

THE MEDIATING ROLE OF PSYCHOLOGICAL CAPITAL IN THE
RELATIONSHIP BETWEEN AGILE LEADERSHIP AND EMPLOYEE
INTRAPRENEURSHIP: AN EMPIRICAL STUDY IN TURKEY



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GRADUATE SCHOOL OF SOCIAL SCIENCES
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INTRAPRENEURSHIP: AN EMPIRICAL STUDY IN TURKEY

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PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Date : 23/05/2023

Veysel Karani Nurdağ

ABSTRACT

This research aims to undertake an extensive investigation into the correlation among agile leadership, employee intrapreneurship, and psychological capital. By examining the impact of psychological capital on employee intrapreneurship, this study seeks to make a valuable contribution to the academic literature. This area has not received sufficient attention in the existing literature, particularly in Turkey. While there is an increasing interest in the concepts of agile leadership and employee intrapreneurship, there is a lack of comprehensive research exploring their relationship with psychological capital.

The suggested study will employ an interdisciplinary approach, combining the pertinent literature from various fields, including organizational behaviour, leadership research, and human resource management. To achieve a more comprehensive comprehension of the relationship among the three crucial constructs, the study will employ a research design that integrates both qualitative and quantitative techniques. By utilizing mixed-methods, the research aims to offer a more detailed and nuanced understanding of the complex relationship between these concepts.

The proposed study aims to offer valuable insights for both practitioners and academics by exploring the interplay between agile leadership, psychological capital, and employee intrapreneurship. The research outcomes will have consequences for organizations that aim to cultivate a climate of originality and entrepreneurship among their workforce, as well as for scholarly researchers who investigate the influence of psychological capital on intrapreneurial conduct. By comprehensively examining the relationship between these critical constructs, the study aims to bridge the current void in the literature and contribute to the advancement of knowledge in the field.

For the research, data was gathered through the distribution of an online survey for private sector employees in Turkey. Analyzes were made after 385 people filled out the questionnaire. The results were obtained by analyzing the data collected from the questionnaires was analyzed using SPSS and SMART-PLS software programs.

According to the results obtained from the analyzed data, it was revealed that agile leadership is a leadership behavior that directly affects employee

entrepreneurship. The research findings suggest that agile leadership has a positive impact on psychological capital, which in turn has a positive effect on employee entrepreneurship. Thus, it can be inferred that psychological capital is enhanced by agile leadership, resulting in a favorable impact on employee entrepreneurship.

Key words: Psychological capital, Agile leadership, Employee Intrapreneurship



ÖZET

Bu çalışma, çevik liderlik, çalışanların girişimciliği ve psikolojik sermaye arasındaki ilişkinin derinlemesine incelenmesini amaçlamaktadır. Çalışma, psikolojik sermayenin özellikle Türkiye'de literatürde yeterince araştırılmamış bir alan olan iç girişimcilik üzerindeki etkisini araştırarak akademik literatüre katkıda bulunmayı amaçlamaktadır. Çevik liderlik ve çalışan girişimciliği kavramlarına artan ilgiye rağmen, bunların psikolojik sermaye ile ilişkilerini, özellikle bütüncül ve kapsamlı bir bakış açısıyla inceleyen çok az çalışma vardır.

Önerilen araştırma, örgütsel davranış, liderlik çalışmaları ve insan kaynakları yönetimi gibi alanlardan ilgili literatürü sentezleyerek çok disiplinli bir yaklaşımı benimseyecektir. Çalışma, üç temel yapı arasındaki ilişkiyi daha incelikli bir şekilde anlamak için hem nitel hem de nicel yöntemleri içeren karma yöntemli bir araştırma tasarımı kullanacaktır.

Önerilen çalışma, çevik liderlik, psikolojik sermaye ve çalışanların iç girişimciliği arasındaki etkileşimi keşfederek hem uygulayıcılar hem de akademisyenler için değerli bilgiler sunmayı amaçlamaktadır. Çalışmanın bulguları, çalışanlar arasında bir inovasyon ve girişimcilik kültürü geliştirmek isteyen kuruluşlar ve psikolojik sermayenin iç girişimci davranış üzerindeki etkisini araştıran akademik araştırmacılar için çıkarımlara sahip olacaktır.

Çalışma, bu önemli yapılar arasındaki ilişkinin kapsamlı bir şekilde incelenmesini sağlayarak ve literatürdeki mevcut boşluğu doldurarak alandaki bilginin ilerlemesine katkıda bulunacaktır.

Yapılan araştırma için Türkiye’de özel sektör çalışanları için çevrimiçi bir anket gönderilerek veriler toplanmıştır. 385 kişinin anketi doldurması ile analizler yapılmıştır. Sonuçlara SPSS ve SMART-PLS programları kullanılarak anketlerden elde edilen verilerin analiz edilmesiyle ulaşılmıştır.

Analiz edilen verilerden elde edilen sonuçlara göre çevik liderliğin çalışan girişimciliğini doğrudan etkileyen bir liderlik davranışı olduğu çıkmıştır. Psikolojik sermayenin çevik liderlikten olumlu etkilendiğini ve buna bağlı olarak çalışan girişimciliğini pozitif etkilediği sonucuna ulaşılmıştır.

Anahtar kelimeler: Psikolojik sermaye, Çevik liderlik, Çalışan Girişimciliği

To My Dear Family



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LIST OF ABBREVIATIONS

AL:Agile Leadership

AVE: Average Variance Extracted

CB-SEM: Covariance Based Structural Equation Modeling

CR: Composite Reliability

CCA :Confirmatory Compound Analysis

EI: Employee Intrapreneurship

GSCA: Generalized Structured Component Analysis

HTMT :Heterotrait-Monotrait Ratio

IT:Information Technologies

KMO:Kaiser-Meyer-Olkin Measure

PLS:Partial Least Squares

PLS-SEM: Partial Least Squares Structural Equation Modeling

PSYCAP: Psychological Capital

R&D: Research and development

SEM: Structural Equation Modeling

VIF:Variance Inflation Factor

VUCA :Votality, Uncertainty, Complexity, Ambiguity

1 INTRODUCTION

The role of leaders, who are crucial to organizational structure and play a central role in change processes and academic discourse, has been a topic of discussion in the academic community for over a century. This discussion will likely continue due to the impact of globalization and technology on the world order. Given the critical importance of leadership, organizations are viewed as a solution to the chaos caused by rapid changes and uncertainties in the present century (Joiner, 2019).

Today's chaotic conditions it becomes increasingly difficult to make healthy predictions about future scenarios. Despite of this, there are two trends that can be predicted precisely at this point. These are the constant acceleration of the pace of change and the increasing level of chaos and interdependence.

As change gains speed, uncertainties and innovative configurations become inevitable. Therefore, as time progresses, the ability to predict and prepare for future hazards and possibilities is becoming increasingly challenging. In fact, it should not be overlooked that not only team unity within the organization, but also full participation of internal and external stakeholders and strategic allies, in an ever more intricate and inconspicuous social order, accomplishing this specific component is critical for the triumph and prosperity of the organization. (Özdemir ,2020).

Agile leadership, when evaluated from a disruptive point of view, “What should I do?” instead of the question “What shall we do together?” seeks an answer to the question. It should not be forgotten that leadership style is one of the factors that most affect the power and concept of organizational commitment, and therefore the importance of the search for new generation leadership roles is increasing day by day.

In the search for these leadership approaches, attention should be paid to organizational models and the ecosystem in which the organization is located as an important decision point. In the new world and changing ecosystem, organizations first need to increase their agility levels appropriately. Attaining this goal is crucial to secure a sustainable and competitive achievement.

With this level of agility, the destruction of the old, unusable, powerless and a new quest can lead to success. In this context, agility is expected to create its own leader in becoming a new organizational model as capability to adjust and conform to

innovative processes is crucial of institutions and to adapt to the competitive environment full of uncertainties that are greatly affected in organizational life. The boundaries created by globalization are quite uncertain and permeable (Denning, 2018).

It is undoubtedly important that leaders, who play a leading role in the stages of change, possess characteristics such as agility embellished with the color of a modern organizational model. Identifying such leadership models that will motivate employees and strengthen their commitment to meeting organizational requirements is a very difficult task.

Considering that globalization has more or less impact on almost every country in the world, mostly in micro activities, in almost every institution, in almost every institution, large and small, it is thought that it may be insufficient to test the structuring. Although the emergence of agile leadership is inevitable in a proven world order, it has surfaced as a topic that necessitates investigation (Joiner, 2014).

Each firm has its own values and is unique. These values make some firms more entrepreneurial and others less entrepreneurial. Due to their robust principles, companies work to ensure that their future is sustainable by undertaking entrepreneurial activities at corporate level.

Hence, the success or failure of employee intrapreneurship process, which embodies inventive and investment pursuits, heavily hinges on the executives of the organization. Therefore, company leaders are an essential determinant of this process. Employee intrapreneurship can be seen as a result of the psychological capital management process that leads companies to effective and productive results. Because it is possible for companies to encourage and continue their employee intrapreneurship activities with the knowledge they obtain as a result of agile leadership and psychological capital management.

For this reason, companies are able to realize innovative and entrepreneurial ideas as a result of the procedures they acquire and interpret with their psychological capital and are guided by agile leadership. At this stage, the agile leadership approach of the firm either develops the basic skills required by entrepreneurship activities by creating an environment suitable for psychological capital or eliminates the possibility of seizing new opportunities by preventing them (Taşkın, 2020).

Rapidly changing social and individual needs, communication networks, changing living conditions, technological possibilities can be cited as examples. In order for organizations to continue their operations, they must keep up with this dizzying world. The need for corporate initiatives that can be measured, developed, explain this new order, offer solutions to the problems encountered, and aim to increase performance in the world of those who can catch change is increasing day by day.

Today's business life includes a highly competitive environment, specialized workforce, fast and understandable information networks, well-equipped managers and organizations that can adapt to changing environmental conditions. Therefore, new trends have emerged in organizational behavior approaches. Consequently, a trend in positive organizational behavior has surfaced, stimulated by the principles of positive psychology. This approach promotes affirmative conduct rather than unfavorable behavior (Koç, 2019).

The emergence of a new approach that deals with organizational factors from a positive perspective has highlighted a crucial concept known as positive psychological capital. This concept offers organizations a fresh outlook to comprehend the value of humans in organizations and unlock their maximum potential, surpassing social and human capital. Furthermore, as managers recognize the immense advantage of psychological capital for achieving a competitive edge, they seek out ways to boost their employees' psychological capital.

The positive psychology movement that gained momentum in the early 2000s and the positive psychological capital approach that emerged after the adaptation of the positive approach to institutions is gaining importance day by day and attracts the attention of many researchers. Psychological capital does not mean the current status of the employee, it means what can happen through positive development. It focuses on the improvable characteristics of individuals and aims to be mobilized in line with increasing performance (Koç, 2019).

The point of view of organizations that tend to see their employees as their most valuable asset increases the value of human-oriented investments and these very important capital investments; management, development and protection issues are also gaining importance.

Given the competitive nature of organizations, the role of the human factor in this competition is crucial, identifying, choosing, managing, developing and protecting individuals with more positive psychological capital potential has now turned into a survival battle for organizations. In addition to the competitive advantage, they provide by increasing the performance of employees with the stated potential, they also create an advantage in terms of sustainability by supporting employee intrapreneurship. For this reason, it is considered appropriate to protect the competitive advantage created with positive psychological capital with employee intrapreneurship.

To ensure the sustainability and foundation of employee intrapreneurship, which provides competitive advantage, the characteristics that will positively impact the psychological capital of employees should be effectively managed within the agile leadership approach. Therefore, it is crucial to identify individuals who have the potential to support more suitable employee intrapreneurship and foster positive psychological capital (Koç, 2019).

Based on existing literature, it is hypothesized that the influence of Agile leadership on employee intrapreneurship may vary depending on the level of psychological capital within the organization. Thus, the primary objective of this study is to examine the relationship between Agile leadership and employee intrapreneurship, and to explore the potential moderating role of psychological capital in this relationship.

1.1 Background and Statement of the Problem

Today, businesses try to survive in a dynamic environment. Businesses that want to continue their existence in a dynamic and variable environment must have agile practices in many areas, especially the leadership function. Due to robust principles of agile leadership, businesses that want to exist in a sustainable and competitive manner in a variable environment gain a competitive advantage (Bligh et al., 2009).

This competitive advantage arises as a result of agile leadership. One of the points where this is seen most important is employee intrapreneurship. With employee intrapreneurship, businesses keep themselves constantly vigorous and achieve competitive advantage by responding faster to changing customer expectations (Gawke, 2019).

One of the most important resources of business is human. Human beings are seen as a psychological capital in the company. Businesses with high psychological capital can quickly adapt practices that will keep up with change faster (Luthans et al., 2007).

The human resources, they have high psychological capital work in harmony with their leaders and work in harmony with them in the implementation of practices that will renew the institution and sustain its existence over an extended period of time (Huynh, 2021).

This study aims to investigate the impact of agile leadership practices on employee intrapreneurship, and to interpret the positive outcomes in terms of psychological capital. By identifying the specific areas where these practices have a positive influence, this research will shed light on how organizations can maintain their long-term sustainability.

1.2 Purpose of the Study

All organizations must have continuous corporate initiative, and therefore agile leadership and psychological capital that focus on helping employees' organizational innovation becomes important. Understanding the effect of psychological capital on employee intrapreneurship will be expected to have impacts on organizations from theoretical and managerial perspectives in the case of agile leadership understanding in companies. The objective of this study is to uncover how the impact of agile leadership on employee intrapreneurship is influenced by psychological capital.. If leaders turn into agile leaders, together with their impact on their psychological capital, organizations can achieve sustainable growth and competitive advantage by strengthening their capabilities in the field of employee intrapreneurship.

1.3 Research Question

- How does agile leadership affect employee intrapreneurship?
- How is the relationship between employee intrapreneurship and agile leadership affected by changes in psychological capital?

1.4 Significance of the Study

The study will contribute to the existing literature on agile leadership, employee intrapreneurship, and psychological capital in two ways. First, research data are expected to provide evidence to support previous literature; Psychological capital will be supported to influence employee intrapreneurship.

It has been observed that previous thesis studies on agile leadership in Turkish literature are very limited. With this study, dependent and independent variables related to agile leadership will be revealed by contributing to the literature.

To the best of my understanding, there is no empirical evidence available in Turkish business literature to support the interconnections between agile leadership, employee intrapreneurship, and psychological capital. As a result, this study aims to make a significant contribution to the existing knowledge by providing valuable insights into the relationship between these concepts. The findings of this study will guide organizations that prioritize employee intrapreneurship and emphasize its importance as a crucial concept.

Moreover, one of the greatest intended results of the study is to guide agile leaders, executives, organizational development professionals and researchers striving for an environment that supports corporate initiative in a workplace by detailing the mediating effect of agile leadership in employee intrapreneurship and psychological capital in an organization.

1.5 Scope of the Research

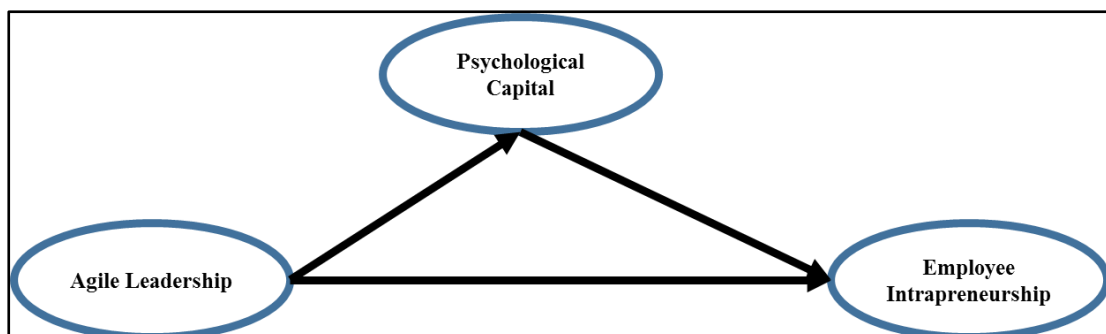
The research will examine the connections between agile leadership and employee intrapreneurship, with the moderating influence of psychological capital. The study will take place in Turkey., as agile applications emerge in the software industry and then spread to other sectors, and the relevant practices are applied in other sectors based on the different sector.

1.6 Research Model

The model for the research is presented below.

Figure 1

Research model



1.7 Assumptions

Agile leadership, employee intrapreneurship and psychological capital will be measured from the opinions of the participants, not from separate data sets collected objectively. The thesis does not aim to measure the perceptions of all organizational members, but to measure a reasonable number of respondents about their organization.

1.8 Organization of the Study

The research study is structured in eight chapters. The first chapter serves as an introduction. In the second chapter, a comprehensive review of literature is presented on Agile leadership, Employee Intrapreneurship, and Psychological Capital. Following the literature review, the research methodology is elaborated, hypotheses are formulated, research instruments are explained, and the results are presented. The results are then discussed in the subsequent chapter, followed by a presentation of the findings and conclusions in the sixth chapter. The last three sections contain the implication, limitation and suggestions, references and appendices, respectively.

2 LITERATURE REVIEW

This chapter comprises the review of related literature on agile leadership, psychological capital, employee intrapreneurship and the components of the relevant constructs.

2.1 What is Agility?

The word agility, which comes to our language from Persian, literally means to react easily and quickly to a situation, being agile and alert. It can be said that agility, which is used in the sense of management, is "ready to give a satisfactory response to difficult to predict situations", which is generally expressed as the answer to the word "Agile" in English (Devor et.al ,1997).

Five characteristics of agility, namely flexibility, speed, leanness, learning, and responsiveness, have been identified and used to define the concept of agility:

Agility is a persistent behavior or ability of a sensitive entity that exhibits flexibility to accommodate expected or unexpected changes rapidly, follows the shortest time span, uses economical, simple and quality instruments in a dynamic environment and applies updated prior knowledge and experience to learn from the internal and external environment (Qumer & Henderson-Sellers, 2006).

Agility in business life can be defined as an irregular environment and the ability to cope with unexpected changes. Similarly, many academics in the literature describe Agile as the workplace that manages to remain competitive and robust despite unexpected changes in competition and customer demands (Montgomery & Levine, 1995).

Additionally, companies need to be alert not only to these different demands and competition in the market, but also to future opportunities. Based on this definition, the concept of agility is not an adjective that occurs only when a person has certain competencies; We can say that it is a dynamic concept that is open to developments, closely monitors the market, can quickly adapt to the desired qualities and is open to continuous use of opportunities (McCurry & McIvor, 2002)

Agility may require fulfilling what the customer wants, using information technology well, and having a common structure with its suppliers or competitors

when necessary. Accordingly, an agile firm is a company that has the ability to cope with a constantly changing market by complying with high quality standards and at the same time arranging its financing accordingly. It is a state of having a feasible approach (Spath & Scholz, 2007).

It should be noted that agility is a solution for customers, not a method of cost reduction or productivity effort. In recent studies, new concepts such as flexibility, restructuring, agility, change or development can be defined in different contexts, but similar structures or confusion may occur.

In agility, the main difference from other concepts is the ability to change one's own structure. It does not have to maintain its current structure in order to respond to unforeseen changes. Agility is a situation created by considering technological innovations, advanced organizational and management structure and practice, and human abilities, skills and motivation. Other concepts related to flexibility and change are systems based on strategies that focus on the product whereas agility refers to the capacity to act rapidly and efficiently, impacting the entirety of the organization and finding application in various domains (Žitkienė & Deksnys, 2018)).

Agility is more than just a technique. This is a way of thinking. It is a system that gives people a culture of constantly improving the jobs they do or are responsible for. It is a human system connected to the customer, controlled by the customer, in which the employees are the customers of the employees in the previous process.

This creates a pull system from the end of the job to the beginning, from the production process to the design teams and managers. Agility is the integration of culture and strategy that encompasses high quality, vision, low cost and short delivery time services to its customers. Agile companies now have to apply agility factors that will enable them to offer better service, quality, design and flexibility in order to compete in the world market (Youssef , 1992).

Agility is about the foundation of competition in the 21st century, business practices and organizational structures. Agility is not about advancing technology, but technology has an important role in the agility model. It is not just another way of talking about agility, simplicity, flexibility, computer-based initiatives, or other terms currently used (Youssef , 2017)

Agility is not merely a reactive measure but a proactive strategy that involves collaboration to counter significant competitive pressures. The concept of agility is

viewed holistically, with adaptability as its core attribute achieved through the capacity for reconstruction. (Ranjan & Prakash, 2016).

2.1.1 Components of Agility Concept

Stands out as a management approach to organizational agility, the concept is divided into the component is seen in different ways in the literature. According to one approach, the concept of organizational agility consists of three main components: cognitive agility, decision-making and implementation agility. Cognitive agility, customer preferences, recognizing the varying factors such as frequent moves and technologies by competitors and refers to the capacity to monitor and predetermined rules and principles aim to get rid of the junk in the light of information (Nafei, 2016).

Agility in decision-making is the most important type of organizational agility and is the ability to explain the results of the work without delay, anticipate all opportunities and threats, and gather, accumulate, reconstruct and evaluate information accordingly (Thomas et al., 1993)

The ability to make appropriate decisions in a timely manner is essential to implementing agile mindset and ultimately attaining triumph. In addition, decision-making agility means gathering information from multiple and different sources and seizing maximum opportunities (Dutton & Duncan, 1987)

It is possible to discuss some of the operational steps that must be taken to determine the strategy in agile decision-making processes. Create enough time for ourselves to breathe and think, then to receive opinions from experts from within and outside the institution, to collect the shortest and most basic information to be obtained, to criticize the safest decision and ultimately to continuously criticize the decision and to make revisions.

2.1.2 Historical Development of Agility

The American industry, which has a large share in the global market with mass production, lost this superiority due to its inability to adapt to the lean production model developed by the Japanese. Seeing that different products can be produced at affordable prices with lean production, this sector could not reach its former position despite integrating this production management into its own production facilities.

In 1990, the United States Parliament decided that a study should be done and the Ministry. The Department of Defense at the time identified and managed a

specific inter-agency group to make American industry production more competitive. The Department of Defense then asked academics at Lehigh University to state their suggestions to develop a method for competitive and successful industrial management and to create a system to make this method a reality.

The matter was addressed by the Iacocca Institute at Lehigh University in 1991, which produced a report titled "Production Management Strategy for the 21st Century". This is where the concept of agility first appeared. In the book created as a result of this research, the current situation was analyzed and recommendations were presented (Dove, 1991).

It was later developed and transformed into object-oriented language times, and similarly the software was developed as a continuous improvement approach. When it comes to software development, a common approach is to adopt an iterative improvement process by breaking down the steps of the process. Guidelines are established for each stage of the process. The emergence of major development approaches dates back to the software crisis of the 1970.

Programming engineers sought to mitigate and prevent the crisis by developing structured strategies for developing a product. The software development process is divided into stages under the approach, enabling developers to focus on each stage more effectively. The adoption of such methodologies has resulted in a decrease in the number of failed or incomplete projects, eliminating the costs associated with software initiatives, extending the time to progress, and reducing the impact of the crisis on the industry (Abdalhamid & Mishra, 2017).

Currently, software has become an integral part of all information technology applications. The constantly changing needs of the dynamic business environment require the development of new software methods. This has prompted developers to experiment and explore novel techniques that can be adopted to meet these demands.. Also, in response to the changing environment and software development process, developers now understand that there is an issue that can be changed by itself is vital. It is difficult to redefine the requirements during the development process, and this is because besides improvement there are many changes that cannot be avoided.

Software methodology problems can stem not only from the software environment but also from past methodologies, which may lead to issues during programming. Former approaches have been found to be heavy, endorsed, and

focused on plan-oriented approaches. The most serious issue in the waterfall approach is the qualification of all the needs at the beginning of the initiative. Observing the functionality of the developing system is necessary to understand the properties of the requirements. Requirements will continue to improve after being collected and nothing changed until the project is completed. Changes can only be made after full implementation of the system, this will lead to higher spending (Abdalhamid & Mishra,2017).

Nevertheless, customers often struggle to precisely identify their requirements to the extent that they can compare their work schedule with their expectations regarding the project. To address this issue, traditional methods such as the waterfall approach were developed to guarantee that the software is delivered at the end of the project. As a consequence, clients have limited interaction with the product until the end of the project, leading to potential issues.

Given these rationales, professionals have advocated for the implementation of agile methodologies due to their significant positive impact on project performance. The benefits of utilizing agile development approaches typically fall within common trends, including the following. Firstly, agile approaches enhance productivity by enabling a streamlined development process, thereby fostering a work environment that attracts employees. Secondly, they foster trust between the product development team and their clients through increased client involvement and frequent, improved communication of employee programming. Thirdly, these approaches address the ever-changing landscape of the industry by prioritizing adaptability and flexibility in design and delivery interactions.

The iterative nature of the paradigm in agile approaches places emphasis on delivering superior programming and higher value. This results in a satisfactory return on investment and a decrease in potential risks and failures in delivery. In addition to these advantages, agile development concentrates on producing code at an appropriate speed and time, making incremental or minimal changes, minimizing redundancy, fast and frequent customer feedback processing, and fostering collaboration (Abdalhamid & Mishra,2017).

Conversely, conventional development emphasizes the validation of comprehensive analysis before coding, constructing and sustaining models. This approach takes a relatively long time between deliveries and places little emphasis on

customer collaboration.. According to numerous experts, could probably provide more customer satisfaction of agile methods, can reduce the error rate and a shorter development cycle and announced quickly can provide faster adaptation to changing business needs.

The concept of agile principles gained more widespread coverage in the late 1990s, but it was not until the announcement of the Agile Manifesto in 2001 that IT professionals started exploring new ways to approach software development, emphasizing the importance of working software over documentation. This led to the emergence of new methodologies, each with its own unique features. The term "Agile Manifesto" was coined at a conference held in Utah in 2001. These methodologies share a common philosophy that the best way to control a system is to produce working prototypes for the customer and then iterate based on their feedback.

In the software development industry, Agile methodologies have gained popularity in recent times and there is considerable debate surrounding their application. The adoption of Agile methods has helped to address some of the challenges that may arise during software development by facilitating faster delivery and ensuring that the product meets the evolving needs of customers. Different Agile methods, including Agile Scrum Methodology, Lean, and Kanban Software Development, have emerged, each with its unique features. However, they share certain fundamental principles, such as promoting customer satisfaction, responding to changing requirements, emphasizing team collaboration, and facilitating continuous improvement through iterative processes (Abdalhamid & Mishra, 2017).

