coefficients of each expression of Risk Taking dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q23	73,19	75,965	0,424	0,803
q24	73,19	74,694	0,478	0,800
q25	73,25	74,993	0,376	0,805
q26	73,08	73,871	0,429	0,802

Table – 27 Cronbach's Alpha Coefficient – Proactivity Dimension of Intrapreneurship – (general)

Cronbach's Alpha	N of Items
0,681	6

Table – 28 Cronbach's Alpha Coefficient – Proactivity Dimension of Intrapreneurship – (for each expression)

Cronbach's Alpha Coefficient of Proactivity Dimension of Intrapreneurship is 0,681 for 6 expressions. Cronbach's Alpha Coefficients of each expression of Proactivity dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q27	73,10	74,036	0,427	0,802
q28	72,76	75,007	0,500	0,800
q29	73,30	73,538	0,538	0,797
q30	73,34	74,302	0,488	0,800
q31	72,73	75,750	0,405	0,804
q32	72,87	74,637	0,457	0,801

Table – 29 Cronbach's Alpha Coefficient – Autonomy Dimension of Intrapreneurship – (general)

Cronbach's Alpha	N of Items
0,676	6

Table – 30 Cronbach's Alpha Coefficient – Autonomy Dimension of Intrapreneurship – (for each expression)

Cronbach's Alpha Coefficient of Autonomy Dimension of Intrapreneurship is 0,676 for 6 expressions. Cronbach's Alpha Coefficients of each expression of Autonomy dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q33	73,60	72,990	0,478	0,799
q34	74,12	82,798	-0,058	0,831
q35	73,73	76,123	0,404	0,804
q36	73,38	75,789	0,279	0,812
q37	73,76	73,642	0,425	0,802
q38	74,28	74,632	0,334	0,809

Table – 31 Attitudes Towards to Change Scale Cronbach's Alpha Coefficient

Cronbach's Alpha	N of Items
0,926	29

Table – 32 Cronbach's Alpha Coefficients – All Dimensions of Attitudes Towards to Change Scale

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q39	92,44	312,117	0,683	0,922
q40	92,71	318,281	0,509	0,924
q41	92,69	304,255	0,754	0,921
q42	92,40	306,896	0,778	0,921
q43	92,23	308,086	0,784	0,921
q44	92,44	313,558	0,601	0,923
q45	92,47	303,242	0,856	0,919
q46	92,35	304,118	0,825	0,920
q47	92,46	305,709	0,816	0,920
q48	92,50	304,907	0,712	0,921
q49	91,90	317,700	0,627	0,923
q50	92,29	307,347	0,803	0,920
q51	92,12	327,079	0,278	0,927
q52	92,51	324,832	0,410	0,926
q53	92,24	313,269	0,691	0,922
q54	92,17	308,103	0,750	0,921
q55	92,44	307,670	0,749	0,921
q56	92,56	305,930	0,747	0,921
q57	92,47	305,691	0,732	0,921
q58	91,96	312,429	0,622	0,923
q59	93,60	356,148	-0,460	0,936
q60	93,46	354,083	-0,362	0,937
q61	93,79	356,786	-0,493	0,936
q62	92,86	347,784	-0,231	0,935
q63	92,45	320,699	0,503	0,924
q64	91,92	318,507	0,519	0,924
q65	92,51	309,355	0,762	0,921
q66	92,19	304,607	0,828	0,920
q67	92,41	307,515	0,781	0,921

Cronbach's Alpha Coefficients of 29 expressions of Intrapreneurship Scale are as per the dimensions as above.

Table – 33 Cronbach's Alpha Coefficient – Corporate Policy Dimension of Attitudes Towards to Change – (general)

Cronbach's Alpha	N of Items
0,944	12

Table – 34 Cronbach's Alpha Coefficient – Corporate Policy Dimension of Attitudes Towards to Change – (for each expression)

Cronbach's Alpha Coefficient of Corporate Policy Dimension of Attitudes Towards to Change is 0,944 for 12 expressions. Cronbach's Alpha Coefficients of each expression of Corporate Policy dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q39	92,44	312,117	0,683	0,922
q40	92,71	318,281	0,509	0,924
q41	92,69	304,255	0,754	0,921
q42	92,40	306,896	0,778	0,921
q43	92,23	308,086	0,784	0,921
q44	92,44	313,558	0,601	0,923
q45	92,47	303,242	0,856	0,919
q46	92,35	304,118	0,825	0,920
q47	92,46	305,709	0,816	0,920
q48	92,50	304,907	0,712	0,921
q49	91,90	317,700	0,627	0,923
q50	92,29	307,347	0,803	0,920

Table – 35 Cronbach's Alpha Coefficient – Results of the Change Dimension of Attitudes Towards to Change – (general)

Cronbach's Alpha	N of Items
0,923	8

Table – 36 Cronbach's Alpha Coefficient – Results of the Change Dimension of Attitudes Towards to Change – (for each expression)

Cronbach's Alpha Coefficient of Results of the Change Dimension of Attitudes Towards to Change is 0,923 for 8 expressions. Cronbach's Alpha Coefficients of each expression of Results of the Change dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q51	92,12	327,079	0,278	0,927
q52	92,51	324,832	0,410	0,926
q53	92,24	313,269	0,691	0,922
q54	92,17	308,103	0,750	0,921
q55	92,44	307,670	0,749	0,921
q56	92,56	305,930	0,747	0,921
q57	92,47	305,691	0,732	0,921
q58	91,96	312,429	0,622	0,923

Expression q51 has been converted to positive meaning as it was negatively impacting the data set in opposite way.

