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INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF ENTREPRENEURSHIP AND INNOVATION

THE GLASS CEILING EFFECT ON INTRAPRENEURSHIP AND ORGANIZATIONAL INNOVATION APPROACH

Master's Thesis

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Supervisor

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SAMSUN
2024

ACCEPTANCE AND APPROVAL OF THE THESIS

The study entitled **"**THE GLASS CEILING EFFECT ON INTRAPRENEURSHIP AND ORGANIZATIONAL INNOVATION APPROACH **"** prepared by **Ayşe SEVINDIK**, and supervised by **Prof. Dr. İsmet BOZ**, was found successful and unanimously accepted by committee members as Master thesis, following the examination on the date .

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ÖZET

CAM TAVANIN İÇ GİRİŞİMCİLİK VE KURUMSAL YENİLİKÇİLİK YAKLAŞIMI ÜZERİNE ETKİSİ

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Kurumların ve işletmelerin devamlılığı ve sürdürülebilirliği pek çok etkene bağlıdır. Günümüzde hızla değişen çevre koşullarını da dikkate aldığımızda bu koşullar hem kurumun kendisinin hem de kadın kurum çalışanının anlayışını doğrudan etkilemektedir. Örgütteki yerini korumak veya uzmanlığını arttırmak isteyen kadın çalışanın engelleri aşması için sürekli değişmek ve bakış açısını geliştirmesi gerekliliğini incelemek için nicel veriler tek başına yeterli olmamaktadır. Kadınların üst kademe yönetim pozisyonlarına ulaşmasını engelleyici davranışsal ve kurumsal önyargılardan kaynaklanan, görünmez, yapay engeller kurumun da gelişimini hem kurumsal yenilikçilik hem iç girişimcilik adına doğrudan etkilemektedir. Literatürde yapılan pek çok çalışmada kadın çalışanın karşı karşıya kaldığı bu engellere cam tavan olarak değinilmesine rağmen kadınların çalışma hayatlarında karşılaştıkları bu durumun etkilediği davranışlardan olan iç girişimcilik davranışı yoğunlukla ele alınmamıştır. Kurumlarda, cam tavan algısının etkilediği iç girişimcilik davranışı incelendiğinde, alt boyutları olan; yenilikçilik/inovasyon, risk alma boyutu, proaktiflik, özerklik, yeni iş girişimi başlatma, kendini yenileme ve rekabetçi girişkenlik davranışlarının bir kısmı veya tamamında eksiklik görüldüğü belirtilmiştir.

Bu çalışmanın ana yaklaşımında; yenilikçilik yaklaşımı, iç girişimcilik, kariyer yolu, örgütsel bağlılık, gibi faktörler incelenmekte olup cam tavan algısının iç girişimcilik ve kurumsal/organizasyonel yenilik yaklaşımı üzerine etkileri araştırılarak, kadınların kariyer planlarının ve kariyer yollarının önündeki engellerin, iç girişmcilik davranışı ve organizasyonel yenilikçilik yaklaşımı ile aşılabileceği algısının teşvik edilmesi amaçlanmaktadır.

Samsun ilinde kurumsal çalışanlar üzerinde çevrimiçi ve yüz yüze olarak ‘Cam Tavan’ın İç Girişimcilik ve Kurumsal Yenilikçilk Algısı üzerine etkileri’ araştırılmış olup araştırma modeli yapısal eşitlik analizi ile test edilmiştir. Analiz sonuçları bulgular kısmında ayrıca verilmiştir.

Anahtar Sözcükler: İç Girişimcilik, Cam Tavan, Kariyer Yolu, Kurumsal/Organizasyonel Yenilikçilik

ABSTRACT

THE GLASS CEILING EFFECT OF INTRAPRENEURSHIP AND ORGANIZATIONAL INNOVATION APPROACH

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The continuity and sustainability of institutions and businesses depend on many factors. When we take into account the rapidly changing environmental conditions today, these conditions directly affect the understanding of both the institution itself and the female employee of the institution. Quantitative data alone is not sufficient to examine the need for a female employee who wants to maintain her place in the organization or increase her expertise to constantly change and improve her perspective in order to overcome barriers. Invisible, artificial obstacles arising from behavioral and institutional prejudices that prevent women from reaching senior management positions directly affect the development of the institution in terms of both organizational innovation and intrapreneurship. Although these barriers faced by female employees are referred to as glass ceilings in many studies in the literature, intrapreneurship behavior, which is one of the behaviors affected by this situation that women face in their working lifes, has not been discussed extensively. When the intrapreneurship behavior affected by the glass ceiling perception in institutions is examined, it is stated that there is a deficiency in some or all of the behaviours on the intrapreneurship's sub-dimensions of innovativeness, risk-taking dimension, proactiveness, autonomy, starting a new business venture, self-renewal and competitive initiative behaviors.

In the main approach of this study; factors such as innovation approach, intrapreneurship, career path, organizational commitment are examined, and by investigating the effects of the glass ceiling perception on intrapreneurship and organizational innovation. It is aimed to encourage the perception that the barriers to women's career plans and career paths can be overcome by promoting the concept of intrapreneurship and organizational innovation approach.

'The Glass Ceiling Effect on Intrapreneurship and Organizational Innovation Approach'was researched online and face to face on corporate employees in Samsun province, and the research model was tested with structural equation analysis. Analyse results are also given in the findings section.

Keywords: Intrapreneurship, Glass Ceiling, Carrer Path, Organizational Innovation Approach

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SYMBOLS AND ABBREVIATIONS

CFA	: Confirmatory Factor Analyse
EFA	: Explanatory Factor Analyse
Int	: Intrapreneurship
Int_beh	: Intrapreneurship Behaviour
KMO	: Kaiser-Meyer-Olkin
Mult	: Multiple
OECD	: The Organisation for Economic Cooperation & Development
Regr	: Regression
SPSS	: Statistical Package for the Social Sciences

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1. INTRODUCTION

Examining the historical development process of women's participation in corporate working life, it has started during the Industrial Revolution period and has continued increasingly and intensively until today. With the intense participation of woman in business life, the emergence of the Glass Ceiling Perception concept shows parallelism (Gizem, 2005: 33). This concept, which dates back to the 1970's, caused major changes in both the business world and also the social life, with 12 million women participating in working life for the first time in the USA (Gül & Oktay, 2009:425). One of these changes is the tendency for women to take part in management in the business world. When women, the new executive actors of the business world, began to climb their career paths and tend to rise in their positions, they encountered some obstacles, and these invisible organizational and perceptual obstacles were referred to as the 'Glass Ceiling' (Weyer, 2006: 442).

Although there are many causes and effects of the Glass Ceiling, it is expressed under two main headings: organizational causes/effects and individual causes/effects. Organizational causes include manager-related reasons, regardless of gender, organizational culture, organizational climate and policies, lack of mentors, lack of equal opportunities and the perception of women in business life (Çetin, 2011, p.68). Its organizational effects are stated in the literature as an increase in employee turnover, an increase in absenteeism, and a decrease in quality and productivity, while its individual effects are stated in the literature as alienation from work (Çetin, 2011), decrease in job satisfaction, and decrease in organizational commitment (Özünlü, 2013).

The relationship between organizational alienation and decreased organizational commitment, which are among the effects of the Glass Ceiling, and intrapreneur behavior has been examined in the literature.

Intrapreneurship or corporate entrepreneurship is used to describe innovation and creativity efforts aimed at increasing effectiveness and efficiency within the organization (Antoncic and Hisrich, 2003).

While intrapreneurship indicates the organizational effects of the Glass Ceiling in the context of its relationship with productivity, it is mentioned that alienation from work namely organizational alienation, will be experienced if the intrapreneur

employee cannot comply with the rules of the organization (Yener, 2019).This indicates the individual effects of the Glass Ceiling.

In this case, it is seen that the effect of Glass Ceiling Perception, which is also the subject of the research, on Internal Entrepreneurship or Intrapreneurship and Organizational Innovation has a significant relationship on both organizational and individual effects.

The study is divided into six parts, covering the concept, importance, and dimensions of Organizational Innovation and Intrapreneurship, the concept, obstacles, and dimensions of the glass ceiling, the impact of organizational innovation and intrapreneurship on the glass ceiling, and the survey application.

2. INTRAPRENEURSHIP

2.1. Definition and Importance of the concept of Intrapreneurship

In entrepreneurship studies, Pinchot (1985), who first introduced the definition of the intrapreneur, defines the concept as "an individual within an established organization who takes responsibility for innovation." Pinchot, in his paper, named intra-corporate entrepreneurship, thus the name intrapreneurship, he points out that workplaces, in order to grow and prosper in a rapidly changing society and economy need entrepreneurial thinking within the company (Stevanoici, 2012).

Intrapreneurs bring forth opportunities by integrating new resources within the workplace and contribute to the growth of the organization (Burgelman, 1984). Intrapreneurship enhances the skills and capabilities of organizations in gaining a competitive advantage, increasing their competencies (Felicio et al., 2012). At the same time, intrapreneurship, which is essentially "entrepreneurship within an existing organization" (Antoncic, 2007), also provides women with opportunities to engage in the organization just like start-up activities. This opportunities if strategic, for woman intrapreneurs to break the glass ceiling can vary depending on individual circumstances and organizational structures that contributing to their ability to gain a competitive advantage by strengthen the skills and capabilities.

Intrapreneurship aims at strategic renewal, enhancing competitive positioning, organizational profitability, processes, services, capabilities, and developing new ideas (Ramanigopal et al., 2012; Wyk and Adonisi, 2002; Rigtering and Weitzel, 2013; Scott et al., 2013). Intrapreneurship strengthens organizations' skills and abilities in gaining a competitive advantage, concurrently increasing their employees competencies (Felicio et al., 2012).

The intrapreneur transforms innovation into an opportunity by leveraging acquired experience, displaying a proactive attitude. By enhancing their performance and surpassing competitors, they provide the organization with a competitive advantage. They discover new business avenues within the organization or take the lead in developing new approaches.

According to Luchsinger and Bagby (1987), intrapreneurs are being hailed as the new business interior heroes. They also identified the most important features of the intrapreneurial personality as:

- Competitive and passionate
- Questioning status quo
- Frustrated by bureaucratic systems.
- Focusing on conclusion, not activity.
- Motivated by problem-solving, change and innovation.

As there exist numerous definitions concerning the concept of intrapreneurship. It is observed that a consensus definition has not been established. Definitions related to intrapreneurship are presented in Table 2.1.

Table 2.1. Sources and Definitions of Intrapreneurship (Kanbur, 2015)

Source	Definition
Pinchot (1985)	Intrapreneurship is the transformation of beneficial initiatives focused on innovation and creativity within the organizational environment into ideas by individuals
Engle, Mah ve Sadri (1997)	Creative thoughts that change or reject previously accepted ideas to innovate in any subject
Borch, Huse ve Senneseth (1999)	Entrepreneurship of an organization is its understanding of innovation and its reflection in actions
Chang (2001)	The adaptation of entrepreneurial actions into the organization.
Borch, Huse ve Senneseth (1999)	The pursuit of new opportunities within the organization by employees without considering existing resources. It is entrepreneurial activity conducted within an existing organization
Saetre (2004)	It is the entrepreneurial spirit within an existing organization. It is a process for the development of new products or markets
Antoncic (2007)	It is the entrepreneurial spirit within an existing organization
Farahmand & All (2011)	It is a process for the development of new products or markets
Maier ve Zenovia (2011)	It is a revolutionary process that ensures the change and renewal of the organization's internal structure
Felicio, Rodrigues ve Caldeirinha (2012)	It encompasses innovative projects and activities conducted within the organization, regardless of its size
Hornsby, Bloodgood, Hayton ve Kuratko (2013)	It is a process that initiates innovation and renewal within the organization
Kocjancic ve Stefan Bojinec (2013)	It is the source of organizational productivity and market competitiveness
Moriano, Molero, Topa ve Mangin (2014)	It is a concept used to explain entrepreneurial behaviors within an existing organization.

Covin & Miles (1999) indicated that in intrapreneurship, the size of the organization is not crucial; what matters is a continuous process within the organization that involves new technology, services, products, strategies, innovative activities, and management techniques. The organization's success in implementing new ventures, supporting its both male and female employees' ideas for new products within the organizational context, and fostering an innovative culture that permeates all aspects and approaches of the organization are essential (Covin & Miles, 1999).

At the same time; Antoncic & Hisrich (2003) indicated intrapreneurship by adopting a broader perspective to employees , incorporates various factors such as new business creation, pioneering, self-renewal, and risk-taking in their definitions (Antoncic & Hisrich, 2003).

2.2. Dimensions of Intrapreneurship

Three dimensions of intrapreneurship, i.e. innovation, risk taking and proactiveness identified by Morris and Kuratko (2002). According to Burns (2004), intrapreneurship consists of three dimensions that are innovation, proactiveness and new business venturing.

Hisrich et al. (2005) on the other hand argue that intrapreneurship include four dimensions, that is innovation, proactiveness, new business venturing and organisational self-renewal. Dess and Lumpkin (2005) add two additional dimensions, namely autonomy and competitiveness.

When taking all the research being done over the years for the dimensions into account, seven dimensions of intrapreneurship could be identified by Jordaan (2008: 44) as demonstrated in figure 2.1.

Jordon(2008) identified seven parameters of Intrapreneurship :

i)Innovation: new ideas, creativity, and experimentation.

ii)Pro-activeness: acting in expectation of future problems, changes or needs.

iii)New business venturing: new business or business units within the organization.

iv)Risk taking: venturing into uncertainty and committing assets.

v)Organisational self-renewal: a reformulation of strategic plans, organizational change.

vi)Autonomy : self direction and independent action.

vii)Competitive aggressiveness: a strongly challenging competition to achieve entry or improve position and the value of the organization.

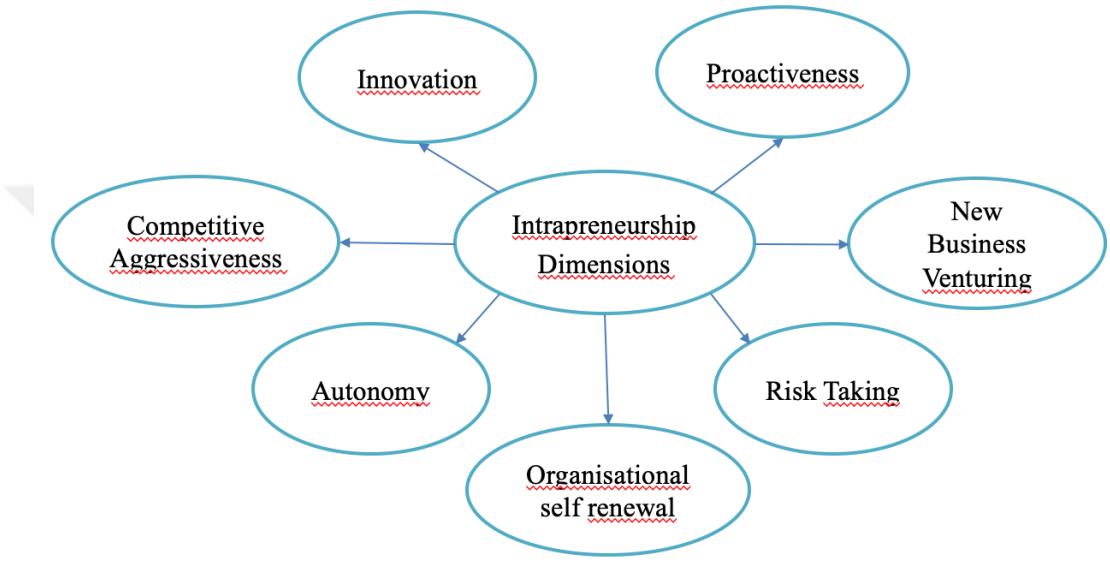

Figure 2.1. The Dimensons of Intrapreneurship (Enslin, 2010)

2.2.1. Innovation Dimension

Intrapreneurship allows organisations to create new value, to rejenerate and revitalise through innovation, business development and renovate which is only possible through high levels of intrapreneurial activity of the employee (Bhardawaj, Agrawal & Momaya, 2007).

Van der Merwe and Oosthuizen (2008) state that innovation should be included in leadership development programmes and that employees should be encouraged to be indivdually creative in the working place.

Individual creativity of the employee is of critical importance for an organization to adapt to complex and competitive environments, innovate, enhance performance, gain competitive advantage, achieve success, and survive in the industry (Hirst et al.,

2011; Janssen and Giebels, 2013; Martinaityte and Sacramento, 2013; Rodrigues and Veloso, 2013)

Innovations, brought by the modern world, it has been seen that there has been a significant increase in the number of women taking part in working life and meanwhile in the number of women in working life (Çetin and Atan, 2012).

2.2.2. Risk Taking Dimension

Risk Taking dimension is co related with the innovation dimension as, as an intrapreneur supporting innovative projects is risk taking by itself (Zahra & Garvis, 2000).

This term also can be defined in the context of Risk-taking dimension, it is the oganization's tendency toward entering foreign markets without knowing the outcome (Stull and Aram, 2010). Risk taking is also indicated birefly as venturing into uncertainity and committing assets, requiring the employee to have a fully commitment to the organization.

2.2.3. Proactivity/Proactiveness

The term proactiveness is defined differently by various researchers in Literature. The importance of being first-mover or pioneer has been frequently emphasized in the entrepreneurial process since Schumpeter. Proactive companies are likely to be first trendsetters when they face threats and/or opportunities in their environment. Proactiveness involves being active rather than being passive to the developments in the companies' internal and external environments. In the business world, proactive companies incline to be leaders rather than followers of other corporations (Lumpkin & Dess, 1996).

On the other hand, proactiveness is the ability of the intrapreneur in the working place to foresee future environmental demands by rapidly adapting to changing conditions and being a leader capable of responding to potential demands ahead of competitors (İçerli et al., 2011).

The personality of a proactive employee signifies a relatively consistent dispositional inclination for individuals to manage situational forces and actively

provoke alterations in their surroundings (Bateman & Crant, 1993). The proactive personality assessment of an employee could unveil the inclination of a passive individual to be influenced reactively by their surroundings (Seibert, Crant, & Kraimer, 1999). Proactive participation might also grant employees with a sense of autonomy and task significance, which may in turn facilitate higher levels of job satisfaction (Hackman & Oldham, 1975).

2.2.4. Autonomy

Autonomy can be defined as independent behaviors carried out by an individual employee or a team in generating, developing, and bringing an business idea to accomplish (Fiş and Wasti, 2009). Autonomy in short is self- direction and independent action.

Employees' autonomy in their work (Bateman & Crant, 1993; Parker, Wall, and Jackson, 1997), effectiveness in situational judgment (Chan, 2006), and a sense of responsibility for positive change (Fuller, B. J., Marler, L. E., & Hester, K. (2006) might also impact the display of proactive behaviors. The dimension of autonomy is also a fundamental element of both entrepreneurship and intrapreneurship. Autonomy opportunities fort he organization and employee can be listed as follows (Ağca & Kurt, 2007; Lumpkin & Dess, 1996) :

(i) Pursuing opportunities independently
(ii) Developing business autonomy within the context of job design
(iii) Having a self-directed ambition
(iv) Choosing work methods autonomously
(v) Exercising control over the work schedule
(vi) Selecting personal performance criteria

2.2.5. Competitive Aggressiveness

Competitiveness aggressiveness, highlights the fact that in the market environment, contributes to the increased interest in intrapreneurship. The author is of opinion that intrapreneurship can improve the market and financial performance of a company by encouraging employee to gain new competencies and knowledge creation (Robinson, 2001).

2.2.6. Organisational Self Renewal

Organisational Self Renewal is the reformulation of strategic plans and organisational change (Enslin, 2010).