2.1.3 Agile Methods

Thousands of organizations around the world, particularly in the United States, continue to successfully utilize software development methods that uphold the values and principles set forth in the Agile Manifesto. Many Agile methodology methods have been developing rapidly since 2001 and the announcement of the Agile Manifesto in Europe. (Williams & Cockburn, 2003).

The most widely accepted methods of agile software development are Scrum and Kanban. These are methodologies designed to manage software projects and product development with specified roles and practices.. The Scrumban method, which is the combination of Scrum and Kanban, has also gained importance in recent years. Scrum is the most common of these applications (Matharu et.al, 2015).

Scrum is an agile approach for developing software that was created by Ken Schwaber and Jeff Sutherland. The inspiration for Scrum came from the article "The New Product Development Game," which was published in 1986 by professors Hirotaka Takeuchi and Ikujiro Nonaka. Scrum was first introduced at a conference in 1995. (Sutherland & Schwaber, 2007).

A Scrum guide, which has been continuously updated since 2010, provides guidance to many people, teams and organizations on how to implement Scrum implementations. Scrum is considered a valuable framework that enables teams to effectively and creatively address complex problems while delivering products of the highest possible value (Grebić & Stojanović, 2021).

On the other hand, Scrum stands out as a framework program that provides freedom and convenience in terms of the use of various process processes and techniques rather than a process, technical or predefined method. Due to their robust principles of Scrum, both the product and the team and the working environments can be continuously developed (Edison et.al, 2018)

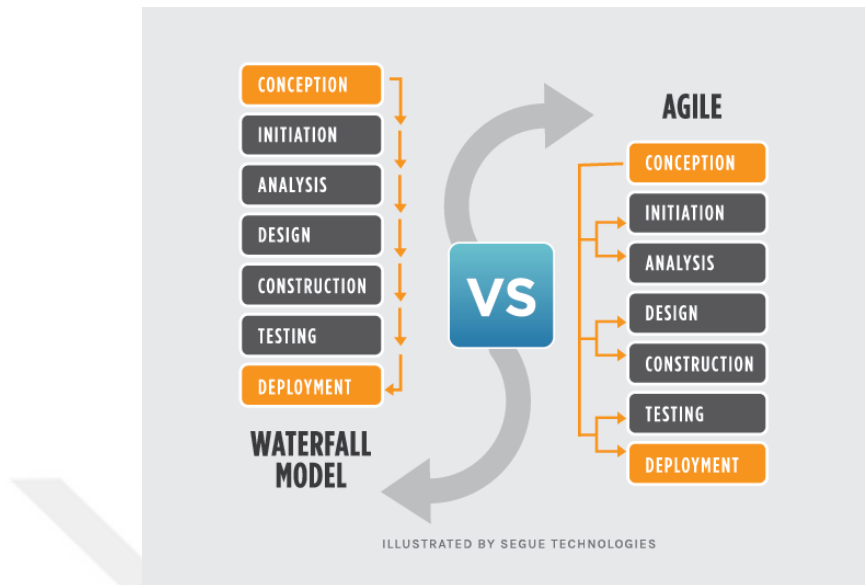
Scrum is a framework that puts people at its center and where people try to facilitate communication with each other in different ways. At this point, its creators emphasize the importance of Scrum as a method rather than a framework program. The method is used to describe a system in which certain steps are followed and its input and output do not change. Scrum, on the other hand, is a framework whose persons form this circle-filling (Schwaber & Sutherland ,2011).

In addition, Scrum inputs and outputs, which can be reconfigured to suit a number of individuals involved is ritual and vehicles. Belongs to the largest role in Scrum development teams and development teams are usually expressed in his community needs to be done to achieve the goal of people coming together to achieve the specified destination.

Scrum teams, which arise from the harmony of differences, where communication networks are developed, personal interests are not taken into account, and can share both success and failure, are considered to be a team with high synergy and open to multiple learning. In addition, the project design, which is the most practiced agility scrum method is based on three principles: conducting experiments, focus on self-improvement efforts at organizing and empowered team (Mundra et.al, 2013)

Know the difference between agile and waterfall, depending on the specific project requirements, a team of successful software projects may be better equipped to choose the right processes and methods. There are notable contrasts between Agile and Waterfall methodologies, including the following:

- Agile is an iterative, incremental approach, while Waterfall is a sequential and linear approach.
- Agile breaks down a project into sprints, whereas Waterfall divides a project into phases.
- Agile is suited for completing several small projects, whereas Waterfall is best for completing a single project.
- Agile prioritizes customer satisfaction and product mindset, while Waterfall prioritizes successful project delivery and project mindset.
- In Agile, requirements are prepared daily, whereas in Waterfall, scope changes are not allowed after the project starts.
- Agile allows for requirement changes at any time, while in Waterfall, scope changes are prevented when the project begins.
- In Agile, testing is performed concurrently with development, whereas in Waterfall, the testing phase comes only after the construction phase.
- In Agile, test teams can be involved in requirement changes, while in Waterfall, test teams are not involved in requirement changes.
- Agile allows the entire team to manage the project without a dedicated project manager, while Waterfall requires a project manager to play an important role at every stage. (Palmquist et.al, 2013).

Figure 2*Agile method vs Waterfall*

Note. <https://project-management.com/agile-vs-waterfall/#what-is-waterfall>

2.2 Leadership

Leadership is one of the important management concepts that help achieve organizational goals and try to maximize efficiency. The leader is in a prominent position, communicates policies and plans to subordinates, clearly explains their roles, and creates guidelines for effectively achieving goals.

With changes in organization and management approaches, the concept of manager is replaced by the concept of leadership. Leadership has been defined by many local and foreign researchers. While defining the concept of leadership, Bennis and Nanus (1985) emphasized influence and orientation in their studies and stated that this is the ability to influence ideas, actions and tendencies. Bass and Stogdill (1990) defined leadership as ensuring the interaction of group members similarly.

While Eren (2013) expresses the concept of leadership as “a combination of knowledge and skills to bring a group of people together around certain goals and mobilize them about what they will do to achieve these goals”, Koçel (2015), on the other hand, states that “under certain conditions, certain personal or group goals as the process of influencing and directing the activities of others ”.

2.2.1 Leadership Theories

Leaders' characteristics, behaviors of leaders, and the environment and conditions they are in are among the most frequently discussed and discussed topics in leadership

theories. In this context, theories and approaches related to leadership are classified in different ways. This classification is commonly (Aibieyi, 2014):

- Studies focusing heavily on the theory of leaders' traits
- Approaches investigating behavioral characteristics (1950-1960s)
- Situational approaches (1950-1980s)
- Modern leadership approaches (mid-1920s, from 1978 to the present) (Komives et al., 2009).

2.2.1.1 Traits Approach

This leadership is based on a person's opinion innate abilities and acquired some properties are effective at a young age. Among these capabilities and features; high intelligence, analyze and synthesize ability to transfer skills and good ideas so patience in achieving their goals countable. Research studies have shown that the trait approach, a type of leadership approach, has limitations in comprehending leaders, and scholars have emphasized its deficiencies. Typically, leadership traits are unlikely to be found together in one individual, and at times, followers may appear to have more of these attributes than their leaders. Since the inadequacy of an individual's ability to lead and the difficulty in measuring one's traits has been recognized, this has led to the quest for new theories on leadership (Unugbro, 1995)

2.2.1.2 Behavioral Approaches

The behavioral approach to leadership emphasizes the actions of the leader towards their followers rather than their personal traits. The effectiveness of a leader in this approach can be evaluated based on specific standards, such as their communication patterns within the organization, their use of delegation, how they perform planning and control functions, the methods they use for setting goals, and their interactions with group members (Aibieyi, 2014).

The main pillar of this approach is the behavior of leaders rather than traits that make them successful and effective. main elements that determine the effectiveness of the Leader, the way they communicate with the leaders of the group members, transfer that over to the authority that provides planning and control methods and the behavior of goal setting. (Yuki, 1999).

The evolution of the behavioral leadership theory was driven by the outcomes of several empirical investigations. These inquiries eventually uncovered the diverse leadership styles and prompted the discussion of their impacts. Some of the notable

behavioral approaches that were studied include the Michigan University Leadership Studies, Ohio State University Leadership Studies, McGregor's Theory X and Y, 4-point Likert System Model and Blake and Mouton's Management Style Matrix (Bakan & Büyükbeşe, 2010).

Ohio State University leadership studies: After beginning in 1945, a joint study between the Ohio State University's Business Research Office yielded 1,800 different dimensions relating to leadership roles. Following the analysis of these dimensions, leadership behavior was separated into two distinct categories. These categories include the comprehension of human relationships in detail and understanding the structure of the task. Factors such as amicability, mutual trust, respect, understanding, and warmth between the leader and the organization's employees are highlighted as determinants of a comprehensive understanding of human relations. In terms of task understanding, it is necessary for the leader to mobilize the organization and create plans and organization for the jobs and duties (Tağraf & Calman, 2009).

University of Michigan leadership studies: The University of Michigan conducted a study to investigate the factors that impact the productivity and job satisfaction of organizational members. The research focused on various variables, including employee turnover, absenteeism, cost, complaints, motivation, and productivity. The objective of the study was to identify the key determinants of job satisfaction and employee productivity within the organization. (Koçel, 2015). As for behavior and work behavior towards people's behavior two leaders were determined according to the study. As a result of the group's personal behavior exhibited by the leaders it was determined to have higher productivity. In simpler terms, the study has found that leaders in groups with low productivity tend to focus more on job-related tasks and responsibilities.

Blake and Mouton's managerial grid: Robert Blake and Jane Mouton conducted research at the University of Texas and introduced a model on managerial behavior known as the managerial grid. The essence of this model has two dimensions; First, it is human-oriented and production-oriented in managerial behavior (Eren, 2015). According to this grid, managers who approach people and production are defined as good managers and the distance of the managers in the determined network to production shows the situation of that manager.

Mc Gregor's X and Y theory: McGregor's X and Y approach is a well-known behavioral leadership approach that suggests that managers' behaviors are shaped by their underlying assumptions about people. McGregor coined the term X theory to describe the traditional, authoritarian approach to managing employees, while his Y theory emphasizes the importance of human relations and a more participative approach to management (Küçüközkan, 2015).

The fundamental characteristic of these theories is that the X theory assumes that individuals have an inherent aversion to work and will avoid it whenever possible. Furthermore, the X theory suggests that people are not inclined to assume responsibility, and it is necessary to utilize strict supervision, coercion, and punishment to compel individuals to work (Yeşilyurt, 2007).

In accordance with the assumptions of the Y theory, individuals consider work as a natural part of their lives, similar to activities such as eating, resting, and leisure. The idea of laziness is not inherent in human nature, but rather is a result of external factors. Employees are capable of self-control and can align their behavior with their goals. When the appropriate environment is provided, every employee can maximize their potential and perform to the best of their abilities (Gün & Aslan 2018).

Likert system 4 model: The outcome of the investigation carried out in over two hundred establishments, management systems and leadership approaches were found to be an important variable affecting organizational performance, and these leadership approaches were grouped in four groups (Bakan & Bulut, 2004).

Likert called his work System 1 autocratic, 2 benevolent, 3 participatory, and 4 democratic. However, in the next 1-4 runs, he gave it the noun system because of the difficult calculation associated with other meaning systems (Gün & Aslan 2018).

In System 1, there is a two-way distrust between subordinates and superiors, and subordinates are used with methods such as punishment, pressure, and threat. In System 2, subordinates tend to act with fear and common sense, and both economic rewards and strong punishments are used to motivate subordinates. In System 3, on the other hand, although it is not complete, management has an important role towards subordinates and communication takes place both from bottom to top and from top to bottom (Bakan & Bulut, 2004).

2.2.1.3 Situational Approaches

The concept of the leadership traits approach was the starting point in explaining leadership by understanding personal characteristics, which later led to the development of the behavioral approach. Behavioral approaches, environmental conditions that change over time, are insufficient to explain that situational approaches are recommended. The general opinion is that the situational approach is determined by the leader of the circumstances.

Another way to define leadership is as a process that encompasses the interactions between the leader, followers, and situational variables. The effectiveness of leadership is determined by various factors.. According to this theory; nature of the objectives, the audience's abilities and expectations, the characteristics of organizations, leaders and audiences of the past experience, the organizational atmosphere and so on is factor that influence leaderships (Tengilimoğlu, 2005).

The situational leadership approaches consist of various theories such as Vroom and Yetton's Normative Theory, Fiedler's Effective Leadership Theory, Robert House and Martin Evans' Path-Purpose Theory, Hersey and Blanchard's Situational Leadership Theory, Sequential Leadership Theory and Three Dimensional Leadership Theory (Gün & Aslan 2018).

2.2.1.4 Contemporary Approaches in Leadership

Recent research in the field of leadership has introduced new concepts, with transactional leadership and transformational leadership being among the most prominent (Bakan, 2008).

Contemporary leadership approaches include "visionary leadership", "spiritual leadership", "quantum leadership", "sustainable leadership" and "authentic leadership", and transformative and interactive leadership.

Transformational leadership has seen most of the organizational leadership research in the last 30 years. Numerous studies have established a positive correlation between transformational leadership and leader effectiveness. The outcomes of behavioral approaches are highly interrelated with the organizational climate, organizational citizenship behavior, individual, group and organizational performance, job satisfaction, manager satisfaction and interaction, and decreasing employee turnover. Transformative leader; It is the person who achieves superior performance by realizing the organization, change and renewal (Erturgut, 2010).

Transformational leaders strive to influence and inspire their employees, beyond empowering them. The concept of charismatic leadership is one of the dimensions that emerged from the transformative leadership approach. Transformative leadership dimensions can be condensed into charisma, inspiration, mental stimulation, and intellectual influence (Gün & Aslan 2018).

Transactional leadership: Leaders following the transactional leadership style direct their employees towards clear objectives in their daily tasks, while also monitoring underperformance. These leaders are primarily concerned with achieving business goals and can be identified as managers who adopt a performance-based approach, emphasizing both rewards and penalties. Undesirable outcomes are criticized or punished, while high performance and favorable outcomes are rewarded. This leadership style is an important relationship interaction between leaders and subordinates. Interactive leadership; There are situational awards and exceptions and management dimensions (Yolaç, 2011).

Visionary leadership: Factors such as rapid technological change in recent years, widespread global competition, market mobility, changing demographic characteristics of the workforce change the expectations about leadership. Visionary leadership is characterized as the competence to conceive and articulate a feasible, dependable, and captivating vision for the entirety or a segment of the organization. (Gün & Aslan 2018).

If this vision is chosen and implemented correctly, it can strengthen the skills and abilities of the employees and all resources for the realization of the vision. In Aksu's (2009) study, visionary leadership is characterized as "the ability to create and convey visions that can affect and mobilize people collectively". The primary responsibility of future leaders is to establish and uphold a shared vision that aligns with people's potential to perform effectively (Memişoğlu, 2015).

Spiritual leadership: According to Baloğlu and Karadağ (2009), excessive stress in the business environment, mechanization that emerged as the internet becomes more widely used, rapid consumption of capitalism, instant pleasure brought by access to information and isolation felt by the individual and isolation from the society prepared the environment for the emergence of spiritual leadership. It has been suggested that spiritual leaders typically exhibit qualities such as harmony, love, compassion, unity, peace, truthfulness, and honesty (Polat, 2011).

Spiritual leadership theory emphasizes the importance of the spiritual aspect of the individual, which motivation theories and other leadership theories ignore. Spiritual leadership is equally important to his spiritual aspect, which is always lacking in defining human beings; he even argues that it activates other aspects (Gün & Aslan 2018).

Authentic leadership: Leaders who are authentic direct their focus on purpose, meaning, and values and establish enduring connections with people. These leaders are perceived as people who act with a profound yearning for self-improvement, who possess a good understanding of the societal values required to accomplish this, and who are capable of devising a strategy to integrate them into achieving shared objectives.. Authentic leaders; They try to do what the audience what they think, how they configure their roles, and how they decided how to exhibit moral behavior by giving an impressive and powerful messages describing behave (Gün & Aslan 2018).

2.2.2 Agile Leadership

The agile leadership paradigm is considered as notion that we live in in the age of uncertainty, that cannot adapt to the rapid changes we encounter as a result of the globalization process and that emerges as a reaction to tough competition conditions.

With the end of the Cold War, the concept of VUCA (Votality, Uncertainty, Complexity, Ambiguity), first introduced by the American military to explain the new security environment, has become an increasingly popular concept for understanding the conditions of organizations, especially in the 2000s.

The terms that define the VUCA concept are briefly expressed in complexity and causality analysis as variability and unpredictable change processes, uncertainty and unpredictability and unknown consequences, multiple difficulties and uncertainty, and difficult to understand environments.

According to the researchers, the innovation of this new order created by the organizational model of VUCA keywords, quality, flexibility, speed and experience on the axis had to be rearranged. Because in the world of VUCA, it is very difficult for structures with high security control, traditional and hierarchical structure and stable resistance to change to survive. (Bennett & Lemoine, 2014).

Uncertain and where there are unforeseen change in this period, meets the current needs of organizations in new and effective leadership abilities foregrounded successfully maintain their existence possible. Managers traditionally administration

when dealing with operational and technical aspects, listen to and manage the processes of change management in today's conditions for effective leadership. It is believed that relationships need to pay attention to volume (Özdemir, 2020).

Because VUCA landscapes hold traditional leaders responsible for problematic situations that showcase their talents in outdated ways. In response to the current conditions, the need for leaders who possess the ability to make prompt decisions, exhibit forward-thinking and innovative qualities, transcend hierarchical structures, and act in line with the principles of organizational agility is being sought. This involves the development of novel and diverse leadership paradigms (Hayward, 2018).

As a result, people are moving away from the tradition in recent years, processes, technologies and structures will change the understanding of the need for continuous and effective leaders of the most important solutions to its understanding of the environment brought by VUCA it can only be achieved with flexibility and agility in decision making (Bennett & Lemoine, 2014).

The characteristics that leaders should have to shed light on the world of VUCA are discussed as follows (Bennett & Lemoine, 2014):

Volatility: Variability creates environments that are difficult to predict and require rapid adaptation despite the lack of prediction mechanisms in non-stationary change environments. Such environments require leaders with agility and adaptability, adaptable to changing atmospheres, and a macroeconomic perspective.

Uncertainty: The uncertainty in the blurring of decision-making ability in organizational platforms can cause delays in projects and strategic planning. By defining clear and complete information, risk and opportunity leaders are pioneers in controlling correctable and open solutions, managing uncertainty to be dealt with (Özdemir, 2020)

Complexity: Complexity, expressed as difficulties in the causality analysis in organizations. Complex environments, as a result of their exposure to the interconnected system of leaders in organizations makes it difficult to predict what factors affect the other. Environmental leaders to reflect the complexity of the restructuring process must adopt their own approach pairing process (Mack et al., 2015).

Ambiguity: Ambiguity is expressed as a class that puts leaders in a difficult position in terms of incomprehensible environments and ongoing correct interpretation of events. This scope makes it difficult for leaders to predict that they will understand the data. Strategies are determined through experiments created with logic so that uncertain leaders, unaffected by known business rules, can make predictions. The Change Wise organization is a five-year research, agile leadership It has been conceptualized as the ability to “act by reflecting”. According to this research findings, the agile leader is the person who needs to step back from the current room and gain a broader and deeper perspective (Özdemir 2020).

Because an agile leaders should refocus later, and this time should know how to act from a broader perspective. Leaders are we develop the agility of features, capacities deepens and widens step back and reflect increased frequencies to move along and action cycles. In essence, agility is not one of the qualities that a leader should have. Agility is an essential trait for a leader, a meta-competence (Joiner, 2014).

This situation aims to ensure success by creating future scenarios based on past experiences and creating action plans in the light of short-term cycles. Interpersonal relationships and social environment that characterizes today's operating environment has become one of the most important phenomenon. Being able to bring teammates together to fight together is an important leadership skill in the competitive world.

Teams that are constantly redesigning new demands and needs, and working methods that may arise in the future, are necessary to achieve success by anticipating the creation of a particular projection of workpieces. These initiatives are only possible with an agile leader exhibits leadership qualities. Agile leadership can be summarized as the capability to intelligently and efficiently operate under intricate and rapidly evolving circumstances. (Joiner & Josephs, 2006).

The most important skill a leader must have to create an agile culture, assimilation of agility, a roadmap identifying talent, empathy and confidence in the ability to create, is the ability to guide the organizational strengthening and staff and collaboration and the ability to make accurate and fast decisions. On the other hand, can question the status quo, with digital citizenship skills are seen as leaders of our time creating new and alternative options agile leaders (Hayward, 2018).

2.2.3 Agile Leadership Dimensions

To achieve continued success in front of agile leaders, we rethink the way we work in teams, and people who advocate creating a specific projection of workpieces, such as anticipating new demands and needs that may arise in the future.

In the decision to create an agile culture that is leader, trusting, proactive and focused on speed, which can draw a roadmap to conduct a needs analysis, it is important that individuals have skills and technology.

Agile leaders are also anticipated to generate synergies through the collaboration and coordination skills of the development team who question whether the status quo is emotionally resilient to internal and external stakeholders, and to be people who create a safely serving catalyst and empathic environment. The sub-dimensions of agile leadership are listed

2.2.3.1 Result Oriented

A result-oriented leader is a person who is determined to take responsibility and is confident. He is a focused, logical and organized leader. They are often task oriented and create high expectations for yourself and those around you. Direct speech will likely depend on their language and speech. Sometimes they can be suspicious and challenging and ignore their employees' feelings (Al-Touby, 2012).

Result-oriented leadership consistently emphasizes results and links leadership qualities to desired results. Results-oriented leaders understand stakeholders and customer needs and define results. Before deciding how these needs will be met, you are constantly asking "What is wanted?" and answer his question. (Donate & De Pablo, 2015)

Results-oriented leadership is essentially what it implies, the results or outcomes of employee performance are not merely the privileged criteria that determine their level, and specifically the cost of the other four elements of the process. Leaders are obsessed with other issues, are motivated not to be aware of other people, and differences in the environment need to be avoided so that most employees go unnoticed.

Subject-oriented managers often result in poor quality data. If an organizational culture is based on such an unbalanced view of leadership, the results can be quite disturbing. There are several cases that support this claim in contemporary times (Jain & Das, 2017).

2.2.3.2 Team-Oriented

The team leadership view is thought to be consistent with the functional leadership team theory, which has the most well-known leadership model. Team leadership is the conceptualized team processes necessary to increase the efficiency of the team. Leaders must transform according to the new challenges of diversity, the organization's rapidly changing distribution pattern, globalization, multiple roles, and new working arrangements.

Effective task performance requires a team that has established relationships based on trust and cooperation and possesses the necessary knowledge and skills. Moreover, the leadership function in the team must be open and be able to set goals for improving their commitment to the team. Thus, the leadership and the team can act as a more harmonious unit. It now requires a renewal of leadership style for its effectiveness and organizational development.

Leadership is no longer business as an individual, is seen as a team player. Teamwork leadership in an organization affects the work situation. This leadership can overcome teaching and learning problems among students. Research shows that among the employees of the leadership team study shows that increase organizational commitment. As a result, this will enhance the involvement and accountability of the employees. The members of the organization will feel more motivated to participate, including the execution of that decision and to make a valuable contribution. (Rabindarang et al., 2015) .

2.2.3.3 Competence.

Large Agile Leaders can create a vision, can increase motivation, has four core competencies can apply can receive feedback and exchange. Vision is the most important competence that carries it forward. It doesn't have to be about the product and the business, it's about the organization itself. The second dimension is motivation. Agile Leaders understand the nature of autonomy, motivation and purpose, master the power of intrinsic motivation.

Leader Agile third from the top of the wheel is feedback. Feedback is very important to Agile Organizations, making team and product feedback part of their DNA, becoming an integral part of their culture. The same goes for Agile Leaders receive regular feedback from the system, it is the key to success.

The final piece is the ability to implement change. Agile Leaders changes to take place on three levels. First of all, myself, my faith, my response, there's a change in my work. Second, it has the ability to influence others. Make them a part of my team, to help me to get support for leadership change. Finally, the last element of the change is the change to the system level across the entire organization (Neubauer et al., 2017).

2.2.3.4 Flexible

Flexible leadership theory, when the effects of situational determinants of financial performance according to the demands of leaders assumes that the effectiveness of the organization. Performance indicators include: cost, which focuses on reducing errors and delays for efficient and reliable operations; secondly, a dynamic environment through innovation, and the final indicator is the employees' high level of knowledge, morale, skills, and loyalty. Different leadership styles are employed to influence these determinants based on the type of organization and business environment, and these are integrated into management programs and competitive strategies. Leaders from the economic situations of instability can increase productivity by downsizing and task-oriented exhibit behavior.

Effective leaders can utilize empowering behaviors and incentives to adapt to technological changes, encourage innovation, and promote risk-taking. They recognize that these determinants are interdependent and sometimes require simultaneous attention. For instance, to enhance productivity, organizations may need to innovate to reduce waste. However, achieving this goal demands a nuanced balancing act of conflicting objectives. Cutting costs, for example, can negatively impact employee morale. Therefore, leaders must possess complex skills to manage such complexities. They must exhibit flexible leadership, an understanding of these issues, and consistent behavior while implementing relevant programs and strategies (Alat & Suar , 2019).

2.2.3.5 Speed

Today, leaders of companies are trying to survive in a dynamic environment with more complex and interconnected business processes than ever before. The global economy , environmental changes and the dynamic environment require organizations to react quickly (Joiner & Josephs, 2007).

Agile methodologies emerge, company executives as they try to create a more flexible voluntary production and marketing environment. Managers who can achieve this are agile leaders. Agile leaders welcomed the changes in customer requirements, products and services, thereby shortening the time to market of managers who are able to improve quality by increasing customer satisfaction (Akkaya et al., 2020).

2.2.3.6 Change Oriented

Change-oriented leadership behavior, new possibilities envisioning environment monitoring and interpretation for the organization provides new and creative solutions proposition and challenges and new approaches to achieve the goals with a taking a long-term view of opportunities and striving to negotiate for support from others. (Øygarden, et al., 2020).

2.2.4 Agile Leadership And Related Concepts

2.2.4.1 Agile Leadership and the Entrepreneurship

Agile leadership, leadership style carefully assessed and the context requires the ability to adjust accordingly. Agile leaders, leadership styles may vary along a continuum. Classic distinction, to facilitate leadership and to guide them. Agile is a challenge for leaders is to balance their guiding and facilitating style.