Table – 37 Cronbach's Alpha Coefficient – Resistance to the Change Dimension of Attitudes Towards to Change – (general)

Cronbach's Alpha	N of Items
0,936	4

Table – 38 Cronbach's Alpha Coefficient – Resistance to the Change Dimension of Attitudes Towards to Change – (for each expression)

Cronbach's Alpha Coefficient of Resistance to the change Dimension of Attitudes Towards to Change is 0,936 for 4 expressions. Cronbach's Alpha Coefficients of each expression of Resistance to the Change dimension is as below;

Expression q63 has been deleted as it has very low Cronbach Alpha coefficient and distorting the data set tendency and excluded from the analysis.

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q59	93,60	356,148	-0,460	0,936
q60	93,46	354,083	-0,362	0,937
q61	93,79	356,786	-0,493	0,936
q62	92,86	347,784	-0,231	0,935

Table – 39 Cronbach's Alpha Coefficient – Management Style during the Change Dimension of Attitudes Towards to Change – (general)

Cronbach's Alpha	N of Items
0,921	4

Table – 40 Cronbach's Alpha Coefficient – Management Style during the Change Dimension of Attitudes towards to Change – (for each expression)

Cronbach's Alpha Coefficient of Management Style during the Change Dimension of Attitudes towards to Change is 0,921 for 4 expressions. Cronbach's Alpha Coefficients of each expression of Management Style during the Change dimension is as below;

Question Number	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
q64	91,92	318,507	0,519	0,924
q65	92,51	309,355	0,762	0,921
q66	92,19	304,607	0,828	0,920
q67	92,41	307,515	0,781	0,921

3.4.3 Correlation Analysis

Table - 41 Correlations between Intrapreneurship and Attitudes towards to the Change

Correlations						
		Intrapreneurship	Innovation	Risk Taking	Proactivity	Autonomy
Attitudes Towards to the Change	Pearson Correlation	0,070	**,268****	0,155	0,087	-,207*
	Sig. (2-tailed)	0,474	0,005	0,109	0,369	0,032
	N	108	108	108	108	108
Corporate Policy	Pearson Correlation	0,084	**,267****	0,140	0,079	-0,156
	Sig. (2-tailed)	0,388	0,005	0,149	0,416	0,106
	N	108	108	108	108	108
Results of the Change	Pearson Correlation	0,088	**,276****	,190*	0,097	-,204*

	Sig. (2-tailed)	0,365	0,004	0,049	0,320	0,034
	N	108	108	108	108	108
Resistance to the Change	Pearson Correlation	-,203*	**-,223***	**-,288****	-0,101	-0,012
	Sig. (2-tailed)	0,035	0,020	0,002	0,297	0,903
	N	108	108	108	108	108
Management Style During the Change	Pearson Correlation	0,132	**,256****	**,285****	0,121	-0,183
	Sig. (2-tailed)	0,175	0,008	0,003	0,213	0,057
	N	108	108	108	108	108

****.** Correlation is significant at the 0.01 level (2-tailed).

***.** Correlation is significant at the 0.05 level (2-tailed).

3.4.3.1 Correlation Between Attitudes Owards to Change and Innovation Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Attitudes towards to Change and Innovation Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,268.

3.4.3.2 Correlation Between Corporate Policy Dimension of Attitudes Towards to Change and Innovation Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Corporate Policy Dimension of Attitudes towards to Change and Innovation Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,267.

3.4.3.3 Correlation Between Results of The Change Dimension of Attitudes Towards to Change and Innovation Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Results of the Change Dimension of Attitudes towards to Change and Innovation Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,276.

3.4.3.4 Correlation Between Resistance to The Change Dimension of Attitudes Towards to Change and Innovation Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Resistance to the Change Dimension of Attitudes towards to Change and Innovation Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,223.

3.4.3.5 Correlation Between Management Style During the Change Dimension of Attitudes Towards to Change and Innovation Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Management Style during the Change Dimension of Attitudes towards to Change and Innovation Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,256.

3.4.3.6 Correlation Between Resistance to the Change Dimension of Attitudes Towards to Change and Risk Taking Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Resistance to the Change Dimension of Attitudes towards to Change and Risk Taking Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as - 0,288.

3.4.3.7 Correlation Between Management Style During The Change Dimension of Attitudes Towards to Change and Risk Taking Dimension of Intrapreneurship

According to the Pearson Correlation test results, the correlation between the Management Style during the Change Dimension of Attitudes towards to Change and Risk Taking Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as 0,285.