Self-renewal or strategic renewal is widely defined as the systematic transformation of organizations through the renewal of key ideas and resources on which organizations are built (Zahra 1991; Guth and Ginsberg 1990). Self-renewal activities include redefinition of a company's vision, mission, business concept; rearranging of activities, and introduction of system-wide changes for innovation. Associated with the organization's business concept and its competitive approach, renewal efforts increase the organization's competency to compete and to take risks (Zahra, 1993).

2.2.7. New Business Venturing

New business venturing is the most observable dimension of intrapreneurship since it is associated with new business creation of an ongoing corporation (Stopford and Baden-Fuller 1994). This term also means, redefining company's products, services and/or developing new markets (Zahra, 1991). Redefinition of a company's products enforces revising the concept of the current business and developing new products, services or technologies (Rule and Irwin 1988).

2.3 The Importance of Intrapreneurship

Internal entrepreneurship is an important tool for gaining a competitive advantage. This concept emphasizes taking action for profitability, strategic renewal, innovation, knowledge acquisition, and international success within the existing organization. The new strategic direction resulting from entrepreneurial thinking focuses on enhancing or strengthening the ability to obtain innovative skills and capacities(Hornsby, Kurato & Zahra, 2002) of the employee.

Understanding the importance of Intrapreneurship can be a starting point for inspiring organizational growth and innovation. By harnessing the Intrapreneurial approach we can empower workers of any generation to progress in their career paths while improving their organizations. Increasing awareness of the concept of

Intrapreneurship in employees is the first step to empower a new leader group of innovators within the organization (Hiwarkar, 2019).

Intrapreneurs provides a challenging and meaningful platform to engage employees in work. The passion and determination of the Intrapreneur inspire other employees to get involved and to experience new approaches. Individual growth of the employee aligns with the growth of the organization (Davis, 1999).

According to Hiwarkar (2019), Intrapreneurship is important for the human & economic development of an organisation as:

- Intrapreneurship helps organizations generate new business growth.
- Intrapreneurship provides an environment to support and sustain innovation over time.
- Intrapreneurship is one of the best ways to attract and mantain entrepreneurial leaders.
- Intrapreneurship enables organizations to effectively facilitate and manage change.
- Intrapreneurship helps employees stretch and grow while keeping them engaged.

Thus, the importance of Intrapreneurship has become a critical compulsory for all organizations and a survival strategy for others. Organizations that have adopted Intrapreneurship within their culture achieved higher financial returns, increased productivity, more innovation, higher levels of employee engagement and organizational commitment.

3.ORGANIZATIONAL INNOVATION APPROACH

3.1. Framework of Organizational Innovation

The concept of organizational innovation, for which a consensus in definition is lacking in the literature, is being addressed by researchers through different avenues. Some researchers focus on the structural characteristics of innovative businesses and their impacts on the development of processes and products (Burns and Stalker, 1961; Mintzberg, 1979; Teece, 1998).

In a common sense, the term 'organizational innovation' refers to the creation or implementation of an idea or behaviour that is new to the organization (Daft 1978; Damanpour and Evan 1984; Damanpour 1996). Organizational innovation can be delineated as the adoption of a novel idea or behavior within a business in its most comprehensive sense (Hage, 1999: 599). The OECD, on the other hand, defines organizational innovation as the implementation of a new organizational method in a firm's commercial practices, workplace organization, or external relations (OECD, 2005: 55). For example, the implementation of new practices to enhance knowledge sharing and learning within the organization, the establishment of databases for best practices, and the initiation of training and educational systems for employee development represent innovations aimed at improving knowledge sharing and learning within the firm (OECD, 2005, p. 55). Innovations in workplace organization involve the implementation of new methods for distributing responsibilities and decision-making among employees within the firm's activities. For instance, introducing an organizational model that grants employees more autonomy in decision-making and encourages them to contribute with their ideas is an innovation in workplace organization. New organizational methods in external relations include establishing new collaboration methods with research and public institutions or customers, as well as outsourcing commercial activities in support services for the first time (OECD, 2005, p. 56).

Organizational innovation holds great importance in enabling businesses to effectively manage their innovation activities. In addition to triggering change and creativity within the organization through organizational innovation activities,

businesses are expected to develop transparent strategies to achieve the economic and strategic objectives of the enterprise (Tuzcu, 2008: 956).

Organizational innovation serves as a prerequisite for accessing and generating knowledge, as well as for the development and management of knowledge within a firm. Additionally, it acts as a supportive and facilitative factor for technological innovation (Lam, 2005; Lundvall and Nielsen, 2002). Lee, Tan, and Chiu (2008), in their study within the high-tech industry, highlighted that organizational innovation reflects a culture of creative learning and flexibility, which in turn enhances overall innovation and competitiveness of a firm. Therefore, it becomes evident that organizational innovation should be incorporated into all aspects of a firm's innovative efforts (Schmidt and Rammer, 2007).

Organizational innovation capabilities have drawn attention as a concept that becomes a focal point in the quest for solutions amidst unpredictable environmental conditions, where managers and leaders operate, as they support continuous focus and development within the organization (Onağ and Tepeci, 2016).

3.2. Determinants of Organizational Innovation

In studies within the literature, companies' innovative activities have been analyzed using various criteria. These criteria can be categorized as innovative input and output measures. Among the most frequently utilized innovative input measures are expenditures allocated to research and development (R&D), knowledge resources, collaborations, and the number of personnel engaged in R&D activities. Mol and Birkinshaw (2009) attempted to determine the conditions under which firms generate organizational innovation based on two sets of determinants factors. These are the organizational context of a firm (such as firm size, workforce education, and market size) and knowledge-based relationships (access to internal, market, and professional knowledge sources).

3.2.1. Human Capital

Human capital is regarded as one of the pivotal resources enabling a firm to establish a competitive edge (Lippman and Rumelt, 2003). The educational level of the workforce and the proportion of trained employees among the total workforce impact the inclination and capacity to embrace new organizational practices (Ganter and Hecker, 2013). Education facilitates the transfer and absorption of essential knowledge required for the implementation of novel organizational practices. The literature on organizational change suggests that successful adoption of organizational innovations necessitates a high level of skill and education (Caroli, Greenan, and Guellec, 2001). Well-educated employees are more prone to engaging in reading, which is anticipated to augment their knowledge and awareness across areas beyond their immediate work duties. Furthermore, well-educated employees are likely to partake in increased travel, involvement in professional organizations, and pursuit of advancement opportunities within their respective firms (Blundell, Dearden, Meghir, and Sianesi, 1999).

3.2.2. Knowledge

Innovation involves the utilization of new knowledge, the new application of existing knowledge, or their combination. Increasing the capacity for knowledge and its widespread utilization are necessary for organizational innovation within firms. Therefore, the number and diversity of potential knowledge sources positively influence a firm's ability to develop innovation (Ganter and Hecker, 2013). Thus, firms can acquire new capabilities beyond their core competencies. While much of the knowledge used is often found within the firm, acquiring knowledge from external sources, transferring it into business processes, and developing it through mutual interaction can enhance a firm's success and enable more effective management (De Jong and Vermeulen, 2006; Frenz and Prevezer, 2012). While some firms focus on internal knowledge sources, firms pursuing an open innovation strategy strive to utilize external sources for knowledge creation (Chesbrough, 2006). The open innovation model is based on the premise that firms should utilize external ideas as well as internal ones to enhance innovation and competitiveness. Thus, by leveraging inter-organizational networks in the innovation process, individuals are encouraged to gain new perspectives, learn global best practices, and break free from certain thought

patterns. Increased engagement with knowledge sources allows firms to gain insights into successful management practices from other environments, leading to more successful implementation (Mol and Birkinshaw, 2009). Knowledge-based relationships can serve as an important tool for firm management to stay informed about current organizational issues and as a valuable knowledge repository for innovative solutions (Laursen and Salter, 2006).

3.3. Literature of Organizational Innovation

Table 3.1. Literature of Organizational Innovation (Yuksel, 2022)

Researchers	Definitions
Kim and Choi (2020)	Observed that the intensity of organizational change moderates the relationship between investment in human resource development and the perception of organizational innovativeness.
Uysal and Shibu (2020)	suggest that organizational innovation strategies have a positive impact on competitiveness.
Tosic and Zivkovic (2019)	Investment in organizational innovation is necessary for sustainable solutions.
Lopes et al. (2019)	found that organizations need to adapt their strategies and structures to changing conditions, which should be managed through an understanding of organizational innovation.
Aykanat and Caliskan (2019)	determined that transformative leadership behaviors positively influence organizational innovativeness.
Klimas and Czakon (2018)	found that Organizational Innovativeness and its specific dimensions are significantly and positively related to both direct and indirect organizational cooperation.

Prangea and Pinho (2017)	observed that organizational innovation mediates the effect on organizational performance.
Pouwels and Koster (2017)	obtained findings indicating a positive relationship between organizational cooperation and organizational innovation.
Onag and Tepeci (2016)	found that organizational learning capability has an impact on new product and business performance through organizational innovativeness.
Chen et al. (2016)	concluded that Transformative Leadership and Organizational Innovation concepts mediate the relationship between both internal and external social capital.
Pinar and Arikan (2015)	reached the conclusion that organizations and employees being open to acquiring new knowledge, sharing acquired knowledge and experiences within the organization, disseminating it through teamwork, and integrating it into the business are crucial for strengthening and developing organizational innovation capability.

3.4. The Effect of Glass Ceiling on Organizational Innovation Approach

Joseph Schumpeter (1934), was the first writer to distinguish the existence of the various types of innovation, which are, innovation in products, methods of production, markets, sources of supply and ways of organizing of any industry (Alves et. al. 2018). Thus, to obtain a wide understanding of the meaning of innovation, it becomes imperative to understand it beyond changing technology.

Constantly, organizational innovation is also named as administrative or management innovation (Damanpour, 2014) and can be conceptualized simply as "how administrators do what they do" (Hamel, 2006). Calling it managerial innovation, as opposed to technical innovation, explained that this innovation includes

new ideas for recruitring people, the sharing out of resources and the structuring of duties, authority and rewards. Additionally, organizational innovation can include changes in organizational structures, modification of employees's behaviors and beliefs (Knight, 1967).

Innovations in workplace organization encompass the implementation of new methods aimed at distributing responsibilities and decision-making among employees within the firm's activities. For instance, it involves the initiation of an organizational model that grants greater autonomy to employees in decision-making processes and encourages them to contribute with their ideas (OECD, 2005).

They emphasized that organizational innovation reflects a culture of creative learning and flexibility that contributes to the overall development of innovation and competitiveness within a firm. Therefore, it is evident that organizational innovation should be included in all of the firm's innovative efforts (Schmidt and Rammer, 2007).

4.GLASS CEILING PERCEPTION

4.1. Framework of Glass Ceiling

The term "glass ceiling" was first used by management consultant Marilyn Loden in 1978(Boyd, 2012) the metaphor of glass ceiling is initially coined by her (Ashiq, Abbas & Abbas 2021).

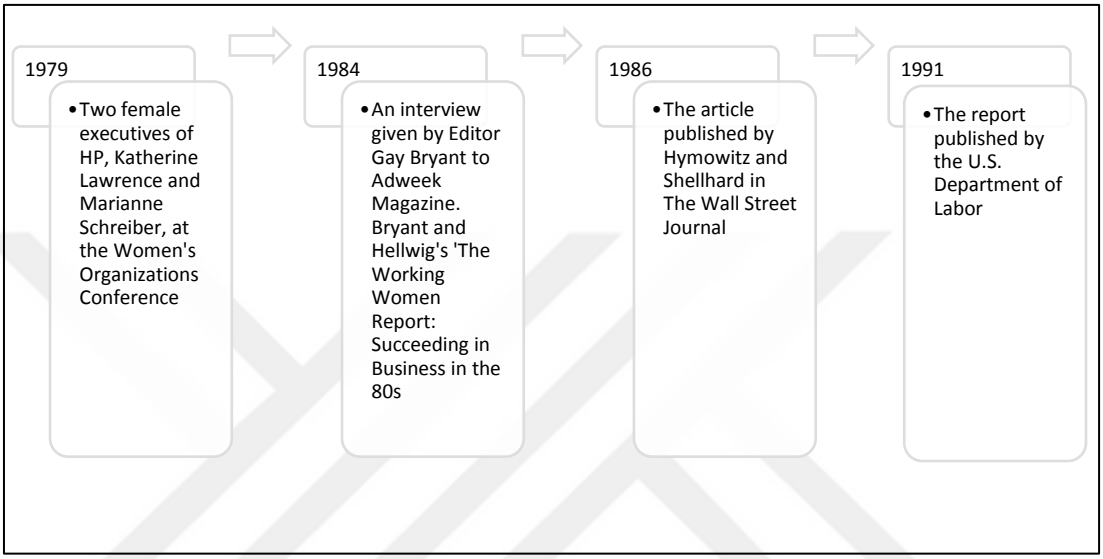

Figure 4.1. The Development Process of Glass Ceiling (Ünal, 2015)

According to Boyd (2012), the term of glass ceiling popularized by Gay Bryant, the editor of Working Woman magazine in the United States (US), in an Adweek article in 1984. The phrase "glass ceiling" gained further prominence after Carol Hymowitz and Timothy Schellhardt popularized it in a Wall Street Journal article about the barriers women may face in the workplace. Lockwood (2004), decribes the concept of the "glass ceiling", first appeared in a 1986 interview on Wall Street with Hymowitz and Schellhardt.

In this interview, the term "glass ceiling" was used to denote all the obstacles and injustices that women face when trying to advance to higher positions within businesses.In the academic world, the concept of the glass ceiling was first introduced by Morrison, White, and Velsor in (1987). In their study, they used the term "transparent barriers" to describe the obstacles that prevent women from rising above a certain level within organizations.

Glass ceiling syndrome can be observed in different countries and industries. In other words, it is not only a problem specific to a particular business sector or country. Furthermore, this concept is a significant barrier faced predominantly by women attempting to reach or ascend to top-level positions in companies, government institutions, educational institutions, and nonprofit organizations(Yıldız, İ.,Yıldız, H., & Arsalan, 2018).

In recent years, the emphasis on gender equality, awareness campaigns aimed at preventing discrimination against women in society, and responses against discrimination have contributed to the increased popularity of the phenomenon known as the glass ceiling in the literature (Atacan, 2023).

The glass ceiling phenomenon can manifest at different levels across various organizations. While shattering the glass ceiling remains a formidable challenge, an increasing number of women are successfully navigating through these difficulties. Once women surpass the initial hurdle, they unexpectedly confront another obstacle a tradition and stereotype barrier that sets them apart from high-level managerial positions (Morrison, White, and Velsor, 1987).

In the academic literature, it is feasible to explore different concepts and definitions related to the glass ceiling.

Table 4.1. Sources and Definitions of Glass Ceiling

Source	Definition
Mattis, 2004	In the business world, these are artificial barriers that hinder women from advancing to leadership and decision-making positions
Burke, 1997	Invisible yet formidable barriers that keep women away from the highest level of the organization
US. Dep. of Labour, 1991	Artificial barriers, rooted in attitudinal or organizational biases, that prevent qualified women employees from ascending to management positions within organizations.
Goodman, Fields& Blum, 2003	Exclusion of women from top management positions not due to a lack of job-related skills, education, or experience but solely based on their gender
Babic & Hansez, 2021	Placement of a qualified female employee aspiring to ascend hierarchically within an organization at a lower level due to gender-based discrimination.
Macarthur & Samblanet, 2010	Denotes the inability of many women to surpass a certain point in their professions, regardless of their qualifications or achievements
Jefferseon, 2019	He challenges women face as they attempt to climb the corporate ladder.
Jackson & O'Callaghan, 2009	Represents a series of barriers within an organization that hinders the career progression of women.

After being mentioned by advisors and formalized through academic discourse, the official recognition of the Glass Ceiling began in 1991 with the establishment of a commission by the U.S. Department of Labor. It was formalized in 1991 and started to be defined and recorded in the official administrative hierarchy.

The Commission defined the glass ceiling as invisible, artificial barriers that prevent women and minorities from ascending the corporate ladder to reach managerial and high-level positions. The Commission emphasized factors related to equal opportunities and equal chance. The task of the Commission is to conduct studies and formulate recommendations aimed at eliminating artificial barriers hindering the progress of women and minorities into leadership and decision-making positions in the workplace. Furthermore, the Commission aims to identify successful practices and policies that pave the way for advancements into these positions(Glass Ceiling Commission, 1995).

4.2. Factors of Glass Ceiling

The barriers hindering women employees from getting promoted to top-level positions, blocking their career paths, stuck the woman employee rather in low level positions, are categorized into four main groups. The Barriers of Glass Ceiling as seen below in figure 4.2. Formed into manner depicted by the researcher.

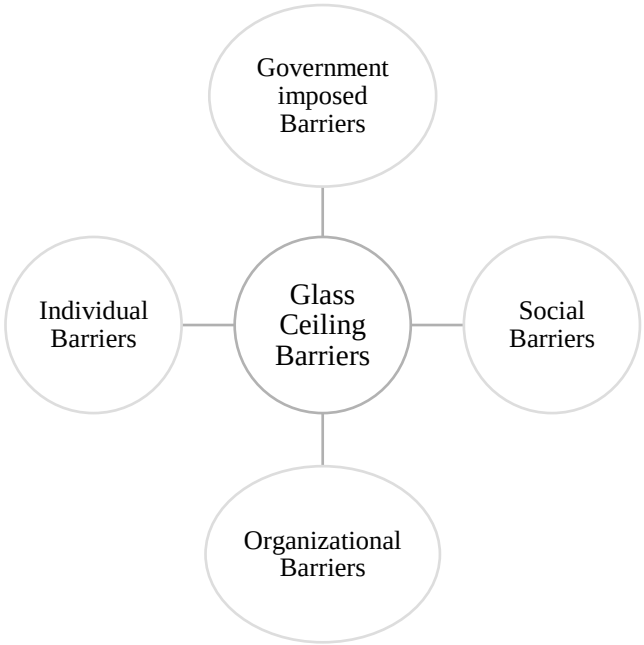

Figure 4.2. The Barriers of Glass Ceiling (Ünal, 2015 & Yenici, 2018).

4.2.1. Government Imposed Barriers

The Federal Glass Ceiling Commission has pointed out three government barriers to the success of women reaching the highest levels of leadership. They can be listed as follows:

(i) Lack of strong, consistent oversight, and legal enforcement

(ii) Deficiencies in the collection and analysis of employment-related data for identifying groups at the management level

(iii) Inadequate reporting and distribution of information regarding glass ceiling issues

A government with robust provisions concerning reporting systems on the glass ceiling in organizations does not exist. When the matter is taken to the judiciary, factors such as delays in justice, insufficient enforcement of plans and policies related to the glass ceiling, and the absence of preventive programs to address the glass ceiling can be considered ("Existence of Glass Ceiling and Factors Affecting Women in Reaching Top Positions," 2016). Consequently, the Glass Ceiling Commission has deduced that in instances where the enforcement of such programs is weak, these programs have a less favorable impact on minority and women's employment (Johns, 2013).

4.2.2. Organizational Barriers

One of the glass ceiling barriers faced by women stems from organizational factors. Employers' perspectives on female employees can either facilitate or hinder their career progress. Therefore, if business managers view female employees positively and provide support for their advancements and career growth, it will contribute to the ease of progression for these women. The barriers set by businesses for female employees can be examined under the headings of organizational culture and policies, lack of mentorship, and inability to participate in informal communication networks (Jahangirov, 2012).

In many studies on organizational culture, the potential impact of gender on culture has been overlooked. Organizations are shaped according to the value system of the dominant gender. In cultures predominantly shaped by men, characteristics such as hierarchy, independence, and top-down communication are emphasized. In cultures

influenced by women, on the other hand, characteristics such as interpersonal relationships and power-sharing are more highlighted (Bajdo & Dickson, 2001).