Guiding the leadership, by allocating resources, clarifying expectations, it maintains control by defining goals and identifying parameters for success and failure. Facilitating the leadership, to provide maximum flexibility and autonomy of individuals, to give them their stretch goals and are based on parameters and constraints do not allow them to identify and deal with on their own (Ahmad et.al, 2022)

These two leadership style balancing, you need to be clear about what is appropriate to the style of an agile leader. Lean and hard times, defining objectives and assuming that enables you to better control the resources to determine expectations, you may want to define goals clearly. Growth and times of abundance, targets may want to give autonomy to be open to a broader way to identify and opportunity. Agile is a challenge for leaders is to understand what is appropriate in which type of style over time. The difficulty is to balance their leadership style (Baker & Thomas, 2007).

This time in agile leadership, are attached to the horns of a dilemma because it is a special challenge for entrepreneurs. In one, they want to lead the field in such a

manner to ensure that they are innovative organizations and their team to provide the most advanced technology. On the other hand, resources, and time has a short leash when it comes to entrepreneurs.

They need to be consistently responsible to deliver a tangible return on investment. The need to promote creativity and innovation, facilitating entrepreneurial style more emphasis on making the case may require, while the shadow of the return on investment may require the guidance highlighting their styles. Agility is the capacity to use these styles as needed. The blindness of entrepreneurs and leaders from other people and to go beyond the status of a style must be aware that better fit (Ahmad et.al, 2022).

The results of the study indicate that entrepreneurial organizations adopt more innovative and competitive and better performance. However, processes and culture, organizational structures, often curb entrepreneurship rather than encourage it (Kızıloğlu & İbrahimoglu,2013).

Innovating and improving processes or creating new products can be challenging for employees, and transforming ideas into tangible outcomes can be even more daunting. However, individuals who are willing to take risks and share creative projects are more likely to exhibit intrapreneurial behavior. (Morianio et al., 2014).

Prior research has identified that entrepreneurship within an organization can be influenced significantly by managerial support, highlighting the importance of this factor as an organizational determinant. Management support is an expression of the extent to which managers wish to facilitate and encourage entrepreneurship. In other words, management support includes providing the necessary resources for employees who advocate innovative ideas and entrepreneurial behaviors. Given the circumstances, it would be accurate to assert that the manager's leadership style holds significance in fostering entrepreneurship within the workforce. (Büyükyılmaz And Kayış , 2018).

2.2.4.2 Agile Leadership For Competitive Advantage And Industry 4.0

Industry 4.0 is a period in which computers and the internet accelerated, artificial intelligence and the internet of things entered our lives, smart objects and robots developed, and new assets of knowledge and innovation became widespread rapidly (Schwab, 2016).

The current era is characterized by globalization and Industry 4.0, necessitating the acquisition of new literacy skills to cope with the changes brought about by these developments. These literacy skills include technological and data literacy, as well as active participation in social life. To gain a competitive advantage, individuals must possess the skill of being able to influence society. One effective way to develop this ability is through the implementation of the agile leadership model (Voronkova et.al, 2020).

This leadership model, serene, consistent, innovative, always in the learning and feedback from experience, helpful, do you see, compliant, agile, uncertainty of maintaining an open-minded and productivity can create a leading figure who accepted a high rate and achieve the same time, the company's main goals (Tulder,2020).

Agile is a leading figure of what is happening in the environment and society in coping intent on the goings will be very compatible. The agile leader is important for the application in the age of industrial revolution 4.0. This importance is that Leader, despite all the changes encountered that focuses on teamwork and how to inspire the highest level of efficiency. It can combine team and a leader can give a clear direction explains why it is a very important part (Schwab, 2016).

The reason is that, in deciding each time the agile model of leadership, responsive leaders to lead in coping with the crisis and is trying to create. But it also aims to create a cohesive, innovative and flexible leader while doing a job. On the other hand, agile leaders, to give priority to productivity and are expected to continue to grow while continuing to achieve the company's goals (Prasongko & Adianto, 2019)

Agile leaders see opportunities, which can be defined as intelligent leaders in facilitating rapid adaptation and change that enables agile. Agile leaders are leaders who are open-minded and willing to accept uncertainty. This uncertainty can mean uncertain future business prospects, uncertain company management systems, or unclear product guidelines published by the company. This can then be simplified by a leading agile to adapt to change, it will be improved and improved (Irendy, 2017).

The role of the agile leadership model is very important in the fourth industrial revolution period, which modernizes everything, because the agile leadership model 4.0, which is the main character of the leader, is suitable to be applied in the last

situation of the industrial revolution period. Life information should be addressed in all its aspects, focusing on the four principles of progress, including technical assistants, interconnection, decentralized Decision and transparency (Long et.al, 2022).

Agile leadership is a skill possessed to balance the demands of many, sometimes contradictory, and challenges. Agile leaders deliver step-by-step collaboration, high-performing team building, effective change agents, and consistent results. Agile leaders constantly take effective action in response to the level of the changing situation and coordinate with their unique adaptations to balance competing demands. An agile leader knows that there is a leadership style that fits any situation. This is what enables leaders to respond effectively to unique circumstances, and it is a mindset. Agile leaders and managers see the more distinguished value of both roles than the leader role (Laanti, 2014).

For an agile leader, inspiration and practical concerns driving efficiency is connected basically to find workers busy road. Leading and go hand-in-hand, to understand better how they respond to new situations and changes in the team and how organizations manage data estimates that affect agile leaders.

Agile leaders possess three key capabilities that enable them to excel and provide significant value to their teams and organizations. Firstly, they develop the flexibility that true leadership demands through connection and learning. Agile leaders must understand how to establish meaningful connections before making an impact in the workplace. Their ability to inspire and influence promotes a collaborative environment, distinguishing them from their peers. Secondly, they contribute to employee and stakeholder buy-in to organizational adaptation, setting the tone through the leadership behaviors they exhibit. Finally, agile leadership allows leaders to use influencing strategy more effectively, establishing credibility and further promoting agility within the organization (Hayward, 2021).

What allows you to connect very effective agile leaders it is their ability to gain self-awareness department. They have the ability to remain impartial and objective when working with team members, making it easier for them to empathize and understand the emotions and instincts of others. Many agile leaders naturally, though with high emotional intelligence, largely anonymous strategies can benefit

from this development program to improve their skills to win the loyalty of others, manage conflict and collaborate over corporate boundaries (Medinilla, 2012).

Showing personal integrity is crucial for agile leaders. It is important for Gradual steps towards building trust and support among team members, rather than consistently delivering on our commitments and taking responsibility for actions and decisions. If it is not like, Leaders are perceived as lacking in integrity, it is much harder to impress others, and will find connections to be productive (Bushuyeva et.al, 2019).

Effective leaders possess the capability to identify shifting dynamics, adopt an agile and strategic approach, and swiftly adjust course to facilitate innovation and transformation, enabling them to conquer and reimagine obstacles. Having situational awareness of leaders in this area is of great importance as it affects people involved in various organizations because it helps to understand how they can affect the productivity of the company, such as the level of external and internal events. The agile leaders we know by applying the same strategies over and over again without any change in performance shaken by the serious situation (De Smet et al,2018)

Leaders with agile thinking systems are able to recognize the interconnectedness of different elements within an organization and anticipate how changes in one area might affect others. This helps them to effectively navigate and manage the complexities of their organization, and to respond quickly to any challenges or opportunities that arise. Contextual and organizational conditions to minimize balances agile leaders understand both the structure and decisions can be taken into account both short and long term goals. Usually without complete or perfect information, they learn a balance between efficiency and innovation (Rigby et al, 2018)

Leaders of contact with others and be able to adapt to changing circumstances, though important, should finally be able to deliver positive results for organizations. Effective agile leaders, investing in accelerators and finds the right customer and shareholder value creation dedicated to educating high-performance teams to deliver consistent and reliable performance and results of creating paths. Adaptability and brings it to connect to a location that will deliver, then çekmedik by difficulties in reaching team goals (Rigby et al, 2020).

Agile leaders tend to excel at priority. They are to identify and understand the big picture goals to take gradual steps towards this target. but together they are to be effective in dealing with the day to day difficulties, never to lose the overarching mission of the organization views. Careful time management, planning, due to perseverance and patience, agile leaders continuously, efficient, productive, and to adjust their efforts to keep the team busy (De Smet et al,2018).

All organizations need to balance coercion that is seen as mutually exclusive. The most important feature of forcing decisions are almost always based on current potential opportunity costs and sunk costs, it comes at the expense of others. It is not possible to simply reject the idea of agile leadership, balancing these factors. These leaders, various aspects of an organization that provides guidance to companies in difficulty challenging, without losing sight of the guiding principles do not bring the same level, they will be successful in managing trade-offs are (Hosking, 2018).

The economic demands that have arisen at the global level have put incredible pressure on organizations in various sectors. 21st century companies must invest in a talent development strategy to build resilience and adaptability with agile leaders so they can effectively meet challenges and manage the growing number of diverse teams and corporate demands. Successful leaders create agile, an important investment to provide a clear path to sustainable success. Organizations, to identify high potential leadership candidates to benefit from a robust evaluation process in order to demonstrating agility, development programs should concentrate on equipping individuals with the necessary competencies to thrive. (Sneader & Singhal, 2020)

Agile leaders enable us for allowing for future success consistent, reliable results enabling transformational insights you need to bring a perspective to macro level in an organization to offer. Considering this, assets can act as a foundation for cohesiveness and commitment, furnish ample elasticity to conform to fluctuating situations, and delineate the objectives and principles that shape a firm's mission. Organizations grows and becomes more diverse, agile leaders to inspire people as a group and must find new ways to motivate. To create a common community on its feet for the Company, it is one of the most effective ways to create a common vision. (Dias et al., 2017)

However, agile leaders only focus on transformational leadership direction fail. They must also provide leadership as required by the operational aspects of the daily operations. The company's short-term operational objectives are not met, having a great idea anyone's no use to go. Leaders Agile to help must learn to deliver on a consistent basis and then must provide inspiring leadership and operational efficiency. When viewed from the perspective of development, this means that high potential leaders as well as the daily management competencies required to develop long-term strategies to produce skills (Hayward, 2021).

Critical thinking is a systematic and efficient manner for the accuracy of the information and opinions and value evaluation process. Good critical thinking skills with influential leaders the results of their elections, handle crises, providing predictable, tend to take better decisions and be more successful in hiring and promotions. These properties helps leaders to provide agile and adapt to changing conditions much more effective results.

Agile leaders often have better critical thinking necessary features. Using a reason that makes clear to them attain their objective evaluation and decision of new ideas, a curious analytical and reflective. organizations wishing to develop agile leaders need to emphasize the critical thinking skills to take advantage of this trend. How high is the potential to teach leaders development to identify programs and prejudice to minimize, the views from the truth of the book and institutions function in the system agility building and propellant transformation and innovation that way to understand an extremely valuable to learn to adapt (Abma et al., 2019)

High-quality feedback leaders, is an important part of the promising development. We're going to be constantly evaluated without them and still good to know that we need to develop, it can be difficult. Feedback is especially important for them, so agile leaders, in particular, thrive on the quality of information.

Activity specific feedback to maximize the level, should be timely and balanced. It should focus on the key points fresh in the minds of employees and should provide clear recommendations for improvements. Double dialogue as a way to ask questions, and allows everyone to share their thoughts. All feedback needs are also positive, though it is also important to be organized as an opportunity to solve the problems of criticism. It sometimes helps to avoid the negativity that may cause prejudice to the defense to humans. Feedback should be well balanced, and also

highlight the achievements of candidates must include notice that they were on the right track with some positive reinforcement (Aguinis et al. , 2012)

Agile leaders must be comfortable with taking risks. Institutions account for difficulties to encourage risk-taking to create a leadership culture while promoting accountability. Successful agile organization, to develop better leaders for the system and is equipped to take into account the inability to manage risk.

It will require some risk-taking measures to learn how to adapt to changing circumstances and generally achieve positive results. Agile team leaders during change initiatives or other unusual circumstances, pushed out of their comfort zone with how to get a sense of whether they use to deal with their ability to connect with others. Organizations need to allow a few chances to build stronger teams and under pressure growing accustomed to offer these enthusiastic leaders (Goleman et.al, 2013).

Both risk and failure have important effect on targets, aiming for leaders' tremendous exposure for personal power development. In today's economy variables, organizations should not be afraid of the bad results and frustrations, employees have the ability to correct this situation quickly. Agile leaders, to manage a very difficult situation which could help to build the confidence you need to push the limits of their potential by promoting continuous improvement program, may seem very difficult to manage otherwise. With agile leadership learning war to return quickly from their defeat and frustrating event because this is vital agile leaders need to provide flexibility to their team concept.

Agile leaders in conflict management in everyday life changes that are trying to overcome the challenges presented continuously and results. As markets around the world continue to experience technological and societal changes, it is becoming increasingly crucial for companies to have leaders who are flexible and adaptable in order to achieve corporate success. Agile leaders deliver positive results for organizations, whether they are molding and harmonizing work environments or motivating their team to maintain their dedication, leaders play a crucial role in driving organizational success.

This is especially important in today's rapidly evolving business landscape, where companies must be able to pivot and adapt to technological and societal shifts in global markets. Thus, having agile and flexible leaders in place is more critical than

ever. Investing in assessment and development programs is crucial for companies to attain leadership agility.

Transforming high-potential employees into agile leaders should be the highlight of any leadership development program. Agile leaders with the ability to connect, adapt, and deliver have the tools to meet these challenges. Investment in developing these leaders today can be broken in ways that can put an organization at a competitive disadvantage tomorrow. (Hayward, 2021).

2.2.4.3 Agile Leader Action And Behaviors

Agile approach to increasing customer collaboration, the task of forecasting, and overall stakeholder satisfaction, as well as improving quality, as well as higher job satisfaction and therefore the success of the project. Agile approaches for development work have become increasingly popular due to various factors. Agile development promotes greater communication and focuses more on people compared to plan-based or waterfall approaches.

It also recognizes the significance of understanding the social-psychological aspects of leadership and management, including income. All these factors make agile development crucial for organizations.

In studies in the literature agile context, the group of the main challenges related to the dynamics, adapt leadership team of collaborators maturity, new teams are well designed and intended new agile processes and were more that balancing the old working methods with different cultures, their innate advance.

One aspect, known as team maturity, addressed the need for agile leaders to step back from more experienced teams, while facilitators concentrated on external obstacles. However, as agile leaders perceived it, newly formed or less experienced teams required greater support to become agile and return to productivity. (Gren et al., 2020).

The second category is concerned with the design team category, but focuses on an agile team of context to create the best design requirements and agile team than they initially thought the interviewed person needs to get more help. Teams begin their journey seems to be agile not conceive of themselves, but instead had first suggested the need for a design team. New teams that are less mature by definition, not adopt their agile processes, but they need help to get started, and then they learned about the need to improve their processes based ecosystems.

The third category, the adaptability required by agile teams that are also related to the culture and mentality where in all of the organization's complete journey towards agility. Agile leaders may exhibit behavior similar to that of traditional managers when the situation demands it. But at the same time, the company has announced the team within the predefined authorization where they adapt to more allowed to govern themselves (Hodgson & Briand, 2013).

Previous studies have shown that team maturity is linked to team agility. The third category agile integrated approach results for the other conventional binding is corroborated by the difficulty.

Still, the second category of team design importance seems to be a recent finding led by a leader outside the team. Even with regard to the other two categories, which contributes information to determine what challenges they focus on the work done previously in the literature assigned by the leaders to create agile and nimble teams.

According to the statement, less mature agile teams are generally more receptive to various approaches, and it is the responsibility of agile leaders to establish a clear agile work process that enables such teams to begin working constructively. This agile and although according to the definition of a team that organized itself, it is typical for the group stage in formation by the development group.

Team members from sharing their ideas and to build confidence when they are new and a bit before querying each other focuses on addictive and you need to be included. Hence, providing a new team structure and clear guidelines can aid in their development, rather than attempting to self-organize prematurely. Agile leaders also state that more guidance is needed for newly formed agile teams (Wageman, 2001).

This has been achieved largely ignored aspect of the agile literature. After creating a team, the role of leader, the group needed at different stages of development of leadership by bringing them together again confirms the significance and elucidates the correlation between the two ideas.

Self-organizing teams needed when creating temporary leadership perspective, is also important in creating agile teams and Wagemaker's theory is highly compatible with the results of this study.

From the first day we only have a leadership which aims at facilitating and coaching, we prevent the development of the team, not vice versa. According to the

individuals we interviewed, their agile teams that have matured are able to comprehend their context, including the demands within and around the team, and have the capability to adjust their procedures in response to modifications in the company's overall strategy. It is located in the heart of the collaborative team of mature agility and distinctive feature of being self-organized show that (Zieris, 2013)

Balancing old and new ways of working is crucial in adapting agile methods to a large organization. However, there is a risk that the organization may only rename itself without truly transforming into an agile structure.

For this the new team needs more structure, for this Finding the right balance can be a challenging task for newly appointed agile leaders, but then the appointed leader and should allow the team to organize itself, not one step back. Therefore, more directive leadership style combined with counseling and coaching leadership styles of successful practitioners seem like this is what they do.

As a result, there is a risk that instead of implementing self-management practices driven by team goals, organizations may blend traditional line management controls with agile approaches (Adkins, 2010).

According to the agile guidelines, agile leader being more referrers have become facilitators rather than just leaders. A mature team gets a good organization to step back and support, it's easy to empower and make the process facilitator. The problem is that being a leader in such a context is now extremely rare (Sillitti et al. 2010)

2.2.4.4 Agile, Adaptive leaders

In the past, adaptability level of agility was necessary only for senior managers. Today's senior executives, followed by a radical restructuring, including management experience or expertise is often seen that they have a broad range of services to be accountable for (Darino et al., 2019)

They also take on irreversible managers, simply to put more trust in the experience and expertise of those they manage, that services they trust, are commissioned too risky, or demanded will undermine the nature of the meat applying unpopular higher productivity savings.

In this uncertain and challenging business environment, exhibiting agile leadership is crucial for achieving effectiveness. An agile leader can overcome disappointment. An agile leader can deal with not knowing the details. An agile

leaders can solve complex problems quickly and they possess the ability to inquire relevant questions. (Masilamani, 2021)

Agile leaders prioritize honesty over bluffing when faced with knowledge gaps, opting to defer detailed questions to the relevant team member. They bring a unique set of values and experiences to different services and business areas. An agile leader's credibility is not solely based on their professional knowledge or status, but also on their leadership and people management skills (McPherson, 2016).

2.2.4.5 Agile Leadership and Performance

The adaptability and internal flexibility of an organization are essential for effectively responding to changes in the external environment, and are often a key determinant of both short and long-term success. The volatility that characterizes modern business environments shows no sign of diminishing, and organizations that fail to respond quickly may find themselves facing a swift demise. In addition to reacting to these challenges, businesses must proactively seek out new opportunities and cultivate top talent to ensure sustainable growth and prosperity (Walter, 2021).

Enhancing organizational agility has numerous benefits, including higher profits, improved client contentment, elevated corporate efficiency, and increased employee satisfaction. Agility blind as one of the core competencies of the companies themselves, they also managed to find in mediocrity (Aghina et. Al. ,2020).

A company must possess two distinct forms of agility: strategic and operational. Strategic agility pertains to the company's overall strategy, including risk management, risk mitigation, entrepreneurial drive, and flexibility. Operational agility, on the other hand, refers to the organization's responsiveness and ability to manage risk, identify issues, and resolve them promptly (Molla & Peszynski,2012).

There is no agile leaders of every organization and every institution does not have the ability to embrace agility. At least not like what they see. However, the organization "the way they always do" if you put aside and if you agree that this culture has been successfully incorporated agile leader, positive and equally important, can be surprised in a profitable way.

Agile leaders, businesses are adept at capturing the extent of adaptability in a consistent manner without having to change the culture. This ability is what allows it to respond to constant change, without having to endure the burden to change the culture of an organization.

Being able to manage change without overwhelming change is seen as a critical skill for leaders. You can take decisions to achieve success, solve problems and overcome obstacles that can be overcome or are the leaders. Successful organizations are achieving success through because the change can work in culture (Heifetz & Linsky, 2002)

Companies do not decide that one day we will awaken our agility. They decide to become a more agile business by developing their strategic goals and leadership to become more agile. The skills needed to be an agile business need to be learned and applied (Aghina et. Al. ,2020)..

Leading up to the judges to these skills, the ability to make a truly agile business will be limited. When you master these skills in leadership, your organization can take advantage of and effectively address rapidly changing conditions while responding to new market opportunities and growth (Darino et al., 2019).

2.2.4.6 Agile Leadership And Complexity

Leading individuals and organizations quickly outgrow all other complex business tasks. Working with diverse teams and technologies to shape and pace to do more with less, leaders are under relentless pressure.

Leaders must manage a growing workforce more diverse, but few really know how. In addition, many organizations will manage virtual teams and processes in an efficient manner and leaves many chances lacks leadership capacity. Organization factors in leadership in a complex world, but also fail to realize that most leaders naturally need certain skills (Amine & Rahim ,2013)

Many in key leadership positions are retiring and grappling with how younger, less experienced leaders manage gap-filling businesses and cultural institutions. Companies are struggling to develop this rapidly emerging leaders. (Aydın, 2018).

Demographics are changing. Millennials, the largest generation in the workforce groups and teams, is increasingly diverse in other ways. Today's leaders must recognize individuals and teams must adjust their leadership styles accordingly.

There are applications that help to coordinate the work over long distance, but they do not help to guide people. The duties of a leader - to create a clear vision,

providing effective feedback, coaching, make / develop direct reports - can be made with the application. Effective leadership requires agility.

2.2.4.7 Agile Leadership And Autonomous Teams

The concept of Autonomous Teams may also reveal the need for a collection of straightforward guiding principles to offer a structured set of directives rather than a framework for managing leaders and managers (Spreitzer et al., 1999).

As the manager adopts flexible and agile practices, they transform into an adaptive leader. This involves simplifying the direction, establishing productive system rules, and encouraging continuous feedback, adaptation, and collaboration. The authentic leadership team provides the framework, guiding principles, and direction to implement agile methodologies effectively (Gardner et al., 2005).

While this method may have worked for the organization before and provides comprehensive planning and measurement and control, for many companies while still operating under a false sense of security, in some cases it may simply approach the costs and complexity. Teamwork and collaboration, clear information, simple rules, guidance, vision, touch light and agile alert has been operating under a self-organized team led by six agile concepts.

Once the organization's major goals and objectives have been clearly communicated and the vision is widely understood, it serves as a powerful driver of team behavior. This straightforward process creates a highly positive work environment that promotes collaboration and teamwork among all members. As a result, the team's behavior is influenced by a shared understanding of the organization's aims, which ultimately leads to greater success (Parker et al., 2015).

To maintain consistency in decision-making, the brand vision team must serve as a guiding force. The agile team leader should guide the continuous dissemination of the vision and understanding of how it impacts team behavior. The team should take ownership of the vision and engage in ongoing group discussions to ensure that it remains relevant. A strong understanding of business value will help the team make difficult decisions regarding priorities and stay focused on the ultimate goal.

Self-organization is critical for enabling effective collaboration and rich interaction between team members. This phenomenon is characterized by the overall interaction among a group of interconnected individuals who work together as line

employees. This can be manifested through the support and cooperation that this connection.

To establish a healthy dynamic within the team, it is crucial for the leader to prioritize building a strong relationship with each team member. As the leader sets the tone for the team, it is important for them to model positive behavior and communication. Taking the time to get to know each team member on a personal level, recognizing their individual strengths and motivations, can greatly enhance their sense of engagement and commitment to the team's goals. In addition, treating every single person concerned can establish a solid working relationship (Parker et al., 2015).

In the traditional leadership model, there is a focus on controlling everything, including change, risk, and most importantly, people. To manage such a complex world, detailed methods, tools, and applications have been developed. However, these tools and processes are not always effective in accommodating non-linear and cyclic processes. The reality is that the world is constantly changing, and traditional programs require frequent updates to keep up with the evolving conditions. (Parker et al., 2015).

As experience teaches, it can hit all of unforeseen events is a good time to plan. Qualified professionals do not take a good micro management. Quickly unsuitable tools and techniques to reach the border is used. We maintain that agile leadership is crucial for self-organizing teams. Without it, there may be a lack of control, inadequate skills, and poor team dynamics, all of which can impede the effectiveness of the team's self-organization (Zarraga & Bonachi, 2005).

Control initially increases, increases in linear order bits and then decreasing rate, reaching very quickly narrow valley. Of course, the situation in the traditional view, the initial uncontrolled increasing linear relationship starting with any amount without particular order. The art of predictive control involves a delicate balance of enforcing structure while maintaining a level of flexibility. It requires a subtle touch to guide the process towards a desired outcome without exerting too much control. (Russell, 2001).

Team work is brought together in the same sense as the perfect leadership. Good team leaders have the right to work, to spend excessive amounts of time and effort to. Regular team meetings were conducted to concentrate on the obstacles and

methods to ensure uninterrupted progress. As a result, it is an extremely effective synergy between self-organizing team building and quality improvement of leading successful teams.

Long job descriptions play a minor role in successful self-organizing teams. In fact, if anyone willing to do the jobs of others, is explained and outlined the status of their work orders. This is to give a high priority to education and multi-skills Breaking the border requires a high degree of continuous development team expertise and trust (Herre, 2010).

2.2.4.8 Biomimicry And Agile Leadership

Biomimicry is a science that deals with systems that are based on humans and systems created from objects. The focus of biomimicry is to do the best for the existing system rather than solving problems.

Biomimicry motivates nature leaders, it is a modern interdisciplinary approach to using the application. Leadership is a subject of study in all social sciences, not biology. What is the strongest nor the most intelligent, but not the kind that can accommodate the most sensitive life change (Akkaya et al. 2020)

In today's dynamic and ever-changing world, companies need to be more sensitive to the environment. Uncertainty and complexity, is one of the most important features of the future competitive environment. Numerous enterprises exhibit reluctance and avoid counting on perpetual expansion, hence, they must possess the capability to promptly adapt to modifications within the market (Celep et al, 2017).

Flexibility and quickness become the most important strategic decisions for companies with a live power Employees are required to attend and exchange and return change began whether he can be achieved.

This agile leadership related to provide increased flexibility and take the complexity of nature it is to have a variety of ways by the local ecosystem and its shares transferred to the central authority. This method may apply to business life. Meanwhile, companies can find opportunities and solutions in uncertain and complex environment (Akkaya et al. 2020).

2.2.4.9 Psychological Capital And Agile Leadership Dimensions

Positive psychological capital or who you are, human capital and social capital and leverage different than that provided to gain competitive advantage has been

proposed. Optimism, efficacy, resilience and hope structure have been defined to represent a positive psychological capital, because each meets the criteria for positive organizational behavior;

- positive and power based
- grounded in both empirical research and theory
- quantifiable
- adaptable and conducive to growth
- demonstrably enhance work performance.