3.4.4 Effect of Having Engineering Degree

Table – 42 Effect of having engineering degree

Do you have engineering degree?		N	Mean	Std. Deviation	Std. Error Mean
Intrapreneurship	Yes	68	3,6982	0,44894	0,05444
	No	40	3,5869	0,40181	0,06353
Attitudes towards to Change	Yes	68	3,3267	0,65701	0,07967
	No	40	3,2598	0,61466	0,09719

Innovation	Yes	68	4,3529	0,57001	0,06912
	No	40	4,3350	0,46934	0,07421
Risk Taking	**Yes**	**68**	**3,7537**	**0,73997**	**0,08973**
	No	**40**	**3,3938**	**0,68614**	**0,10849**
Proactivity	Yes	68	3,8358	0,59048	0,07161
	No	40	3,6833	0,54668	0,08644
Autonomy	Yes	68	2,9779	0,74419	0,09025
	No	40	2,9958	0,54888	0,08678
Corporate Policy	Yes	68	3,4559	0,87109	0,10564
	No	40	3,3021	0,90851	0,14365
Results of the Change	Yes	68	3,5202	0,83689	0,10149
	No	40	3,4531	0,74716	0,11814
Resistance to the Change	Yes	68	2,2757	0,83436	0,10118
	No	40	2,5500	0,90794	0,14356
Management Style during the change	Yes	68	3,6029	0,97376	0,11809
	No	40	3,4563	0,89135	0,14094

Above are the responses of the respondents to the question of having engineering degree grouped according to the dimensions of Intrapreneurship and dimensions of Attitudes towards the organizational change.

Table – 43 t-test for Effect of having engineering degree

		Levene's Test for Equality of Variances		**t-test for Equality of Means**						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Risk Taking	Equal variances assumed	0,751	0,388	2,507	106	**0,014**	0,35993	0,14360	0,07523	0,64462
	Equal variances not assumed			2,556	86,933	0,012	0,35993	0,14079	0,08009	0,63977

According to the t-test results; which is 0,014, the respondents having engineering degree has significantly higher risk taking tendency than respondents who has no engineering degree.

3.4.5 Characteristics of who lost their job as a result of organizational change

Did you lose your job as a result of organizational change?		N	Mean	Std. Deviation	Std. Error Mean
Intrapreneurship	Yes	31	3,5714	0,34272	0,06156
	No	77	3,6914	0,46269	0,05273
Attitudes towards to Change	Yes	31	3,4493	0,52842	0,09491
	No	77	3,2426	0,67324	0,07672
Innovation	Yes	31	4,4581	0,41374	0,07431
	No	77	4,3013	0,56997	0,06495
Risk Taking	**Yes**	**31**	**3,3790**	**0,71842**	**0,12903**
	No	**77**	**3,7175**	**0,72814**	**0,08298**
Proactivity	Yes	31	3,7312	0,50310	0,09036
	No	77	3,7987	0,60598	0,06906
Autonomy	Yes	31	2,8011	0,64466	0,11579
	No	77	3,0584	0,67796	0,07726
Corporate Policy	Yes	31	3,5511	0,74121	0,13312
	No	77	3,3377	0,93286	0,10631
Results of the Change	Yes	31	3,6331	0,73381	0,13180
	No	77	3,4399	0,82583	0,09411
Resistance to the Change	Yes	31	2,4839	0,84394	0,15158
	No	77	2,3344	0,87979	0,10026
Management Style during the change	Yes	31	3,7419	0,76235	0,13692
	No	77	3,4708	0,99998	0,11396

Above are the responses of the respondents to the question of whether they had lost their jobs in last 5 years as a result of organizational change grouped according to the dimensions of Intrapreneurship and dimensions of Attitudes towards the organizational change.

Table – 44 t-test for Effect of who lost their jobs as a result of organizational change

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Risk Taking	Equal variances assumed	0,002	0,968	-2,194	106	**0,030**	-0,33850	0,15430	-0,64441	-0,03259
	Equal variances not assumed			-2,206	56,153	0,031	-0,33850	0,15341	-0,64580	-0,03120

According to the t-test results; which is 0,030; the respondents who did not lose their jobs as a result of organizational change in last 5 years have significantly higher risk taking tendency than respondents who lost their jobs as a result of organizational change in last 5 years.

3.4.6 Validity Tests of The Scales Used in The Research

3.4.6.1 The Validity Test Scores of The Intrapreneurship Scale Used in The Questionnaire Are As Below:

CMIN/DF = 1.591

CFI = 0.890

GFI = 0.860

RMSEA = 0.074

According to above mentioned test scores; excluding the dimension of Proactivity, it is considered that the Intrapreneurship scale is valid statistically.

3.4.6.2 The Validity Test Scores of The Attitudes Towards to Organizational Change Scale Used in The Questionnaire Are As Below:

CMIN/DF = 1.767

CFI = 0.894

GFI = 0.723

RMSEA = 0.085

According to above mentioned test scores; it is considered that the Attitudes towards to Organizational Change scale is statistically valid at medium level.

3.4.7 Tests Analysis of Hypotheses

Hypotheses have been tested as below:

Hypothesis 1 (H_1): There is a significant relationship between the dimensions of intrapreneurship and dimensions of the attitudes towards the change.