Organizational Culture, shaping by organization's member not only contribute to the organizational culture but also impact the organization in various aspects such as competitiveness, adaptability to change, self-improvement, sustainability, and many more. The most crucial investment made in organizations today is the investment in human resources. It is observed that organizations consistently implement people-centric practices. Assessing the value placed on and investments made in individuals by organizations to adapt to changing environmental conditions highlights the significance of individuals within the organization. When considering the impact of individuals on organizational culture, organizations indirectly influence their own culture (Karaca, 2022).

The organizational politics can be defined as power struggles that employees engage in for their individual interests. In today's context, organizations attempt to prevent employees from entering power struggles for organizational resources in pursuit of their own interests, such as getting promotions, higher salaries, and ensuring their continuity within the organization, while organizations pursue their own interests (Aybar & Marşap, 2018).

When power struggles are perceived as organizational politics, the non-participating members of the organization may experience a decrease in job satisfaction, leading to disruptions in their trust and loyalty to the organization. The impact of power struggles on individuals who choose not to engage in such conflicts can have adverse effects.

Another sub-dimension of Organizational Barrier is 'Lack of Mentoring'. Mentoring has two concept of Mentor & Mentoring. According to Yenice (2018), Mentor is an intelligent and reliable teacher or guide encompassing the roles of advisor, supporter, teacher, advocate, coach, protector, role model, and guide. At the same time Mentoring signifies positive, individual and Professional development based on the sharing of experience between experience and inexperienced members (Doğan, 2020).

Mentors have numerous benefits for employees, especially women, in terms of career development. These can be listed as follows (Erkılınç, 2011; Doğan, 2020 & Çetin, 2011):

1.Mentors contribute to the increase in women's self-confidence, enabling them to ascend to top management positions with greater confidence. This results in elevated skill levels and awareness, making it easier for women to overcome obstacles encountered in their career paths.
2.Mentors significantly contribute to the career successes and satisfaction of lower-level employees.
3. Mentors protect women from both visible and hidden discrimination and assist them in overcoming barriers to reaching top management positions.
4.As a role model, mentors facilitate their mentee's evaluation of career opportunities and contribute to the development of their own leadership skills.
5.Mentors serve as guides, providing support for individuals in accessing necessary resources and opportunities for career development.
6.They offer advice to inexperienced employees in planning their careers.
7.Mentors teach social, technical and managerial skills.

In this way, mentors play a crucial role in helping women employees to overcome organizational and individual barriers and become aware of and trust their experiences (Yenici, 2018 & Çetin, 2011).

4.2.3. Individual Barriers

Female employees are most affected by individual glass ceiling barriers originated from themselves. Women create their own barriers (Ünal, 2015). Barriers divided into two main headings; Multiple role involvement and women's personal preferences and perceptions (Salah, 2023).

Women deal with various responsibilities in their lives. Roles such as researcher, educator, thesis advisor, colleague, mother, spouse, and friend expose them to numerous challenges in their professional life (Yıldız, 2018).

Time pressure, conflicting roles, and the requirement of different behaviors for each role can create tension (Yenici, 2018). Role conflict leads to the emergence of the

term "superwoman," and female employees often prefer lower-level managerial positions to avoid taking on additional roles (Alhas, 2016). A female employee who cannot cope with these issues tends to prioritize her family-related roles, putting in intense effort to balance the demands of both work and family life (Yıldız, 2018, p. 30). As it can be understood, when women focus on one role, they tend to deviate from their other responsibilities. Consequently, inter-role conflict is inevitable, causing them stress in their daily lives. As a result of these conflicts, some female employees decide to resign on their own due to their family lives (Karahan, 2018). Juggling multiple roles also acts as a kind of glass ceiling. As a result, women experience role conflict and may become emotionally strained, leading to a decrease in life satisfaction (Çiftçi, 2006).

When a femal employee aspires to advance in her professional life, she often finds herself torn between her family and personal decisions, as participating in programs that may require working late hours or traveling could lead to neglecting her family and spouse. Being caught between work and family life, women may feel overwhelmed by the demanding responsibilities associated with both choices, leading to thoughts of being unable to bear this burden. Women, perceiving themselves as emotional beings, may accept their vulnerability rather than recognizing their strength.

A female employee who fails to acknowledge her own strengths and achievements may prefer to be managed rather than taking on a leadership role (Bayrak & Yücel, 2000). This shows how female employee's preferences and perception causes barrier to her professional life. Female employee's would sustain her current low or mid position rather than striving for the higher position.

4.2.4. Barriers Arising from Social Factors

Since ages, women and their profession has been momentously been influenced by the society. Till date, the traditional mindset and the stereotyped thinking has been a crucial barrier to women at work Patwardhan et al.(2016); Raja (2016) & Rishani et al.(2015). In literature it is also mentioned as workplace bias and entrenched prejudices (Atacan, 2006).

Stereotyping is particularly prevalent in relation to the gender factor. Typically, women are ascribed passive stereotypes, while men are attributed active stereotypes. Consequently, women are associated with characteristics such as compassion,

gentleness, emotionality, helpfulness, and generosity, which are more closely aligned with the well-being of others. In contrast, men are depicted with qualities like aggression, ambition, independence, and self-confidence, being described as assertive, dominant, and self-assured. Traditionally, the traits traditionally associated with men are viewed as more harmonious with managerial roles (Duehr & Bono, 2006). Stereotypes, being a product of cultural structure, are resistant to change and evolve slowly. Even if women demonstrate traits traditionally attributed to men to climb the managerial ladder, gaining acceptance remains challenging. Consequently, when confronted with stereotypes or perceiving a threat, their confidence in skills and abilities tends to diminish. Therefore, to encounter less stress, women tend to opt for a traditional female profession (Malcolmson & Sinclair, 2007; Giele,2008; Lattimore, 2014).

Table 4.2.Factors Causing the Glass Ceiling Effect

Factors Causing the Glass Ceiling Effect		
Individual Factors	Organizational Factors	Social Factors
Taking on Different and Many Roles Personal Choices and Perceptions	Organizational Culture and Policy Insufficient Guidance Services Inability to Participate in Informal Communication Networks Employment Long-term Employment of Employees Practices on Career and Promotion Opportunities	Gender-based Grouping of Occupations Stereotypes, Judgments and Prejudices Related to Gender RolesModel of Glorified Leadership

Source: Dreher, G. F. (2003). Breaking the Glass Ceiling: The Effects of Sex Ratios and Worklife Programs on Female Leadership at the Top, Human Relations.

On the fact that the number of female administrator in working life has been growing in recent years, it is seen that the number of female employees in senior administrator positions is still not at a very granded level (Mizrahi & Aracı, 2010) and women are still generally recruited in middle-level managerial positions (Vianen & Fischer, 2002).

The studies in litearture conducted in all over the world and in Turkiye show that there are different ways in categorizing the barriers of glass ceiling.

As it can be seen in Table 4.2, the factors that cause the glass ceiling effect are classified into three categories: individual, organizational and social factors (Dreher, 2003; Weyer, 2007).

4.3. Beliefs of Glass Ceiling

Glass ceiling has four dimesions of beliefs that are denial, resilience, resignation, and acceptance.

4.3.1. Denial

The Belief of denial represents that employees face the same kind of work-related challenges regardless of gender in progressing to the next cadre posts in a business setting (Smith, et al. 2012). Furthermore, denial is denoted by perceived misconception regarding glass ceiling beliefs; holding that male and female workers face similar nature problems in the workplace (Akbar, et al.2023).

“Denial is defined as the belief that men and women face the same issues and problems in seeking leadership. With the belief of denial of glass ceiling, women start to be more courages and optimistic (Smith et al.,2012).

The denial belief is closely linked to a sense of stability rooted in an optimistic perspective that overlooks concerns regarding gender discrimination in attaining organizational success (Lathabhavan, 2019).

4.3.2. Resilience

Resilience, maintain a positive perspective of their surroundings that represents female employees giving the same output as their male colleagues (Fathy & Youssif, 2020). Women exhibit a higher level of achievement in addressing complicated difficulties of higher- level management jobs (Fernandez & Rubineau, 2019).

Categorized four types of women's glass ceiling beliefs (namely denial, resilience, acceptance, and resignation) within the organizations, research is conducted using career pathway surveys. Drawing upon the theories of optimism and pessimism, they classified resilience and denial as optimistic beliefs, and acceptance and resignation as pessimistic beliefs (Crittenden & Caputi, 2012).

4.3.3. Acceptance

Acceptance, as described by Smith, Crittenden, et al. (2012), is the glass ceiling belief that rationalizes why female employees prioritize household responsibilities over organizational success. Embracing caregiving and family obligations takes precedence over career aspirations. Acceptance is rooted in a pessimistic perspective that reinforces the idea that women are content in their current roles and have no ambition to advance to senior-level positions within the organization (Elacqua et al. 2009).

Acceptance is the conviction that women prioritize alternative life objectives, such as family engagement, over cultivating a career (Smith et al., 2012a). Negatively related to work engagement (Lathabhavan, 2019), the glass ceiling belief 'acceptance' clarifies the aspect of preference theory (Hakim, 2006) among women who prioritize home-centered, adaptable, and work-centered preferences regarding their work and family. However, the conflict between family and work (i.e., work-family) entails decreased performance in their work (Nohe et al., 2014; Karatepe, 2013). According to the hypothesis of negatively related to work engagement , acceptance, of one of the beliefs of Glass Ceiling is also negatively related with Intrapreneurship. The theory of ‘ Work engagement increases employee intrapreneurship over time’ did not significantly effect the magnitude of intra-personal changes in employee intrapreneurship during the study period of the writer; pointing to the frequency of employee intrapreneurial behavior over a period of 12 weeks was not influenced at first the levels of employee work engagement (Gawke et. al, 2017a).

4.3.4. Resignation

Resignation, is the belief that women face significantly more adverse outcomes than men when striving for career advancement, leading to compelling reasons for women to refrain from challenging glass ceilings (Smith et al. 2012).

According to Bush's study (2020), resignation falls within the realm of pessimism, describing the psychological conflict experienced by women in their professional lives. Female employees encounter significant challenges in terms of behavioral aspects compared to their male counterparts when striving for promotions. Resignation and acceptance are classified as pessimistic perspectives as they elucidate gender disparities in the workplace (Newman, 2015).

5. THE EFFECT OF GLASS CEILING ON INTRAPRENEURSHIP AND ORGANIZATIONAL INNOVATION APPROACH

5.1. Research Methodolgy

In the initial stage of the research, a literature review was conducted, and existing sources related to the topic were examined and evaluated. Since the research results would allow for making generalizations about large populations, the survey method was chosen for the study. Consequently, the 'survey technique,' frequently employed in studies utilizing the survey method, was similarly favored in the thesis. These matters are elaborated in depth below. The survey technique commonly used in research conducted through the survey method, has also been preferred in the thesis.

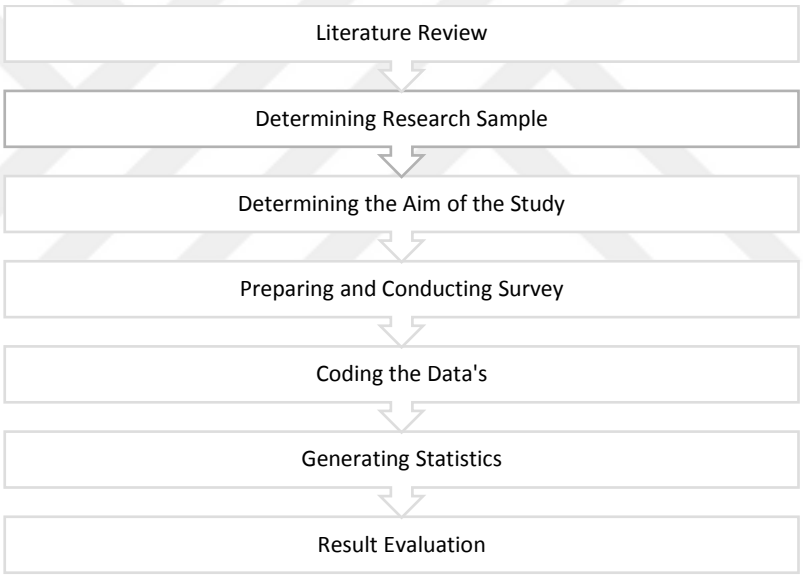

Figure 5.1. The 'Survey Technique'

5.2. Aim of the Study

The continuity and sustainability of institutions and businesses depend on numerous factors. Considering the rapidly changing environmental conditions today, these conditions directly impact both the institution itself and the perception of female institutional employees. When aiming to overcome obstacles for female employees who seek to maintain their position or enhance their expertise in the organization, it is not sufficient to rely solely on quantitative data. Organizational, societal, individual,

and sometimes state-induced barriers that impede women from reaching top-level management positions bring about behavioral and institutional biases, invisible, and artificial barriers that directly affect the development of both the institution and its employees. In this study, factors such as organizational culture, innovation, intrapreneurship, career path, organizational commitment, and opportunity inequality are examined as sub-dimensions. The effects of the glass ceiling perception on intrapreneurship and organizational innovation approach are investigated, aiming to promote the perception that obstacles in women's career plans and paths can be overcome by the widespread adoption of intrapreneurial concepts and innovation.

The main objective of this study is to investigate the impact of the sub-dimensions of the glass ceiling, namely rejection/denial, accommodation/resignation, resilience, and acceptance, on intrapreneurship. The sub-goals of the research aim to contribute to the study through demographic characteristics such as gender, age, marital status, education level, income level, working sector, and the effects of the glass ceiling perception.

5.3. Importance of the Research

When examining recent research conducted in recent years, it has been observed that numerous studies have been carried out regarding the glass ceiling. However, among the determinants most examined in the literature in relation to intrapreneurial behavior are innovation and creativity, entrepreneurship, and leadership. In this research, we will investigate whether there is an impact of the glass ceiling barriers on the intrapreneurial behaviors and organizational innovation effects of mid-level employees. Additionally, due to the absence of a specific study on this relationship in the literature, this research gains importance in terms of contributing to the literature.

5.4. Model & Hypothesis of the Research

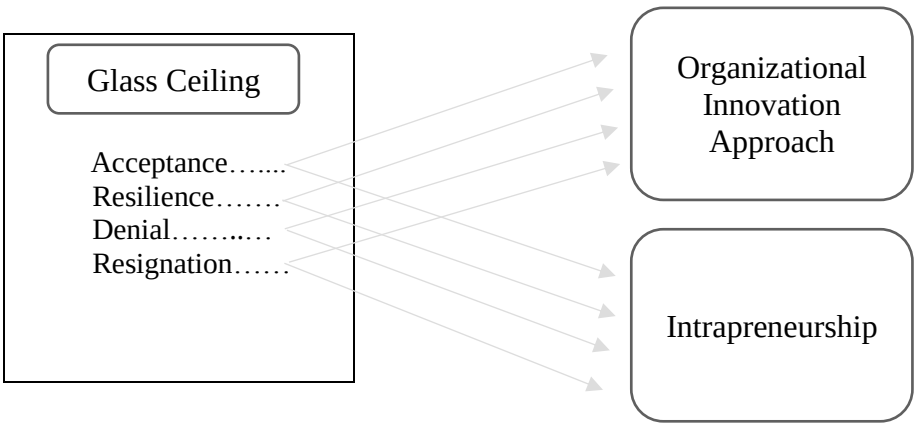

Figure 5.2. The research model of the study

As seen in the figure 5.2. the are four dependant variables of glass ceiling and two independant variable for intrapreneurship and organizational innovation approach in the model. Related hypothesis are formed according the above model.

This hypothesis of this study applied to mid to mid-high level position holders are as follows;

H1: Glass ceiling perception has a significant impact on the acceptance dimension of Intrapreneurship.

H2: Glass ceiling perception has a significant impact on the resilience dimension of Intrapreneurship.

H3: Glass ceiling perception has a significant impact on the rejection (denial) dimension of Intrapreneurship.

H4: Glass ceiling perception has a significant impact on the resignation dimension of Intrapreneurship.

H5: Glass ceiling perception has a significant impact on the acceptance dimension of Organizational Innovation Approach.

H6: Glass ceiling perception has a significant impact on the resilience dimension of Organizational Innovation Approach.

H7: Glass ceiling perception has a significant impact on the rejection(denial) dimension of Organizational Innovation Approach.

H8: Glass ceiling perception has a significant impact on the resignation dimension of Organizational Innovation Approach.

5.5. Data Collection Method

The data for the research was collected from previously prepared domestic and foreign sources related to the subject, including the library, published articles and books, and online resources.

In the research, the survey method was employed as the data collection technique. Due to the large number of respondents in our study, a survey was preferred over interviews. Initially, demographic characteristics were inquired in our survey, followed by the utilization of three scales. These scales are the Glass Ceiling, Intrapreneurship and Organizational Innovation scales.

Judgmental measurements were utilized in the data collection, and a Likert-type measurement tool, commonly preferred in such research, was employed. The scale was applied to 100 individuals within the population. The data obtained were analyzed for reliability and structural validity using the SPSS 26 (Statistical Package for the Social Sciences) statistical software for social sciences, and the results were presented with the help of the tables.

The first section of the survey consists of 6 questions related to employee characteristics, aiming to determine their gender, age groups, education levels, positions, monthly incomes, and marital statuses. For these questions in this section, a statistical process was conducted by performing a frequency distribution.

In the second section, an attempt has been made to identify the factors hindering female employees from advancing to top-level executive positions, and for this purpose, employees were asked 94 questions. In this context, the 94 attitude statements prepared were rated with a Likert scale, and the data were coded. The glass ceiling scale, consisting of 38 statements, and the intrapreneurship scale, consisting of 23 questions in four dimensions and the Organizational innovation scale consisting of 33 were analyzed dimensionless. The four sub-dimensions and the questions they contain are as follows;

Table 5.1. Number of Statements and Dimensions of Glass Ceiling

Dimensions	Number of Statements
Acceptance	7
Resilience	11
Rejection (Denial)	10
Resignation	10

5.6. Research Sample and Limitations

The sample of the study consist of employees in Samsun location. The well known production companies in the industrial zone, the reputable banks,well known public institutes & Ondokuz Mayis University have been choosen due to their high volume of female employees. Total 200 survey conveyed to the attendees but additionally, the lack of sensitivity among the employees towards the subject as much as the researcher has also negatively impacted the feedback 155 took the survey into consideration. Because of the inconsistent and incomplete nature of the survey responses, and 37 male responses, only 100 surveys responded by women were included in the analysis.

The data collected within the scope of the research were analyzed using relevant statistical methods. Descriptive statistical methods (Number, Percentage, Mean, Standard Deviation) were used in the evaluation of the data. To present information about the demographic characteristics of the participants in the research, tables were created using percentage and frequency analyses.

Reliability analysis was utilized to measure the reliability of the glass ceiling and intrapreneurship scales and organizational innovation scales included in the survey. First, explatory factor analyse has been conducted for all scales of glass ceiling and intrapreneurship and innovation organization scales. Later, items removed from the analyse that did not fit the EFA. As seen in figure 5.3. Organizational Innovation, consists of 7 dimensions and 33 items but only 2 dimensions and 10 items picked out because of its relevance to organizational innovation and we conducted reduction due to the threshold value being below 0.40 and the duplication of the same items in two different dimensions. We removed items if they appeared in two dimensions

simultaneously. As the scale of Organizational Innovation widely consists of many dimensions of Innovation, the studies shows that the scale used and the items picked out under specific dimension need. For instance; Khan,R.(2009) mentined that 'The organizational innovation questionnaire developed by Amid, Belli, Sohn and Toussaint (2002) was used to measure organizational innovation. The scale originally consisted of 33 items but only 13 items were selected because of its importance to organizational innovation.

The scale of Organizational Innovation is adapted by Koyuncu, A (2011) and in one of her article the scale shows low variant values that the study analyses only three factors due to low variance. Koyuncu, A.(2011) explained that *' it has been determined that seven factors can be extracted provided that the eigenvalue is 1.00 or above. However, due to the low variance explained, the last four factors have been deemed insignificant. The total variance explained by the other three factors related to the sclae is 37,75 %'.*

Afterwards, CFA (Confirmatory Factor Analyse) conducted and the disrupted fit items removed from analyse. Finally, with a valid and reliable model that we took averages, regression analyse applied to the study.