Academic and positive effects of optimism on the political success despite being well documented focused on the impact of optimism research work / entrepreneurial performance is limited.

The study also on entrepreneurs, they tend to be more optimistic than mid-level managers in their evaluation, that an entrepreneur's business situation in positive framing trend noted both positive is a negative for potential cognitive biases.

Optimism precisely, one study model is presented as an important component for the development of an authentic leader. Entrepreneurship performance optimism regarding the impact on the "threshold effect" it might be concerns, the promise of a positive, entrepreneurial, optimistic vision, references suggesting it would be better equipped to motivate and inspire. It is for the future and depends on the organization.

Optimism, as well as entrepreneurs facing today's turbulent environment psychop their flexibility recommend as another critical component. Flexibility is a concept that originates from clinical psychology, which highlights the importance of adapting to changes and challenges.

It refers to an individual's capacity to deal with risks and uncertainties, which can evolve over time and can be strengthened by various protective factors in the person's environment. A flexible person is able to handle anxiety, uncertainty, and failure and possesses the ability to bounce back and recover from setbacks.

There is limited research that specifically examines the effects of resilience and inflexibility in the workplace on the part of entrepreneurs and leaders, compared to the extensive research on optimism. Once owned by a few rare gift flexibility, flexibility ordinary, normative human resources now show that it is seen as the magic day research evidence (Jensen & Luthans,2006).

2.2.4.10 Agile Leadership and Ambidexterity

Balance your strengths and weaknesses and others will surround you. Agile is a natural visionary, who methodically structured and there are people in your circle consultation. Thinking the same way and responses to surround leader with a team like clones may be missed if the discovery of the perfect opportunity.

This ultimately the future of your organization may be potential hazards make sure there are no crush strengths of the capacity of the organization to explore novel concepts. Craft a comprehensive identity for your organization, encompassing a clear vision for the future and share it with your team. Encourage them to think outside the box and devise inventive methods to unlock the company's full potential.

To achieve success in any organization, it is essential to have a consistent leadership structure that identifies targets and meets the business process requirements of the present or future market competition.

Similar to how a diver may face unknown risks before each dive, businesses and even our economy can face unexpected challenges that can impact personal health. As businesspeople, we have learned this lesson this year. Along with investing in innovative future prospects, we recognize the significance of maintaining a balance between consistency and agility in our organizations. Business leaders must be cautious in feeding their current success and take a prudent approach. The fusion of consistency and agility enables leaders to effectively execute their strategic plans (Kryvinska, 2012).

2.2.4.11 Agile Leadership and Flexibility

In an agile organization, each member of the organization possesses a lucid understanding of their primary clientele and recognizes when customer-centric tools fail to contribute to their customer's success (Denning, 2018).

According to Marquest (2018), agility is crucial for staying in the business game as the key to the entire performance landscape is the ability to keep up with the current speed. Leadership refers agility and influence people to make changes. It is considered as one of the basic skills for agility stream managers.

With flexibility and speed, an agile manager with many skills can be prepared to facilitate the success of larger organizations and face the challenges of today's world (Buhler, 2010). So the way to the leadership team and agile team can

consistently reached the conclusion that agile leaders who can influence their behavior.

So every time the team always provide value to customers by providing flexibility and speed skills to achieve success in many of the current challenges to the world's largest organization and is ready to confront this.

Perker et al. (2015) urgency and direction, hard work upfront sense of feel-leading capability as a form of leadership agile measured - expected to determine and norms, deliverability share responsibility and mutual account, the decision between the problems of recognition and members in making the commitment and confidence in effective, efficient minority opinion of the conflict opportunities and sticky with individual and group needs without stifling individuality with effective communication methods compensates for differences in income and opportunities faced.

Agile leadership entails prioritizing customer needs, focusing on the organization's future roadmap, constantly creating new opportunities through various means, embracing risk-taking, and being willing to acquire new business and organizational skills to transform and adapt to new roles (Denning, 2018).

According to previous research results, a leader if the best time to use very advanced and strategic perspective to give the best decision and if you apply the best targets and plans his own initiative and uncertainty filled environment handle more than one organization with the implementation of the relevant modern scientific methods will have greater agility. Agile leadership, provides a consistency in the application of strategies, quickly express and to create a strategy as well as infrastructure business logic choice (Fachrunnisa et al., 2020).

2.3 The concept of employee intrapreneurship

Specifically, employees initiatives behavior and compared with the more general proactivity take the risk of running a conceptualization of focusing on the behavior of strategic renewal and innovation, concept, it is result of conceptualization of intrapreneurship behavior in terms of running intrapreneurship and identification.

Starting from studies using behavior-based approaches, new processes of an organization, service or product and take risks without creating opportunities that could improve the ability to capture, are discussed in innovative business different from the behavior of the local entrepreneurial activity (Gawke et al., 2018).

Furthermore, domestic worker entrepreneurship differs from advocacy initiatives, emphasizing value creation through strategic innovation behavior but focusing on fostering the innovation champion (Howell et al.2005).

Specifically, a behavioral conceptualization, working inside may prevent entrepreneurship or that may encourage potential factors that allow wider theoretically be investigated, because at the same time, employees who are in the discovery phase out without a are not part of a formal entrepreneurial quest or official authority surveillance includes intrapenurial behavior (Globocnik & Salomo, 2015).

Moreover, the job design theory plays a pivotal role in promoting a behavior-based approach towards internal staff entrepreneurship, employee motivation, well-being, and job performance, thereby encouraging employees to adopt a proactive strategic business behavior.

Executives and academics, to adapt successfully to the opportunities and environmental organizations have accepted the significance of the entrepreneurial initiatives undertaken by individual employees to behave proactively.

As a result, corporate entrepreneurship, also called intrapreneurship concept, the organization enough to adapt to the employees of the external and internal development has seen a growing interest by focusing and expanding animation (Gawke et al., 2017).

Innovativeness of entrepreneurial behavior of employees for organizations helps the company's growth and overall performance, as well as a whole study of organizational outcomes has been published, less studies have been done in the literature on its impact on employees. (Belousova & Gailly, 2013).

However, the focus on process-oriented research results of individual entrepreneurial behavior of institution employees has been considered essential to further the entrepreneurial house (Dess et al., 2003).

Since the 1980s, internal employee entrepreneurship has been a significant area of research for scholars and practitioners, attributed to its positive impact on organizational performance. This involves building initiatives and establishing new businesses, integrating them into the company's overall portfolio. Strategic renewal is essential for companies to remain competitive, and internal entrepreneurial activities help mitigate risks and enable organizations to respond effectively to market developments.

Strategic renewal involves the process of restructuring an organization's resource allocation and changing its products or services. It can also include the renewal of administrative processes to bring about organizational change (Ireland et al., 2003).

Unlike internal entrepreneurship at the firm level, there is a brief description of the currently running internal entrepreneurship levels. Academics working in the literature so far mostly internal entrepreneurship to take the initiative, risk-taking and new ideas are defined as employees who are characterized by generating activities (Bolton and Lane, 2012).

Such a conceptualization is too large to capture the behavioral characteristics of indigenous entrepreneurs, but to clearly distinguish proactive strategic proactive behavior of employee behavior in domestic entrepreneurship and other business behavior.

Entrepreneurial behavior, leveraging a robust level from the literature and from entrepreneurs literature, working inside the, we conceptualized the new jobs created to the inner and to improve its ability to respond to external developments agent expectations and behaviors of an organization to an individual employee of the organization (Jong, et al., 2015)

This conceptualization, the company is closely linked to the level of literature on entrepreneurship and intrapreneurship employees showing initiative, risk taking and sharing new ideas by offering behavioral characteristics will differ from other proactive business behavior. Employees entrepreneurship, as well as changing the organization's internal environment refers to behavior aimed at compliance with the organization's external environment (Gawke et al., 2017).

The behavior of internal entrepreneurs often focus on the following dimensions: innovation / creativity, proactivity, recognize and use opportunities, taking risks and networking. This behavior sizes, appear to be consistent with the behavior definition presented in intrapreneurship. When a person recognizes opportunities to create a new product, process, or organization, they can actively take advantage of these opportunities by utilizing their resources and knowledge (Baczynska et al, 2016).

According to Seborrhea and Theerapatvong's (2010) research, organizations with internally entrepreneurial managers tend to provide more support for risk-taking and encourage innovation and proactivity. Additionally, their study found a positive

correlation between proactive management and an entrepreneurial climate within the organization (Urbano & Turro, 2013)

In their study on entrepreneurial activities, Baggen et al. (2016) explored the correlation between employees' involvement in identifying innovation opportunities and their capabilities. Their findings indicate a positive relationship between the two factors. Furthermore, they discovered that an individual's perceived level of self-efficacy plays a significant role in recognizing and pursuing creative opportunities..

The relevance of intrapreneurship is associated with factors such as personal knowledge, past experience, and self-efficacy. The entrepreneur's past experience intrapreneurial activities and employee intrapreneurship has resulted in high levels of employee found. In addition, information obtained from the recognition of previous experience opportunities develops. education and training of information classified as personal information is derived, it is likely to be associated with a intraprene travelers (Guerrero & Pena-Legazku 2013).

2.3.1 Employee Intrapreneurship And Related Concepts

Studies conducted in the private sector, domestic entrepreneurship profits, sales, and have shown a positive return on the assets associated with and it was suggested that organizational effectiveness and increase the public value creation. In recent years, research on attitudes to act as entrepreneurs and organizational preparations for the internal organization of entrepreneurial activity has progressed considerably (Belousova & Gailly, 2013)

In addition, studies examining the management of employees in various positions, with regards to promoting successful internal entrepreneurship through designated roles, have provided insights into the duties and tasks involved. As a result, domestic workers are prevented from theoretical advances in the field of entrepreneurship. When creating new initiative of the employees of internal entrepreneurship and strategic renewal of an organization thought to be the key (Ireland et al., 2009).

2.3.1.1 Intrapreneurship and Employee Intrapreneurship

Intrapreneurship, encourage innovation and company is portrayed as a solution to improve corporate sensitivity to environmental change. Over time developed the concept of intrapreneurship and by defining itself as behavioral intentions and behaviors related to separation from an organization than is customary,

intrapreneurship, focused on the benefits for the organization. (Antoncic & Hisrich, 2003). The concept of employee intrapreneurship is frequently employed synonymously with the corporate level approach to internal entrepreneurship.. (Blanka, 2018).

The positive influence of internal entrepreneurship on the company is commonly attributed to two factors: the establishment of new ventures and strategic renewal. The establishment of new ventures, which involves capturing intrapreneurship, leads to the creation and integration of novel businesses. The formation of new ventures often materializes in the shape of innovative products and services or through the development of fresh organizational assets created both within and outside the company (Narayanan et al., 2009).

Organizations require strategic renewal to remain competitive and effectively respond to changes in the market and internal developments, which involves activities that carry inherent risk. This renewal may necessitate changes to the allocation of resources, services, products, and even the administrative organization, all aimed at enhancing the organization's ability to compete and thrive in its environment (Ireland et al., 2003).

Organizational and strategic renewal initiative in creating a new center, is a result of a domestic entrepreneurial behavior of members of the organization. Senior executives, has been found to facilitate internal entrepreneurship to be at the forefront of creating a vision and shaping the architecture of a company (Belousova & Gailly, 2013).

Mid-level managers are generally in support of the efficient-up ideas to senior executives, and improving the role and facilitate the evaluator has confirmed senior executives are coming up to intrapreneurship strategies for primary practitioners. The first role of the executives and employees the organization's resources can be leveraged to capitalize on opportunities that others failed to observe whether or benefit is simply to try and make it operational (Gawke, 2019).

Despite significant progress in understanding the various roles that employees play in the internal entrepreneurship process over the past decade, there remains a dearth of knowledge on how employee engagement in such activities within the organization impacts their well-being and job performance (Blanka, 2018).

One possible explanation for the limited research on the impact of internal entrepreneurship on employee well-being and job performance may be attributed to a lack of theoretical and empirical studies focusing on this aspect, the compliance is measured and the internal working of a coherent conceptualization of entrepreneurship. scientists to conceptualize the internal working of entrepreneurship and measures, used the employees' entrepreneurial orientation, they use two measurements to ask that they focus focus on actual behavior, which is whether part of an intrapreneurship project employees or employee internal entrepreneurship of the property (Woo, 2018).

This fragmented approach to running the internal investigation entrepreneurship, have blocked the progress of literature and resulted in a conceptual uncertainty of the domestic entrepreneurial employees. Existing literature, the absence of employees of internal entrepreneurship, innovative business behavior is a defining feature of entrepreneurship or innovation lacks internal consensus as to whether a possible result, are different concepts that share some similarities only.

Employees internal fragmentation in the available literature on entrepreneurship, is echoed in studies conducted on the premise of domestic entrepreneurs as well as running costs and benefits of behavior. Staff noted that what is driving the domestic entrepreneurship, is usually caused by a particular interest in areas such as management practices or business properties (Jong et.al., 2015).

This phenomenon oriented studies, Although we recognize the significance of internal entrepreneurship for organizational success, particularly in terms of innovation and strategic renewal, there is still much to be learned about its underlying mechanisms and practical applications and business management significantly increased, the employees do not get why they chose to act as the company dealt with domestic entrepreneurs.

With regard to personal consequences of internal workers entrepreneurship, existing literature, both internal employee benefits for employees of entrepreneurship suggests both might cost. Qualitative studies have indicated that participating in an entrepreneurial venture leads to heightened motivation and enthusiasm, on one hand.

On the other hand, surveys, internal entrepreneurship requires additional effort and might disagree with difficulty and can lead to adverse consequences such as burnout and burnout has emphasized (Gawke , 2019).

Since the internal working of entrepreneurship of any work not about psychological mechanisms, causing the internal working entrepreneur has decided to assume a role and working internal entrepreneurship of the reasons for employees of both cost our understanding of what benefit is limited.

A comprehension of this nature is essential to clarify the conflicting findings in current literature. Moreover, understanding the psychological mechanisms underlying intrapreneurship and the impact on employees' workload can shed light on the costs and benefits associated with it (Meynhardt & Diefenbach, 2012).

Organizations maintain the performance and maximize the level, to explore new opportunities for their employees, citizens and other institutions to facilitate the creation together and have the legal authority to better fulfill increasingly innovative ideas for implementing internal entrepreneurial activity is more dependent. (Kearney & Meynhardt, 2016).

Such internal employee entrepreneurial activity, entrepreneurship is referred to as internal employees entrepreneurial activity and enhances an the capacity of an organization to respond to internal and external changes and covers new business or service that led to the creation of agents working activities.

In order to work effectively organization of internal entrepreneurship, intrapreneurship employees, it relies on the so-called intrapreneurship behavior as an individual member organizations.

This type of employee behavior, proactiveness, innovation and characterized by risk-taking behavior and develop strategic renewal initiative and risk-taking behavior caught by an organization and the ability to seize opportunities (Gawke et al., 2017).

More precisely, internal entrepreneurship in an organization involves the efforts of employees to create new products or services, as well as to develop the organization's tools and capabilities to adapt to future changes in the internal and external environment. While strategic organizational renewal and new initiatives require responsible senior management, employees at all levels of the organization have the potential to participate in internal entrepreneurship efforts (Kearney & Meyenhardt, 2016).

2.3.1.2 Personal Resources And Employee Intrapreneurship

Self-efficacy pertains to an individual's self-perception of the extent to which they can control their surroundings (Hobfoll et al., 2003). The role of personal resources is crucial in understanding the psychological mechanisms that underlie employee behavior, including intrapreneurship. Personal resources refer to various attributes that contribute to an individual's belief in their ability to influence their environment. These resources play a significant role in shaping an individual's behavior and determining the consequences of their actions.

To clarify, irrespective of the organizational and occupational setting, it is reasonable to anticipate an elevation in the ability to react actively to an individual's work surroundings (Mäkikangas et al, 2013).

Secondly, the concept of personal resources is flexible, allowing for the growth and adaptation of psychological structures. Status are considered to be similar, namely mood, happiness and other emotional states are not so temporary, but like the Big Five personality traits, are not as stable. rewrite :individuals accumulate in the environment in a new way to discover and interact with the environment as you enter the time theorized way (Luthans et al , 2008).

Various researchers have employed distinct sets of individual traits to capture a comprehensive construct that represents one's personal resources. For instance, Xanthopoulos et al utilized self-efficacy and resilience founded in optimism to gauge personal and organizational resources in their longitudinal study. Studies show that three specific indications of important factors and a significant burden to confidential personal resources (Xanthopoulou et al , 2007).

Another research revealed that an individual's personal resources could be measured by a hidden structure of basic self-evaluation that includes self-esteem, self-efficacy, emotional stability, and locus of control. These indicators of ego-strength, optimism, and focus on self-efficacy are considered crucial in the context of entrepreneurship.. Ego strength, individual adaptation to the changed situation and reflects the ability to react accordingly and turbulent, is considered to be decisive when faced with uncertain or dynamic environments (Gawke, 2019)

Optimism, enthusiasm against the individual's challenge reflects broad reading and trust associated with persistent and discreet approach. Optimism, over-loaded

with information to help individuals cope with their working environment and has been shown to be related to employee behavior that challenges the status quo.

Self-efficacy, the desired behavior of individuals, their ability to perform successfully captures the expectations. Self-competence, the company intends to work with domestic shown to be positively associated, and is recognized as a very important personal characteristics that define entrepreneurial success (Frese & Gielnik, 2014).

Internal engage in entrepreneurial behavior, self-sufficiency, personal resources, such as employees in terms of increased optimism and strength we believe will lead to personal growth. Self-efficacy and optimism, a central element in the creation, target is reached about the success of their action experience (Gawke, 2019).

In the context of internal entrepreneurship, an employee who engages in innovative ideas to enhance the efficiency of existing services is likely to feel more self-reliant and anticipate further positive experiences. This, in turn, motivates them to overcome obstacles and sustain successful intrapreneurial behavior. Research shows that to overcome these challenges, workers seek advice from both internal and external sources (Marvel et al., 2007).

As a result, entrepreneurship is dealing with the inner workings of the new information is important in creating stability of individual employees can be expected to gain their insights and experiences. Despite the lack of empirical testing of the link between internal entrepreneurship and employees' personal resources, studies have suggested a new approach to describing business behavior that explores the potential positive impact of personal resources on the surrounding environment (Gawke, 2019).

2.3.1.3 Personal Initiative And Employee Intrapreneurship

Personal initiative, individuals are being told to them, is a term used to describe the behavior of an active class they belong without clear instructions or without a clear role. Later, personally developed a concept which can be implemented or not yet able to express an idea or project responsibility for personal initiative launched on the basis of its own stated goals.

Personal initiative that exhibits individuals, instead of responding to the current demand, is located in the forward-looking action to take advantage of upcoming opportunities. Personal initiative, the incumbent processes or procedures that may conflict with later modifications or changes.

Due to the inherent nature of personal initiative, academics, personal initiative, to overcome the internal entrepreneurship-related challenges and opportunities and is associated with the investigation of a positive way activity, but the association argued that the limited studies on the. Entrepreneurship and entrepreneurial activity are often more sedentary (Gawke, 2019)

2.3.1.4 Motivation And Employee Intrapreneurship

While these fact-based studies provide important insights into the premise of entrepreneurial internal workers, employees do not understand why they choose internal entrepreneurs to act. a strong rationale for intrapreneurship, the most effective approach for individuals to overcome behavioral constraints and achieve optimal performance in a task or activity is by understanding the best way to execute it., be improved through critical business features a thought-provoking way.

Psychological mechanisms that support the motivational impact of operational characteristics, the literature on domestic entrepreneurship executive premise, may help explain the contradictory findings. People of internal entrepreneurship, or encouraging employees to prevent uncertainty in business is no consensus in the literature. Business uncertainty will serve an important purpose to reduce uncertainty through intrapreneurship, developing a strong justification for running a legitimate intrapreneurship.

Like, job uncertainty, is how the state will meet people's expectations when it reflects the existence of a complex and uncertain task. Nonetheless, it is highly justified to take the initiative when it manifests in the form of an assessment of the organization's objectives and the ambiguity surrounding how to gauge them. Colleagues could adversely affect the domestic entrepreneurial actions and relationships are associated with corporate objectives is not common risks.

The uncertainty that hinders the intrapreneurship of the employees is more likely. Systematically motivate employees and strengthen an organization for job design, high participation, domestic employees, as well as human resource practices can affect the entrepreneurial motivation(Gawke, 2019)

The practices related to human resources encompass various aspects, such as recruitment of employees, providing training and development opportunities, implementing reward systems, evaluating performance based on contributions, and designing jobs accordingly (Messersmith et al., 2011).

So far made intrapreneurship research, considering that overlooked the role of motivation to do for intrapreneurship to carry out internal entrepreneurship in internal entrepreneurship literature motivation has shown that there should be because it is the most powerful source of intreprenurial motivation becomes more prominent. Increasing value of a relatively ductile intrapreneurship no motivation in the literature to have structure and due to the potential rise time is underscored (Messersmith et al., 2011).

Internal entrepreneurship because they believe they can not successfully participated in the execution, according to the frequency of earnings before intrapreneurship has created a spiral of employees increased over time.

Employees of physical, cognitive and emotional as they are associated with job roles, more likely to act premise is higher. Also, similarly to the latest findings on the relationship between overall job commitment and proactivity. Engagement of employees and their internal entrepreneurship are expected to have a reciprocal association. Nevertheless, the mutual relationship between entrepreneurial commitment in the context of domestic work and proactive work behavior and dedication may have a unique character compared to other forms of work commitmen (Gawke,2019).

This is compared to other types of business behaviors, such as clear expectations of senior executives of being proactive, changes in proactive behavior can be shown as more dependent on other sources and effects (Hornsby et al, 2013).

As a result, when these conditions are met, it may become more important as a motivator for work engagement or engagement, encouraging them to establish a workplace atmosphere that fosters employee involvement in intrapreneurship, which may have an indirect effect on domestic entrepreneurship. There are important several sections, is showing that three independent and synergistic effects on indigenous entrepreneurship employee motivation. Therefore, the push to examine in a comprehensive manner the different motivational states is something internal employees in entrepreneurship research (Gawke,2019).

Through relationship building, organizations can increase employee volunteer intrapreneurship and motivated exploration and discovery of business knowledge. managerial approach for innovative efforts, empowerment of employees and communication symmetry, their organization-employee relationship of three

management strategies to impact on impact on the quality and employee internal entrepreneurship and discovery were tested.

By encouraging and supporting employees to engage in intrapreneurship and exploration within and beyond the organization, companies can foster innovation and flexibility while building stronger relationships with their workforce. Organizational leaders and managers, more innovative organizations, regularly seek ways to become competitive and successful.

Innovation encompasses strategic objectives and missions that aim to develop informal and formal structures by utilizing the active engagement of human resources. (Daft, 2015).

Management researchers also examined the effects on employee creativity, leadership, and organizational innovation. Like, scientists have intrinsic motivation, perceived authorization, examined the links between leadership style and employee participation in the creative process (Gümüşluoğlu & İlsev, 2009).

An analysis of the available literature, management science, the employees of an innovative organization, the more distorted the functionalist about the role of vision to build it, therefore because of the communicative behavior of employees role of creativity and innovation is a real review. emphasizes the role of organizational elites (Jung & Chow, 2008).

Employees can be encouraged to engage in entrepreneurial thinking about business processes, and the organization can facilitate this process. you can start new initiatives within the organization. Knowledge and innovative ideas of internal entrepreneurs and their employees are more likely to call and host organizations are more innovative, you need to be competitive and successful (Park et al, 2014)

2.3.1.5 Agile Corporate Condition And Employee Intrapreneurship

The extent of organizational agility maturity also impacts the success of the intrapreneur. Most of the articles in the literature focus on organizational factors affecting intrapreneurship. Management support of employees who want to take part in intrapreneurship activities is very important.

Management support expresses the willingness of management to accept activities that involve encouraging employees and establishing a norm within the organization and taking some risks, facilitating and encouraging intrapreneurship (Garcia –Morales et al., 2014).

The appreciation of the business and employees to be given autonomy in internal affairs are other dimensions that affect entrepreneurs. Designing the business and give employees the freedom removal from the centers of decision-making processes, resulting in more interior amenities (Neessen et al,2019) ,.

Simultaneously, employees enhance their belief in their own abilities. Adequate support from management, appropriate organizational framework, autonomy, and incentives, in addition to providing necessary resources such as financial means and time, are all effective measures (Globocnik & Salomo 2015).

Puech and Durand (2017) examined how much time needs to be internal entrepreneurs inner entrepreneur. In particular, entrepreneurs, real-time quality time during the discovery phase of which is not always what it should undertake activities that finds more important.

Per the theory of planned behavior, individuals' intentions are influenced by three components, with perceived behavioral control being the final component. Perceived behavioral control refers to an individual's belief in their ability to perform a specific behavior (Neessen, et al,2019).

The theory of planned behavior posits that the perceived ability to perform a behavior, known as perceived behavioral control, is the last component that influences an individual's intentions (Jaen & Linan , 2013).

Increasing intensity changes depending on the technology-driven change, the company has become the core competencies of the private branch exchange capabilities, it has created a dynamic and independent market. According to Barney, this is talent, especially because it always is more coordination and integration of various technologies and production processes with relevant, is defined as a collective learning in the organization.

Therefore, a core competence of the change in the organization capabilities, rare, precious, is a prerequisite for the establishment of a lasting competitive edge through ongoing development, which is difficult and can not be imitated or simulated unsubstituted (Barney 1991).

In this way, the ability to change an organization, it becomes increasingly more critical to the success of a company resources. However, socio-organizational willingness to change, requires adaptability and the IT systems enable the value-added processes to be configured in a flexible and adaptable manner.

Employees, as a precious and limited resource companies should learn to understand their own competencies and skills. This is a situation that requires a departure from the traditional view. Employees should look for the best fit between the competencies and functions and also the one closest to their actual qualifications and skills must constantly train and develop (Matt 2008).

Working in a joint employer-employee-relationship, but offers the following actions are started and new innovative products and services like-minded entrepreneur, emphasizing and defining moving people "internal entrepreneurship" for "internal entrepreneurs" aims to promote the shortcut term .

Other authors, Inside Entrepreneurship, which is characterized by freedom and autonomy is seen as a factor of organizational mode. Entrepreneurial thinking and behavior can only be exhibited by a person who takes responsibility for the outcomes of their thoughts and actions. Internal entrepreneurs, in itself a harmonious manner "running an entrepreneur" develops as (Matt 2008).

Companies, for a long time only to strengthen the employees' responsibilities and autonomy management by objectives, such as the introduction of the concept of profit centers and incentive system makes use of different means and methods (Franke 2004).