Hypothesis 1 (H_1) is partially supported by the Pearson correlation test results as mentioned above in 3.4.3 Correlation section.

There exists a significant relationship between the Innovation dimension of intrapreneurship and all dimensions of the attitudes towards the change and Risk Taking dimension of intrapreneurship and, Resistance to the Change and Management Style during the Change dimensions of the attitudes towards the change. As a result of the test results, Hypothesis 2 (H_2) is accepted.

Hypothesis 2 (H_2): There is a significant relationship between the innovation and dimensions of the attitudes towards the change.

Hypothesis 2 (H_2) is significantly supported by the Pearson correlation test results as mentioned above in 3.4.3 Correlation section.

There exists a significant relationship between the Innovation dimension of intrapreneurship and Corporate Policy, Results of the Change, Resistance to the Change, Management Style during the Change dimensions of the attitudes towards the change.

There is a significant relationship between the innovation and all dimensions of the attitudes towards the change. As a result of the test results, Hypothesis 2 (H_2) is accepted.

Hypothesis 3 (H_3): There is a significant relationship between the risk taking and resistance to the change.

Hypothesis 3 (H_3) is significantly supported by the Pearson correlation test results as mentioned above in 3.4.3 Correlation section. According to the Pearson Correlation test results, the correlation between the Resistance to the Change Dimension of Attitudes towards to Change and Risk Taking Dimension of Intrapreneurship is significant at the 0,01 level (2-tailed) as - 0,288.

There exists a significant relationship between the Risk Taking dimension of intrapreneurship and Resistance to the Change dimension of the attitudes towards the change. As a result of the test results, Hypothesis 3 (H_3) is accepted.

Hypothesis 4 (H_4): There is a significant relationship between the ones having engineering degree and the dimensions of the intrapreneurship.

Hypothesis 4 (H_4) is partially supported by the t-test results as mentioned above in 3.4.4 Effect of having engineering degree section; According to the t-test results; which is 0,014, the respondents having engineering degree has significantly higher risk taking tendency than respondents who has no engineering degree.

Only the Risk Taking dimension of intrapreneurship had differ from the analysis of the respondents having engineering degree or not.

There is a significant relationship between the ones having engineering degree and the Risk Taking dimension of the intrapreneurship. As a result of the test results, Hypothesis 4 (H_4) is accepted.

Hypothesis 5 (H_5): There is a significant relationship between the ones who left the job because of organizational change and the dimensions of intrapreneurship.

Hypothesis 5 (H_5) is partially supported by the t-test results as mentioned above in 3.4.5 Characteristics of who lost their job as a result of organizational change section; According to the t-test results; which is 0,030; the respondents who did not lose their jobs as a result of organizational change in last 5 years have significantly higher risk taking tendency than respondents who lost their jobs as a result of organizational change in last 5 years.

Only the Risk Taking dimension of intrapreneurship had differ from the analysis of the response regarding the loss of job in last 5 years as a result of organizational change.

There is a significant relationship between the ones who left the job because of organizational change and the Risk Taking dimension of intrapreneurship. As a result of the test results, Hypothesis 5 (H_5) is accepted.

CHAPTER IV: DISCUSSION AND CONCLUSION

4.1 Discussion

Starting with the theoretical background of the concepts of intrapreneurship and attitudes towards to the organizational change this study was targeted to be built with the data from the field study.

In the light of the analysis of the both concepts and its dimensions and the focus on energy and its related sectors' dynamics the thesis were generated.

The analysis of the data and the tests on the hypothesis led us to discuss several items as the outcome listed below.

Innovation is the future of the life of human beings, and the same as for the organizations.

In this study, it is been observed that innovation has significant relationships with all dimensions of the attitudes towards to organizational change, namely Corporate Policy, Results of the Change, Resistance to Change and Management Style during Organizational Change.

We can interpret that the dimensions of attitudes towards change have no higher level of relationships than the other dimensions of the intrapreneurship but the innovation.

Actually, it is not a surprising finding as by default the innovation itself is one of the means of change for the organizations.

In this study's sample, which was the Turkish Managers in energy and its related sectors, it is seen that the importance of the innovation for the perception of the organizational change.

On the other hand, risk taking is one of the distinguishing attribute of both intrapreneurship and entrepreneurship.

However, risk taking is one of the concept in energy sector to be avoided, carefully planned, executed, managed and reported in any single process of the energy and its related sectors.

By the nature of the energy sector, which consists lots of dangerous processes, hazardous materials, chemicals, even nuclear substances, huge structures and machinery, risk is always to be mitigated carefully.

When it comes to the leaders of the energy sectors to deal with organizational change, the study has shown that the ones that they were bravely courageous to take risks significantly higher than the others with more conservative approaches to take risks, maintained their positions in the organizations even during the high level of downturn and organizational change practices in last 5 years.

This is a unique outcome that one of the tightest control systems implemented sector against any kind of risk in the business processes, has been seen as preferred to keep the managers with high risk taking approaches in the organizations during slow down, organizational change and re-structuring periods.