Rotated Component Matrix[a]

	Component 1	Component 2
Inno_Env1	.571	
Inno_Env2	.713	
Inno_Env3	.560	
Inno_Env4	.622	
Inno_Env5	.691	
Inno_Per1		.578
Inno_Per2		.541
Inno_Per3		.558
Inno_Per4		.556
Inno_Per5		.657

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Component

Figure 5.3. The Innovation scale analyse by SPSS

5.6.1. Reliability Analyse of Glass Ceiling Scale

Reliability is a concept that demonstrates the internal consistency and coherence of all variables in a scale. The Cronbach's alpha coefficient is found by comparing the variances of all variables in the scale to the overall scale total variance. The Cronbach's alpha coefficient ranges from 0 to 1. Although a value of 0.70 is desired, it can go down to 0.60 in exploratory research (Kurtuluş, 2010). In this application, the reliability of the glass ceiling scale was found to be sufficient, and it was observed that the survey had an acceptable level of reliability. Additionally, the reliability coefficients of the four dimensions in the glass ceiling scale, were determined to have an average of 0.788. The Cronbach Alfa value for the dimension of rejection is 0.768,

the dimension of resignation is 0.710, the dimension of resilience is 0.903 and finally the dimension of acceptance is 0.720.

5.6.2. Reliability Analyse of Intrapreneurship Scale

The overall reliability analysis result of the intrapreneurshjip scale used in the study was measured as 0.898. When the reliability of the dimensions of Intrapreneurship was measured, the Cronbach's Alpha value was determined as 0.859 for the innovation dimension, 0.860 for the competitiveness dimension, 0.8216 for the support dimension, and 0.816 for the proactivity dimension for the knowledge dimension, 0.845. The scale of initiative taking were totally excluded from the analyses due to low factor loadings.

5.6.3. Reliability Analyse of Organizational Innovation Scale

The overall reliability analysis result of the Organizational Innovation scale used in the study was measured as 0.648. When the reliability of the dimensions of Organizational Innovation was measured, the Cronbach's Alpha value was determined as 0.656 for the innovation environment dimension, 0.522 for the innovation personal dimension. The sub dimensions of evidence based learning, feedback interpersonal, feedback personal, feedback environment and innovation leadership were totally excluded from the analyses due to low factor loadings.

5.6.4. Findings of Research

The demographic characteristics of the 100 female employees working in Samsun City in mid and high level positions included in the research were examined, and the findings obtained through the analysis with the SPSS 26.0 program were interpreted.

5.7. Findings Based on Demographic Characteristics

The demographic characteristics of middle and high level female employees in Samsun, such as gender, age, marital status, education, income level, and employment status, are presented in the table below.

Table 5.2. Demographic Characteristics

1.Gender

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid 1 _Woman	100	100.0	100.0	100.0

2.Age

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid 1	7	7.0	7.0	7.0
Valid 2	19	19.0	19.0	26.0
Valid 3	48	48.0	48.0	74.0
Valid 4	23	23.0	23.0	97.0
Valid 5	2	2.0	2.0	99.0
Valid 6	1	1.0	1.0	100.0
Total	100	100.0	100.0	

3.Graduation

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid 2	9	9.0	9.0	9.0
Valid 3	65	65.0	65.0	74.0
Valid 4	23	23.0	23.0	97.0
Valid 5	3	3.0	3.0	100.0
Total	100	100.0	100.0	

4.Income

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid				
11.402-under (TL.)	6	6.0	6.0	6.0
11.403 -15.000	7	7.0	7.0	13.0
15.001-25.000	33	33.0	33.0	46.0
25.001-40.000	36	36.0	36.0	82.0
40.001- ve üstü	18	18.0	18.0	100.0
Total	100	100.0	100.0	

5.Profession

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid				
Civil Cervant	31	31.0	31.0	31.0
Other	13	13.0	13.0	44.0
Private Sector Management	34	34.0	34.0	78.0
Private Sector Production	9	9.0	9.0	87.0
Self Employement	13	13.0	13.0	100.0
Total	100	100.0	100.0	

6.Marital Status

	Frequency	Percentage	Valid Percent	Cummulative Percent
Valid				
Single	31	31.0	31.0	31.0
Married	69	69.0	69.0	100.0
Total	100	100.0	100.0	

In the table 5.2 displays the demographic characteristics of the participants, with 100.0 % of respondents being female participants. When examining the marital status of the participants, it is revealed that 69% are married, while the remaining 31% are single. The age distribution of participants shows that 3.8 % are between 18 and 26 years old, 17.1% are between 27 and 34 years old, approximately half, accounting for 50.5%, are between 35 and 44 years old, 21.9% are between 45 and 53 years old, 5.7% are between 54 and 62 years old, and 1% are 63 years old and above.

Looking at the distribution of participants' educational levels, there are no primary school graduates, 9% are high school graduates, 65% are university graduates, indicating that more than half of the participants have completed university education. The percentage of participants with postgraduate education is 23%, while those with a doctoral degree account for 3%. According to the overall distribution, 91% of participants have at least a bachelor's degree.

The distribution of monthly income levels is as follows: 6% of participants have an income of less than 11,402 TL, 7% have an income between 11,403 TL and 15,000

TL, 33% have an income between 15,001 TL and 25,000 TL, 36% have an income between 25,001 TL and 40,000 TL, and 18% have a monthly income of 40,001 TL or more. According to the overall income distribution, more than half of the participants have an income between 25,001 TL and 40,000 TL. Additionally, 87 % have an income of 15,000 TL or more. Those with an income above 25,000 TL make up 64% of the participants. Participants with the highest income level, 40,000 TL and above, account for just over 1/5 of the participants. When examining the educational level and income distribution, there seems to be a proportional trend between the two characteristics.

According to the occupational distribution, 31 % of participants indicated that they are civil servants. White-collar employees in the private sector constitute 34 % of participants, and those who stated that they are blue-collar employees in the private sector make up 9% of participants. Self-employed individuals encompass 13% of participants. Participants who selected the "Other" option form a 13 % segment. When looking at the overall distribution, it is observed that participants are concentrated in two occupational fields: civil servants and white-collar employees in managerial positions in the private sector. Other occupational categories, such as blue-collar employees in production field in the private sector have the lowest representation among participants.

5.8. Findings Based on Arithmetic Average on Organizational Innovation

This table 5.3. presents the arithmetic means ($\bar{X}$) and standard deviations (SD) of elements measuring of corporate innovation, feedback, and evidence-based learning in different dimensions. Each dimension has been measured with multiple expressions (e.g., Inno_Env1, Inno_Env2, etc.), and separate mean and standard deviation values are provided for each expression. Additionally, an overall mean and standard deviation are presented for each dimension.

Table 5.3. Findings based on Arithmetic Average on Organizational Innovation

Scale	Dimension	Statements	$\bar{X} \pm SS$	Σμ Σσ	Σμ Σσ	Med
Organizational Innovation	**Innovation/ Environment**	Inno_Env1 Inno_Env2 Inno_Env3 Inno_Env4 Inno_Env5	3,85 ± 1,06 2,98 ± 1,13 3,13 ± 1,20 2,73 ± 1,09 3.15 ± 1,22	**3,16 ± 0,74**	**3.34**	**3,4**
	Innovation/ Leadership	Inno_Lead1 Inno_Lead2 Inno_Lead3	3,37 ± 1,08 3,43 ± 1,10 2,85 ± 1,04	**3,21 ± 0,76**		
	Innovation/ Personal	Inno_Pers1 Inno_Pers2 Inno_Pers3 Inno_Pers4 Inno_Pers5 Inno_Pers6	3,96 ± 0,77 3,47 ± 0,86 1,82 ± 0,43 3,68 ± 0,97 3,86 ± 0,71 3,58 ± 0,83	**3,39 ± 0,40**		
	Feedback/ Environment	Feed_Env1 Feed_Env2 Feed_Env3 Feed_Env4	2,94± 1,08 3,55 ± 0,90 3,41 ± 0,96 3,33 ± 0,98	**3,30 ± 0,61**		
	Feedback/ Personal	Feed_Pers1 Feed_Pers2 Feed_Pers3 Feed_Pers4	3,44 ± 0,93 3,30 ± 0,88 2,56 ± 0,85 4,01 ± 0,74	**3,32 ± 0,51**		
	Feedback/ Interpersonal	Feed_Int1 Feed_Int2 Feed_Int3 Feed_Int4 Feed_Int5 Feed_Int6 Feed_Int7	3,92 ± 0,70 2,58 ± 1,02 3,69 ± 0,83 3,19 ± 1,16 4,34 ± 0,53 3,74 ± 0,98 3,88 ± 0,65	**3,62 ± 0,43**		
	Evidence Based/Learning	Learn1 Learn2 Learn3 Learn4	3,24 ± 0,90 3,89 ± 0,61 2,86 ± 0,94 3,58 ± 0,90	**3,39 ± 0,42**		

This table 5.3. presents the arithmetic means ($\bar{X}$) and standard deviations (SD) of elements measuring corporate innovation, feedback, and evidence-based learning in different dimensions. Each dimension has been measured with multiple expressions (e.g., Inno_Env1, Inno_Env2, etc.), and separate mean and standard deviation values are provided for each expression. Additionally, an overall mean and standard deviation are presented for each dimension. Organizational Innovation scale with its sub dimensions overall mean and standard deviation are as follows;Innovation/Environment Dimension; This dimension has scored a moderate

level of 3.16 ± 0.74 (standard deviation) on average. The lowest score was 2.73 (Inno_Env4), while the highest score was 3.85 (Inno_Env1). This indicates that environmental factors have a moderate level of influence on innovation. Innovation/Leadership Dimension; The averages in this dimension are around 3.21± (0,76 standart deviation), indicating a moderately high level. It can be inferred that expressions related to leadership have a significant impact on innovation. Innovation/Personal Dimension; The personal dimension has been evaluated with an average of 3.39 (±0.40 standard deviation). Some expressions in this dimension (e.g., Inno_Pers4 and Inno_Pers5) have received quite high scores, indicating that individual factors have a significant influence on innovation. Feedback – Environment Dimension; Feedback related to the environment has been evaluated with an average of 3.30 (±0.61 standard deviation), indicating its significance. Feedback – Personal Dimension; Personal feedback has been evaluated with an average of 3.32 (±0.51 standard deviation). These values indicate the importance of personal feedback. Feedback – Interpersonal Dimension; Interpersonal feedback has been evaluated with an average of 3.62 (±0.43 standard deviation), indicating the importance of interpersonal relationships and feedback. Evidence-Based Learning Dimension; Evidence-based learning has been evaluated with an average of 3.39 (±0.42 standard deviation), indicating its significance.

Overall, these results demonstrate the importance of each factor of innovation feedback, innovation personal and evidence-based learning and how these factors can have different effects at both corporate and individual levels.

5.9. Findings Based on Arithmetic Average on Intrapreneurship

This table 5.4.includes the arithmetic means ($\bar{X}$) and standard deviations (SD) of expressions measured in different dimensions related to "Intrapreneurship." Additionally, an overall mean and standard deviation value are provided for each dimension.,

Table 5.4. Findings based on Arithmetic Average on Intrapreneurship

Scale	Dimensions	Statements	$\bar{X} \pm SS$	Σμ Σσ	Σμ Σσ	Med
Intrapreneurship	Innovation	Behav_Ino1	4,22 ± 0,66	**4,09 ± 0,53**	**3.93**	**3.86**
		Behav_Ino2	4,12 ± 0,67			
		Behav_Ino3	3,84 ± 0,80			
		Behav_Ino4	4,14 ± 0,56			
		Behav_Ino5	4,17 ± 0,60			
	Competitveness	Behav_Comp1	3,20 ± 1,20	**3,33 ± 1,01**		
		Behav_Comp2	3,39 ± 1,09			
		Behav_Comp3	3,40 ± 1,12			
	Initiating Taking	Behav_Int1	3,73 ± 0,94	**3,75 ± 0,63**		
		Behav_Int2	3,63 ± 0,87			
		Behav_Int3	3,73 ± 0,85			
		Behav_Int4	3,91 ± 0,72			
	Supportiveness	Behav_Sup.1	4,00 ± 0,75	**4,04 ± 0,61**		
		Behav_Sup.2	4,13 ± 0,64			
		Behav_Sup.3	4,01 ± 0,74			
	Aquisiton of Knowledge	Behav_Know1	4,19 ± 0,66	**4,28 ± 0,49**		
		Behav_Know2	4,23 ± 0,61			
		Behav_Know3	4,36 ± 0,57			
		Behav_Know4	4,34 ± 0,51			
	Proactiveness	Behav_Pro1	4,08 ± 0,72	**4,13 ± 0,52**		
		Behav_Pro2	4,24 ± 0,57			
		Behav_Pro3	3,96 ± 0,70			
		Behav_Pro4	4,26 ± 0,62			

Innovation Dimension shows that the statements measured in this dimension generally have high averages (e.g., between 3,20 and 4,36). This indicates that participants have a positive attitude towards intrapreneurship and prioritize behaviors related to innovation. Innovation dimension shows the averages of the statement measured in innovation dimension have high averages (3,84 and 4,22)between that Competitveness dimension shows the averages of the statements measured in the competitiveness dimension are moderate (between 3,20 and 3,40). This suggests that intrapreneurship is not limited to competitiveness, but competitive factors are also taken into account. Taking initiatives dimension measured in the taking initiative dimension generally have high averages (between 3,63 and 3,91). This indicates that participants play an active role in intrapreneurship and value taking initiative.The statements measured in the supportiveness dimension generally have high averages (between 4,00 and 4,13). This shows that participants have a supportive attitude towards efforts related to intrapreneurship.The statements measured in the knowledge acquisition dimension generally have high averages (between 4,19 and 4,36). This indicates that participants value the knowledge and skills necessary for intrapreneurship. The statements measured in the proactiveness dimension generally

have high averages (between 3,96 and 4,26). This shows that participants have a proactive approach to intrapreneurship.Overall, the averages of the statements measured in the dimensions of intrapreneurship are quite high, indicating that participants approach intrapreneurial characteristics positively.

5.10. Findings Based on Arithmetic Average on Glass Ceiling

This table 5.4.includes the arithmetic means ($\bar{X}$) and standard deviations (SD) of expressions measured in different dimensions related to "Glass Ceiling." Additionally, an overall mean and standard deviation value are provided for each dimension.

Table 5.5. Findings based on Arithmetic Average on Glass Ceiling

Scale	Dimension	Statements	$\bar{X} \pm SS$	Σμ Σσ	Σμ Σσ	Med
Glass Ceiling	**Rejection**	Denial1	2,59± 1,09	**3,00 ± 0,59**	**3.33**	**3.31**
		Denial2	3,70 ± 1,02			
		Denial3	2,90 ± 1,21			
		Denial4	2,72 ± 1,18			
		Denial5	3,02 ± 1,10			
		Denial6	2,69 ± 0,97			
		Denial7	2,89 ± 1,03			
		Denial8	2,21 ± 0,80			
		Denial9	3,53 ± 0,89			
		Denial10	3,84 ± 0,88			
	Resignation	Resign1	3,11 ± 1,00	**3,01 ± 0,60**		
		Resign2	2,73 ± 0,97			
		Resign3	3,06 ± 1,05			
		Resign4	2,93 ± 1,08			
		Resign5	2,91 ± 1,07			
		Resign6	2,58 ± 1,06			
		Resign7	3,06 ± 1,09			
		Resign8	2,72 ± 1,03			
		Resign9	3,46 ± 1,00			
		Resign10	3,55 ± 1,02			
	Resilience	Resil1	3,65 ± 0,95	**4,16 ± 0,52**		
		Resil2	3,87 ± 0,84			
		Resil3	4,18 ± 0,73			
		Resil4	4,48 ± 0,62			
		Resil5	4,36 ± 0,73			
		Resil6	4,35 ± 0,65			
		Resil7	4,39 ± 0,75			
		Resil8	4,15 ± 0,84			
		Resil9	4,06 ± 0,77			
		Resil10	4,33 ± 0,58			
		Resil11	4,03 ± 0,71			
	Acceptance	Accept1	4,10 ± 0,88	**3,16 ± 0,54**		
		Accept2	3,87 ± 0,97			
		Accept3	2,68 ± 0,95			
		Accept4	2,83 ± 1,06			
		Accept5	2,74 ± 1,03			
		Accept6	2,84 ± 1,12			
		Accept7	3,11 ± 0,95			

In this rejection dimension, the averages of the measured statements are generally moderate (ranging between 2.21 - 3.84 on average). This may indicate that participants have different thoughts about denying or rejecting the existence of the glass ceiling. The averages of the statements measured in the Folding/Resignation dimension generally range from low to moderate (between 2.58 - 3.46 on average). This suggests that participants may exhibit different attitudes towards tolerating or resigning when faced with the glass ceiling. The averages of the statements measured in the Resilience dimension are generally high (between 3.65 - 4.48 on average). This indicates that participants generally exhibit high resilience when facing the glass ceiling. The averages of the statements measured in the Acceptance dimension are generally moderate (between 2.68 - 4.10 on average). This indicates that participants have different levels of acceptance regarding the presence of the glass ceiling.

Overall, this table illustrates how participants perceive different dimensions of the glass ceiling syndrome and how they react to them. The Denial/Acceptance and Acceptance dimensions more reflect individuals' attitudes toward the glass ceiling, while the Coping/Resignation and Resilience dimensions reflect individuals' behavioral reactions to this situation.

5.11. Relialibility Analyse

One of the most crucial characteristics that a scale must possess is reliability, which is an indicator of the stability of measurement values obtained with the same measurement tool under identical conditions. The reliability of scales is examined through various methods. The alpha coefficient developed by Cronbach (1951), especially for Likert-scale rated instruments, is frequently used to estimate internal consistency. Generally, values greater than 0.70 are accepted in the literature, indicating that the scale is reliable (Büyüköztürk, 2002). Another study shows that, values greater than 0,61 are acceptable (Konting et al. 2009).

Table 5.6. Reliability Analyse of Organizational Innovation

Scale	Item	Dimension	Cronbach Alpha	Cronbach Alpha
Organizational Innovation	5 5	Inno_Env Inno_Per	0.656 0.522	0.648

Table 5.7. Reliability Analyses of Intrapreneurship & Glass Ceiling

Scale	Item	Dimension	Cronbach Alpha	Cronbach Alpha
Intrapreneurship	5	Innovation	0.859	**0.898**
	3	Competitiveness	0.860	
	3	Support	0.816	
	3	Knowledge	0.845	
	4	Proactivity	0.816	
Glass Ceiling	4	Denial/Rej.	0.768	**0.788**
	5	Resignation	0.710	
	10	Resilience	0.903	
	4	Acceptance	0.720	

Table 5.6 and 5.7. presents the results of the reliability analysis of scales in different dimensions grouped under three main concepts: "Organizational Innovation" "Intrapreneurship" and "Glass Ceiling." Reliability is measured using the Cronbach Alpha value, which is used to determine the consistent and reliable measurement capacity of scales. A high Cronbach Alpha value indicates that the scale is more reliable. Ideally, values of 0.7 and above are considered reliable whereas in some studies the value of 0.61 and above is also acceptable. Therefore,the Cronbach Alpha value for Intrpreneurship dimension, consisting of 4 items, is 0.898, indicating a high level of reliability. Innovation: The Cronbach Alpha value for this dimension, consisting of 5 items, is 0.859, showing high reliability Competitiveness: The Cronbach Alpha value for this dimension, consisting of 3 items, is 0.860, again indicating high reliability. Support: The Cronbach Alpha value for this dimension, consisting of 3 items, is 0.816, which is a high level of reliability. Knowledge: The Cronbach Alpha value for this dimension, consisting of 3 items, is 0.845. Proactivity: The Cronbach Alpha value for this dimension, consisting of 4 items, is 0.816, indicating high reliability.