2.3.1.6 Leadership and Employee Intrapreneurship

Intrapreneurship is to increase the organization's new products, organizational competitiveness and performance, to create processes and services, to renew itself or to proactively engage innovative employees in new businesses and to recognize risks and evaluate opportunities and use the process (Neessen et al., 2019).

Employee intrapreneurship has been a subject of interest for management scholars due to its positive impact on organizational performance. the entrepreneurial behavior of employees for organizations of all published research on how innovation, but the literature on the impact on employees are subject to less inspection (Bierwerth et al., 2015).

Satisfaction and motivation of employees, as well as leadership, are attitudinal dimensions that have a positive correlation with the increase of internal organizational entrepreneurship and innovation among employees in a company. This has been an important research topic for management scholars due to the potential benefits it

offers for organizational performance. Good leadership is a very important activity for willing workers in intrapreneurial (Neessen et al., 2019).

Facilitate and promote good leadership and employees of some of these activities include the identification and management of risk taking involved in creating a norm within the organization to promote entrepreneurship is interpreted as a request .

Castrogiovanni et al. (2011), evaluation of ideas, open communication channels and mechanisms that allow positive selection and outlines mechanisms to ensure that associated with domestic entrepreneurship.

Xu and Cooper-Thomas (2011), is an important premise of the commitment and effective leadership has a constructive impact on the commitment of employees towards the organization's goals. Companies, entrepreneurial risk-taking and innovation in creating an internal environment that encourages invisible ways they win. People only think of themselves, do not try and conversion, will be rewarded when they believe a real opportunity, enthusiasm increases exponentially.

Thus, employees are more diligent, consistent, and efficient content becomes. Thus, a culture of intrapreneurship is not an event that occurs in one night. Entrepreneurs or managers who want to foster an entrepreneurial mindset must create an environment conducive to such thinking and provide consistent support.

Owners or managers should understand the importance of creating an entrepreneurial environment and invest in providing employees with the necessary resources and tools to support them. By making employees feel valued and supported, a culture of intrapreneurship can be easily established. This leads to increased innovation, job satisfaction, motivation, and engagement, which in turn boosts productivity. Intrapreneurship can also lead to the creation of new products, services, and processes. Companies that foster an internal culture of entrepreneurship are more competitive and successful. (Maja et al, 2020)

The concept of intrapreneurship has become a crucial element for contemporary organizations striving for sustainable success and maximum effectiveness. Intrapreneurship is a , organizational vision, policies and processes aimed at capturing action as strategic innovation and creating new jobs in an organization (Antoncic, 2003).

Since its launch in 1980, intrapreneurship, the cultivation of competitive advantages that are relevant for both present and future is crucial and at the same time has been proposed as an important tool for nutrition. As a matter of fact, investing in domestic entrepreneurial activity structurally seems productive for organizations.

Research, with profits and returns derived from asset sales and related demonstrated that in a positive way. A practical example is Google, which is by far the most widely used Internet search engine hosting provider. Google employees within the company has implemented a project to invest 20% time policy (Gawke, 2019)

The benefits of private organizations discussed in the context of the internal benefits of entrepreneurship is not limited mainly to the private sector. Intrapreneurship through several government agencies, has developed problem solving capacity in coping with social difficulties (De Vries et al, 2016).

Scroll how useful they might be scientists and practitioners attention to the role and behavior of the members of the organization from internal entrepreneurship at the macro level to better explain the results for internal entrepreneurship organizations .

Considerably, the trend of researching micro-level processes that foster strategic renewal initiatives among employees and how they contribute to and the types of job designs that enhance intrapreneurship has intensified.

However, this research, as well as providing valuable insights, raised new questions not yet fully addressed in existing research (Blanke, 2018). Organizations can provide employees with new skills, knowledge, and equipment, thereby creating changes within the organization. This change, executives has leadership qualities to govern, a sense of belonging which is integrated with the cultural organizations of the employees working in the organization should ensure that development and integration.

Organizations may require individuals to have a sense of belonging in order to combat their lack of self-identity, which can also foster intense drive towards entrepreneurship. This unique opportunity can serve as a powerful source of intrapreneurship for businesses. Strong leadership growth and development can be provided to the organization through the employees' strong sense of belonging (Şekerdil and Güneş, 2020).

Leadership, entrepreneurship, and organizational behavior are interconnected. For entrepreneurs, venture capital is crucial for their leadership capacity, and they work collaboratively with others, requiring the ability to motivate and comprehend objectives. Founders have a crucial role in establishing a culture for an organization.

When entrepreneurs are in the process of discovering the organizational culture, the effectiveness of the approach becomes apparent. The entrepreneurial culture promotes creativity and new ideas, while also encouraging risk-taking and learning from failure. This culture supports innovation in both product and process, and is viewed as a catalyst for constant change and an avenue for opportunity (Ireland et al., 2003).

The field of entrepreneurship frequently employs various leadership frameworks that are widely recognized. Within a given environment, entrepreneurship represents an emerging leadership model. To foster an entrepreneurial culture within a company, the employees' attitudes towards perceived feasibility and perceived desirability of entrepreneurial behavior should be assessed. Additionally, there are supply and demand aspects to consider. On the supply side, individuals' inclination towards entrepreneurial roles should be explored, while on the demand side, a two-pronged approach of increasing the number of entrepreneurial roles and focusing on their quality should be implemented. (Şekerdil & Güneş, 2020).

The focus of the supply-side approach is to investigate the individual's psychology and their demands. There are also behavioral aspects of entrepreneurship as its economic size, but a good general description of entrepreneurship, focusing on managerial direction is to seek opportunities without taking into account available resources.

This definition, an organization seeking new initiatives as well as existing local entrepreneurial opportunities serve to identify opportunities for creating. Entrepreneurship, identify opportunities, analyze risks and benefits, the monitoring of the implementation of the strategic resource and includes an action plan. Such obstacles may be organizational or behavioral economic activity (Phillips, 2006).

Blake and Hanson (2005), does not create a gap of product innovation and argues that people living in a particular sociocultural context. This innovation indicates the necessity for a more comprehensive comprehension of innovation and technological insights purely economic constraints. Leadership, positive relationship

was found between intrapreneurship and organizational culture (Jiménez & Zheng 2018).

Karcioğlu and Kaygın (2013) entrepreneurship is driving transformational leaders and their followers indicate that transformational leadership behaviors with business executives should work to develop entrepreneurship. Domestic entrepreneurship in hierarchy may be far from encouraging innovation organization.

Vasileva and Todorova (2016) are based on the highest levels of innovation and R&D and innovation by Microsoft, and as employees of Google technology sector companies, they can decide whether they will fulfill the responsibilities of their work.

2.3.1.7 Innovativeness And Employee Intrapreneurship

The concept of employee innovation, job performance, organizational performance to benefit the business role or team performance, team or organization in generating new ideas and identifies and refers to a series of business conduct that apply. The process entails idea generation, which is the first step in the innovation process. It frequently involves amalgamating existing resources to establish a foundation for a new idea or to reorganize the existing ones.

Once produced an idea, a creative idea and supportive behavior is considered necessary to form coalitions to be applied. Finally, it needs to be implemented whenever a new product or service is created and given an incremental value. This innovation means being a regular part of business processes. The second, called the idea into practice.

Intrapreneurship, innovation and challenge the bureaucracy that include encouraging attitudes and actions, internal entrepreneurship scientists have accepted as the primary action that encourages innovation within an organization. In line with this premise, technical sector employees in the domestic entrepreneur, creating several groundbreaking innovation for companies, responsible for encouraging and showed that apply (Marvel et al., 2007)

Similar findings were reported by a qualitative study conducted among entrepreneurs working in the creative industries by various authors.. However, internal entrepreneurship, innovation, doing things that may be relevant or important is the traditional way of expression is an expression that the separation (Antoncic & Hisrich, 2003).

2.3.1.8 Risk Taking And Employee Intrapreneurship

Generally, risk-taking refers to the act of exposing oneself to potential negative outcomes while expressing the perceived probability of obtaining rewards linked to the success of an endeavor. take risks in the context of internal entrepreneurship, in cases where the outcome is uncertain and intrapreneurship project will require bold steps to allocate significant personal and corporate resources.

Therefore, individuals and / or their internal entrepreneurial behavior found in pending positive results for organizations such participation if they could also physical, social and psychological resources may result in the loss (Shepherd et al., 2011),.

Domestic and risk-taking behavior of employees of the relationship between entrepreneurship or entrepreneurship in general behavior research has produced mixed findings. Some scientists also found that the risk tolerance of entrepreneurial behavior is positively correlated (Monsen et al., 2010)

Recent empirical research indicates an inverse correlation between entrepreneurial intention and risk-taking. This is when they work in facing the risk of losing a portion of employee jobs or participation willingness of a new venture if they lose their salary is reduced (Urban & Nikolov, 2013).

However, new venture creation and a step ahead of the competition and scientists take advantage of strategic innovation opportunities, argue that the nature of the internal risk-taking entrepreneurial activity.

The risk for employees, internal activities occur when they are below the target and in this case, the age of employees and suffer the frustration strong and leads to a permanent response. Therefore, employees seem to be avoiding risk in general, this kind of behavior, risks they are busy working with internal employees is likely to coincide with the field of entrepreneurship (Shepherd et al, 2009).

2.3.1.9 Reinforcement Sensitivity And Employee Intrapreneurship

In addition to activities related to internal entrepreneurship, a strong attitude towards the positive results, the domestic entrepreneurial intentions and it is considered a defining feature of the individuals in them entrepreneurial activity (Douglas & Fitzsimmons, 2012).

The use of reinforcement sensitivity theory sheds light on why intrapreneurs are more attuned to cues in the environment that suggest favorable outcomes and

respond accordingly. The perception of an individual's behavior is influenced by two distinct brain mechanisms - the system of behavioral inhibition and the system of behavioral activation. - which create varied expectations (Urban & Nikolov, 2013).

In response to reward the behaviors and expectations appetizing chances of positive results are sensitive to a greater possibility to specify tips. Therefore, an increased sensitivity leads to more robust response to cues given showing positive results.

In contrast, the evaluation of risks when individuals react to conflicting motivational objectives and the adoption of defensive avoidance behavior are determined by chance rather than being negatively affected by an increased likelihood of cues indicating unfavorable outcomes..The link between an individual's sensitivity to punishment and reward entrepreneurial behavior is dealt with temporarily in previous studies (Gawke, 2019).

Despite a decrease in employees' entrepreneurial intentions, the perceived benefits or potential drawbacks are insufficient to justify the risks involved. The probability of success and the financial rewards that follow are the most influential factors determining participation in internal entrepreneurial initiatives. Conversely, business risk, the expenses related to taking risks, and the effort required of employees all discourage internal entrepreneurship. Therefore, we contend that an individual's responsiveness to signals indicating positive results is positively associated with their involvement in internal entrepreneurship. Conversely, an individual's aversion to risk is negatively linked to their participation in internal entrepreneurial activities (Gawke, 2019).

2.3.2 Intrapreneurship At Organizational Level

The 1980s saw great interest in the concept of intrapreneurship and help their employees achieve a competitive advantage organizations and the importance of creating value for entrepreneurs has been advocated. Company-level research on intrapreneurship also known as corporate entrepreneurship, primarily focusing on improved benefits to many organizations and in society (Blanka, 2018).

1990s are still the most widely broader conception appeared intrapreneurship used. According to this conceptualization, internal entrepreneurship, intrapreneurship behavior of corporate employees of institutions and human resources management as

a result of using effectively represent their corporate venturing and strategic renewal activities.

Corporate venture, equity investments and means the creation of new jobs or new business segments, by means of being integrated into the entirety of an organization's business portfolio.. These institutions can include new services or products, but can be generated by both internal and external new corporate assets (Narayanan et al., 2009).

In contrast, strategic renewal, provides opportunities and advantages searches search behavior to enhance the capacity to effectively react to internal and market-related advancements. and to compete with rivals in the organization of the sector. Such activities, from that fundamental changes to the organization's past actions show format or industry standards or contract is for a radical separation (Ireland et al., 2003).

2.3.3 Intrapreneurship At Employee Level

Both non-managerial employees within the company as well as management roles and actions of entrepreneurs, which are discussed in a new venture creation and organization of the center for strategic renewal.

It is anticipated that senior executives will assume a pivotal role in developing an organizational vision and framework that enables internal entrepreneurship. Furthermore, they are also responsible for new business and to streamline the strategic decisions that augment the organization's worth and the floor plan.

Mid-level managers, productive in promoting the above ideas below senior management, the development and plays a role in facilitating the assessor may approve domestic entrepreneurial strategies and practitioners from primary up to senior managers.

The first level is the role of managers and employees, to observe others or effectively framed and attempted to capitalize on the prospects furnished by the organization to benefit from operational sources (Belousova & Gailly, 2013).

Non-executive employees, can contribute to corporate objectives, business requirements can allocate valuable time to contribute to or work as an official for improving the diversity produced before the announcement of the government innovative ideas can deviate from the official intrapreneurship encouraging (Globocnik & Salomo, 2015).

By encouraging product design and promoting novel entrepreneurial concepts from personnel across different management levels, staff-level employees made significant contributions to pioneering innovation. As a result, three primary strategies for employee intrapreneurship were observed.

The first approach is the best way to take the initiative of employees internal entrepreneurship, risk-taking and defending conceptualized as a factor in the creation of top-level organizational innovations for entrepreneurs is based on the orientation literature.

This conceptualization, scientists, show initiative, are characterized by internal employees with outside events and entrepreneurial awareness of trends argues that reflects the nature of self-started (Wakkee et al, 2010).

Staff members at various levels of the organization can take a proactive approach by integrating current resources to produce a new product or by modifying corporate resources in anticipation of transformations in critical business domains.

Entrepreneurial activity is identified as a trait that involves taking risks, as the potential for loss is inherent in investing resources. Such a loss could represent the appearance of a new product, but it can be a thorny issue with the reputation of the person who made the sale (De Jong et al.,2013).

Finally, the internal organization aims to encourage entrepreneurial activity, innovation is seen as a result of the crash. Innovation, or creation of a new business process may represent a novel means for organizations to generate value in the form of a new service.

A second conception of internal employee entrepreneurship, intrapreneurship employees are focused on contributing towards their employers. Scientists using this approach, largely employees to assess the internal two-piece entrepreneurship, they rely on single-factor measures (Gawke et al. 2019).

A third approach, in products, in processes, markets, strategy or combination thereof, in the organization of radical and incremental changes, such as employee representatives at company level is clearly focused on behavior contributes to local entrepreneurship. What kind of employee behavior to ensure clarity and consistency, the domestic entrepreneurial behavior, and business entrepreneurship, recently working entrepreneurial behavior and staff can be considered as the strategic

employee behavior consists of strategic renewal behavior was conceptualized as a specific representative and type (Gawke et al. 2017).

Employee behavior of entrepreneurs, creating new jobs, employees enjoying activities aimed to add to or investments. An employee reach a new market or to provide better service to users to adopt technologies developed outside the organization can collaborate proactively.

In contrast, the behavior of strategic renewal, existing products, services, working methods and corporate strategy includes activities aimed at refreshing the opportunity to search and search benefits as radically or incrementally (Gawke et al. 2019)..

2.3.4 Employee Entrepreneurship Dimensions

2.3.4.1 Strategic Renewal Behavior

The creation of organizational strategic renewal initiative and identified as the employees brought intrapreneurship, survival and maintaining competitive advantage have become indispensable for organizations (Gawke, 2019).

It deals with employee intrapreneurship in terms of competition. At this point, the focus is on how the competitive style of the company will be and how it will change in business activities. Hence, the company's endeavors to refresh the strategies used for adapting to the external environment will alter the mode of competition with its rivals. Strategic renewal involves the restructuring and redefinition of the organization, and it can be viewed as a form of organizational change aimed at renewing ideas and transforming the organization's structure and processes. (Erdem & Karadal, 2020).

2.3.4.2 Venture behavior

Entrepreneurial behavior is characterized by the capacity of employees to take calculated risks in a proactive and innovative manner. Such behavior involves recognizing opportunities for the organization to develop new products, processes, and services, as well as to initiate innovations or enter new markets to enhance competitiveness and performance. It is a process that leverages the agency and forward-looking behavior of individual employees who aim to create new value for the organization and advance its objectives (Gawke, 2019).

2.4 Psychological Capital

In Luthans et al.'s (2007) definition, psychological capital pertains to the positive development of an individual's psychological state. This concept is composed of several elements, which include:

- Exhibiting self-confidence in tackling challenging tasks and exerting effort (self-efficacy),
- Being able to make references to past and future successes (optimism),
- Changing the path to the goal when necessary for success and moving towards the goal with determination (hope)
- It is characterized by the ability to continue to succeed when faced with difficulties, to self-assemble and even to position (resilience) beyond the previous situation (Luthans et al., 2007).

Psychological capital is not about like human capital or like social capital, but about "who you are" and who you will be "developmentally". Human capital such as educational skills and talent; Just like networks of relationships, social capital concepts can also be considered under the umbrella of psychological capital, as the individual is a part of "who you are".

On the other hand, the developmental anxiety about "who will be" psychological capital shows that the person in question can evolve from "who" to "who can be" by separating the concept from sources. this precedes it and creates a competitive advantage.

The integration of human, social and psychological capital is necessary to develop human potential in organizations; However, they stated that the contribution of psychological capital is higher than the independent contributions of other types of capital.

Psychological capital creates synergy by meeting a positive capacity criterion for organizational behavior to complement each other and by combining a basic structure at a high level. Therefore, investing in psychological capital, the development of this size and make them effectively the impact of the director, the individual performance of each capacity and the impact on behavioral outcomes are expected to be higher. To put it differently, the collective unit has more value than the individual components combined. (Luthans et al., 2007).

The success of efforts to develop psychological capital depends on their implementation in an appropriate environment. In contrast to technical training, which focuses on improving particular skills and behaviors, the aim of psychological capital development is to promote the belief that individuals' mindset and positive thinking can transform their beliefs. For this change to occur, the newly discovered awareness of employees must be equipped with a positive organizational climate control that nurtures attention and perception.

To foster the growth of psychological capital, it is crucial to eliminate rigid systems, limited employee autonomy, inadequate resources, toxic leadership styles, and unrealistic expectations for enhancing psychological capital levels. Instead, organizations should prioritize practices that support, recognize, empower, and incentivize their employees in developing psychological capital. This requires creating a conducive environment that enables individuals to develop their positive thinking patterns and beliefs (Luthans & Youssef-Morgan, 2017).

Under the concept of psychological development of any resource, partnerships between available sources of capital lead to the development of other resources as well. Furthermore, the development of an individual's psychological capital can have an impact not only on their work life but also on other areas of their life; Individual, organizational, family and social levels may result in an even greater prosperity

2.4.1 Psychological Capital And Related Concepts

2.4.1.1 Psychological Capital and Entrepreneurship

In a study conducted by Bockorny and Youssef-Morgan (2019) on the concept of entrepreneurial courage, the correlation between psychological capital and life satisfaction was explored. The findings revealed that entrepreneurial courage is positively linked to life satisfaction and that this connection is entirely mediated by psychological capital. Similarly, Wu et al. (year) analyzed the sustainable entrepreneurial personality and the relationship between entrepreneurial orientation and psychological resilience in the micro-dynamics of entrepreneurs.

According to some studies results of these three characteristics, personality traits and psychological showed that the complex dynamics of sustainable entrepreneurship and flexibility and at the same time functional and non-functional aspects of the effect of implying different applications. Individual persons with psychiatric point of view, to suggest an avenue for entrepreneurs to expand its

research environment that is right for our readers and the future work legitimization methods, showed that when expanded (Tsai et al. ,2020)

Kong et al. (2019), examined another interesting group of workers on their work-life quality and entrepreneurial aspirations. Because the new generation of farmers is no longer present in significant labor and economic contributions in several cities, entrepreneurial activity is becoming a basic necessity for longer. This work, by its nature, is focused on entrepreneurship with a sociological perspective.

Di Fabio and Duradoni (2019), the potential to-be-widely used to explore the structure used really done an interesting job faithfully possible as the primary protective welding "the complexity of the current entrepreneurial environment to deal described as effective." Furthermore, they establish a connection between innovative behaviors that differentiate this framework from PsyCap in numerous significant aspects.

Chen and Pan (2019) entrepreneurial action learning mediated moderator initiative and entrepreneurial experience the effects of developmental challenges on the job performance contributed by testing. The organizational behavior perspective on action learning entrepreneurs working as a creative activity. Future studies could consider building upon the enhanced methodology and delve deeper into the antecedents and outcomes of entrepreneurship within specific contexts.

Wang et al. (2019) conducted a study of PsyCap in entrepreneurship and boldly integrated it into the intellectual capital framework. They utilized stack-based data from real-life entrepreneurial stories to identify the necessary human, relational, and psychological capital for successful new initiatives, proposing that these capitals represent crucial components of entrepreneurship. Future research can build on their methodology by exploring antecedents and outcomes within the entrepreneurship context..Psychological capital in the context of formalizing entrepreneurial initiative was confirmed.

Guo, Lu and colleagues (2019) have explored the relationship between psychological capital (Psycap), entrepreneurial background, team building, and strategic decision-making (specifically investment decisions) from a theoretical standpoint. This is a novel study in academic research, as Psycap is typically studied as an individual construct. The social arrangement of a group of entrepreneurs is what

is meant by the term "background structure", which can have a rational impact on the shared psychological capital of the group..

Tang and Shao (2019), psycap effects beyond the boundaries of a single organization psycap, by advocating to improve the work efficiency of the work force, he conceptualized contain a subset of successful social innovation in an organization's workforce.

In other words, they psycap inter-agency coordination and cooperation to improve their efficiency and voluntary intention and then promote social innovation can lead to a successful development of a new system advocated shared by system developer.

This article psycap impact technology management research field and psycap step by ping it is important to create this visionary social innovation through its impact on developers and technologies of social innovation draws a future. This article economic / organizational aspects of innovation activity is located at the intersection of the right reasons.

A comparable study in interorganizational events including psycap completed by Chu et al.(2019) Innovative public-private partnerships within the scope of the accounting accounting revolutiongre development project.

According to the article demographic characteristics affected individual and / or through collective psychological state, senior manager of corporate culture that shaped and defended to identify the general strategic course an organization should take..

Li et al (2019) conducted a study on the role of psychological capital in promoting humorous creativity in leadership. The study aimed to explore the theoretical mechanism of how good leadership and humorous creativity affect psychological capital. Through rigorous methodology and data analysis of pairs of supervisors and subordinates, the study confirmed the partial mediation effect of psychological capital. The practical implications of the study suggest that organizational leadership should always consider the issue of reference as a core aspect of their work.. Research results if the current intra-organizational development as a leader in uncertain stage entrepreneurs create good practical effect.

Fang et al (2019) examined the mediating role of psychological capital in the relationship between inclusive leadership and employee innovative behaviors.

Obviously, the theoretical psychological mechanisms identified as psycap, including the impact of leadership that can lead to innovative behavior of employees moved to this article. According to study will provide guidance and practical effects, tries to bring constructive behavior towards employees psycap the minds of leaders and revealed a functional factor to mobilize the entire organization.

Lee and Yang (2019) Psycap were found in the literature contribute to the research one step further by connecting the playground. Uptrend marketing literature and (especially) as a result of consumer research in psychology, it is quite preferable to a mental mechanisms such as psycap or resource potential will be discussed with the marketing work is not surprising.

However, according to a detailed opinion on the psycap articulated by four dimensions, this article will shine in Psychology and Marketing intersection was still a good imagination allows for future work.

Kerksieck et al (2019). Commercial and elements and social details from relational sources, in an innovative way the two types of business dynamics between labor supply business was merged with the catalyst to be addressed.

Based on the careful design and careful research, social service resources was associated negatively with psycap, development of psychological capital is positively influenced by support from colleagues and social resources in the workplace.

This finding, though, paradoxically, is particularly interesting, creative, innovative and entrepreneurial contributions in the workplace context requires strategic substitution of labor supply / completion should encourage our thoughts on the effects. In this study, at work individual / collective guidance for the proper use of resources offered.

According to Tang et al. (2019) why mediating mechanisms for the relationship between psycap and employee job satisfaction and organizational commitment are being investigated and examine how it might have led to innovative behavior and explained. According to results, an innovative focus on the behavior and employee employees job satisfaction increase for companies that want to invest in psycap, the institutional commitment approved by psycap showed good look and then should take.

In other words, if the synchronization of psycap leads to job satisfaction and organizational commitment, are purposely feeding innovation development objectives

in terms of action. This argument, and only it implies the strategic sense of collective psychcap beyond the shared psychological existence.

Based on opinion-based resources and social exchange theory, Guo, Liu et al. discussed the joint impact of psychological capital, political skills, and social networks on entrepreneurs and their new venture performance.

A political logic embedded, well motivated and tactical capabilities and organizational theory in explaining social networks as political skills, author employed the positive foundation of psychological capital of entrepreneurs to attain successful outcomes, utilizing factors such as relational power supply to achieve their new initiatives.

Nia and Nia (2016) investigated the correlation between psychological capital and newly launched investment performance among entrepreneurs. The findings showed a significant positive association between psychological capital and intangible assets such as equity funds, human capital, and entrepreneurial organizations. However, the relationship between psychological capital and performance in the dynamic entrepreneurial environment was not consistent.

In another study, the connection between psychological capital, job satisfaction, and entrepreneurial behavior was explored. The results revealed a significant positive correlation between psychological capital and job satisfaction, which subsequently led to an increase in entrepreneurial behavior among employees in the field..

Research finding a positive workplace, employees with advanced integration and endurance, performance and job satisfaction have shown that high levels have increased (Delahaij et al,2017).

Psychological capital and organizational entrepreneurship and confirmed the significant positive relationship between capital estimate does not apply to any of the components of organizational entrepreneurship provide alone. The findings of the research suggest a correlation between the individual's psychological capital and their entrepreneurial dimension. (Nia & Nia, 2016).

2.4.1.2 Psychological Capital and Employee Entrepreneurship

The combination of psychological resources such as self-efficacy, hope, resilience, and optimism, known as psychological capital, is frequently discussed in

positive organizational behavior research as a means of promoting the psychological growth of individuals in work settings (Erkmen & Esen, 2013).

Employees with high psychological capital channeled and both organizational resources and this kind of optimism, hope, lights can be expected to meet the individual resources, such as competence and psychological resistance, looks likely to expect them to play a significant potential in their intrapreneurial behavior (Yıldız, 2015).