In other words, the ones who were taking more risks succeeded others to be accepted by the higher level of management as more valuable during the economic and business crisis periods to move forward with.

Besides, to be in more risk taking approach, to act with more initiative, to work in an intrapreneural approach made those managers as the survivals of the crisis and builders of the energy sector's future.

Another unexpected finding is again related with risk taking capacity by engineers. The core business work force of the energy and its related sectors are obviously technical. Also in this study, the majority of the respondents (%63) as the managers in energy sector were engineers with engineering degrees.

Spectacularly, engineers have higher tendency to take risks significantly higher than the non-engineers according to in statistical analysis.

Again, during the business routines in energy sector organizations technical work force including the technical managers, are the ones with more cautious and risk eliminating approach professionals.

However, during the organizational change they made differences from other by taking risks more than they were experiencing in business processes.

It can be also interpreted in a way that as they were very much experienced in risk mitigations, they were more capable to take risks during the crisis and organizational change periods.

Moreover, another point to consider and which can be analyzed in future studies that, non-engineer respondents maybe in the roles of leading more static areas and not allowing to take risks, like finance, accounting, quality, health and safety that were governed under solid boundaries of policies and procedures and also with third parties, governmental institutions with legally defined set of rules.

The re-sizing of the organization as one of the expected, major and realized outcome of the organizational changes during downturn of the energy sector, engineers have shown more intrapreneural attitudes to take more risks, and also the ones have taken more risks lost their jobs as a result of the organizational changes in the case of Turkish managers in energy and its related sector.

It can be interpreted as the organizations in energy and its related sectors give important value of intrapreneural attitudes of their leaders.

Menzel, Aaltio and Ulijn, (2007) underlined the specific importance of the intrapreneurship where the work environments engineers work dominantly, as the engineers raise to leadership positions the organizations and their roles would expect intrapreneurship attitudes from those engineers.

Finally, it can also commented as that the organizations in energy and its related sectors, by default, as per the definition of Menzel, Aaltio and Ulijn, (2007) expect intrapreneurship initiatives from their engineers in leadership roles.

4.2 Limitations

There are some aspects to be considered and evaluated as the limitations of this study. In order to analyze the concepts of intrapreneurship and attitudes towards the organizational change and its relations, affects and the same the dimensions below listed limitations should be taken into account.

Research sample is focused on Turkish citizen managers in energy and its related sectors. The wider and future studies may include other nationalities, non-managerial and different levels of professionals as well.

Also the sample size was limited with 108 respondents. Bigger sample size would provide better data analysis capabilities in different dimensions.

As there have been lots of organizational changes experiences in energy and its related sectors, this study targeted to analyze the hypothesis in limited to this specific sector. Cross-sector analysis in future studies would define the variables and effects to each other more significantly.

As to build some boundaries in this study, respondents were chosen among only the Turkish citizens. Other studies examining similar concepts in different citizens of the other countries would help to analyze the cultural effects on to the research questions in a similar approach.

4.3 Conclusion

Capability to change based on characteristics of the leadership, because change necessarily depends upon leaders to create a new system and realize the new ways of management (Zhou et al, 2006).

The leaders of the energy and its related sectors' organizations are expected to act like intrapreneurs. They are the agents of the change and owner of the future of the organizations.

Although the leaders of the energy and its related sectors' organizations work in daily processes and routines very much in avoidance with possible operational risks, under the crisis and downturn of the sector circumstances they behave more risk prone.

However, during the crisis and organizational change periods, they make their intrapreneural attitudes more visible than others who are with risk averse attitude, and differentiate themselves from those clearly.

Quoted by March and Shapira (1987: 1411); Slovic (1967), Konreuther (1976), Fischhoff et al (1981) stated that most of the individuals do not trust, do not understand and do not use effective probability estimation, that's why they are reluctant to take risks. As a common characteristic of engineers, who are deeply into mathematics, calculations and estimations, they can be more tend to utilize their technical skills to analyze situations to take risks and weight trade-offs better than the non-engineer ones.

March and Shapira (1987: 1413) mentions that general understanding of the good management is to keep up managerial reputations for taking good risks for successful the outcome and avoiding bad risks of unsuccessful results despite of all uncertainties.

The organizations in energy and its related sectors have required the leaders with precise capability of risk taking for the benefit of the organization, in this study engineers have been seen more successful.

Finally, the organizations in energy and its related sectors preferred to keep the leaders with intrapreneural approaches with the emphasis on risk taking.

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APPENDICES

APPENDIX - 1: Questionnaire of Intrapreneurship and Organizaitonal Change

İÇ GİRİŞİMCİLİK VE ORGANİZASYONEL DEĞİŞİM ARAŞTIRMASI

Değerli Katılımcı,

Bu çalışma Başkent Üniversitesi 'nde yapmakta olduğum İşletme Yönetimi Yüksek Lisans programı tezinde kullanılmak üzere hazırlanmıştır. Yüksek Lisans tez konusu olarak İç Girşimcilik ve Organizasyonel Değişime Karşı Tutum çalışılmaktadır.