The values for Glass Ceiling Reliability Analyse with 0.788 Cronbach Alpha, shown in table 5.7 are as follows. The Denial dimension of the Cronbach Alpha value for this 4-item scale is 0.768, providing an acceptable level of reliability. Resignation (Fold) dimension of the Cronbach Alpha value for this 5-item scale is 0.710, indicating an acceptable level of reliability. Resilience dimension of the Cronbach Alpha value for this 10-item scale is 0.903, demonstrating a high level of reliability. The Cronbach

Alpha value for this 4-item scale is 0.720, providing an acceptable level of reliability on Acceptance.

Cronbach Alpha value of 0.648 for Organizational Innovation Reliability Analyse, shown in table 5.6 are as follows. The Innovation Environment dimension of the Cronbach Alpha value for this 5 item scale is 0.656, providing an acceptable level of the reliability mentioned by Konting et al.2009). The Innovation Personal dimension consisting of 5 item, the Cronbach Alpha value is 0.522, providing a non acceptable value. The Cronbach Alpha Value for the Organizational Innovation Dimension shows a value of 0.656 providing an acceptable value.

In general, most of these scales have high, acceptable and a small minority has non acceptable reliability levels. Particularly, the scales under "Intrapreneurship" generally exhibit higher reliability, while the scales under "Glass Ceiling" also provide acceptable levels of reliability. The scales of Organizational Innovation also provides a small minority of non acceptable and acceptable levels of reliability.This indicates that the scales consistently and reliably measure the respective dimensions.

5.12. Exploratory Factor Analyse

Factor analysis is a significant statistical method used to understand and interpret relationships between numerous variables presumed to be related. Its main purpose is to reduce or summarize a large number of variables with presumed relationships into a smaller set of fundamental dimensions, making it easier to understand and interpret the relationships among them. The aim of using exploratory factor analysis is to identify which items co-occur with each other and how strongly these items are associated with these groups. Factor analysis employs both internal consistency analysis and hypothesis testing to examine construct validity (Terzi, 2019) .

In this context, the goal of factor analysis is to summarize information collected from numerous variables with minimal loss of information, creating a smaller data set or factor set. To conduct factor analysis, there should be a certain level of correlation among variables, and the sample size should be adequate. In the context of sample size adequacy, the Kaiser-Meyer-Olkin (KMO) test and Bartlett's sphericity test are used. A KMO value of 0.650 indicates that the variables are suitable for factor analysis. Additionally, a significant p-value ($p < 0.01$) in the Bartlett test suggests that there is

a sufficient level of correlation among variables for factor analysis. In conclusion, based on the Kaiser-Meyer-Olkin (KMO) sample adequacy test and the significant result of the Bartlett sphericity test, the dataset is considered suitable for factor analysis.

5.12.1. EFA for Organizational Innovation Approach

Table 5.8. KMO and Bartlett's Test Result (EFA)

Kaiser-Meyer- Olkin Measure of Sampling Adequacy		.666
Bartlett's Test of Sphericity	Approx. Chi-Square	126.414
	Df	45
	Sig.	.000

Kaiser-Meyer-Olkin (KMO) and Bartlett's Sphericity Test results in the table provide crucial information for Exploratory Factor Analysis (EFA). According to these findings. Kaiser-Meyer-Olkin Measure: The KMO value appears as 0.666. This value indicates that the sample size is "adequate" for factor analysis. Generally, a KMO value above 0.6 is considered suitable for factor analysis. The range of 0.7-0.8 is considered "good," 0.8-0.9 is considered "very good," and above 0.9 is deemed "excellent." In this case, the KMO value of 0.666 indicates that your dataset is suitable for factor analysis at a good level.

The Bartlett's Test has an approximate chi-square value of 126.414 with 45 degrees of freedom (df). More importantly, the significance (sig.) value is 0.000. This indicates that the test result is statistically significant. The significance of Bartlett's Sphericity Test suggests that there is a sufficient level of relationship between variables in the dataset and that these variables are suitable for factor analyses.

Table 5.9. Rotated Principle Component Matrix for Innovation

Substance	**Factor**		
	1	2	3
Inno_Env1	0,571		
Inno_Env2	0,713		
Inno_Env3	0,560		
Inno_Env4	0,622		
Inno_Env5	0,691		
Inno_Per1		0,578	
Inno_Per2		0,541	
Inno_Per3		0,558	
Inno_Per4		0,556	
Inno_Per5		0,657	
Explained Variance (40.64)	22.504	18.13	

Extarction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Total Variance Explained

	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	%of Variance	Cumulative %	Total	%of Variance	Cumulative %
1	2.466	24.657	24.657	2.250	22.504	22.504
2	1.598	15.985	40.642	1.814	18.138	40.642

Extraction Method: Principal Component Analysis

This table 5.9. shows the results of an Exploratory Factor Analysis (EFA) and includes the rotated principal component matrix and Total Variance Explained. The analysis demonstrates how variables (items) load on a set of factors. All Items included as no overlapping nature or low factor loading, have been seen in the subsequent analyses. Extraction Method: Principle Component Analysis and Rotation Method: Varimax with Kaiser Normalization.

5.12.2. EFA for Intrapreneurship

Table 5.10. KMO and Bartlett's Test Result (EFA)

Kaiser-Meyer- Olkin Measure of Sampling Adequacy		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	1061.382
	Df	153
	Sig.	.000

Kaiser-Meyer-Olkin (KMO) and Bartlett's Sphericity Test results in the table provide crucial information for Exploratory Factor Analysis (EFA). According to these findings. Kaiser-Meyer-Olkin Measure: The KMO value appears as .843. This value indicates that the sample size is "adequate" for factor analysis. Generally, a KMO value above 0.6 is considered suitable for factor analysis. The range of 0.7-0.8 is considered "good," 0.8-0.9 is considered "very good," and above 0.9 is deemed "excellent." In this case, the KMO value of 0.781 indicates that your dataset is suitable for factor analysis at a good level.

The Bartlett's Test has an approximate chi-square value 1061.382 with 153 degrees of freedom (df). More importantly, the significance (sig.) value is 0.000. This indicates that the test result is statistically significant. The significance of Bartlett's Sphericity Test suggests that there is a sufficient level of relationship between variables in the dataset and that these variables are suitable for factor analyses.

These results suggest that the data set appears to be suitable for conducting Exploratory Factor Analysis. The KMO measurement indicates that the sample size is sufficient, while Bartlett's Test indicates significant relationships between variables. The results of these two tests indicate that EFA can produce meaningful and reliable results in your dataset.

Table 5.11. Rotated Principle Component Matrix

Substance	**Factor**				
	1	2	3	4	5
Behav_Ino1	0,632				
Behav_Ino2	0,759				
Behav_Ino3	0,719				
Behav_Ino4	0,610				
Behav_Ino5	0,541				
Behav_Comp1		0,833			
Behav_Comp2		0,804			
Behav_Comp3		0,741			
Behav_Support1					0,671
Behav_Support2					0,720
Behav_Support3					0,481
Behav_Know2			0,622		
Behav_Know3			0,792		
Behav_Know4			0,655		
Behav_Pro1				0,776	
Behav_Pro2				0,639	
Behav_Pro3				0,839	
Behav_Pro4				0,417	
Explained Variance (64.89)	15.75	14.15	12.60	12.25	10.12

Extraction Method: Maximum Likelihood
Rotation Method: Varimax with Kaiser Normalization

Total Variance Explained

	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	%of Variance	Cumulative %	Total	%of Variance	Cumulative %
1	6.955	38.640	38.640	2.837	15.759	15.759
2	1.999	11.104	49.744	2.548	14.155	29.914
3	1.377	7.650	57.394	2.269	12.605	42.519
4	.743	4.127	61.521	2.205	12.250	54.769
5	.608	3.376	64.897	1.823	10.127	64.897

Extraction Method: Maximum Likelihood

This table shows the results of an Exploratory Factor Analysis (EFA) and includes the rotated principal component matrix. The analysis demonstrates how variables (items) load on a set of factors. Behav_Support3, due to their overlapping nature or low factor loading, have been excluded from the scale and will not be included in the subsequent analyses. Extraction Method: Maxiumum Likelihood. Rotation Method: Varimax with Kaiser Normalization.

Explained Total Variance: These factors collectively explain approximately 64.89% of the total variance in the dataset, indicating that about 64.89% of the total variance in the dataset can be accounted for by these factors. The percentage of variance explained by each factor indicates the importance of the factors. While the 1st factor explains the highest variance (15.75%), the other factors explain variances of 14.15%, 12.60%, 12.25%, and 10.12%, respectively. Results: The analysis results indicate that the items in the entrepreneurship scale are grouped under 5 different factors. This suggests that each factor may represent a different dimension of entrepreneurship. These factors might represent various aspects of the entrepreneurship concept, and each factor seems to include a group of items measuring a different aspect of the scale. This assessment is based on the data in the table, and the precise content each factor represents depends on the specific context of the scale and the content of the items.

5.12.3. EFA for Glass Ceiling

Kaiser-Meyer-Olkin (KMO) and Bartlett's Sphericity Test results in the table provide crucial information for Exploratory Factor Analysis (EFA). According to these findings. Kaiser-Meyer-Olkin Measure: The KMO value appears as 0.680. This value indicates that the sample size is "adequate" for factor analysis. Generally, a KMO value

above 0.6 is considered suitable for factor analysis. The range of 0.7-0.8 is considered "good," 0.8-0.9 is considered "very good," and above 0.9 is deemed "excellent." In this case, the KMO value of 0.680 indicates that your dataset is suitable for factor analysis at a good level.

Table 5.12. KMO and Bartlett's Test Result (EFA)

Kaiser-Meyer- Olkin Measure of Sampling Adequacy		.680
Bartlett's Test of Sphericity	Approx. Chi-Square	1073.548
	Df	253
	Sig.	.000

The Bartlett's Test has an approximate chi-square value of 1073.548 with 253 degrees of freedom (df). More importantly, the significance (sig.) value is 0.000. This indicates that the test result is statistically significant. The significance of Bartlett's Sphericity Test suggests that there is a sufficient level of relationship between variables in the dataset and that these variables are suitable for factor analyses.

These results suggest that the data set appears to be suitable for conducting Exploratory Factor Analysis. The KMO measurement indicates that the sample size is sufficient, while Bartlett's Test indicates significant relationships between variables. The results of these two tests indicate that EFA can produce meaningful and reliable results in your dataset.

Table 5.13. Rotated Principle Component Matrix

Madde	**Faktör**			
	1	2	3	4
Denial1		0.586		
Denial3		0.606		
Denial4		0.829		
Denial7		0.646		
Resign5			0.433	
Resign7			0.807	
Resign8			0.458	
Resign9			0.584	
Resign10			0.403	
Resil2	0.627			
Resil3	0.734			
Resil4	0.812			
Resil5	0.752			
Resil6	0.816			
Resil7	0.705			
Resil8	0.725			
Resil9	0.651			
Resil10	0.725			
Resil11	0.493			
Accept3				0.570
Accept5				0.593
Accept6				0.658
Accept7				0.687
Explained Variance (48.43)	22.31	9.60	8.33	8.18

Extraction Method: Maximum Likelihood
Rotation Method : Varimax with Kaiser Normalization

Total Variance Explained

	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	%of Variance	Cumulative %	Total	%of Variance	Cumulative %
1	5.227	22.724	22.724	5.132	22.311	22.311
2	2.670	11.610	34.335	2.208	9.602	31.913
3	1.833	7.971	42.306	1.917	8.335	40.249
4	1.409	6.124	48.431	1.882	8.182	48.431

Extraction Method: Maximum Likelihood

This table 5.13. displays the rotated component matrix and the explained variance. Accordingly; Extraction Method: Maxiumum Likelihood. Rotation Method: Varimax with Kaiser Normalization.

Factor Loadings: Under each item, there are loading coefficients indicating its relationship with the factors. Factor loadings demonstrate the relative importance of each item within each factor. It is a coefficient explaining the relationship between

items and factors. High loading values for items in their respective factors imply that they measure a dimension together. A criterion for the determination stage is that factor loading values should be 0.40 or higher. To prevent the formation of overlapping items, it is recommended that if items have high loading values in one factor, they should have low loading values in other factors (Field, 2009) .

For a general assessment, it is recommended that factor loadings be 0.40 or higher (Field, 2009). Additionally, Gürış and Astar (2015) emphasize a rule that the factor loadings of items grouped under a factor should be at least 0.50, and there should be a difference of at least 0.1 between the values when an item loads on two factors.

Explained Total Variance: These factors collectively explain approximately 48.43% of the total variance in the dataset, indicating that about 48.43% of the total variance in the dataset can be accounted for by these factors. The percentage of variance explained by each factor indicates the importance of the factors. While the 1st factor explains the highest variance (22.31%), the other factors explain variances of 9.60%, 8.33% and 8.18%respectively. Results: The analysis results indicate that the items in the glass ceiling scale are grouped under 4 different factors. This suggests that each factor may represent a different dimension of glass ceiling. These factors might represent various aspects of the glass ceiling concept, and each factor seems to include a group of items measuring a different aspect of the scale. This assessment is based on the data in the table, and the precise content each factor represents depends on the specific context of the scale and the content of the items.

5.13. Scale Reliability Analyse

This table displays the Cronbach Alpha values for intrapreneurship, glass ceiling, and their underlying dimensions. Accordingly;

Table 5.14. Crobach Alpha Values related to Scales & Dimensions

Scale	Item		Dimension	Cronbach Alpha	Cronbach Alpha
Intrapreneurship	5	Behav_Ino	Innovation	0.859	**0.898**
	3	Behav_Comp	Comnpetitiveness	0.860	
	4	Behav_Pro	Proactivity	0.816	
	3	Behav_Know	Knowledge		
	3	Behav_Support	Support	0.816	
Glass Ceiling	4	Denial	Denial	0.768	**0.788**
	5	Resign	Resignation	0.710	
	10	Resilience	Resilience	0.903	
	4	Accept	Acceptance	0.720	
Organizational Innovation	5	Inv_Env	Environment	0.656	**0.648**
	5	Inv_Pers	Personal	0.522	

Intrapreneurship: The overall Cronbach's Alpha value for the intrapreneurship scale is 0.898. This value indicates high internal consistency of the scale and reliability of the measurement. We can say that the intrapreneurship scale, composed of the dimensions of innovation, competitiveness, support and proactiveness, is a reliable measurement.

Glass Ceiling: The overall Cronbach's Alpha value for the glass ceiling scale is 0.788. This value also indicates an acceptable level of internal consistency for the scale. We can say that the glass ceiling scale, composed of the dimensions of denial, resignation, resilience and acceptance, is a reliable measurement. These results demonstrate that both scales are reliable in terms of internal consistency. In other words, measurements taken with these scales assess the same concepts and evaluate these concepts reliable.

Organizational Innovation: The overall Cronbach Alpha value for the Organizational Innovation Scale is 0.648. This value also indicates an acceptable level for some studies of internal consistency for the scale. We can say that the Organizational Innovation scale , composed of 2 dimensions Innovation environment, and Innovation personal is a reliable measurement. These results demonstrate that both

scales are reliable in terms of internal consistency. In other words, measurements taken with these scales assess the same concepts and evaluate these concepts reliable.

5.14. Confirmatory Factor Analyse

There are two primary approaches to factor analysis commonly used. First, Exploratory Factor Analysis (EFA), generally referred to as factor analysis, was developed, followed by Confirmatory Factor Analysis (CFA) (Bolat, 2008).

The aim of using exploratory factor analysis is to identify which items co-occur with each other and how strongly these items are associated with these groups. Factor analysis employs both internal consistency analysis and hypothesis testing to examine construct validity. CFA unlike EFA, provides the opportunity to specify in advance the observed variables that will represent each factor. Typically, in CFA, each observed variable has a factor loading associated with a factor.

In Contrast in EFA, all variables have some impact, however small, on the factors. Generally, the most commonly used approach in the literature is EFA, whereas CFA provides researchers with the opportunity to test hypotheses related to theoretical models and develop models (Bolat, 2008). Hereby for the models and hypothesis of Organizational Innovation, Intrapreneurship and Glass Ceiling, the AMOS 24 Program is used for the CFA.

The degrees of freedom (DF) in the $\chi 2$ test are crucial, and in some cases, when DF is large, $\chi 2$ can appear to be significant. Instead of examining the significance of $\chi 2$ alone, it is recommended to analyze the ratio of $\chi 2$ to DF for model fit. This value should be less than 3, but if it is less than 5, it is considered acceptable (Meydan and Şeşen, 2011).

The term CMIN/DF is mentioned above; in the visual presented, this value is calculated as 1.137, which is less than 3, and therefore falls within an acceptable range.

If the RMSEA value is less than 0.05, it indicates excellent fit, and if it is less than 0.08, it suggests acceptable fit. A CFI value close to 1 indicates that the model is well-fitting.

Confirmatory factor analysis was conducted to test the construct validity of the scale. Regarding the values obtained in CFA, in the literature, the fact that the ratio obtained by dividing the value of X2 by the degree of freedom is two or less states that

the model is a good model and a value of five or less states an acceptable goodness of fit. It is argued that for acceptable fitness for RFI, CFI, NFI, NNFI and IFI it should be ≥.90 and for perfect fitness, it should be ≥ .95, for GFI and AGFI for acceptable fitness it should be ≥.85 and for perfect fitness it should be ≥.90 and for RMR, REMSEA and SRMR for acceptable fitness it should be ≤ .08 and for perfect fitness it should be ≤.50 (Hu and Bentler, 1999; Marcoulides and Schumacher, 2001; Schermelleh-Engel and Moosbrugger, 2003; Schumacher and Lomax, 2004).

5.14.1. Confirmatory Factory Analyse for Organizational Innovation

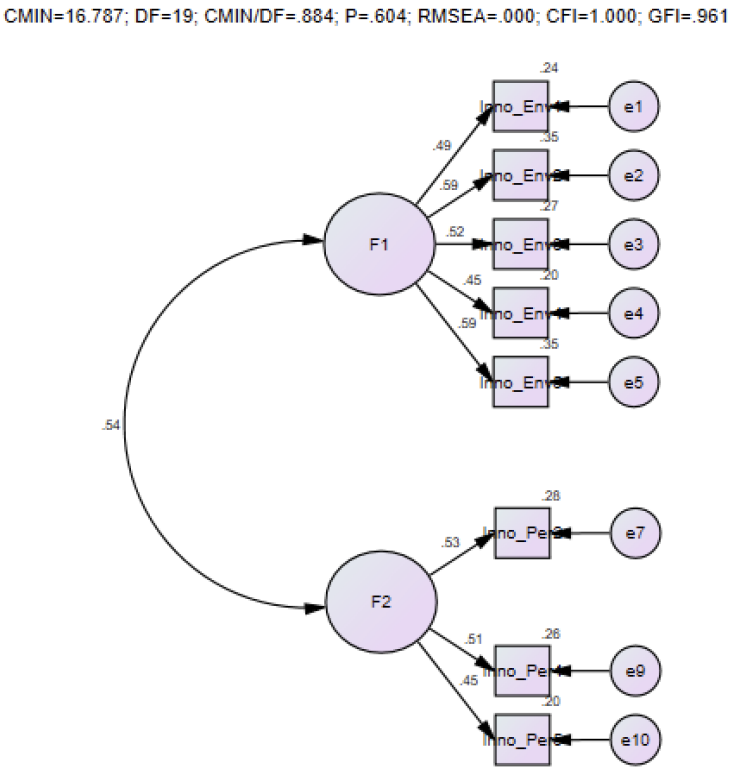

Figure 5.4. Organizational Innovation CFA

Table 5.15. Confirmatory Analyse Results for Organizational Innovation

Item	Path	Factor	β_0.	β_1	S.E.	C.R.	P
Inno_Env1	<---	Inno_Env	.492	.727	.216	3.367	***
Inno_Env2	<---	Inno_Env	.588	.926	.249	3.718	***
Inno_Env3	<---	Inno_Env	.518	.863	.248	3.478	***
Inno_Env4	<---	Inno_Env	.453	.689	.216	3.148	.001
Inno_Env5	<---	Inno_Env	.589	1.000			
Inno_Per2	<---	Inno_Per	.528	.924	.376	2.460	.014
Inno_Per4	<---	Inno_Per	.511	.1000			
Inno_Per5	<---	Inno_Per	.451	.646	.271	2.383	.0

β_0: Standard path coefficients, β_1**:** Unstandardized path coefficients

The table includes the results of the Confirmatory Factor Analysis (CFA) of the Organizational Innovation Scale. This analysis evaluates the underlying factor structure of the scale and the relationship between each item and these factors .