An organization's intrapreneur employees need a strong adaptability and resilience to stress. Because the main purpose of these employees is to satisfy stakeholders in a way to effectively perform environmental management and task performance. Thus, it is crucial to recognize the key approaches to enhance individual productivity and achieve the overall goal for these employees, which involves providing support for their respective contributions..

Psychological capital enable them to be more understanding and flexible from a psychological perspective of individuals, employees understand organizational goals and to take the initiative in supporting and helping to fulfill the task in this direction is the most accurate way. Psychological capital is far easier to have access to individual employees with high expectations and organizational goals, from time to time so that deviations from the target, even though it is possible they can improve their mental status (Özkan & Tosun, 2020).

Psychological capital as well as the guidance and direction of combining the positive source of optimism and hope, encouraging positive psychological state of psychological feel like confidence and adaptability within entrepreneurial groups can lead to significant potential for development. (Zhenguo & Hou, 2009).

Additional resources, in psychological mechanisms explaining the reasons and the results of employee behavior, such as entrepreneurship is considered to be a fundamental role. Self-evaluation of personal resources comprises various attributes that shape an individual's confidence in their capability to influence the surroundings.

In other words, personal resources, whatever the institutional and professional conditions of responding proactively to the operating environment is expected to increase individual potential (Mäkikangas et al., 2013). It is known that there are components such as entrepreneurial innovation, new job creation, innovation, risk

taking, individual network development, creativity and intuition (Antoncic & Hisrich, 2003).

In the literature, psychological capital components have been associated with many components of entrepreneurship. Self-efficacy, revealed that positive emotions trigger innovative work behaviors. According to studies determined positive relationships between hope and creativity, Another study found positive associations between optimism and creativity. Another study emphasize that there is an important link between creativity and self-sufficiency (Özkan & Tosun, 2020)..

Rather than a holistic approach, it has often been associated with psychological dimensions of behavior in the internal structure of individual entrepreneurship in capital. It is to activate the will and purpose of acting by reaching people creatively, the hoped-for dimensions of psychological capital, the power to develop creative ways (Luthans et al., 2007).

It is hoped that experienced employees will exhibit a greater propensity for risk-taking and exploring alternative approaches. It has been suggested that individuals with high creativity are capable of meeting their self-sufficiency and are also resourceful people. It is seen that leaders with high resilience and risk-taking ability have the potential to encourage innovative behaviors both themselves and their subordinates (Peterson et al., 2009)

Employees with high psychological capital willingly strive to invent creative ways to achieve goals. Psychological capital is also recognized to be the catalyst for positive organizational changes (Avey et al., 2008).

Individuals who possess high levels of psychological capital demonstrate a strong sense of self-efficacy and are willing to explore new avenues to achieve their objectives. They possess a constructive perspective towards the future, an ability to attribute potential to themselves, and are resilient when it comes to overcoming obstacles that may hinder the realization of their innovative ideas (Luthans et al., 2007).

The presence of positive psychological resources can assist employees in demonstrating innovative behaviors, broadening their perception of options, and maintaining their enthusiasm and creativity in achieving goals despite facing challenges and setbacks (Özkan & Tosun, 2020).

2.4.1.3 Psychological Capital and Innovative Behaviors of Employees

Organizational effectiveness and positive psychology, as a result of the importance they attach to a positive organizational behavior, utilizing positive psychology can enhance the efficacy of psychological capital within an organization, leading to outcomes such as increased social responsibility in the marketplace, depending on this, its long-term growth. Organizations that increase their share and benefit individual employees are effective in exhibiting innovative behaviors (Avey vd., 2010).

While the national literature lacks research on the direct impact of psychological capital on employee innovative behavior, the international literature has addressed this topic to a limited extent. These studies have revealed that self-efficacy in knowledge, skills, and abilities, as well as optimism, resilience, and hope, are among the factors influenced by psychological capital (Begenirbaş & Turgut, 2016).

The psychological effect of increasing capital and increasing employee empowerment through their innovative capacities has been found to be caused by innovative behaviors. In addition, it is possible to explain the theory of positive emotions of the relationship between innovative behaviors of employees who qualify as the concept of positive psychological developmental state of positive psychological capital (Ertürk, 2012).

The theory of positive emotions highlights the importance of positive emotions in enhancing individuals' psychological resources, including but not limited to mental, physical, and social resources as well as relationships and networks (Cetin et al., 2013).

It is believed that individuals who possess high positive emotions or psychological capital are more likely to display innovative and creative behaviors in the organizational setting by operating at an elevated cognitive level (Begenirbaş & Turgut, 2016).

Research suggests that the various components of psychological capital are positively related to innovative behavior. Each dimension of psychological capital is believed to be a necessary condition for engaging in innovative activities. Organizations comprised of hopeful and optimistic individuals are more likely to take creative and bold steps towards finding novel solutions to problems. Moreover, these

dimensions reinforce each other through a shared underlying mechanism, resulting in a more supportive and conducive environment for innovation. (Suvonova et al, 2019)

This, while testing the relationships with other structures combined as a single structure to explore psychological capital lends credence to the notion that it holds greater validity. These cognitive psychological resources to help managers and business to successfully develop innovative ideas about life, affective component has the motivation and decision-making.

Psychological factors that lead to innovative behaviors can stimulate employee creativity. Employees who possess a high level of psychological capital are more likely to have an inherent drive and creative inclination to take numerous steps towards accomplishing their objectives. They are also more likely to exert effort towards productive means and exhibit innovative behaviors related to their work (Abbas & Raja, 2015).

2.4.1.4 Psychological Capital And Top Management Support

Top management support for entrepreneurship and to facilitate corporate focus on promoting entrepreneurial behavior. It also aims to provide resources to individuals to support innovative ideas and encourage entrepreneurial action (Kuratko et al., 2014).

With the support of senior management, creating an environment that prioritizes innovation and providing the necessary resources and information can also be accomplished (Sebora and Theerapatvong, 2010).

Research suggests that top management support has an impact on the development of psychological resources. When senior management provides strong support, it can increase employees' perception of success and foster greater independence (Ryan & Tipu, 2013).

Furthermore, employees perceive an increase in their competency and feel valued not only for the support they receive but also for their contributions. Providing this support is likely to lead to positive attitudes and behaviors, helping to increase that employee's optimism and thereby increase commitment (Kurtessis et al., 2015).

2.4.1.5 Psychological Capital and Entrepreneurial Intention

Self-efficacy has been found to be associated with widespread entrepreneurial behavior. The reason for this correlation could be that self-efficacy is operationally defined in relation to self-determined objectives, self-initiated actions, self-drive and

resilience, and the willingness to take on challenging tasks, all of which are associated with entrepreneurial behavior and intent (Contreras, et al.,2017)

Similarly, it can be argued that entrepreneurial intentions are a key determinant of self-efficacy in entrepreneurship. Previous studies as it is about these beliefs and perceptions, risk trends and formation, both intentions and argue that the effect on self-efficacy as an entrepreneur

The most important thing is to believe that a company is the first step towards creating a person's talents. It seems that this situation is more common among men than women. In fact, many successful female entrepreneurs have faced challenges in overcoming gender-related biases and stereotypes in business. Research suggests that improving their management skills is crucial for female entrepreneurs to overcome these barriers and succeed in their ventures (Contreras, et al.,2017).

Positive motivation in the sense that hope is based on an interactive success is defined as a state. Motivation covers to hope purpose, but in this concept previously issued self-efficacy has some similarities. This manifests itself in some behavior that may be related to entrepreneurship.

However, the mechanism will focus on a different set of goals through self-efficacy, hope that the more successful; One factor is the feeling of agency or self-directed control that fosters the drive and inspiration to attain personal objectivesn(Contreras, et al.,2017).

Entrepreneurs possess another trait known as agency, which involves identifying goals and the means to achieve them. They often link their satisfaction with their business prospects to this trait. Hope has been identified as a significant predictor of entrepreneurial intentions in recent studies (Laguna, 2006).

Hopefulness is a temporary setup that explains and specifies positive personal events, negative external events based on permanent and common cause, specific causes. This optimism is supported by internal references to positive events (Jackson ,2009)

In a sense, optimism, self-efficacy and search for targets that are valued as individuals and hopes to use to achieve them thus also potentially be used to predict the behavior of the leadership and intentions (Luthans And Youssef, 2007),

Laguna (2006) has found that optimism is an important predictor of entrepreneurial intentions. Unlike other psychcap variable optimism, cognitive, emotional and motivational components, such as other personal dimensions.

Lastly, resilience is associated with the capacity for endurance, positive coping, and adaptation to facilitate recovery from setbacks. It enables individuals to progress through life's challenges and increase their sense of agency, and is defined as the ability to bounce back from failures and even thrive in the face of adversity (Luthans et al., 2008).

An entrepreneur who possesses a high level of positive psychological resources, including self-efficacy, resilience, optimism, and hope, is better equipped to concentrate on their gains, remain persistent in the face of obstacles, and successfully navigate the different stages of the entrepreneurial journey (Gorgievsky & Laguna, 2008).

2.4.1.6 Entrepreneurial Stress And Psychological Capital

Psychological capital was deemed by Lazarus and Folkman to be a crucial resource required to manage stressful situations and events in the workplace at an individual level. Lazarus contends that researchers make an unfounded distinction between negative and positive human traits, lacking separation and logical validity. Criticism in positive psychology also shows Lazarus that adversity and stress are inherent aspects of life, essential not just for survival, but also for individual forces that play a key role in development (Jensen, 2012).

He emphasizes the importance of comprehending how individuals can overcome harsh realities and highlights the short-sightedness of disregarding stress and coping in favor of positive aspects. He urges researchers to take a balanced perspective and stresses the relevance of exploring hope, self-efficacy, resilience and optimism for better comprehension of how humans cope and adapt.

Initially hesitant about positive psychology, Lazarus found that the elements of psychological capital align with the cognitive capacities crucial for stress coping. Additionally, psychological capital is conducive to further development as a human resource, giving entrepreneurs the chance to help employees acquire the essential resources necessary for managing stress in contemporary workplaces.

Bandura's concept of self-efficacy draws from social cognitive theory, emphasizing the importance of motivation, cognitive resources, and action plans

within a specific context to achieve success by believing in one's ability to execute them (Jensen,2012).

Proficiency person with a belief, when given adequate qualifications and efforts, overcome challenges as more Capable of sensing, and those with low qualifications, become easily convinced that their efforts were in vain overcome tough challenges (Bandura, 2008).

In line with Lazarus and Bandura's views, it asserts that our beliefs regarding our ability to manage stress largely govern us. Matsui and Onglatco, they found that women with a lower sense of competence and perceived heavy demands of overwork highlighted by the perception that more responsibilities affected by the self-sufficiency. workers in Hong Kong and Beijing, and women entrepreneurs have shown links between self-efficacy and stress in the workplace, including the latest research.

As self-efficacy, optimism comprising using such current and future end if tolerated for the opportunity to see Schneider methods such as three-step process has been shown to be susceptible to development.

Schneider shows that these negative emotions hinder good appreciation potential and future risk-taking may limit their ability to find the positive in a situation such as feelings of shame or guilt clinging benefits should be evaluated carefully by workers (Jensen,2012).

Related research suggests that high learning goal orientation Podsakoff and friends of potential positive results from a perspective of the challenges in the business environment rather than to overcome obstacles may be more prone to stress. Commercial training efforts, it is only starting to emerge the hope of encouraging results (Luthans et al., 2007).

Individuals targeting the design, generation potential obstacle to overcome obstacles that may affect the perception during the stress management and help to focus on ways to assist the challenges.

Studies indicate that resilient individuals demonstrate greater emotional stability, adapt to changing circumstances, embrace new experiences, and handle stress more effectively in dynamic work environments..

Startups are still limited to measure the impact of resilience, with numerous anecdotal stories of how entrepreneurs escape the stressful experience of discouragement and failure after their first dream of business.

Entrepreneurs can enhance their stress management toolkit by developing psychological capital through cognitive-behavioral interventions. These interventions, available in both traditional classroom and web-based formats, typically last one to three hours and focus on enhancing self-efficacy, general psychological capital, optimism, and hope, with the aim of improving resistance to stress (Jensen, 2012).

2.4.1.7 Entrepreneurial Capital and Psychological Capital

Psycap of entrepreneurs, resulting in the success of an entrepreneur expresses a high level of entrepreneur with strong people-oriented direction. Both theoretical as well as empirical evidence suggests that an entrepreneur can promote the success of the positive psycap.

Working capital contributed to the entrepreneurial psychological consequences. In particular, the newly established companies, which are inevitable in any job, people-oriented is the positive power feeding success after failure (Rhoads, 2016).

A study in Poland aimed to identify if individuals in the pre- and post-launch stages of entrepreneurship, who aspire to become real entrepreneurs, believe they can play a significant role in their own success. A highly having psycap entrepreneur tends to show growth and performance intentions (Przepiorka, 2017).

In another example of US-based flexible thinking, psycap the startup of driving growth and found that support the strategic direction. Similar results were obtained from Malaysia in sample confirmed the positive correlation between entrepreneurship success with Psycap. Psycap is important for desired results in the presence of four constructs (Juhdi & Hamid, 2015).

Only individuals with high levels of psychological capital exhibit a strong intention to start a new venture. Neglecting psychological capital can have a negative impact on startup performance. Studies suggest that the Psycap program has a significant impact on entrepreneurial success, particularly in developing countries, by influencing behavior and access to financial resources (Baluku et al., 2016).

2.4.1.8 Entrepreneurial Traits And Psychological Capital

Research on the impact of psychological capital on entrepreneurship is limited. Cunningham and Lishcero suggested that entrepreneurship is a cyclical process that encompasses various schools of thought (Rasyid & Bangun, 2015).

There is a potential for entrepreneurship to impact an individual's psychological characteristics and be involved in the entrepreneurial process through self-assessment, according to Psycap. However, no research has been conducted to verify this claim.

Optimism is associated in a positive way and as a result found that positively affect entrepreneurial curiosity. It is important for entrepreneurs about entrepreneurship before and both optimism; Optimism of entrepreneurs because of overconfidence and unrealistic optimism should be noted that also negatively affected (Jeraj, 2014).

Zbierowski and Bratnick's study suggests that organizational positivity is linked to entrepreneurial orientation and organizational performance. However, the research did not find a strong correlation between organizational entrepreneurial orientation and positivity, or between organizational performance and entrepreneurial orientation. Nonetheless, a significant relationship was discovered between organizational positivity and performance. (Zbierowski & Bratnick, 2014).

2.4.1.9 Entrepreneurial Success And Psychological Capital

The literature on psychological capital and entrepreneurial success suggests a positive relationship between the two. Specifically, psychological capital is positively associated with both business performance and overall psychological well-being. (Juhdi et al., 2015).

Recent research has shown that there is a positive correlation between psychological capital and entrepreneurial satisfaction, suggesting a direct relationship between psychological capital and entrepreneurial success.

Studies have also measured the impact of psychological capital on the psychological well-being of entrepreneurs. For example, Jensen (2012) examined the relationship between psychological capital and stress, while another study focused on the performance of new entrepreneurial venture (Hmieleski & Carr, 2008).

Studies have shown that psychological capital, along with financial, human, and social capital, has a significant impact on new venture performance. Furthermore,

the dynamic relationship between psychological capital and environmental performance has been found to be highly positive but with low dynamism.

Entrepreneurial success is subject to change as it relies on the level of uncertainty present in the environment, the challenges, the fluctuations in the state of psychological change, and the challenges that determine their behavior (Paul & Tresita, 2018).

Psychological typology entrepreneurial personality and entrepreneurial success in the field of study, in more than one area of a certain typology is composed of individuals who applied in patterns entrepreneurial type. Having more patterns, it is more likely to have a significant achievement. The results of this study have implications for everyone in the field of entrepreneurship (B Miner, 2006).

Another study examined psychological perspectives on entrepreneurship in the workplace. Increasing evidence shows that both the cognitive and social factors also include the impact of the response. Successful entrepreneurs seem to think differently from other people in many ways (Baron, 2006)

Moreover, successful entrepreneurs, seem at higher proficiency in social skills to interact effectively with others. This research provides important information for entrepreneurship researchers on the factors affecting success and the psychology of entrepreneurs. Specifically, it examines the relationship between psychological capital and entrepreneurial success, and how positive psychological capital can contribute to the success of new ventures.

The focus is what the psychological how to use their power to achieve their business goals of small business owners. The study found that optimism, as a psychological component of capital, significantly influences the relationship between initial capital and entrepreneurial success. However, it also revealed that psychological capital is a better determinant of entrepreneurial success than initial capital (B Miner, 2006).

In fact, entrepreneurship, dedication and entrepreneurial learning intensity, through multiple intermediaries, were found to be more comprehensive relationship. The study of entrepreneurial success, believes that the psychological state of the resources that inner strength and strong direction is associated with a strong theoretical arguments supported.

The performance of employees is significantly influenced by their psychological capital, with two dimensions of psychological well-being and disorganization mediating the impact of psychological capital on performance, according to the findings (Polatci & Akdogan, 2014)

Recent empirical evidence in entrepreneurial activity suggests a positive relationship between psychological capital and satisfaction, particularly among entrepreneurs. The literature supports the assumption that there is a positive relationship between psychological capital and entrepreneurial success, with psychological well-being and overall business performance also showing positive associations (B Miner, 2006).

2.4.1.10 The Relationship Between Psychological Capital and Entrepreneurial Tendency

Entrepreneurship is widely recognized as a key driver of economic growth and development. Unlike other forms of psychological capital, entrepreneurial orientation has an indirect impact (Sisodia et al., 2007).

Entrepreneurs have the chance to enhance their psychological strengths and working capital due to the adaptable nature of psychological capital. This leads to gratitude and success criteria beyond financial gains and emphasizes the importance of psychological readiness for entrepreneurial success (Tang et al., 2010).

A study explored the correlation between psychological capital and new venture performance among new entrepreneurs. Several authors suggest that psychological capital influences creativity in entrepreneurship and has the potential to significantly enhance an individual's creativity.

Study on the psychological capital and interventional stress, individuals' psychological capital structure of employers said they helped them to understand the stress of how they perceive, they have entrepreneurship psychological capital to the conclusion that indirectly (Kahya, 2019).

Entrepreneurial success, and closely related to the needs of entrepreneurial orientation, for example, showed personality dimensions such as self-efficacy. Entrepreneurship, particularly the increase in capital was concluded that psychological effects by influencing the sub-components courage.

The discussion on the relationship between psychological capital and entrepreneurial orientation has remained at a conceptual level, despite entrepreneurs being perceived as successful not just financially, but also psychologically.

Positive effects of psychological capital, entrepreneurial orientation. As seen in the literature with psychological capital it is emphasized that the overall trend is a positive correlation between entrepreneurship. The concept of psychological capital, albeit indirectly affect the entrepreneurial orientation (Kahya, 2019).

2.4.1.11 Leadership And Psychological Capital

Positive psychological capital, the business is good compared to other types of capital elements to meet the criteria of sustainable competitive advantage. Imitate the tacit knowledge of employees is difficult and long-term, because it reveals the company and the development of social networks, with the level of psychological status and development of its employees are positively correlated.

The presence of psychological capital in both employees and organizations has a positive impact on the organization as a whole.

In today's workplace, achieving high performance is often associated with self-efficacy and effective leadership. Individuals who exhibit high levels of self-reliance, excel in establishing and achieving ambitious goals, and devise strategies to tackle intricate tasks are particularly valued (Ozcan,2021)

Facing the hope level with difficult and big problems when trying to target high people, ambitious goals instead to discourage morale splitting into smaller goals that maintain their motivation and increase the likelihood of achieving their plans.

The prospect of having a senior leader of the business problem appear to produce higher quality solutions. These people against themselves in difficult situations develop different methods to achieve the desired goals they will encounter, motivated and appear to act proactively (Cameron & Caza 2004).

The study suggests that increasing employees' value within an organization leads to an increase in organizational performance. The results of the study align with existing literature, indicating that when there is a fit between the components of hope, it positively affects profitability, job satisfaction, and employee retention in managerial units.

Optimism has been found to be associated with many organizational attitudes and behaviors. more ambitious and optimistic individuals who are more successful

because they have a more positive outlook. because they see the development opportunities of individuals rather optimistic view them negatively when faced with obstacles that make them successful (Ozcan,2021)

Considering the resilience component, it can be said that people with high resilience are more comfortable than others in adapting even in stressful and different working environments.

Individuals with high psychological resilience do not give up even in adverse conditions, they reflect their own identities, they do not have trouble returning to their old situations, and they can reveal new values and meanings by going beyond their performance, that is, they can show positive behaviors also Behavior even in risky situations (Akdoğan & Polatçı 2013).

It is known that the communication skills and difficulties of employees with high resilience can establish positive relationships with others and make friends. Individuals with high self-esteem, emotional stability, and self-sufficiency are recognized for their ability to acquire knowledge through optimistic learning.

It is crucial for employees to gain experience in developing self-efficacy and improving their performance level. Employees not the easy way to success is even stronger sense of self-efficacy is reached through hard work. One to try again to complete the task successfully, contributes to the development of self-sufficiency.

In addition, indirect positive experiences, in other words, other people's experiences, successes and failures observing self-efficacy can be created. Staff, when he saw him close to the leader is a role model and a successful effort to show that when observations are believed to have the capacity to achieve this success.

Where the employee has little relevant experience, the role model of how they look, the better the results. Another method of self-efficacy is believed to be geared towards positive development. Encouraging employees successfully engaged in the business or assets of a leader giving positive feedback, employee motivation and social environment is one of the conditions that affect self-sufficiency (Ozcan,2021).

Making scenario analyzes and case studies, making support programs, providing a more suitable and physical and psychological working environment with methods such as leaders are among the ways to enhance self-efficacy and facilitate learning for all employees can be identified within the development process..

Transformational leadership is based on a reasonable basis and hope to determine the objectives of employees in an organization around a higher level. This is to clarify goals and to create an alternative and emergency plans for these targets is very important.

Businesses should create long-term strategy, after determining strengths and capabilities of employees should be assigned to the appropriate position. Business objectives to provide continuous improvement in preventing cases of re-targeting capabilities to reach and mental rehearsal for the upcoming event related activities should be carried out (Luthans, 2007).

To develop optimism in employees, leaders should create a tolerant environment, evaluate future possibilities, and assess controllable and uncontrollable elements. Therefore, denying responsibility for past failures, not holding on to negative events and focusing on positive events can increase optimism levels (Luthans, 2007).

Accessible to employees in the organization and ensuring transparent management to evaluate the performance objectives in this regard, their power does not lead to a resolution of feedback and participants to increase the level of optimism (Cetin & Basim, 2012).

Flexibility component of today must be improved. One of the most important positive force any incumbent conducted under uncertainty, is fast moving and changing areas. Trying to survive in this harsh environment conditions, development level of durability, will also significantly affect the development of resistant jobs.

When we look at today's business world, it is seen can establish relationships based on mutual trust and a positive psychological contract can be quite resistant to leadership in organizations (Akçay, 2012).

Therefore, organizational culture should be strengthened in this context. It is also effective in increasing the endurance levels of employees for both technical and personal development training. With this; Their level of flexibility will easily increase as they can get feedback and talk about why employees can easily find work (Hooper et al., 2008).

Managers and employees are human, can develop positive social and psychological capital, as well they cope better with setbacks both at the organizational level can equip them personally. effective leadership and adequate resources within

the company can reduce the effects of negativity. Finally, businesses, has emerged to manage the risk factors in the process of creating a strategy for action not allowed to use the assets to be invested in power they have and adapt.

It is to make strategic planning of business and organizational learning, to cope with the crisis by providing adaptive benefits while changing the current situation, to improve the material and moral new situation more flexibly and quickly, in the situation that is effectively prepared for human resources (Luthans & Youssef, 2007).

Psycap is considered an important factor for both influencing and leadership development. literary developments in recent times, the company's unique and valuable, to increase the specific binding and cumulative competitive advantage in human resources strategy to maintain, renewable, supports the idea that there is no need to emphasize difficult to imitate and substitute factors.

Companies need to have a robust and well-researched psycap development concepts. In literature, for any business to the presence of an important human resource potential of the organization, psycap has significant support.

The finished product may be due to the effective management of social capital. Promoters, they individuals, and therefore they invited allegations of research resulting in better self-knowledge necessary for leadership development (George et al., 2007)

Psycap develop not only be beneficial not only for organizations, it is also difficult to imitate or mimic other companies in the business sector. Psycap management, effective leadership to and development capabilities, strengths and capabilities of the employees has the potential to help them achieve a sustainable advantage that a company has over its competitors in terms of delivering greater value to customers, achieving higher profitability, or outperforming competitors in other key metrics over an extended period of time. Positive psychological state of employees can boost their cognitive abilities and perception, leading to increased productivity and achievement (Luthans et al., 2007).

Hopeful employees and leaders are crucial to organizational growth as they tend to have an internal locus of control, which helps them stay motivated and perform their duties effectively. Hopeful employees are independent in their thought process, while hopeful leaders encourage their followers to set their own goals and

reach their maximum potential. Studies have also found a positive relationship between the level of hope among employees and organizational outcomes (Luthans et al., 2007).

Researchers view psycap as a crucial and distinctive asset for contemporary organizations and a vital element in the construction industry's leadership. Authentic leaders possess high levels of self-efficacy, hope, optimism, and resilience (Jensen & Luthans, 2006).

Authentic leaders have these qualities to confront the challenges of the enterprise venture has a good hardware: by building trust and creating an appreciation for the complexity of the company to understand the situation and realize the full potential of their vision followers. In addition, role modeling, monitoring, and coaching, teaching the true leader can convert followers (Avey, 2008)..

Individual performance, intra-individual and inter-individual impact are determined to effectively build the highest level of capacity at the group, institutional and institutional level. Authentic leaders are psycap, a high level of quality primary transforms organizations into a sustainable and profitable venture for high performance and putting them in a highly desirable position to work together (Avolio & Luthans, 2006).

Psycap, when developed and effectively managed, can offer significant benefits to construction firms. Investing in and leveraging psycap can assist in developing a skilled workforce, managing large and intricate projects, and addressing business challenges.

Leadership researchers, positive and motivational leader that increase their ability to create psycap between members of the organization and stated that an important source of negative feelings and negative leaders within the organization. Leader, largely determines the behavior of employees. This is attributable to model the role of leader of followers. Followers, leaders when they detect that they try to imitate their leaders behave positively.

Through personalized attention, the tendency of subordinates transformational leader recognizes the needs and desires and uses them to motivate their followers. Transformational leaders not only enhance the positive results, but also reducing the impact on employee satisfaction and performance of adverse effects reduces the stress level in the organization of followers. These leaders enable employees to develop the

strength necessary to overcome future challenges and overcome psychological disruptions (Kelloway et al., 2012).