Araştırma tamamen bilimsel amaçlarla kullanılacak olup elde edilen bilgilerin geçerliliği ve doğruluğu sorulara vereceğiniz cevapların gerçek durumu yansıtması ile mümkün olabilecektir.

Sizden herhangi bir iletişim bilgisi, telefon numarası, e-mail adresi istenmemektedir.

Anket 3 bölümden oluşmaktadır;
1 - Genel Bilgiler,
2 - İç Girişimcilik Soruları,
3- Organizasyonel Değişime Karşı Tutum Soruları. Lütfen anketin 3 bölümünü eksiksiz olarak tamamladıktan sonra gönder tuşuna basınız.

Bu yüksek lisans tezinin araştırma bölümünde kullanılacak olan anketi cevaplayarak çalışmaya sağlamış olduğunuz katkıdan dolayı çok teşekkür ederim.

Saygılarımla
Sinan Güven

* Gerekli

Genel Bilgiler

Aşağıda “katılımcıya ilişkin genel bilgiler” ile ilgili sorular yer almaktadır. Lütfen tüm soruları cevaplayınız.

1. Bitirdiğiniz Yaşınız ? *

2. Cinsiyetiniz ? *
   Yalnızca bir şıkkı işaretleyin.
   - K
   - E

3. Eğitim Durumunuz ? *Yalnızca bir şıkkı işaretleyin.

- İlköğretim
- Lise
- Önlisans
- Lisans
- Yüksek Lisans
- Doktora

4. Mühendislik diplomanız varmı ? * Yalnızca bir şıkkı işaretleyin.

- Evet
- Hayır

5. Şu anda çalışıyor musunuz ? * Yalnızca bir şıkkı işaretleyin.

- Evet
- Hayır (eğer şu anda çalışmıyorsanız bundan sonraki soruları en son çalıştığınız şirkete göre cevaplayınız)

6. Şu anda hangi ülkede çalışıyorsunuz ? * Yalnızca bir şıkkı işaretleyin.

- Türkiye
- _____ D

iğer:

7. Şu anda hangi sektörde çalışıyorsunuz ? (Lütfen belirtiniz) *

- Elektrik üretim ve/veya satışı
- Petrol, Doğalgaz ve yan ürünler üretim ve/veya satışı
- Mühendislik / Proje Yönetimi / Teknik Danışmanlık
- Taahhüt / İmalat / Tedarik
- Diğer: _____

8. Şu anda çalıştığınız şirkette hangi bölümde görevlisiniz ? (Lütfen belirtiniz) *

_____

9. Şu anda çalıştığınız işyerinizdeki çalışma süreniz / kıdeminiz (yıl) ?
* Yalnızca bir şıkkı işaretleyin.

- 0 - 1
- 2 - 5
- 6 - 10
- 11 - 15
- 16 - 20
- 20yıldan fazla

10. Toplam iş tecrübeniz (yıl) * Yalnızca bir şıkkı işaretleyin.

- 0 - 1
- 2 - 5
- 6 - 10
- 11 - 15
- 16 - 20
- 20 veya daha çok

11. Çalıştığınız şirketin mülkiyet yapısı nedir? * Yalnızca bir şıkkı işaretleyin.

- Yabancı Sermayeli
- Yerli Sermayeli
- Yabancı - Yerli Ortaklığı
- _____ D

iğer:

12. Çalıştığınız şirketin yaklaşık çalışan sayısı nedir? * Yalnızca bir şıkkı işaretleyin.

- 1 - 50
- 51 - 200
- 201 - 500
- 500 - 1000
- 1000 den daha fazla

13. Çalıştığınız şirketin 2016 yılındaki yaklaşık cirosu nedir? (Lütfen TL olarak belirtiniz) *
Yalnızca bir şıkkı işaretleyin.

- 0 - 1.000.000
- 1.000.000 - 5.000.000
- 5.000.000 - 10.000.000
- 100.00.0 - 100.000.000
- 100.000.000 - 500.000.000
- 500.000.000 dan daha fazla

14. İşyerinizdeki konumunuz ? * Yalnızca bir şıkkı işaretleyin.

- Yönetici
- Çalışan
- Sahip / ortak
- _____ D

iğer:

15. Çalıştığınız şirketlerde son 5 yıl içinde organizasyonel değişiklik yaşandı mı ? * Yalnızca bir şıkkı işaretleyin.

- Evet
- Hayır

16. Son 5 yıl içinde çalıştığınız şirketlerde gerçekleşen organizasyonel değişiklikler sebebiyle işinizden ayrılmak zorunda kalan iş arkadaşlarınız oldu mu? * Yalnızca bir şıkkı işaretleyin.

- Evet
- Hayır

17. Son 5 yıl içinde çalıştığınız şirketlerde gerçekleşen organizasyonel değişiklikler sebebiyle işinizden ayrılmak zorunda kaldınız mı ? * Yalnızca bir şıkkı işaretleyin.