Inno_Pers 1 and Inno_Pers 3 items have been excluded due to low β0 and insignificant results.

Standard Path Coefficients (β0): Indicate the strength and direction of the dependence of each item on the respective factor. For example, the β0 value for Inno_Env1 is 0.492, indicating a low contribution of this item to the Innovation factor whereas the β0 value for Inno_Per2 is 0.528, indicating a moderate contribution to the Innovation Personal Factor. The Inno_Env5 β0 value is 0.589 indicating a moderate contribution to Feedback factor.

Unstandardized Path Coefficients (β1): These values indicate the magnitude of the relationship. For instance, the β1 value for Inno_Env1 is 0.727, indicating that the item strongly represents the Innovation factors . Inno_Per2 is 0.924, indicating that the item strongly represents the Innovation factors. Standard Error (S.E.) and Critical Ratio (C.R.) Values: Indicate the statistical reliability of each relationship. High C.R. values of item Innovation Environmet and p-values below 0.05 (often denoted as ***) show that the relationship is statistically significant whereas the low C.R. values of item Innovation Personal and p-values below 0.05 (often denoted as ***) show that the relationship is statistically insignificant . High β0 and β1 Values: The high values for both β0 and β1 for most items indicate that the items are strongly loaded on the respective factors, suggesting that the factors effectively represent the scale. Factors and Items: Innovation Environment and Innovation Personal constitute the main themes underlying the scale. Few of the items show moderate and insignificant relationships with these factors. Statistical Significance: C.R. and p-values indicate that few items have significant relationships with the factors.

In conclusion, these CFA results indicate that the Organizational Innovation Scale effectively reflects the theoretical structure and that the items are moderate and significantly loaded on the respective factors. This is a positive sign for the reliability and validity of the scale.

5.14.2. Confirmatory Factory Analyse for Intrapreneurship

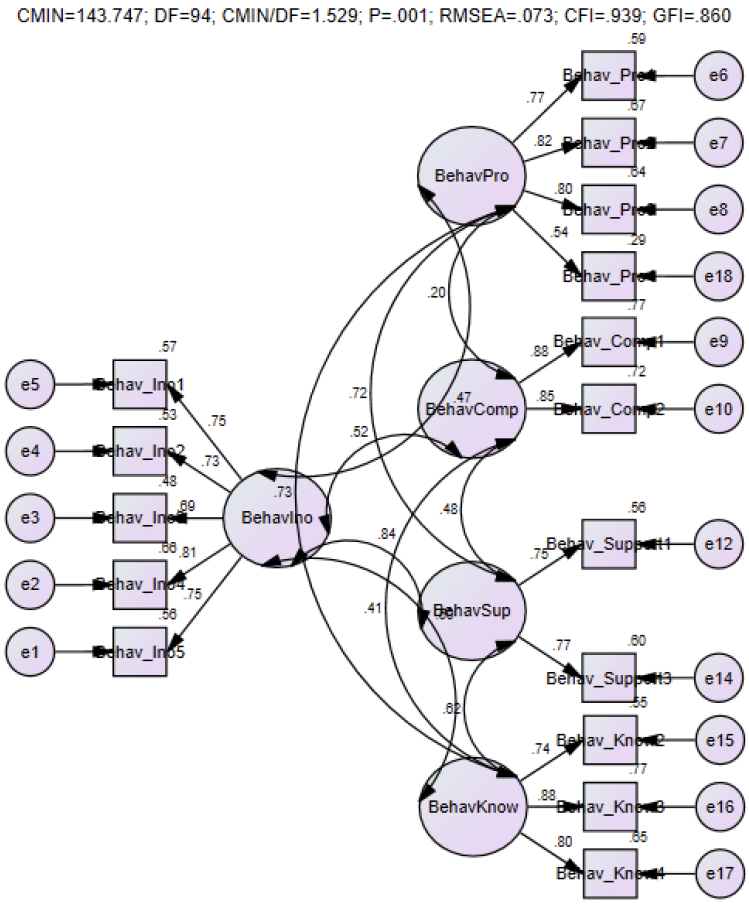

Figure 5.5. Intrapreneurship CFA

Table 5.16. Confirmatory Analyse Results for Intrapreneurship

Item	Path	Factor	β_0	β_1	S.E.	C.R.	P
Behav_Ino5	<---	Behav_Ino	.748	.818	.122	6.707	***
Behav_Ino4	<---	Behav_Ino	.812	.836	.116	7.198	***
Behav_Ino3	<---	Behav_Ino	.690	1.000			
Behav_Ino2	<---	Behav_Ino	.731	.888	.135	6.569	***
Behav_Ino1	<---	Behav_Ino	.755	.902	.133	6.756	***
Behav_Pro1	<---	Behav_Comp	.770	.977	.123	7.949	***
Behav_Pro2	<---	Behav_Comp	.818	.822	.097	8.492	
Behav_Pro3	<---	Behav_Comp	.800	1.000			
Behav_Comp1	<---	Behav_In	.880	1.000			
Behav_Comp2	<---	Behav_In	.848	.872	.135	6.464	***
Behav_Support1	<---	Behav_In	.747	.977	.136	7.193	***
Behav_Support3	<---	Behav_Know .	.772	1.000			
Behav_Know2	<---	Behav_Know .	.741	.900	.108	8.320	***
Behav_Know3	<---	Behav_Know .	.880	1.000			
Behav_Know4	<---	Behav_Pro	.804	.817	.088	9.264	***
Behav_Pro4	<---	Behav_Pro	.537	.595	.113	5.265	***

β_0: Standard path coefficients, β_1: Unstandardized path coefficients

In the confirmatory factor analysis, statistically significant coefficients were found for all items under the Behav_Ino factor. The obtained path coefficient, β_1 = 0.902, corresponds to Behav_Ino1. When examining the standardized path coefficients, it is observed that the item with the highest impact on the Behav_Ino factor is Behav_Ino4 (β_0 =0.812). Behav_Comp3 and Behav_Support 2 excluded due to low β0 and insignificant results.

The table contains the results of the Confirmatory Factor Analysis (CFA) for the Intrapreneurship Scale. CFA is a method used to confirm a predefined theoretical structure. In this case, it examines the items of the Intrapreneurship Scale organized under specific factors (dimensions). The specified path coefficients (β0 and β1) for each item indicate how much that item contributes to the relevant factor (dimension). While standard path coefficients (β0) represent the strength and direction of this relationship, non-standardized path coefficients (β1) indicate the absolute magnitude of this relationship. S.E. stands for Standard Error, and C.R. represents the Critical Ratio value. The P-value indicates the statistical significance of this relationship. Accordingly; High β0 Values: For most items, high β0 values indicate that the items are strongly loaded onto the respective factors. For example, the β0 value for Behav_Ino1 is 0.755, indicating a strong contribution of this item to the innovation

factor (Behav_Ino). Non-Standardized Path Coefficients (β1): These values indicate the magnitude of the relationship. Generally, items that are equal to or close to 1.000 are fully represented by the factor. For example, the β1 values for Behav_Ino3 and Behav_Comp1 and Behav_Pro3 are 1.000, indicating a complete association of these items with the respective factors. C.R. and P Values: Large C.R. values and P values less than 0.05 (usually denoted by ***), indicate that these relationships are statistically significant. In conclusion, these CFA results show that the Intrapreneurship Scale effectively reflects the theoretical structure and that the items are strongly and significantly loaded onto the relevant factors. This is a positive indication for the reliability and validity of the scale.

5.14.3. Confirmatory Factory Analyse for Glass Ceiling

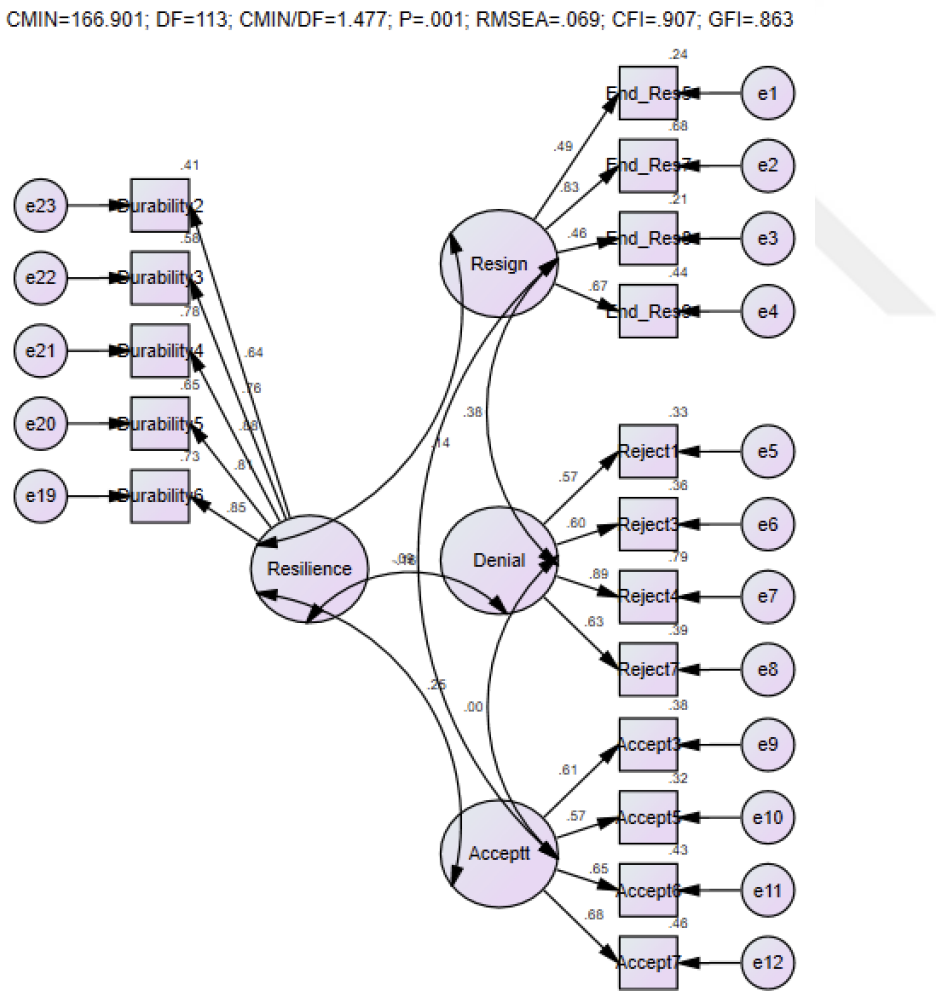

Figure 5.6. Glass Ceiling CFA

Table 5.17. Confirmatory Analyse Results for Glass Ceiling

Item	Path	Factor	β_0	β_1	S.E.	C.R.	P
End_Resign5	<---	Resign	.495	.586	.142	5.180	***
End_Resign7	<---	Resign	.825	1.000			
End_Resign8	<---	Resign	.455	.520	.135	3.845	***
End_Resign9	<---	Resign	.665	.740	.146	5.077	***
Denial1	<---	Denial	.574	.591	.112	5.283	***
Denial3	<---	Denial	.599	.688	.125	5.501	***
Denial4	<---	Denial	.891	1.000			
Denial7	<---	Denial	.626	.611	.107	5.729	***
Accept3	<---	Accept	.614	.795	.182	4.380	***
Accept5	<---	Accept	.566	.794	.191	4.161	***
Accept6	<---	Accept	.653	1.000			
Accept7	<---	Accept	.677	.877	.192	4.570	***
Resilience6	<---	Resilience	.853	.949	.099	9.622	***
Resilience 5	<---	Resilience	.807	1.000			
Resilience 4	<---	Resilience	.884	.939	.093	10.050	
Resilience 3	<---	Resilience	.764	.945	.113	8.333	***
Resilience 2	<---	Resilience	.637	.916	.138	6.640	***

The table 5.17. includes the results of the Confirmatory Factor Analysis (CFA) of the Glass Ceiling Scale. This analysis evaluates the underlying factor structure of the scale and the relationship between each item and these factors

Standard Path Coefficients (β0): Indicate the strength and direction of the dependence of each item on the respective factor. For example, the β0 value for Denial1 is 0.574, indicating a moderate contribution of this item to the Denial factor. The β0 value for Resign7 is 0.825, indicating a strong contribution of this item to the Resignation factor.

Standardized Path Coefficients (β1): These values indicate the magnitude of the relationship. For instance, the β1 value for Denial4 is 1.000, indicating that the item perfectly represents the Denial factors. Standard Error (S.E.) and Critical Ratio (C.R.) Values: Indicate the statistical reliability of each relationship. High C.R. values and p-values below 0.05 (often denoted as ***) show that the relationship is statistically significant. High β0 and β1 Values: The high values for both β0 and β1 for most items indicate that the items are strongly loaded on the respective factors, suggesting that the

factors effectively represent the scale. Factors and Items: Denial, Resign, Accept, and Resilience factors constitute the main themes underlying the scale. Most items show strong and significant relationships with these factors. Statistical Significance: C.R. and p-values indicate that most items have significant relationships with the factors.

In conclusion, these CFA results indicate that the Glass Ceiling Scale effectively reflects the theoretical structure and that the items are strongly and significantly loaded on the respective factors. This is a positive sign for the reliability and validity of the scale.

5.15. Multiple Regression Analyses

The Analysis used for testing the hypotheses of the study is "Multiple Regression Analysis." Regression analysis is applicable when there are multiple explanatory variables. Multiple regression analysis is employed when there are more than one explanatory variables (Montgomery and Runger, 2005:411). The multivariate regression model is described as an extension of the bivariate linear regression method.

Especially in events associated with social systems, situations where the dependent variable is dependent on a single independent variable are rarely encountered. In the social sciences, a dependent variable is often influenced by more than one independent variable (Sucu, 2010: 128). The relationship in multiple regression is generally expressed in statistical theory as follows: $Y = \alpha + \beta 1\ X1 + \beta 2\ X2 + \ldots + \beta K\ Xk + \varepsilon i$.

High correlation among independent variables can lead to difficulty in separating the effects of each variable since the variables provide similar information. Therefore, low correlation among them is preferred for more accurate regression analysis results.

Table 5.18. Correlation between Organizational Innovation and Glass Ceiling variables

Variables	**Innovation**	**Resilience**	**Resign**	**Accept**	**Denial**
Organizational Innovation	-	.155	.292	.166	.267
Resilience	.155	-	.068	.209	.-0.24
Resign	.292	.068	-	.066	.339
Accept	.166	.209	.066	-	.048
Denial	.267	-.024	.339	.048	-

This table displays the correlations between five variables (Organizational Innovation Behaviour, Denial, Resign, Resilience, and Accept). Correlation coefficients range from -1 to +1; -1 indicates a perfect negative relationship, +1 indicates a perfect positive relationship, and 0 indicates no relationship. Accordingly;

Organizational Innovation and Other Variables: Correlation with Denial: 0.267, moderate positive relationship. Correlation with Resign: 0.292, moderate positive relationship. Correlation with Resilience: 0.155, weak positive relationship. Correlation with Accept: 0.166, weak positive relationship.

Denial and Other Variables: Correlation with Resign: 0.339, moderate positive relationship. Correlation with Resilience: -0.024, very weak negative relationship. Correlation with Accept: 0.048, very weak positive relationship.

Resign and Other Variables: Correlation with Resilience: 0.068, weak positive relationship. Correlation with Accept: 0.066, very weak positive relation. Correlation with Denial: 0.339, moderate positive relationship.

Accept and Other Variables: Correlation with Resilience: 0.209, weak positive relationship. Correlation with Resign: 0.066, very weak positive relationship, Correlation with Denial: 0.048, very weak positive relationship.

Resilience and Other Variables: Correlation with Resign : 0.068, very weak relationship. Correlation with Accept: 0.209 weak positive relationship. Correlation with Denial: -0.024 almost no relationship.

Organizational Innovation, particularly, has a weak positive relationship with Denial and Resign. Resign has positive correlations with innovation (0.292) and Denial (0.267), suggesting that as resignation increases, there's a tendency for innovation and denial to increase as well. Denial exhibit weak relationships with other variables rather than resign. This suggests that these variables do not have a significant interaction with other factors. The relationship between Resilience and Denial is very weak, indicating that these two traits are almost unrelated to each other.

Overall, these correlations indicate that while there are some almost unrelated relationships, most of these relationships between variables are weak and moderate.

This suggests that different traits can exist independently of each other and may influence each other minimally in specific situations.

Table 5.19. Correlation between Intrapreneurship and Glass Ceiling variables

Variables	**Int_Behav**	**Resilience**	**Resign**	**Accept**	**Denial**
Int_Behav	-	.464	.215	.078	-.050
Resilience	.464	-	.068	.209	-.024
Resign	.215	.068	-	.066	.339
Accept	.078	.209	.066	-	.048
Denial	-.050	-.024	.339	.048	-

This table displays the correlations between five variables (Int_Behav, Denial, Resign, Resilience, and Accept). Correlation coefficients range from -1 to +1; -1 indicates a perfect negative relationship, +1 indicates a perfect positive relationship, and 0 indicates no relationship. Accordingly;

Int_Behav and Other Variables: Correlation with Denial: -0.050, very weak negative relationship. Correlation with Resign: 0.215, weak positive relationship. Correlation with Resilience: 0.464, moderately strong positive relationship. Correlation with Accept: 0.078, very weak positive relationship.

Denial and Other Variables: Correlation with Resign: 0.339, moderate positive relationship. Correlation with Resilience: -0.024, very weak negative relationship. Correlation with Accept: 0.048, very weak positive relationship.

Resign and Other Variables: Correlation with Resilience: 0.068, very weak postive relationship. Correlation with Accept: 0.066, very weak positive relationship. Correlation with Denial: 0.339 moderate positive relationship.

Resilience and Other Variables: Correlation with Accept: 0.209, weak positive relationship. Correlation with Resign: 0.068, very weak relationship. Correlation with Denial: -0.024 almost no relationship.

Int_Behav,particularly, has a moderate positive relationship with Resilience. This indicates a connection between individuals' internal behavioral tendencies and resilience. Denial and Resign exhibit weak relationships with other variables. This suggests that these variables do not have a significant interaction with other factors.

The relationship between Resilience and Accept is very weak, indicating that these two traits are almost unrelated to each other.

Overall, these correlations indicate that while there are some moderate positive relationships between variables, most of these relationships are weak. This suggests that different traits can exist independently of each other and may influence each other minimally in specific situations.

Table 5.20. Multiple Regression Analyse Results of Organizational Innovation effect on Glass Ceiling

Model	R	R^2	F	Sig	Durbin-Watson
Model 1	.389[4]	.152	4.246	.003[b]	1.665

This table displays the results of a multiple regression analysis. Multiple regression measures the impact of multiple independent variables (predictors) on a dependent variable. Upon detailed examination of the analysis results:

R (Correlation Coefficient): 0.389[4] This value indicates that the model explains approximately 38.9% of the total variance. This suggests a moderate-level relationship between the independent variables and the dependent variable.

R^2 (Coefficient of Determination): 0.152 R^2 indicates the proportion of the variance in the dependent variable that is explained by the independent variables. In this case, it means that the model explains approximately 15.2% of the variance in the dependent variable. This suggests that the effectiveness of the model is limited.