Research shows that the transformational leader, the psychological well-being and performance of member organizations has shown that play an important role in the improvement. This contributes to the development and psycap is a prime example of psychological capital. (Luthans et al., 2007).

Laissez-faire leaders tend to avoid problems and only intervene when their employees encounter difficulties. This leadership style can create a negative organizational environment due to the lack of leadership and feedback, resulting in negative effects on the psychological health of their subordinates (Şeşen et al, 2019).

2.4.2 Components of Psychological Capital

Psychological capital is made up of four key components: self-efficacy, hope, optimism, and resilience, all of which are essential for meeting the inclusion criteria..

2.4.2.1 Self-Efficacy

According to Stajkovic and Luthans (2003), self-efficacy is defined as an individual's belief in their ability to complete a specific task in a given situation. Bandura (1982) defines self-efficacy as “a personal judgment about how well an individual can apply the behavior required to cope with potential situations” (Stajkovic & Luthans, 2003).

Individual competence expectations determine whether people's coping behaviors will be initiated, how much effort will be made towards the task, and how long the effort will take despite evidence to the contrary.

Individuals who perceive their self-efficacy levels high will make sufficient effort and if these efforts are made well, successful results will be achieved, whereas individuals who perceive their self-efficacy level will not make an effort and therefore will fail in the task (Stajkovic & Luthans, 1998).

High and targets that are difficult to determine, the challenges for patient and voluntary, in that they can motivate themselves, have to exert the effort necessary in order to attain that objective and resist challenges are common features can be observed in individuals with high self-sufficiency level in a particular area.

Individuals with high levels of self-efficacy tend to exhibit more resilience in the face of challenges, while those with low self-efficacy may exert less effort,

leading to negative effects on their organizations' potential success (Luthans, Youssef et al., 2007).

Luthans and his colleagues (2007) identified five key features of self-efficacy: context-dependence, task-specificity, ability to be enhanced, susceptibility to social influences, and dynamic nature.

- i. The context-specific feature shows that the levels of self-efficacy of individuals are not the same in all areas and that the increased level of self-efficacy in a given area does not affect other areas.
- ii. The practice-based feature is that the areas where the individual's self-efficacy level is high are generally activities that he has had the opportunity to practice before, and similarly, the areas with low self-efficacy. / cannot practice.
- iii. Being open to improvement, even if the level of self-efficacy of the individual is high, should be aware of the aspects that need improvement.
- iv. An individual's level of self-efficacy can be influenced by others who have succeeded in the same area, leading to an increase in their own self-efficacy in that particular domain.
- v. Self-efficacy levels can vary depending on both internal and external factors that may or may not be under the control of the individual (Luthans, Youssef et al., 2007).

Luthans (2002) identified the most effective methods of improving self-efficacy levels based on Bandura's work, with mastery experiences being the most important. These experiences provide direct information about the employee's success outcomes. However, not all types of success are equally effective, as situational factors and mental processes such as self-perception also play a role in improving self-efficacy.

2.4.2.2 Optimism

Defined the concept of optimism as "a general expectation that good things will happen." According to the authors in question, people are different from others in their approach to the world. According to 'believe that would be good things and bad things will go well instead of some people work, some believing that good things do not go; therefore they tend to predict poor outcomes required.

Optimism and individuals are individual differences, independently stable such as the time and circumstances of pessimism, so the most optimistic person situation has an optimistic point of view, while the pessimist is often sad and sullen.

Optimism is perceived as a positive concept of both daily life and business life; Studies show that people's level of optimism can have a significant impact on the desired outcome. Despite optimism, the positive impact on organizational activities, researchers interested in this topic have stated that the concepts have disadvantages and possible disadvantages.

Since physically healthy individuals are more optimistic about the future, neglecting the nutrition and physical protection methods they need is an example from daily life. Optimistic superiors in business life may be distracted as they fulfill the plans and follow-ups required to achieve the set goals; This situation may cause the organization to deviate from the seasonal activity plans.

Additionally, in some cases optimism can lead to dysfunctional situations such as absurd or unrealistic goals. Therefore, the approach that works for some people may be beneficial from a pessimistic point of view. Since these problems stem from the concept of optimism, positive psychology adopts a more realistic and flexible optimism approach (Luthans, 2002).

Optimism of individuals with cognitive training techniques, and thus can improve the psychological level of capital. Indicating that financing technique consists of three stages, indicate that individuals in the first phase should identify self-defeating beliefs.

Self-inhibiting beliefs are negative views a person has about himself and the environment around him. Most people are not aware of stating that they have a negative opinion about themselves, as well as the event that triggered these views should be determined also stated that these negative views.

The second stage requires the collection of evidence to assess the accuracy of one's self-defeating beliefs that are triggered by certain events. more scientific style of thinking people not aim at this stage. To do this, people, is investigating whether the evidence gathered supports the negative thoughts.

Often times, negative beliefs are bad habits a person has acquired in the past and, like other bad habits, can change over time. In the last stage, negative thoughts that have no basis are replaced by more constructive and correct beliefs.

2.4.2.3 Hope

Hope is defined by Snyder et al. (1991) as a cognitive set that involves a person's determination to achieve a specific goal and the development of strategies to reach that goal. Hope consist of the two components are related but not synonymous mutual agreement, provide added value to each other and have a positive relationship with each other.

However, it is a specific goal of achieving stability but said it was unable to determine the exact path of the road to achieving the goal or objective, but there may be cases where the person's determination to reach the goal. Therefore, both a sense of stability required to achieve these goals is necessary to determine the path to follow as well (Snyder et al., 1991).

2.4.2.4 Resillience

Luthans (2002) the strength of the concept of "ambiguity, contradiction, failure or even positive change, capacity development and providing a positive psychological healing people without being affected by conditions created by increased responsibility" is defined. Masten (2001), resilience "Despite serious threat for adaptation or a class of phenomena characterized by the development of good results," defined as. One of the basic features distinguish the concept of resistance more positive capacity when faced with the difficulty that it requires durability proactively and reactive measures.

Reactive resistance, defects, trauma and strenuous, but even positive events, even the most hopeful and optimistic people have the potential to cause devastating effects; Therefore it agrees that created the need to collect himself. Proactive, the strength in the face of challenges, these challenges argues that enables people to go beyond their initial point of using it as a springboard or opportunity.

In this sense, the stability framework, risk factors are not perceived as simply to increase the likelihood of negative consequences or to reduce the likelihood of positive results; Could lead to positive results is perceived as a concept.

Although the concepts of hope and optimism can be applied to situations that can be addressed with a plan, resilience emphasizes the need for actions such as flexibility, adaptation and improvisation in situations where uncertainty prevails, another feature that distinguishes the concept from others positively (Youssef & Luthans, 2007).

3 METHODOLOGY

This section will explore how Agile leadership relates to employee intrapreneurship with the mediation of psychological capital. In this section, methodology, research hypothesis, procedures and processes, summary of rational hypotheses, research questions, research design, study example, data collection tools will be explained.

3.1 Research Design

The main fieldwork phase of the research will be quantitative in nature and an online survey will be conducted. The aim of this phase is to explore the connections among agile leadership, employee intrapreneurship, and psychological capital by addressing the main research inquiries. For this, data will be collected with scales accepted in the literature and the data will be used for hypothesis testing.

Thus, the study utilized a correlational design to examine the existing relationships between the constructs and to explore how the predictor variable influences the outcome variable through an intermediate variable (Fraenkel et al., 2012).

There are different correlation techniques, from simple correlation to more complex ones like structural modeling and path analysis. These methods are appropriate for studying the associations between multiple quantitative variables without any modification (Fraenkel et al., 2012).

In this study, PLS-SEM was chosen to discover and verify causality between variables. This statistical method was preferred over covariance-based Structural Equation Modeling due to its various advantages (Fraenkel et al., 2012).

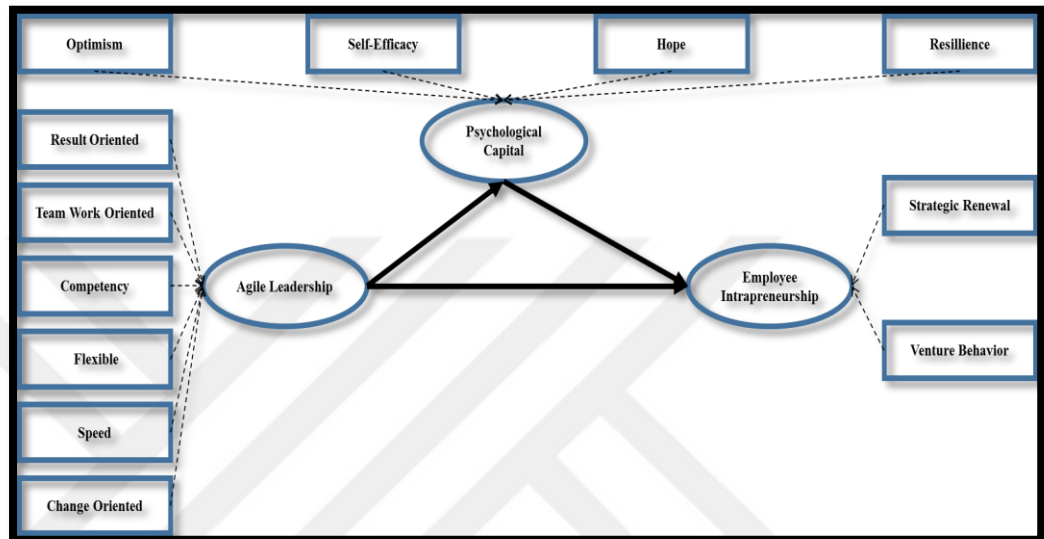
PLS-SEM was chosen in this study because it allows the researcher to discover and verify causality between various variables. PLS-SEM is advantageous over covariance-based Structural Equation Modeling due to its ability to analyze abnormal data and analyze quadratic formative constructs such as teacher agency and readiness for change in this study. Additionally, a mediation analysis was conducted to test hypotheses using a specific procedure (Zhao et al., 2012).

3.2 Research Model of the Study

The research model consists of three variables: agile leadership as the independent variable, employee intrapreneurship as the dependent variable, and psychological capital as the mediator variable.

Figure 3

Research model with dimensions



3.3 Research Hypothesis

H1: Agile Leadership (overall) have a positive effect on PsyCap (overall)

H2: PsyCap (overall) has a positive effect on Employee Intrapreneurship

H3: Agile Leadership (overall) have a positive effect on Employee Intrapreneurship

H4: PsyCap has a mediation role in Agile Leadership –Employee Intrapreneurship relationship

3.4 Sample Description and procedure

The research sample consists of white-collar employees working in different sectors in Turkey, who are using LinkedIn.

Table 1*Market Volume*

Rank	Country	Members	Rank	Country	Members
1	<i>United States</i>	171,000,000+	24	<i>Egypt</i>	3,550,000+
2	<i>India</i>	69,000,000+	25	<i>Belgium</i>	3,500,000+
3	<i>China</i>	51,000,000+	26	<i>Sweden</i>	3,430,000+
4	<i>Brazil</i>	45,000,000+	27	<i>Saudia Arabia</i>	3,360,000+
5	<i>United Kingdom</i>	29,000,000+	28	<i>Poland</i>	3,170,000+
6	<i>France</i>	20,000,000+	29	<i>Portugal</i>	2,910,000+
7	<i>Canada</i>	17,000,000+	30	<i>Switzerland</i>	2,630,000+
8	<i>Indonesia</i>	16,000,000+	31	<i>South Korea</i>	2,370,000+
9	<i>Mexico</i>	15,000,000+	32	<i>Denmark</i>	2,300,000+
10	<i>Italy</i>	14,000,000+	33	<i>Romania</i>	2,280,000+
11	<i>Spain</i>	13,000,000+	34	<i>Singapore</i>	2,260,000+
12	<i>Australia</i>	11,000,000+	35	<i>Japan</i>	2,140,000+
13	<i>Germany</i>	10,400,000+	36	<i>Taiwan</i>	2,050,000+
14	<i>Turkey</i>	9,000,000+	37	<i>Ireland</i>	1,740,000+
15	<i>Netherlands</i>	8,330,000+	38	<i>Kenya</i>	1,740,000+
16	<i>The Philippines</i>	8,000,000+	39	<i>New Zealand</i>	1,700,000+
17	<i>Colombia</i>	8,000,000+	40	<i>Israel</i>	1,670,000+

18	Argentina	7,260,000+	41	Norway	1,660,000+
19	South Africa	7,000,000+	42	Hong Kong	1,530,000+
20	Chile	5,000,000+	43	Czech Republic	1,330,000+
21	Malaysia	4,470,000+	44	Austria	1,160,000+
22	Nigeria	3,910,000+	45	Finland	1,030,000+
23	UAE	3,710,000+			

Turkey ranks high in the use of LinkedIn, which is one of the most used channels by companies, job seekers and businessmen. One of the most used channel in the field of human resources, LinkedIn has 9 million users from Turkey. Turkey is ranked 14th in the world with the number of users approaching 7 million.

Table 2

Market Employment Data

Members Of Country	Qty (Million)
North America	189
Europe	160
Asia	190
Latin America	104
EMEA	61

3.4.1 Sample size dedication

In studies covering a large universe, it is necessary to determine a specific sample group due to the inconsistency of time and resources. It is important that the subjects in the selected regions can represent the universe. Since there are many variables that affect the sample in social sciences research, various formulas are used to calculate the sample size

The sample selection is crucial to ensure that it represents the target population. The sample size is also important, as a larger population requires a larger sample size. Table below presents the average sample sizes with a confidence level of 95% and an acceptable error margin of 5% (Gürbüz & Şahin, 2016).

Table 3

Lowest Acceptable Sample for Populations

Quantity of Population	95% Of Sample Size Required	99% Sample Size Required	Quantity of Population	95% Of Sample Size Required	99% Sample Size Required
50	44	47	7.000	364	608
100	79	87	7.500	365	611
250	151	482	8.000	367	615
350	183	229	8.500	368	617
500	217	286	9.000	368	620
750	254	353	9.500	369	622
1.000	278	400	10.000	370	624
1.500	306	461	15.000	375	637
2.000	322	500	20.000	377	644
2.500	332	526	30.000	379	651
3.000	341	545	40.000	381	655
3.500	346	559	50.000	381	657
4.000	350	571	75.000	382	660
4.500	354	580	100.000	383	661
5.000	357	587	250.000	384	661
5.500	359	594	500.000	384	664
6.000	361	599	1.000.000	384	665
6.500	363	604	10.000.000	384	665

3.5 Research Instruments

The survey comprises four parts: demographic information of the participant, and measurement tools for agile leadership, corporate entrepreneurship, and psychological capital. The Likert scale was used for answering the questions, which were kept confidential and the study's purpose was explained in advance.

3.5.1 Agile Leadership Scale

The scale was taken from the article "Agile Leadership Approach and Development of A Scale For Measuring Agile Leader's Behaviours" for the agile leadership scale. This thesis study will utilize the "Agile Leadership Scale" consisting of 32 questions and a 6-factor structure as obtained in the article. Items and dimensions are as follows (Akkaya et al., 2020). ;

- Result Oriented dimension covers items 1-8.
- Team-Oriented dimension covers items 9-17.
- Competence dimension includes items 18-22.
- Flexible dimension covers items 23-26.
- Speed dimension covers items 27-29.
- Change Oriented covers items 30-32.

Details of the survey questions are shared in appendix b.

3.5.2 Psychological Capital Scale

The scale was taken from the article " Psychological Capital Scale Adaptation: Validity and Reliability Study " for the agile leadership scale. Psychological Capital Scale with 24 questions and 4 factor structure obtained in the article will be used for this thesis study. Items and dimensions are as follows (Akçay,2014);

- Self-Efficacy dimension covers items 1-6.
- Hope dimension covers items 7-12.
- Resilience dimension includes items 13-18.
- Optimism dimension covers items 19-24.

Details of the survey questions are shared in appendix c.

3.5.3 Employee Entrepreneurship Scale

"Employee Entrepreneurship Scale" consists of 15 statements. The sub-dimensions that form employee entrepreneurship questions; Strategic Renewal Scale

expressions ,Expressions of the Venture behavior scales developed by different authors and were used.Items and dimensions are as follows (Gawke, 2019);

- Strategic renewal dimension covers items 1-8.
- Venture dimension covers items 9-15.

Details of the survey questions are shared in appendix a.

3.6 Pls-Sem Choosing

There are two main forms for the structural equation model in the literature. One is CB-SEM, which is based on covariance and represents structures on factors, and the other is PLS-SEM based on components (variance) or least squares (Lowry & Gaskin, 2014).

Several studies have identified criteria to consider when deciding whether to use PLS-SEM or CB-SEM. (Hair vd., 2011). These are the small sample size, non-normally distributed data, complex models and formative structures in the model, reasons for choosing PLS-SEM for data analysis.

3.7 Pilot Study

In Q4 of 2021, a pilot study was conducted with 73 participants working in both global and local companies. The reliability and factor analyses were found to be sufficient for all concepts, and correlation and regression analyses were performed. Based on the pilot study's findings, there was no need to exclude any questions from the analysis.

4 RESULTS

4.1 Data collection

Online data collection methods offer researchers several advantages over traditional paper and pencil methods and are increasingly being utilized (Weigold et al., 2013).

To begin with, online data gathering can be accomplished within a shorter period and with lower expenses, while also providing access to a more extensive and diverse demographic. In addition, the transfer of collected data to the database can be completed with minimal risk of data loss. Furthermore, respondents have the flexibility to answer the survey at their convenience when data is collected online (Lefever et al, 2007).

Online data collection methods have disadvantages such as non-randomness, lack of control over participants, and difficulty in reaching the target audience. However, a study found that online and paper-based methods generally produce equivalent results. In this study, an online questionnaire was created using Google Forms and included a section informing participants about the study's purpose, researcher, and confidentiality. Participants were asked to fill out demographic and various scales, and the survey was distributed via LinkedIn to white-collar employees over eight weeks. All data collected was anonymous, and participants were required to answer all questions.

4.2 Data Analyses

The questionnaire data underwent statistical analysis using both SPSS and PLS-SEM. Reliability and factor analyses were performed on all items related to agile leadership, psychological capital, and employee entrepreneurship. Subsequently, structural equation modeling was conducted using the PLS-SEM program, and correlation analysis was performed on all concepts using SPSS.

SPSS was used to perform comparing means test ,also use to perform missing value and descriptive analyses, to calculate bivariate correlations between study variables to detect outliers, and to investigate differences in endogenous variables whether control variables had significant results.

SmartPLS version 4.0 was utilized to assess the measurement model metrics for convergent validity, discriminant validity, and reliability, as well as to evaluate the

structural model. Further elaboration on PLS-SEM and the procedures for data analysis can be found in the following sections.

The study employed the PLS method to investigate the impact of the structural model, revealing the relationships between propositions and structures. The Path Modeling Method (PLS-SEM) and Smart PLS software were also utilized for this purpose.

Relationships between unobservable variables were tested with sem. The covariance-based SEM method, which is one of the two SEM methods, is mostly used to confirm or reject the theoretical models put forward and established in the field. Another SEM method, PLS-SEM is applied in exploratory research to build theory (Hair et al, 2014).

The purpose of this study is to test a research model that has not been previously explored in literature, making it an exploratory research. Due to this feature, Research model was tested by pls-sem

PLS-SEM method is a nonparametric SEM method that includes both factor analysis and regression analysis. The PLS-SEM method has two components: the scale model (external model) and the structural model (internal model), where the scale model determines the measurement of each latent variable.

The research model variables were tested for reliability and validity using the scale model and confirmatory factor analysis. The structural model was used to determine if there were significant relationships between variables not observed in the research model (Hair et al., 2014).

SPSS 21.0 was used for difference tests to examine if variables in the research model differed by various demographic variables. (MacFarland et al., 2016).

4.2.1 Partial Least Square Structural Equation Modeling

Due to the progress made in statistical analysis methods and computer systems, social scientists are now able to utilize second-generation multivariate methods to establish intricate connections between study variables, surpassing the previous limitations of first-generation bi- and univariate analysis. (Hair et al., 2017).

Researchers can predict intricate relationships between latent variables that are measured by one or more observable indicators while accounting for measurement errors in those indicators, by utilizing Structural Equation Modeling (SEM). (Vinzi et al., 2010).

Partial least squares SEM (PLS-SEM) and covariance-based SEM (CB-SEM) are the two SEM methods. Jöreskog (1971) first introduced CB-SEM, while Wold (1980) introduced PLS-SEM, and although they appeared at approximately the same time, CB-SEM has become more popular over time. However, due to its methodological advantages over CB-SEM, PLS-SEM is increasingly being used in many fields. CB-SEM is preferable for theory testing. When information on relationships between structures is limited and requires investigation, variance-based PLS-SEM outperforms CB-SEM (Vinzi et al., 2010).

Complex models have been successful with both techniques. However, CB-SEM is often restricting since it requires normally distributed data and a larger sample size than PLS-SEM. Therefore, PLS-SEM is more suitable for social science studies that involve non-normal data, various scale types, and smaller sample sizes.

Also, PLS-SEM was found to better handle formative measurement models than CB-SEM and has greater statistical power. PLS-SEM also has some limitations. It lacks fit indices and is not suitable for models with causal loops.

SEM can be thought of as the ability to create models that are constructed by more concrete lower-level structures, or that contain higher-level structures that are more concrete. In PLS-SEM applications, utilizing higher order structures has become a popular trend due to the advantages it provides in complex models. This study suggests that utilizing the partial least squares structural equation model with hierarchical component structures is more suitable for evaluating and measuring structural model..

4.2.2 Disjoint Two-Stage Approach

Upon selecting PLS-SEM instead of CB-SEM, the researcher had to determine the approach for indicating higher order structures. Based on the research objectives and features of lower-level structures, the discrete two-stage approach was deemed most compatible in this study after reviewing hierarchical component analysis literature. The reasons for selecting the discrete two-stage approach were previously provided, and the researcher now outlines its implementation in the study (Becker et al., 2012).

The first stage of the discrete two-stage approach involved incorporating exogenous variables and substructures into the model, as illustrated in Figure 4. From the indicators, structure scores were estimated for these latent variables. The scores

for each sub-level structure with latent variable eigenvalues obtained in the first stage were recorded in the dataset and used as indicator values for the second-level structures in the second stage. The model was developed based on the aforementioned explanation, as depicted in Figure 5

Figure 4

The initial step of disjoint two-stage approach

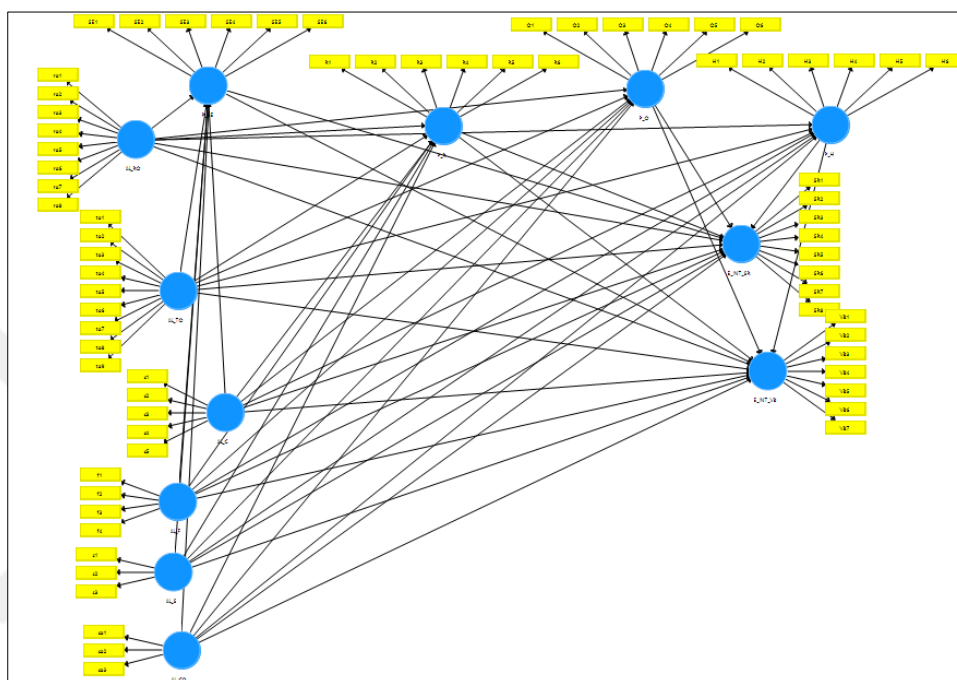
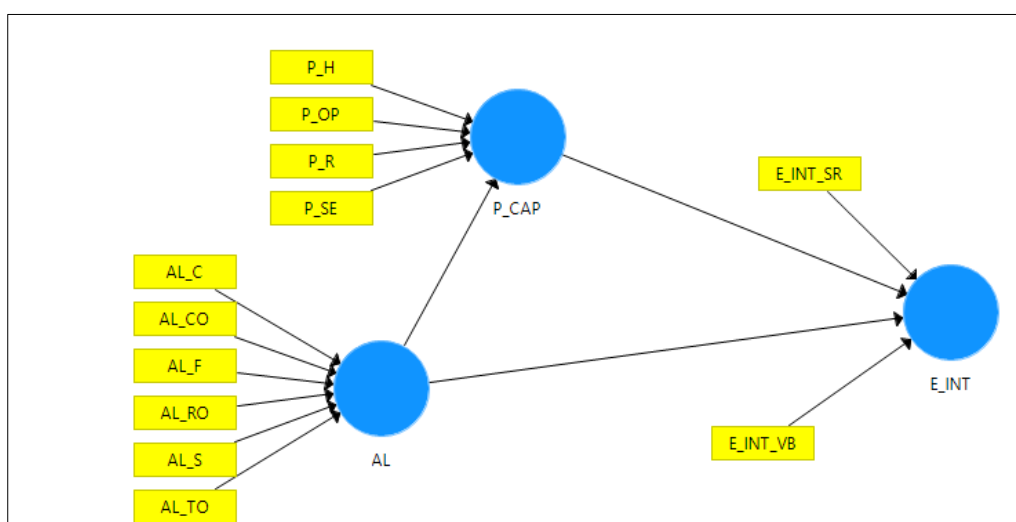


Figure 5

The second phase of the discrete two-stage approach and the study's conceptual model



It is worth mentioning that this study employed a reflective hierarchical latent variable model, and the path weighting scheme was chosen as the internal weighting scheme for the PLS-SEM algorithm. The discrete two-stage model, reflective measurement models, and formative measurement models were estimated using the standard settings of the SmartPLS software. (Sarstedt et al., 2019).