- Evet
- Hayır

İç Girişimcilik Soruları

Aşağıda "iç girişimcilik" ile ilgili ifadeler yer almaktadır. Lütfen size en uygun gelen ifadeyi belirtiniz ve tüm soruları cevaplayınız.

18. Yeni fikirlere açık biri olduğumu düşünüyorum * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

19. İş arkadaşlarımı yenilikçi olmaları konusunda motive ederim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

20. İşimle ilgili yeni bir şeyler yapmak için çabalarım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

21. Astlara yetki vermenin yaratıcı fikirlerin ortaya çıkmasına yardımcı olduğuna inanırım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

22. Araştırma Geliştirme faaliyetlerine, teknolojik liderliğe ve yenilikçiliğe önem veririm. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

23. Belirsizlik durumunun atağa geçmek için bir fırsat olduğuna inanırım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

24. Belirsizlik içeren durumlarda karar verirken olası yüksek getiriyi en üst düzeye çıkarmak amacıyla cesur tavır takınırım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

25. Yüksek riskli projelere güçlü bir yatkınlığım vardır. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

26. Görevin başarısına inanırsam her türlü riski üstlenebilirim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

27. Üzerinde çok çalıştığım bir planda gerekirse büyük değişiklikler yapmaktan çekinmem. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

28. İş çevremdeki fırsatları değerlendirmede işletme kaynaklarını(zaman, para, insan gücü) kullanmada başarılıyımdır. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

29. İş çevresindeki faaliyetleri değerlendirmek için gelişmeleri takip etmek yerine onların önünde olmaya çalışırım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

30. Gelişmelerin beni yönlendirmesine izin vermeyip, gelişmeleri yönlendirmeye çalışırım. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

31. İşyerimde yapılacak uzun vadeli planlama çalışmalarına yüksek hayal gücüm ve irademle katılmak isterim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

32. İşyerimde yeni uygulama, ürün, teknik veya teknoloji geliştirme konusunda en önde olmaya çalışırım. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

33. İş hayatında, diğerlerinin düşüncelerinin ne olduğu konusunda kaygı duymadan kendi yolumda ilerlerim. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

34. Herhangi bir görevde tek başıma çalışmayı tercih ederim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

35. Yeni bir proje üzerinde çalışırken gideceğim yön konusunda her türlü özgürlüğe sahibim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

36. Yeni bir fikri ortaya atarken diğerlerinin onayını beklemem. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

37. İşimle ilgili bir yeniliği geliştirirken üstlerime danışmadan karar alabilirim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

38. İşimle ilgili bir yeniliği geliştirirken standart işletme prosedür ve kurallarını devre dışı bırakabilirim. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

Organizasyonel Değişime Karşı Tutum Soruları

Aşağıda çalıştığınız şirketteki "organizasyonel değişim" ile ilgili ifadeler yer almaktadır. Lütfen size en uygun gelen ifadeyi belirtiniz ve tüm soruları cevaplayınız.

39. Şirketin değişim ihtiyacının yönetim tarafından önceden belirlendiğine inanıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

40. Şirket yöneticilerimin değişime önyargısız yaklaştığını düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

41. Şirketimde ulaşılmak istenen amaç ve performans hedeflerinin yönetim tarafından açıkça ifade edildiğini düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

42. Şirketimdeki değişim sonucunda, kaynakların daha etkin ve verimli kullanıldığına inanıyorum. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

43. Şirketimdeki değişim ile müşteri ihtiyaçlarının daha hızlı ve kaliteli karşılandığına inanıyorum. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

44. Şirketimdeki değişimle beraber yönetimin bilgi teknolojisinden/bilgisayarlardan daha etkin yararlanmamı sağladığını düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

45. Yöneticilerimin değişimin tüm aşamalarında biz çalışanları yeterince desteklediğine inanıyorum. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

46. Yöneticilerimin değişim sırasında, diğer ekip üyeleriyle işbirliğimi cesaretlendirdiğini hissediyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

47. Yöneticilerimin, değişimin getirdiği tüm yenilikleri benimsememiz için çaba harcadıklarını düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

48. Bir üst yöneticimin yeni uygulamalarda bana model olduğunu düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

49. Kurumumdaki değişim sürecinde ekip üyeleriyle işbirliği içinde çalışıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

50. Değişimin, kurumumun misyon ve vizyonuna uygun olarak gerçekleştirildiğine inanıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

51. Şirketimdeki değişim, ekip üyeleriyle ilişkimi olumsuz etkiliyor. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

52. Şirketimdeki değişim sırasında, kendi iş alışkanlıklarımı sürdürmeme izin verildiğini düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

53. Şirketimdeki değişim uygulamalarına tam olarak katılıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

54. Şirketimdeki değişim, kişisel gelişimime katkıda bulunuyor. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

55. Değişim sürecinde şirketimdeki değerlerin korunduğuna inanıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

56. Değişim ile ilgili istenen davranışı gösterdiğimde ödüllendiriliyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

57. Değişim sürecinde yapılan ödüllendirmede performansımın dikkate alındığını düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

58. Değişim sürecinde elde edilen sonuçların paylaşılması, değişimi kabulümü kolaylaştırıyor. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