F Value and Significance (Sig): F=4.246, Sig=0.003[b] The F-statistic tests the overall significance of the model. The F value and the corresponding p-value (Sig) here indicate that the model is statistically significant ($p < 0.05$).

Durbin - Watson: 1.665 The Durbin-Watson statistic tests the independence of error terms in regression analysis. Its value ranges from 0 to 4. A value close to 2 indicates the absence of autocorrelation in the error terms (i.e., errors are not correlated with each other). The value of 1.665 indicates that there is no significant

autocorrelation in the error terms. Since it is less than 2 but close to it, it suggests the possibility of positive autocorelation in the residuals.

The model seems to explain only a small portion of the variance in the dependent variable ($R^2 = 0.152$). However, the model is statistically significant (based on F and p-values). This indicates that the independent variables in the model have an effect on the dependent variable, but this effect is limited. The Durbin-Watson value suggests that there is no autocorrelation issue in the error terms of the model. Overall, this model may be useful in a specific context, but it is limited in explaining a significant portion of the variance in the dependent variable.

Table 5.21. Organizational Innovation as dependant variable in Multiple Regr. Analyse Results

Variables		**Unstandardized**		**Standardized**				
Dependant	**Independant**	**B**	**SE_B**	**ß**	**t**	**Sig**	**Tolerans**	**VIF**
Org_Innovation	Constant	1.903	.444		4.283	.000		
	Resign	.152	.073	.211	2.088	.039	.878	1.139
	Denial	.122	.063	.193	1.920	.058	.881	1.135
	Resilience	.111	.089	.121	1.247	.216	.950	1.052
	Accept	.087	.071	.118	1.220	.225	.952	1.050

Analysis Results: Constant: This is the expected value of the Organizational Innovation score when all other independent variables are held constant. The constant value is 1.903. As shown in the table 5.21. the independant variable is Organizational Innovation and the independant variables are Resilience, Acceptance, Resignation, Refection(Denial).

Resign: The ß value for the Resign variable is 0.211. This means that a one-unit increase in Resign would lead to an average increase of 0.211 units in Organizational Innovation. Moreover, this effect is statistically significant ($p = 0.039$).

Denial: The ß (standardized regression coefficient) value for the Denial variable is 0.193. This indicates that a one-unit increase in Denial would lead to an average increase of 0.193 units in Organizational Innovation. However, this effect is not statistically significant ($p = 0.058$).

Resilience: The ß value for the Resilience variable is 0.121. This indicates that a one-unit increase in Resilience would lead to an average decrease of 0.121 units in Organizational Innovation. However, this effect is not statistically significant ($p < 0.216$).

Accept: The ß value for the Accept variable is 0.118. This suggests that a one-unit increase in Accept would lead to an average increase of 0.118 units in Organizational Innovation. However, this effect is not statistically significant ($p = 0.225$).

Other Statistcal Values; t:The t-statistic tests the significance of each coefficient. Sig: The significance level of each coefficient. Tolerance and VIF: These values are used to assess multicollinearity in multiple regression analysis. Tolerance measures the multicollinearity between independent variables. VIF (Variance Inflation Factor) indicates how many times the variance of each independent variable increases considering the correlation with other independent variables. Accordingly,

There is no significant relationship between Resilience, Accept, Denial and Organizational Innovation. Resilience, Accept and Denial of the independant variables seem to be statistically insignificant predictors of Organizational Innovation, as all the p-values are greater than 0.05. Thus, the hypothesis H5, H6 and H7 have insignificant impact on the glass ceiling dimensions of Organizational Innovation Approach.

There is a significant relationship between Resign and Organizational Innovation. Resign as independant variable seem to be statically significant predictors of Organizational Innovation, as the p-values are lower than or equal to 0.05. Thus the hypothesis H8 have significant impact on the glass ceiling dimensions of Organizational Innovation Approach.

Table 5.22. Multiple Regression Analyse Results of Intrapreneurship effect on Glass Ceiling

Model	R	R^2	F	Sig	Durbin-Watson
Model 1	.511[a]	.262	8.415	.000[b]	1.904

a.Predictors.(Constant),Accept,Denial,Resilience,Resignp

b.Dependant Variable:Intrapreneurship

This table displays the results of a multiple regression analyse of Intrapreneurship effect on Glass Ceiling. Multiple regression measures the impact of multiple independent variables (predictors) on a dependent variable. Upon detailed examination of the analysis results:

R (Correlation Coefficient): 0.511[a] This value indicates that the model explains approximately 51.1% of the total variance. This suggests a moderate high level relationship between the independent variables and the dependent variable.

R^2 (Coefficient of Determination): 0.262 R^2 indicates the proportion of the variance in the dependent variable that is explained by the independent variables. In this case, it means that the model explains approximately 26.2% of the variance in the dependent variable. This suggests that the effectiveness of the model has a moderate amount of the variability of Intrapreneurship.

F Value and Significance (Sig): F=8.415 Sig=0.000[b] The F-statistic tests the overall significance of the model. The F value and the corresponding p-value (Sig) here indicate that the model is statistically significant ($p < 0.05$).

Durbin - Watson: 1.904 The Durbin-Watson statistic tests the independence of error terms in regression analysis. Its value ranges from 0 to 4. A value close to 2 indicates the absence of autocorrelation in the error terms (i.e., errors are not correlated with each other). The value of 1.904 indicates that there is no significant autocorrelation in the error terms. Since it is less than 2 but close to it, it suggests the possibility of positive autocorelation in the residuals.

The Durbin-Watson value should fall within the range of "1.5-2.5". When the value exceeds this range, there may be deviations in the variances of the parameters (Kalaycı, 2014: 267). As indicated in the table, the Durbin-Watson value is 1.904, and it is observed that there is no deviation among the parameters.

The model seems to explain only a small portion of the variance in the dependent variable ($R^2 = 0.262$). However, the model is statistically significant (based on F and p-values). This indicates that the independent variables in the model have an effect on the dependent variable, but this effect is moderate. The Durbin-Watson value suggests

that there is no autocorrelation issue in the error terms of the model. Overall, this model may be useful in a specific context, but it is limited in explaining a significant portion of the variance in the dependent variable.

Table 5.23. Intrapreneurship as dependant variable in Multiple Regr. Analyse Results

Variables		**Unstandardized**		**Standardized**				
Dependant	**Independant**	**B**	**SE_B**	**ß**	**t**	**Sig**	**Tolerans**	**VIF**
	Constant	2.181	.371		5.883	.000		
Intrapreneur	Resign	.145	.061	.225	2.387	.019	.878	1.139
	Denial	-.064	.053	-.114	-1.219	.226	.881	1.135
	Resilience	.371	.074	.452	4.994	.000	.950	1.052
	Accept	-.017	.059	-.026	-0.286	.776	.952	1.050

Analysis Results: Constant: This is the expected value of the Intrapreneurship score when all other independent variables are held constant. The constant value is 2.181. As shown in the table 5.22. the independant variable is Intrapreneurship and the independant variables are Resilience, Acceptance, Resignation, Refection(Denial)

Denial: The ß (standardized regression coefficient) value for the Denial variable is -0.114. This indicates that a one-unit increase in Denial would lead to an average decrease of -0.114 units in Intrapreneurship. However, this effect is not statistically significant ($p = 0.226$).

Resign: The ß value for the Resign variable is 0.225. This means that a one-unit increase in Resign would lead to an average increase of 0.225 units in Intrapreneurship. In other words, the higher levels of resign are correlated with higher levels of intrapreneurship. Moreover, this effect is statistically significant ($p < 0.019$).

Resilience: The ß value for the Resilience variable is 0.452. This indicates that a one-unit increase in Resilience would lead to an average increase of 0.452 units in Intrapreneurship. In other words, the higher levels of resilience are correlated with higher levels of intrapreneurship. Moreover, this effect is statistically significant ($p < 0.001$).

Accept: The ß value for the Accept variable is -0.017. This suggests that a one-unit increase in Accept would lead to an average decrease of -0.017 units in Intrapreneurship. However, this effect is not statistically significant (p = 0.776).

Other Statistcal Values; t:The t-statistic tests the significance of each coefficient. Sig: The significance level of each coefficient. Tolerance and VIF: These values are used to assess multicollinearity in multiple regression analysis. Tolerance measures the multicollinearity between independent variables. VIF (Variance Inflation Factor) indicates how many times the variance of each independent variable increases considering the correlation with other independent variables. Accordingly,

While the Resilience and Resign variable has a significant positive impact on Intrapreneurship, the other independent variables (Denial and Accept) are not statistically significant.

In this context, the strongest effect in this model comes from Resilience and Resign variables. However, the overall success of the model is moderate because the other independent variables are not statistically significant.

6.CONCLUSION AND RECOMMENDATION

A study was conducted to measure the organizational innovation approach and intrapreneurship attitude of employees in reputable production businesses such as finance sector, universities, some public institutions, and independent ventures in Samsun, and to investigate the existence of the glass ceiling perception in that academic field. If these perceptions and attitudes exist, the study aimed to measure their effects.

The factors causing problems for women rapidly entering the business world due to the development of production and technology were examined. Issues such as career paths being closed, it being uncommon for promotion or assuming responsibilities in higher positions, and the scarcity of women in middle and top-level management were investigated. It was understood that the perception of the glass ceiling, defined as an invisible barrier in the literature, has numerous sub-dimensions and is still present today. These obstacles are categorized into four main groups: obstacles originating from the state, obstacles originating from organizational factors, obstacles originating from individual factors, and obstacles originating from social factors. Effects of Organizational Innovation and Intrapreneurship can be examined seperately for each of these barriers for the coming studies to reach a detailed and thorough analysis of the glass ceiling perception.

Interesting results were obtained in the analyses conducted in this study. The most significant result of the research is that, contrary to expectations, there is moderate relationship between the glass ceiling syndrome and organizational innovation and a moderate relationship between the glass ceiling syndrome and intrapreneurship. On the other hand, when both variables are considered and examined on a sub-dimension basis, some significant relationships were found to exist.

In the analysis of the hypotheses, the effect of the four sub-dimensions of the glass ceiling scale namely; resilience, acceptance, resignation, and denial, on organizational innovation and intrapreneurship was evaluated. The sub-dimension of resilience and resign under the glass ceiling resulted in a statistically significant relationship with intrapreneurship. On the other hand the dimension of glass ceiling resignation resulted in a statistically significant relationship with Organizational Innovation whereas the sub-dimensions denial, acceptance and resilience did not

resulted in a statistically significant relationship.Thus the hypothesis of the model; H2 and H4 related to intrapreneurship and the effects of sub-dimensions of glass ceiling accepted due to this relationship and have a significant impact on the glass ceiling dimensions of intrapereneurship. The hypothese of the model; H8 related to organizational innovation and the effect of sub-diemsions of glass ceiling accepted due to this relationship and have a significant impact on the glass ceiling dimensions of organizational innovation. The strongest impact in the research model, in terms of being significant and effective on intrapreneurship, is resilience and resign whereas on organizational innovation, it is onlyresign.

The results of the study of Smith (2012), provide the relationship with resilience that it is an optimistic belief of women, where they believe that they are able to cope with the glass ceiling effect (Smith, et al., 2012), besides another result is from Judge (1999), argued that the ability to struggle for career success provided by resilience & denial, the beliefs of Glass Ceiling, Judge et al. (1999).The results of the study of Lathabhavan (2019), provide initial evidence that optimistic glass ceiling beliefs denial and resilience enhances performance on the working place. Work engagement expands woman employee intrapreneurship over time (Gawke et. al, 2017b).When women feel qualified enough and have the experience to reach the top, they become more resilient (Roman, 2017). As found in this research, similar statistic results have been obtained on glass ceiling dimensions as with Büyükoğlu (2023). 'It was perceived that the glass ceiling behaviours to which the attendees were exposed were on limited level in the acceptance dimension, moderate level in denial, resignation was on an average score, and high level in the resistance (resilience) dimension (Buyrukoglu et. al 2023). Intrapreneurs tends to have several features in common, including resilience, to have the ability to confront barriers and challenges, and achieve their vision (Glaveski, 2022).

Despite being a widely researched concept internationally in recent years, the glass ceiling phenomenon does not have many scientific publications in Turkey, especially regarding this subject. It is believed that the research on the topics of the glass ceiling and organizational innovation & intrapreneurship, which have not been widely studied as research subjects before, will make important contributions to science. For future research; as the statistic show a very close significant relationship with Denial and Organizational Innovation (p=0.058) conducting a more in-depth

study between these variables could be valuable. Besides, the significance of the 'Resign'variable could be analysed detailed of 'How resigning effects the variables by mid or high level positioned women employee's experiences and perceptions related to resign and its effects'. And also considering the demographic characterstics within the province of Samsun, where the sample was drawn, seperate studies can be conducted for each occupational group. Moreover, by broadening the scope of the study, findings can also be obtained in academic and political arenas where the glass ceiling is also observed and female participation is in a low density. A perception that effects woman aspiring to reach the high level management positions requires a high level educational background; Glass Ceiling; can also be studied as a research area within the relationship of high positions and high educational levels. Considering the context of this study, seperately researching the effects of Organizational Innovation and Intrapreneurship, for each of the four barriers (individual, social, organizational and state) of glass ceiling, could add a new aspect to achieving a detailed and comprehensive analysis of the glass ceiling perception.

In addition to its contribution to the literature, the fact that the glass ceiling is still a problem in all countries and that its existence will be effective in many practices with effective research in new concepts indicates its potential usefulness. In this sense, it can be considered that the findings of this research will be beneficial for women who want to reach the management levels by fighting against the glass ceiling in businesses, public institutions, organizations academia and their belief.

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7.APPENDICES

Appendix-1: Survey Questionnaire Form

Bu Anket çalışması, Cam Tavan Algısının İç Girişimcilik Üzerine Etkilerini değerlendirilmektedir. 5'li likert ölçeğine göre düzenlenmiş olan yanıtları verirken soru atlamamanız, araştırmanın bilimsel geçerliliği ve güvenirliliği hakkında önem taşımaktadır. Anketi cevaplamaya ayırdığınız zaman için teşekkürler. Ayşe Sevindik 19230652

A.Bu Bölümde İç Girişimciliği ölçmek üzere sorular bulunmaktadır. (23 Soru)

	Tamamen Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1. İşimle ilgili yaratıcı fikirler geliştiririm.	1	2	3	4	5
2. Yeni fikirlerimi sürekli işime uygulayarak denerim.	1	2	3	4	5
3. İşimle ilgili sorunların çözümünde hazırda uygulanan yöntemler yerine yeni yöntemler denerim.	1	2	3	4	5
4. Yaratıcı iş fikirlerimi çalıştığım kurum/firma içinde yararlı uygulamalara dönüştürürüm.	1	2	3	4	5
5. İşimle ilgili karşılaştığım sorunlar için özgün çözümler üretirim.Yenilik / Liderlik	1	2	3	4	5
6. İşyerimde oldukça rekabetçi biriyimdir.	1	2	3	4	5
7. İşyerimde ön plana çıkmak için atılımcı ve cesur kararlar alırım.	1	2	3	4	5
8. İşyerimdeki çalışanlar arasında en iyi olmak için çabalarım.	1	2	3	4	5
9. Görevimi nasıl yapacağım konusunda bağımsız ve özgür davranırım.	1	2	3	4	5
10.Görevlerimi yerine getirirken özerk biçimde karar veririm.	1	2	3	4	5
11. İşim ile ilgili belirsizlik altında cesur kararlar alırım.	1	2	3	4	5
12. Gerekli olduğunda işimle ilgili risk almaktan çekinmem.	1	2	3	4	5
13. Çalışma arkadaşlarımı yenilikçi iş fikirleri konusunda teşvik ederim..	1	2	3	4	5
14. Yenilikçi iş fikirlerimi iş arkadaşlarımla paylaşırım.	1	2	3	4	5
15. Yenilikçi iş fikirlerimin uygulanmasının sürekliliği konusunda üstlerimin desteği için çabalarım.	1	2	3	4	5
16. İşimin gerektirdiği tüm kişilerle özgürce iletişim kurarım.	1	2	3	4	5
17. Görevimin gerektirdiği tüm bilgilere ulaşırım.	1	2	3	4	5
18. Görevimi tamamlamak için ihtiyacım olan bilgiyi farklı kaynaklardan edinirim.	1	2	3	4	5
19. Eriştiğim bilgilerin arasından, görevlerimi tamamlamak için değerli olanları ayırt ederim.	1	2	3	4	5
20. İşimle ilgili bir sorun yaşanmadan önce önlemini alırım.					
21. İşimi geliştirecek fırsatları keşfetmeye çabalarım.					

1	2	3	4	5
1	2	3	4	5

22. İşimle ilgili gelecekte yaşanacak sorun, ihtiyaç ve değişimleri önceden fark ederim.

23. Başkasının iş yapmasını beklemek yerine önceden harekete geçerim.

B. Bu bölümde Kariyer Yolu ölçeğine (Cam Tavan Algısı üzerine)ilişkin

4 boyutta verilmiş ilgili ifade / Sorular bulunmaktadır. (38 soru)

Red/ İnkar

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

1. Bugün kariyere başlayan kadınlar cinsiyetçi engellerle karşılaşacak.

2. Kadınlar ve erkekler işyerinde aynı sorunların üstesinden gelmek zorundadır.

3. Kadınların üst düzey yönetim pozisyonlarında erkeklerle eşitliğe ulaşması onlarca yıl alacaktır.

4. Pek çok beceri ve niteliğe sahip kadınlar abile terfiler için imkan tanınmıyor.

5. Kadınlar iş ve siyasetin her alanında zirveye ulaştı.

6. Kadınlar, çoğu kuruluşta promosyonların önünde hiçbir engelle karşılaşmamaktadır.

7. Kadın liderlere başarılarından dolayı nadiren tam övgü verilir.

8. Üst düzey pozisyonlardaki kadınlar, sık sık çok yumuşak veya çok sert olmanın olumsuz etkileriyle karşılaşırlar.

9. Kariyerlerine güçlü bir bağlılığı olan kadınlar doğrudan zirveye çıkabilir.

10. Yetenekli kadınlar cinsiyetçi ayrımcılığın üstesinden gelebilir.

Katlanma/İstifa

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

1. Kadın yöneticiler, ekip üyelerini eleştirmek zorunda kaldıklarında çok rahatsız olurlar.

2. Kadın liderler, ekiplerinde bir kriz olduğunda erkeklerden daha fazla duygusal acı çekiyor.

3. İlgi odağı olmak kadınlar için pek çok sorun yaratır.

4. Kadınlar, kurumsal başarı için gerekli olan büyük riskleri aldıklarında erkeklerden daha fazla incinirler.

5. Kadınlar, yüksek ücretli pozisyonlar elde etmek için çok fazla taviz vermeleri

gerektiğine inanıyor.