59. Değişim sürecine katılımda çalışma isteğimin azaldığını hissediyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

60. Şirketimdeki değişim sürecinde bazen işten ayrılmayı düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

61. Değişim sürecine katılımda çekimser kalıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

62. Yöneticilerimin değişim sürecinde zorlayıcı bir yaklaşım sergilediklerini düşünüyorum. *Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

63. Değişim sonrasında oluşturulan çalışma gruplarının, değişimi sürekli kıldığına inanıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

64. Değişim istenen sonuca ulaşmasında, ekip üyesi olarak kendimi sorumlu hissediyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

65. Yaşadığım değişim süreciyle şirkete bağlılığımın arttığını hissediyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

66. Şirkette yaşanan değişim sonucunda, şirketim verimliliğinin arttığını düşünüyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

67. Yaşanan değişimin şirkete kalıcı bir başarı sağladığına inanıyorum. * Yalnızca bir şıkkı işaretleyin.

	1	2	3	4	5	
Kesinlikle Katılmıyorum	◯	◯	◯	◯	◯	Tamamen Katılıyorum

Anket Sonu

Anketi tamamladığınız ve ayırdığınız değerli zamanınızda bu bilimsel araştırmaya sağladığınız katkı ve destek için teşekkür ederim.

Saygılarımla

Sinan Güven

APPENDIX - 2: Permission to use Attitudes Towards to Change Scale

Sinan Guven

From: seyda.seren@deu.edu.tr
Sent: Salı 15 Ağustos 2017 14:29
To: Sinan Guven
Subject: Re: Ölçek kullanma izin talebi

Sayın Sinan Güven,

Öncelikle çalışmanızda başarılar diliyorum. Geliştirmiş olduğum değişime karşı tutum ölçeğini kullanmanızda herhangi bir sakınca bulunmamaktadır. Sonuçları paylaşmanızı rica eder, kolaylıklar dilerim.

Selamlar.
ŞSİ

14 Ağustos 2017 19:05, "Sinan Guven" <sinan.guven@yahoo.com> yazdı:

> Sayın Şeyda hocam,
>
> ODTÜ Sosyoloji bölümü 2000 yılı mezunuyum. 15 yılı aşkın süredir Türkiye ve yurtdışında İnsan Kaynakları Yöneticisi olarak çalışıyorum. Başkent Üniversitesi'nde Tezli Genel İşletme Yüksek Lisansı programına kayıtlıyım. Yüksek Lisans programının derslerini 3,90 /4.00 ortalama ile tamamladım ve 2018 ocak ayında tezimi tamamlayıp jüriye gireceğim.
>
> Tez danışmanım Doç.Dr. H.Okan Yeloğlu'nun onayı ile İçgirişimcilik ve Organizasyonel Değişime Karşı Tutum ilişkisini enerji ve ilgili sektörlerde inceleyen bir saha çalışması yapmayı planlıyorum.
>
> 2005 yılında doktora tezinizde yer alan geliştirdiğiniz Değişime Karşı Tutum Ölçeği'ni tüm akademik yazın ve atıf kurallarına sadık kalarak, sahada anket çalışmamda kullanmak için sizin izninizi talep etmekteyim.
>
> Saygılarımla.
>
> Sinan Guven

1

APPENDIX - 3: Permission to use Intrapreneurship Scale

Sinan Guven

From: Atılhan Naktiyok <anakti@atauni.edu.tr>
Sent: Pazartesi 14 Ağustos 2017 20:52
To: Sinan Guven
Subject: Re: Ölçek kullanma izin talebi

Sinan anketi kullanabilirsin. Benim açımdan bir sorun yok.
Selamlar ve iyi çalışmalar
Atılhan Naktiyok

Kimden: "Sinan Guven" <sinan.guven@yahoo.com>
Kime: "anakti" <anakti@atauni.edu.tr>
Gönderilenler: 14 Ağustos Pazartesi 2017 19:09:35
Konu: Ölçek kullanma izin talebi

Sayın Atılhan hocam,

ODTÜ Sosyoloji bölümü 2000 yılı mezunuyum. 15 yılı aşkın süredir Türkiye ve yurtdışında İnsan Kaynakları Yöneticisi olarak çalışıyorum. Başkent Üniversitesi'nde Tezli Genel İşletme Yüksek Lisansı programına kayıtlıyım. Yüksek Lisans programının derslerini 3,90 /4.00 ortalama ile tamamladım ve 2018 ocak ayında tezimi tamamlayıp jüriye gireceğim.

Tez danışmanım Doç.Dr. H.Okan Yeloğlu'nun onayı ile İç Girişimcilik ve Organizasyonel Değişime Karşı Tutum ilişkisini enerji ve ilgili sektörlerde inceleyen bir saha çalışması yapmayı planlıyorum.

2004 yılında geliştirdiğiniz İç Girişimcilik Ölçeği'ni tüm akademik yazın ve atıf kurallarına sadık kalarak, sahada anket çalışmamda kullanmak için sizin izninizi talep etmekteyim.

Saygılarımla.

Sinan Guven

1