6. İş arkadaşlarından gelen kıskançlık, kadınların terfi aramasını engeller.	1	2	3	4	5
7. Çok başarılı kadınlar bile güvenlerini çabucak kaybedebilirler.	1	2	3	4	5
8. Kadınlar, çalışmanın hayattaki en iyi mutluluk kaynağını sağlamadığını bilir.	1	2	3	4	5
9. Kadınlar terfi ederlerse cinsel iltimas teklif etmekle suçlanabilirler.	1	2	3	4	5
10. Zeki kadınlar, meslektaşlarıyla yoğun rekabet içeren kariyerlerden kaçınırlar.	1	2	3	4	5

Dayanıklılık

1. Ne kadar çok kadın üst düzey pozisyon ararsa, takip edenler için o kadar kolay olacaktır.	1	2	3	4	5
2. Yüksek öğrenim nitelikleri, kadınların ayrımcılığın üstesinden gelmesine yardımcı olacaktır.	1	2	3	4	5
3. Kadınların ayrımcılığın üstesinden gelme gücü vardır.	1	2	3	4	5
4. Kadınlara liderlik etme fırsatı verildiğinde, etkili işler yaparlar.	1	2	3	4	5
5. Başarılı annelerin kızları cinsiyetçi engellerin üstesinden gelmek için ilham alır.	1	2	3	4	5
6. Kadınlar kritik liderlik kararları verebilir.	1	2	3	4	5
7. Destekleyici bir eş / partner veya yakın bir arkadaş, bir kadının kariyerinde başarıya ulaşmasını kolaylaştırır.	1	2	3	4	5
8. Başarılı kuruluşlar yetenekli kadın personeli arar ve elde tutmak ister.	1	2	3	4	5
9. Bir mentorun desteği, bir kadının herhangi bir organizasyondaki başarısını büyük ölçüde artırır.	1	2	3	4	5
10. Kadınların yetiştirme becerileri, başarılı liderler olmalarına yardımcı olur.	1	2	3	4	5
11. Ağ, kadınlar için kariyer başarı şansını artırmanın akıllıca bir yoludur.	1	2	3	4	5

Kabul

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

1. Kadınlar kariyerlerinde erkekler kadar hırslıdır.

1	2	3	4	5

2. Kadınlar, erkeklerle aynı güç arzusuna sahiptir.

3. Annelik, çoğu kadın için kariyer gelişiminden daha önemlidir.

4. Kadınlar, terfiler konusunda erkeklerden daha az endişe duyuyorlar.

5. Kadınlar, yüksek ücretli kariyer elde etmektense dengeli bir hayatı tercih eder.

6. Kadınlar inanılmaz uzun saatler çalışma ihtiyacını reddediyor.

1	2	3	4	5
1	2	3	4	5

7. Kadınlar, çocuk yetiştirme rolünü sürdürme konusunda daha istekli oldukları için genellikle kariyer gelişimini reddederler.

D. Kişisel Bilgiler :

1.Cinsiyetiniz: ( ) Kadın ( ) Erkek ( ) Belirtmek İstemiyorum

2.Yaşınız : ( ) 18-26 ( ) 27-35 ( )36- 44 ( ) 45 -53 ( )54-62 ( ) 63 ve üstü ( )Belirtmek İstemiyorum

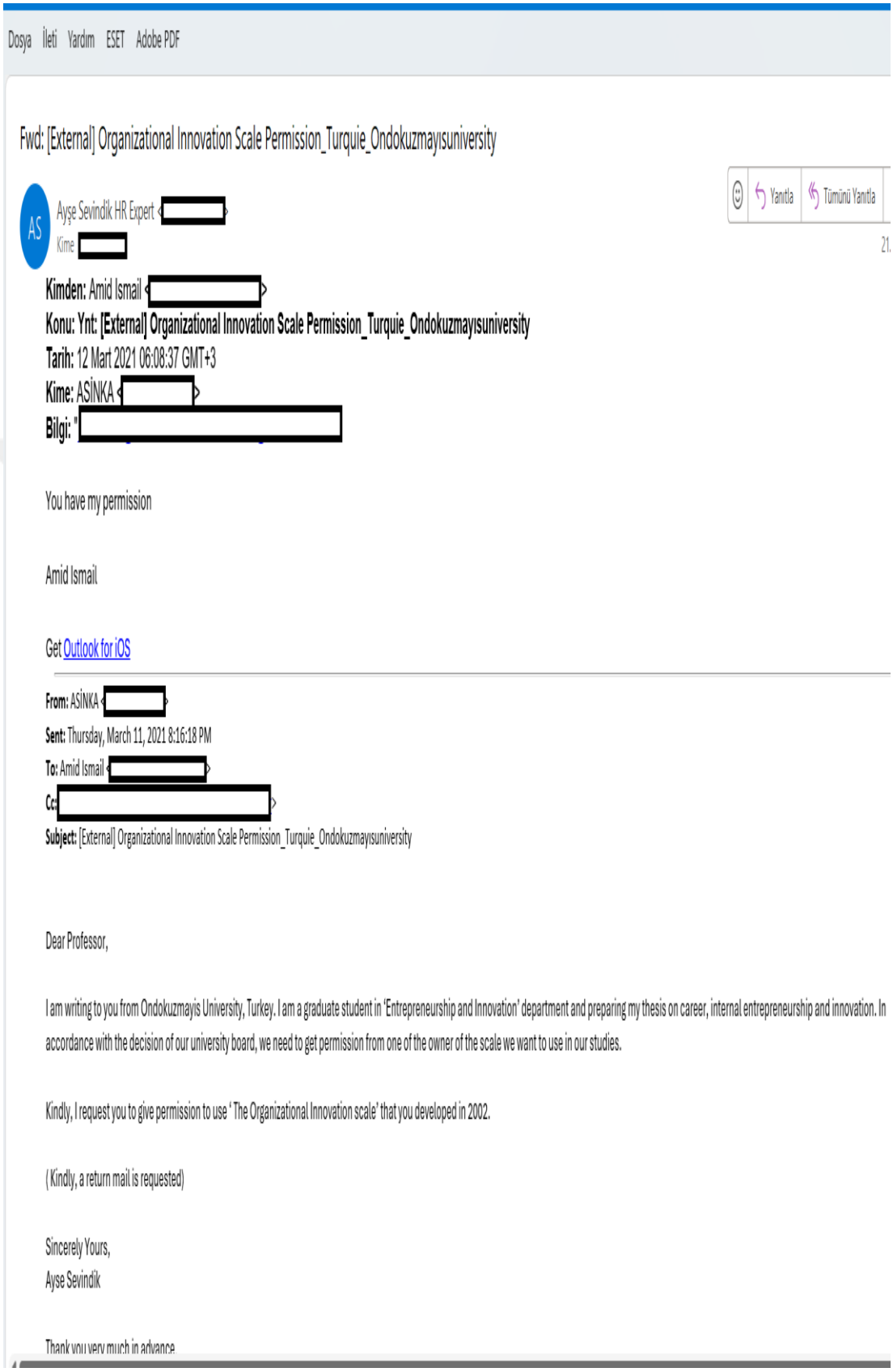
3.Eğitim Durumunuz : ( ) İlkokul. ( ) Ortaöğretim ( ) Üniversite ( ) Yüksek Lisans ( ) Doktora ( ) Belirtmek İstemiyorum

4.Aylık Geliriniz : ( ) 11.402 TL. ve altı ( ) 14.403 – 15.000TL. ( ) 15.001- 25.000 TL. ( ) 25.001 – 40.000 TL. ( ) 40.000 TL. ve üstü ( ) Belirtmek İstemiyorum

5.Mesleğiniz : ( ) Devlet Memuru ( ) Özel Sektör Çalışanı _Üretim ( ) Özel Sektör Çalışanı_İdari. ( ) Serbest Meslek ( ) Akademisyen ( ) Çalışan Öğrenci ( ) Belirtmek İstemiyorum

6.Medeni Durumunuz: ( ) Evli. ( ) Bekar ( ) Belirtmek İstemiyorum

Appendix-2: Scale Permission for Organizational Innovation



Dosya İleti Yardım ESET Adobe PDF

Fwd: [External] Organizational Innovation Scale Permission_Turquie_Ondokuzmayısuniversity

AS Ayşe Sevindik HR Expert <[redacted]>
Kime [redacted]

Yanıtla Tümünü Yanıtla

Kimden: Amid Ismail <[redacted]>
Konu: Ynt: [External] Organizational Innovation Scale Permission_Turquie_Ondokuzmayısuniversity
Tarih: 12 Mart 2021 06:08:37 GMT+3
Kime: ASİNKA <[redacted]>
Bilgi: "[redacted]"

You have my permission

Amid Ismail

Get Outlook for iOS

From: ASİNKA <[redacted]>
Sent: Thursday, March 11, 2021 8:16:18 PM
To: Amid Ismail <[redacted]>
Cc: [redacted]
Subject: [External] Organizational Innovation Scale Permission_Turquie_Ondokuzmayısuniversity

Dear Professor,

I am writing to you from Ondokuzmayis University, Turkey. I am a graduate student in 'Entrepreneurship and Innovation' department and preparing my thesis on career, internal entrepreneurship and innovation. In accordance with the decision of our university board, we need to get permission from one of the owner of the scale we want to use in our studies.

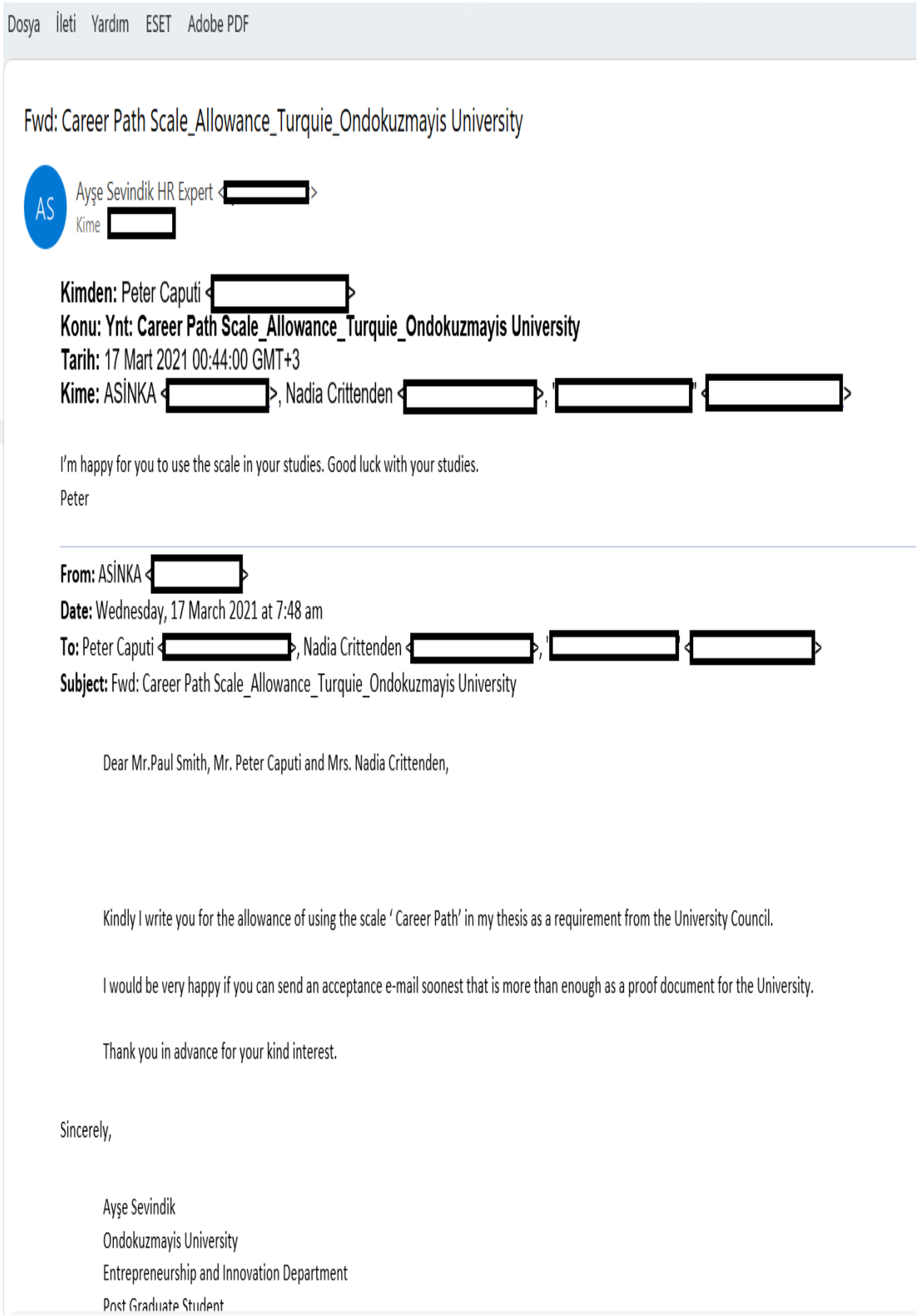
Kindly, I request you to give permission to use ' The Organizational Innovation scale' that you developed in 2002.

(Kindly, a return mail is requested)

Sincerely Yours,
Ayse Sevindik

Thank you very much in advance

Appendix-3: Scale Permission for Career Path (Glass Ceiling)



Dosya İleti Yardım ESET Adobe PDF

Fwd: Career Path Scale_Allowance_Turquie_Ondokuzmayis University

AS Ayşe Sevindik HR Expert [redacted]
Kime [redacted]

Kimden: Peter Caputi [redacted]
Konu: Ynt: Career Path Scale_Allowance_Turquie_Ondokuzmayis University
Tarih: 17 Mart 2021 00:44:00 GMT+3
Kime: ASİNKA [redacted], Nadia Crittenden [redacted], [redacted]

I'm happy for you to use the scale in your studies. Good luck with your studies.
Peter

From: ASİNKA [redacted]
Date: Wednesday, 17 March 2021 at 7:48 am
To: Peter Caputi [redacted], Nadia Crittenden [redacted], [redacted]
Subject: Fwd: Career Path Scale_Allowance_Turquie_Ondokuzmayis University

Dear Mr.Paul Smith, Mr. Peter Caputi and Mrs. Nadia Crittenden,

Kindly I write you for the allowance of using the scale ' Career Path' in my thesis as a requirement from the University Council.

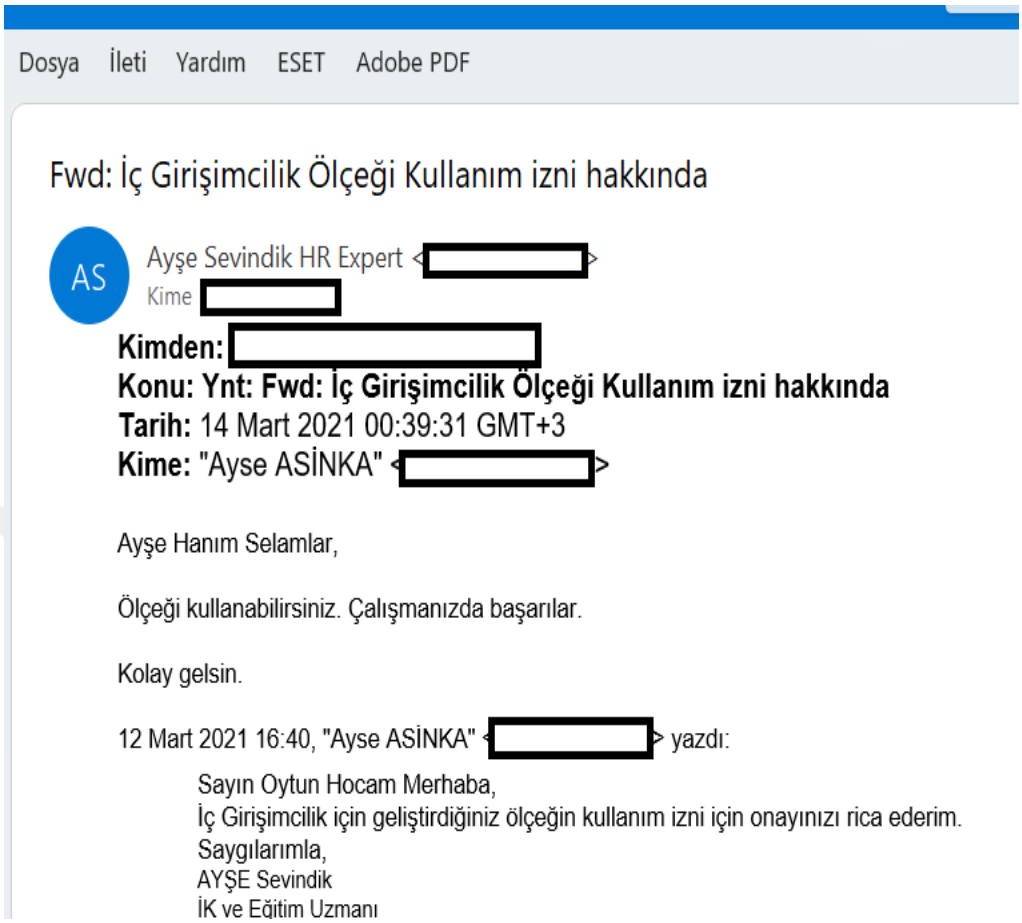
I would be very happy if you can send an acceptance e-mail soonest that is more than enough as a proof document for the University.

Thank you in advance for your kind interest.

Sincerely,

Ayşe Sevindik
Ondokuzmayis University
Entrepreneurship and Innovation Department
Post Graduate Student

Appendix-4: Scale Permission for Intrapreneurship



Dosya İleti Yardım ESET Adobe PDF

Fwd: İç Girişimcilik Ölçeği Kullanım izni hakkında

AS Ayşe Sevindik HR Expert <[redacted]>
Kime [redacted]

Kimden: [redacted]
Konu: Ynt: Fwd: İç Girişimcilik Ölçeği Kullanım izni hakkında
Tarih: 14 Mart 2021 00:39:31 GMT+3
Kime: "Ayse ASİNKA" <[redacted]>

Ayşe Hanım Selamlar,

Ölçeği kullanabilirsiniz. Çalışmanızda başarılar.

Kolay gelsin.

12 Mart 2021 16:40, "Ayse ASİNKA" <[redacted]> yazdı:

> Sayın Oytun Hocam Merhaba,
> İç Girişimcilik için geliştirdiğiniz ölçeğin kullanım izni için onayınızı rica ederim.
> Saygılarımla,
> AYŞE Sevindik
> İK ve Eğitim Uzmanı

Appendix-5: Ethical Committee Approval Certificate

ONDOKUZ MAYIS ÜNİVERSİTESİ
SOSYAL VE BEŞERİ BİLİMLER ETİK KURUL KARARLARI

KARAR TARİHİ	TOPLANTI SAYISI	KARAR SAYISI
26.03.2021	03	2021/270

KARAR NO: 2021/270

Üniversitemiz Lisansüstü Eğitim Enstitüsü Yüksek Lisans Öğrencisi Ayşe SEVİNDİK' in Dr. Öğr. Üyesi Bahar TÜRK danışmanlığında "Kurumsal Yenilikçilik Anlayışı ve İç Girişimciliğin Cam Tavan Algısı Üzerine Etkileri / The Effects Of Organizational Approach And Intrapreneurship on Glass Ceiling Perception" isimli Yüksek Lisans Tezine ilişkin anket ve online anket çalışmasını içeren 269 sayılı dilekçesi okunarak görüşüldü.

Üniversitemiz Lisansüstü Eğitim Enstitüsü Yüksek Lisans Öğrencisi Ayşe SEVİNDİK' in Dr. Öğr. Üyesi Bahar TÜRK danışmanlığında "Kurumsal Yenilikçilik Anlayışı ve İç Girişimciliğin Cam Tavan Algısı Üzerine Etkileri / The Effects Of Organizational Approach And Intrapreneurship on Glass Ceiling Perception" isimli Yüksek Lisans Tezine ilişkin anket ve online anket çalışmasının kabulüne oy birliği ile karar verildi.

CURRICULUM VITAE

Ayşe Sevindik, graduated from English Language & Literature, has almost 21 years of professional experience through working as Human Resources Non- Key Expert, Human Resources and Institutional Development Consultant, Human Resources Consultant, Human Resources Coordinator, Foreign Trade and Export Specialist, Project Assistant and Executive Assistant; and over 15 years of experience in Human Resources and delivering business training and consultancy through preparing HR manuals and job descriptions, being responsible for recruitment, creating and implementing HR Strategies and functions, delivering human resource and training consultancy to SMEs and preparing HR business plan. Ayşe Sevindik has an advanced level of english language and upper intermediate level of german language.

Contact Information :

ORCID ID : 0000-0001-9617-7991

Publications :

1. Organizational Entrepreneurship Book Chapter,(121-142)edited by Seda Kızıl, 'Disiplinlerarası Girişimcilik ve Yenilikçilik Çalışmaları, Aralık 2021