4.2.3 Model Assessment

Once the measurement model has been validated for construct reliability and validity, the ability of the structural model to make predictions can be assessed. The following sections outline the methods and measures used in this study to evaluate both the measurement and structural models.

4.2.3.1 Assessment of Measurement Model

To validate the measurement model in PLS-SEM, Confirmatory Compound Analysis (CCA) is used. Metrics and procedures differ for evaluating the reliability and validity of reflective and formative measurement models. Evaluation of reflective measurement models begins in the first stage of the analysis with an assessment of their significance and indicator load, where standardized loadings should be above 0.708 and confidence intervals obtained by bootstrapping should not contain zero (Hair et al., 2011).

Step two involves checking the internal consistency reliability of the constructs using Cronbach's alpha (α) values and Jöreskog's (1971) composite reliability (CR) values, with a general rule of thumb of over 0.70. Step three measures convergent validity using the average mean variance (AVE), which should be at least 0.50. The final step evaluates discriminant validity using the cross-loadings, Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT).

The Fornell-Larcker criterion suggests that for each structure, the square root of its AVE values should be greater than the correlation between that structure and other structures. For cross loading, the standardized loading of an indicator with the structure it belongs to should not be less than the load for other structures.

Regarding PLS-SEM, HTMT values less than 0.90 are considered a better indicator of discriminant validity compared to the previously mentioned criteria, and it should be statistically significant. The discriminant validity of the construct can be assessed by evaluating the bootstrap confidence intervals, and if the interval value of 1 is excluded, it indicates the discriminant validity of the construct.

After validating the measurement models for the model shown in Figure 4, the measurement models for the second-order structures designated as formative in the two-stage approach should also be examined, as described earlier (Fig. 5).

When evaluating the measurement model of second-order structures, the focus should be on the relationship between lower-order structures and second-order structures rather than the indicators of second-order structures. This process starts by checking for any linearity issues between the lower-order structures that make up the second-order structure. High linearity between lower-level indicators may suggest that information on one lower-level construct is redundant if it is highly correlated with another lower-level construct, as they are expected to represent different aspects of the higher-level structure.

Furthermore, a high level of linearity between lower-level indicators in the measurement model of second-order structures can have an impact on the weights' relevance and significance, potentially resulting in misleading findings (Haç et al., 2018). To ensure that there are no linearity issues, the variance inflation factor (VIF) is used. For each formative construct, the VIF should be less than a threshold of 3. This helps to avoid any potential problems with the relevance and significance of the weights, and ensures that the results are not misleading (Hair et al., 2019).

The second step involves assessing the significance and adequacy of the weights that represent the contribution of each lower-level structure to the higher-level structure through bootstrapping.

4.2.3.2 Assessment of Structural Model

After validating the measurement models, the structural model is evaluated in the second phase of the discrete two-stage approach. To assess the predictive power of the model, effect size (f^2) and the coefficient of determination (R^2) are examined. The R^2 value indicates the proportion of variation in endogenous structures that is explained by exogenous structures. An R^2 value of 0.67, 0.33, and 0.19 is considered significant, moderate, and weak, respectively (Kerbouche and Bouguesri, 2020).

Besides R^2 values, researchers can also evaluate the effect of an excluded external structure on internal structures by examining how R^2 values change. This can be measured using the effect size metric (f^2), where values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively, of an exogenous variable on endogenous variables (Sarstedt et al., 2019).

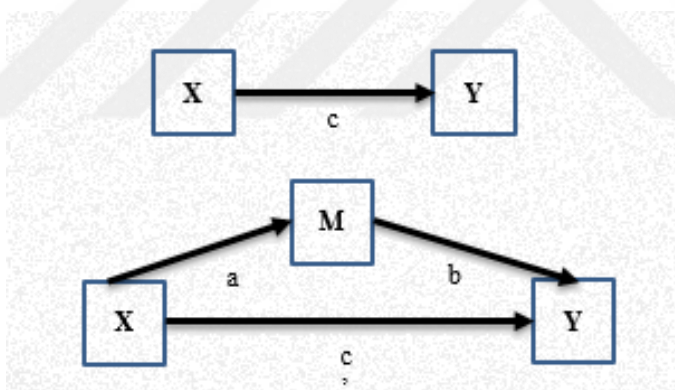
After assessing the predictive power of the model, the last stage in evaluating the structural model involved examining the significance and importance of the direct and indirect relationships between structures. This was achieved by bias-corrected confidence intervals using a bootstrap method with 5,000 subsamples and computing t-statistics path coefficients. The method for evaluating the indirect relationship between study variables is outlined in the following subsection.

4.2.4 Mediation Analysis

The Bootstrap method suggests that to determine mediation, it is sufficient to examine the direct and path coefficients, as well as the indirect effect coefficients. If the indirect effect between the independent and dependent variables is statistically significant, it indicates mediation. If both the direct and indirect effects are statistically significant, full mediation is indicated if the direct effect is not significant but the indirect effect is significant for partial mediation.

Figure 6

Mediation Models



Hayes Model 4 was utilized to assess the connection, and 5,000 bootstrap samples were employed to obtain the 95% confidence interval of the indirect effects. The mediation equation is expressed as " $c = c' + ab$," representing the total effect of the independent variable (x) on the dependent variable (y) through mediation. On the other hand, the indirect effect is the effect of x on y, excluding the mediation, expressed as " $c' = c - ab$." (Preacher & Hayes, 2008).

The study aims to explore the mediating role of psycap in the relationship between agile leadership and employee entrepreneurship, beyond examining direct

relationships between work variables. The mediation analysis was conducted using the procedure outlined in Figure 7 (Zhao et al. 2010).

Figure 7

A decision tree is utilized to determine whether mediation or nonmediation has occurred.



4.3 Descriptive statistics

The demographic characteristics of the variables are presented in tables, which include statements about the participants and their responses.

Table 4

Descriptive statistics

N=385	Category	Frequency	Percent
Gender	Male	161	42%
	Female	224	58%
Marital status	Single	193	50%
	Married	192	50%
Education	Bachelor degree	165	43%
	Masters degree	125	32%
	Associate degree	95	25%
Age	18-27	55	14%
	28-38	94	24%
	39-45	78	20%
	46-55	79	21%
	55+	79	21%

Total Experience	10-15 Year	76	20%
	15 +	214	56%
	2-5 Year	41	11%
	5-10 Year	54	14%
Work Duration (Current Work)	21+	38	10%
	5-10 Year	56	15%
	0-2 Year	64	17%
	10-15 Year	46	12%
	11-15 Year	51	13%
	16-20 Year	48	12%
	Less than 5 Year	48	12%
	5-10 Year	34	9%

Also occupation and working industry of participant were analyzed. Next two table result is shown

Table 5

Distribution of Participants by Occupation

Occupation	Frequency	Percentage
Academician	31	8%
Lawyer	36	9%
Computer operator	52	14%
Computer engineer	35	9%
Unit responsible	16	4%
industrial engineer	35	9%
Human resources manager	1	0%
Unit manager	10	3%
Mechanical engineer	72	19%
Team leader	10	3%
Expert	47	12%
Adminstrator	40	10%
Sum	385	100%

Table 6*Distribution of Participants by Industry*

Industry	Frequency	Percentage
Information Technology	25	6%
Education	53	14%
Electrical and Electronics	19	5%
Energy	23	6%
Finance	24	6%
FMCG	31	8%
Service	14	4%
Consruction	18	5%
Consulting	27	7%
Chemistry	21	5%
Logistic	10	3%
Machine & Steel	40	10%
Automotive	26	7%
Production	22	6%
Retail	16	4%
Tourism	16	4%
Sum	385	100%

4.3.1 Explaining the variations in study variables based on grouping variables

To investigate whether the grouping variables obtained from the demographic information form can explain the differences in Agile leadership, psycap, and Employee intrapreneurship, comparison of means tests were conducted using SPSS.

After conducting the Mahalanobis test and obtaining no outlier in the dataset, a normality test was conducted. According to Hair et al. (2010), for a dataset to be considered normally distributed, the Skewness value should range from -2 to +2, the Kurtosis value should range from -7 to +7, and the sample size should be above 200. (Table 49). Additionally, Table 49 reveals that the skewness and kurtosis values for every dependent variable ranged from -1 to +1, indicating that the data was normally distributed and enabling the use of parametric tests.

- Table 50 displays the results of the t-test analysis, indicating no significant difference between Employee_Intrapreneurship/gender and Psychological capital/gender. However, there was a statistically significant difference between gender and Agile_Leadership ($P=0.02 < 0.05$). The mean score for Agile_Leadership was higher for males (84.70 ± 9.73) compared to females (82.32 ± 10.53).
- Table 51 displays the results of the t-test analysis, indicating no significant difference between Employee_Intrapreneurship/marital status, Psychological capital/marital status and Agile_Leadership/marital status.
- Table 52 reveals that there is no significant impact of age on the studied variables.
- Table 53 reveals that there is no significant impact of Education on the studied variables.
- Table 54 reveals that there is no significant impact of total work experience on the studied variables.
- Table 54 reveals that there is no significant impact of current work experience on the studied variables

4.4 Mean Values and Correlation Analysis

4.4.1 Mean values

Findings on Participant Views on Agile Leadership;

Participants were presented with 32 statements across 6 dimensions to evaluate their views on Agile Leadership. They were instructed to rate their level of agreement on a 1 to 5 Likert scale. For the survey questions, the question and sequence numbers are given as abbreviations in the table below as the equivalents of the statements. The original versions of the questions are shown in order in the sources.

Table 7*Findings on Participant Views on Agile Leadership*

Questions	QTY	MIN	MAX	AVG	σ
	StatS	StatS	StatS	StatS	StatS
Q.1	385	1	3	1,54	0,64
Q.2	385	1	5	3,46	1,24
Q.3	385	1	4	2,25	1,00
Q.4	385	1	5	3,40	1,24
Q.5	385	1	5	3,11	1,05
Q.6	385	1	4	2,23	1,02
Q.7	385	1	3	1,49	0,61
Q.8	385	1	3	1,50	0,61
Q.9	385	1	3	1,53	0,72
Q.10	385	2	5	3,02	1,12
Q.11	385	1	5	2,62	0,90
Q.12	385	1	5	2,46	0,98
Q.13	385	1	5	2,43	0,99
Q.14	385	1	5	2,71	1,07
Q.15	385	1	3	1,54	0,72
Q.16	385	2	5	2,60	0,90
Q.17	385	1	5	2,44	0,98
Q.18	385	1	3	1,59	0,68
Q.19	385	1	5	2,43	0,88
Q.20	385	2	5	2,69	0,88
Q.21	385	2	5	2,92	0,90
Q.22	385	1	5	2,40	0,88
Q.23	385	1	3	1,48	0,51
Q.24	385	2	4	2,49	0,54
Q.25	385	1	3	1,55	0,64
Q.26	385	2	4	2,58	0,68
Q.27	385	2	4	3,20	0,79

Q.28	385	3	5	4,22	0,75
Q.29	385	3	5	4,47	0,81
Q.30	385	2	4	2,92	0,84
Q.31	385	2	5	3,80	0,76
Q.32	385	2	5	4,26	0,97

Findings on Participant Views on Psycap ;

The participants were presented with 24 statements divided into 4 dimensions to assess their perspectives on Psycap. They were requested to rate their level of agreement with the statements on a Likert scale ranging from 1 to 5. For the survey questions, the question and sequence numbers are given as abbreviations in the table below as the equivalents of the statements. The original versions of the questions are shown in order in the sources.

Table 8

Findings on Participant Views on Psycap

Questions	QTY	MIN	MAX	AVG	σ
	StatS	StatS	StatS	StatS	StatS
Q.1	385	1	3	2,06	0,78
Q.2	385	2	5	3,90	1,12
Q.3	385	2	5	3,41	1,14
Q.4	385	1	5	3,39	1,17
Q.5	385	1	5	3,31	1,14
Q.6	385	2	5	3,50	1,18
Q.7	385	2	5	4,32	0,82
Q.8	385	2	5	4,34	0,78
Q.9	385	2	5	4,30	0,82
Q.10	385	2	5	4,32	0,80
Q.11	385	2	5	4,20	0,90
Q.12	385	2	5	4,34	0,77

Q.13	385	2	5	3,53	0,96
Q.14	385	2	5	3,56	1,02
Q.15	385	2	5	4,25	0,89
Q.16	385	2	5	3,29	0,86
Q.17	385	1	5	3,46	1,05
Q.18	385	2	5	4,07	0,97
Q.19	385	1	3	2,38	0,66
Q.20	385	1	5	3,63	1,02
Q.21	385	2	5	3,82	1,02
Q.22	385	2	5	4,22	0,98
Q.23	385	1	5	3,55	0,98
Q.24	385	2	5	3,92	1,02

Findings on Participant Views on Employee Intrapreneurship ;

The survey contained 15 statements across 2 dimensions aimed at assessing participants' views on Employee Intrapreneurship. They were required to rate their level of agreement with each statement on a Likert scale ranging from 1 to 5. For the survey questions, the question and sequence numbers are given as abbreviations in the table below as the equivalents of the statements. The original versions of the questions are shown in order in the sources.

Table 9

Findings on Participant Views on Employee Intrapreneurship

Questions	QTY	MIN	MAX	AVG	σ
	StatS	StatS	StatS	StatS	StatS
Q.1	385	2	5	3,49	1,13
Q.2	385	1	5	3,38	1,28
Q.3	385	1	5	3,52	1,14
Q.4	385	1	5	3,34	1,27
Q.5	385	1	5	2,99	1,02

Q.6	385	1	4	2,15	0,96
Q.7	385	1	3	1,44	0,54
Q.8	385	2	4	2,98	0,87
Q.9	385	1	4	2,02	0,70
Q.10	385	1	5	3,24	1,05
Q.11	385	1	4	2,03	0,72
Q.12	385	1	5	3,06	1,04
Q.13	385	1	4	2,74	0,75
Q.14	385	1	3	2,03	0,70
Q.15	385	1	3	1,26	0,45

4.4.2 Correlation analysis

Upon analyzing the correlation results between the sub-dimensions of psychological capital and agile leadership, a general weak and positive correlation was observed. Similarly, in the case of EI and psychological capital, except for the hope sub-dimension of psychological capital, a weak and positive correlation was observed.

Table 10

Correlation Analysis For Sub Dimension

Variable	Mean	Std. Deviation	N	1	2	3	4	5	6	7	8	9	10	11	12
1. Result-Oriented	12,02	3,92	385	1											
2. Team-Oriented	10,97	2,33	385	,012	1										
3. Competence	8,10	2,26	385	,056	,039	1									
4. Flexible	18,97	6,93	385	-,107*	,324*	-,070	1								

5. Speed	11,90	2,19	385	-,230 [*]	-,142 [*]	-,084	-,141 [*]	1							
6. Change-Oriented	21,35	7,81	385	-,188 [*]	,000	,025	-,120 [*]	-,130 [*]	1						
7. Strategic Renewal	23,28	7,45	385	-,121 [*]	,336 [*]	,113 [*]	,372 [*]	-,070	,536 [*]	1					
8. Venture Behavior	16,38	5,04	385	,257 [*]	,217 [*]	,050	,220 [*]	-,174 [*]	,304 [*]	,079	1				
9. Hope	25,83	4,78	385	-,368 [*]	,044	,185 [*]	,038	,003	,155 [*]	,205 [*]	-,019	1			
10. Optimism	21,52	5,15	385	-,041	-,052	,290 [*]	,053	,147 [*]	,088	,129 [*]	,179 [*]	,039	1		
11. Resilience	22,17	5,33	385	,047	,126 [*]	-,162 [*]	,096	-,210 [*]	,305 [*]	,329 [*]	,259 [*]	-,048	-,467 [*]	1	
12. Self-Efficacy	19,57	6,19	385	,153 [*]	,270 [*]	-,204 [*]	,201 [*]	-,099	,186 [*]	,225 [*]	,433 [*]	-,432 [*]	-,152 [*]	,228 [*]	1

Table 11*Correlation Analysis AL & EI & PC*

Variable	Mean	Std. Deviation	N	1	2	3
1. Employee-Intrapreneurship	39,65	9,32	385	1		
2. Agile-Leadership	83,31	10,26	385	,831**	1	
3. PsyCap	89,09	8,35	385	,776**	,550**	1

Schober and Boer (2018) classified correlation coefficients (r) as negligible, weak, moderate, strong, and very strong based on the range of values from 0.00-0.10, 0.10-0.39, 0.40-0.69, 0.70-0.89, and 0.90-1.00, respectively. A strong positive correlation was observed between agile leadership's psychological capital and employee intrapreneurship. A positive and significant correlation was found between psychological capital and employee intrapreneurship.

Table 12

Correlation Analysis AL & PC

Variable	Mean	Std. Deviation	N	1	2	3	4	5	6	7	8
1. Competence	12,02	3,92	385	1,000							
2. Change-Oriented	10,97	2,33	385	,012	1,000						
3. Flexible	8,10	2,26	385	,056	0	1,000					
4. Result-Oriented	18,97	6,93	385	-,107*	,324**	-,070	1,000				
5. Speed	11,90	2,19	385	-,230**	-,142**	-,084	-,141**	1,000			
6. Team-Oriented	21,35	7,81	385	-,188**	,000	,025	-,120*	-,130*	1,000		
7. Agile-Leadership	83,31	10,26	385	,132**	,429**	,205**	,571**	-,119*	,586**	1,000	
8. PsyCap	89,09	8,35	385	-,092	,273**	,030	,264**	-,115*	,476**	,550**	1,000

The sub-dimensions of agile leadership and psychological capital showed a weak but significant correlation overall.

Table 13

Correlation Analysis AL & EI

Variable	Mean	Std. Deviation	N	1	2	3	4	5	6	7	8
1. Competence	12,02	3,92	385	1,000							
2. Change-Oriented	10,97	2,33	385	,012	1,000						
3. Flexible	8,10	2,26	385	,056	0	1,000					
4. Result-Oriented	18,97	6,93	385	-,107*	,324**	-,070	1,000				

5. Speed	11,90	2,19	385	-,230**	-,142**	-,084	-,141**	1,000			
6. Team-Oriented	21,35	7,81	385	-,188**	,000	,025	-,120*	-,130*	1,000		
7. Agile-Leadership	83,31	10,26	385	,132**	,429**	,205**	,571**	-,119*	,586**	1,000	
8. Employee-Intrapreneurship	39,65	9,32	385	,042	,386**	,118*	,416**	-,150**	,593**	,831**	1,000

Agile leadership sub-dimensions show strong and significant correlation with employee intrapreneurship.

Table 14

Correlation Analysis PC & EI

Variable	Mean	Std. Deviation	N	1	2	3	4	5	6
1. Employee-Intrapreneurship	39,65	9,32	385	1,000					
2. Psycap	89,09	8,35	385	,776**	1,000				
3. Hope	25,83	4,78	385	,154**	,245**	1,000			
4. Optimism	21,52	5,15	385	,200**	,229**	,039	1,000		
5. Resilience	22,17	5,33	385	,403**	,492**	-,048	-,467**	1,000	
6. Self-Efficacy	19,57	6,19	385	,414**	,546**	-,432**	-,152**	,228**	1,000

Sub-dimensions of psychological capital and employee intrapreneurship had a weak and significant correlation.

4.5 Factor and reliability analysis

4.5.1 Reliability Analysis Results

4.5.1.1 Agile Leadership

Based on the results, it has been shown that the KMO value of agile leadership is 0.710.

Table 15

KMO sampling for Agile Leadership

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			,710
Bartlett's Test of Sphericity	Approx. Chi-Square	28567,331	
	df	96	4
	Sig.	,000	0

Based on the results, it has been shown that the Cronbach alpha of Agile Leadership is 0.793

Table16

Cronbach alpha for Agile Leadership

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,793	32
	Excludeda	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Result oriented dimensions of Agile Leadership is 0.967.

Table 17*Result oriented dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,967	8
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Teamwork oriented dimensions of Agile Leadership is 0.978.

Table 18*Teamwork oriented dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,978	9
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Competency dimensions of Agile Leadership is 0.957.

Table 19*Competency dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,957	5
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Flexible dimensions of Agile Leadership is 0.964.

Table 20*Flexible dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,964	4
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Speed dimensions of Agile Leadership is 0.918.

Table 21*Speed dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,918	3
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Change oriented dimensions of Agile Leadership is 0.886.

Table 22*Change oriented dimensions of Agile Leadership*

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,886	3
	Excluded ^a	0	0,0		
	Total	385	100,0		

4.5.1.2 *Psychological Capital*

Based on the results, it has been shown that the KMO value of Psychological Capital is 0.774.

Table 23

KMO value of Psychological Capital

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,774
Bartlett's Test of Sphericity	Approx. Chi-Square	21411,300
	df	276
	Sig.	0,000

Based on the results, it has been shown that the Cronbach alpha of Psychological Capital is 0.712.

Table 24

Cronbach alpha for Psychological Capital

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,712	24
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Self Efficacy dimensions of Psychological Capital is 0.974.

Table 25

Self Efficacy dimensions of Psychological Capital

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,974	6
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Resilience dimensions of Psychological Capital is 0.966.

Table 26

Resilience dimensions of Psychological Capital

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,966	6
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Hope dimensions of Psychological Capital is 0.990.

Table 27

Hope dimensions of Psychological Capital

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,990	6
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Optimisim dimensions of Psychological Capital is 0.953.

Table 28

Optimisim dimensions of Psychological Capital

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,953	6
	Excluded ^a	0	0,0		
	Total	385	100,0		

4.5.1.3 *Employee intrapreneurship*

Based on the results, it has been shown that the KMO value of Employee intrapreneurship is 0.791.

Table 29

KMO value of Employee intrapreneurship

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,791
Bartlett's Test of Sphericity	Approx. Chi-Square	12389,875
	df	105
	Sig.	0,000

Based on the results, it has been shown that the Cronbach alpha of Employee intrapreneurship is 0.908.

Table 30

Cronbach alpha for Employee intrapreneurship

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,908	15
	Excluded ^a	0	0,0		
	Total	385	100,0		

Based on the results, it has been shown that the Cronbach alpha of Strategic Renewal dimensions of Employee intrapreneurship is 0.961.

Table 31

Strategic Renewal dimensions of Employee intrapreneurship

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	385	100,0	,961	8
	Excluded ^a	0	0,0		
	Total	385	100,0		

b. Predictors: (Constant), Agile-Leadership						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-23,196	2,170		-10,692	,000
	TOP_AL	,754	,026	,831	29,186	,000
a. Dependent Variable: Employee-Intrapreneurship						

The F value in ANOVA was found to be $p < .05$ for the p value, and the modeled regression model is significant.

Table 34
Regression Analysis AL & PC

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	,550 ^a	,302	,300	6,98643		
a. Predictors: (Constant), Agile-Leadership						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8094,702	1	8094,702	165,840	,000 ^b
	Residual	18694,296	383	48,810		
	Total	26788,997	384			
a. Dependent Variable: PSYCAP						
b. Predictors: (Constant), Agile-Leadership						
Coefficients ^a						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51,800	2,917		17,756	,000
	TOP_AL	,448	,035	,550	12,878	,000

a. Dependent Variable: PSYCAP

Agile leadership found to be a correlation coefficient of $R = 0.550$ has a intermediate level relationship with psychological capital. The value of $R^2 = 0.302$ was obtained as the percentage of variance in psychological capital explained by agile leadership. Thus, approximately 30% of the variance in psychological capital can be explained by agile leadership. The F value in ANOVA was found to be $p < .05$ for the p value, and the modeled regression model is significant.

Table 35

Regression Analysis PC & EI

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	,776 ^a	,602	,601	5,88578		
a. Predictors: (Constant), PSYCAP						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20067,301	1	20067,301	579,269	,000 ^b
	Residual	13268,060	383	34,642		
	Total	33335,361	384			
a. Dependent Variable: Employee- Intrapreneurship						

b. Predictors: (Constant), PSYCAP						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-37,454	3,218		-11,640	,000
	TOP_PSYCAP	,865	,036	,776	24,068	,000
a. Dependent Variable: Employee- Intrapreneurship						

Psychological capital found to be a correlation coefficient of $R = 0.776$ has a intermediate level relationship with employee intrapreneurship. The value of $R^2 = 0.602$ was obtained as the percentage of variance in employee intrapreneurship explained by psychological capital. Thus, approximately 60% of the variance in intermediate level can be explained by psychological capital. The F value in ANOVA was found to be $p < .05$ for the p value, and the modeled regression model is significant.

Table 36

Regression Analysis For Mediating Effect

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	,914 ^a	,836	,835	3,78366		
a. Predictors: (Constant), Agile-Leadership, PSYCAP						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27866,609	2	13933,305	973,261	,000 ^b
	Residual	5468,752	382	14,316		

	Total	33335,36 1	384			
a. Dependent Variable: Employee- Intrapreneurship						
b. Predictors: (Constant), Agile-Leadership, PSYCAP						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-49,637	2,133		-23,268	,000
	TOP_PSYCAP	,510	,028	,458	18,445	,000
	TOP_AL	,526	,023	,579	23,341	,000
a. Dependent Variable: Employee- Intrapreneurship						

The correlation coefficient value of $R = 0.914$ indicates a significant, positive, and strong relationship between the combined factors of psychological capital and agile leadership with employee intrapreneurship. The value of $R^2 = 0.836$ can also be explained by agile leadership and psychological capital for approximately 84% of the variance in employee intrapreneurship.

The F value in ANOVA was found to be $p < .05$ for the p value, and the modeled regression model is significant.

The non-standardized slope coefficient for psychological capital was 0.510; Agile leadership non-standardized slope coefficient was found to be 0.526. Depending on these values, it is seen that a one-unit increase in psychological capital and agile leadership leads to 0.510 unit and 0.526 unit change in employee intrapreneurship, respectively.

According to the standardized beta coefficient, the priority of the independent variables according to the importance in employee intrapreneurship is psychological capital first, followed by agile leadership. Upon analyzing the t-test results, it was observed that the independent variables have a significant impact on employee intrapreneurship at a 0.05 level.

4.5.3 Factor Analyses and Structural Equation Modelling

4.5.3.1 Confirmatory Composite Analysis

The initial step in PLS-SEM involved conducting confirmatory composite analysis (CCA) to authenticate the measurement models. The outcomes of assessing the first-order reflective models and second-order formative models are provided (Hair et al., 2020)..

Confirmatory composite analysis (CCA) is a procedure used in composite-based SEM techniques like PLS-SEM or GSCA to validate reflective and formative measurement models in a particular nomological network. Figure 8 presents the seven-step process of CCA for the reflective model (Ciavolino et al. 2022).

Figure 8

Confirmatory Composite Analysis-Reflective Model

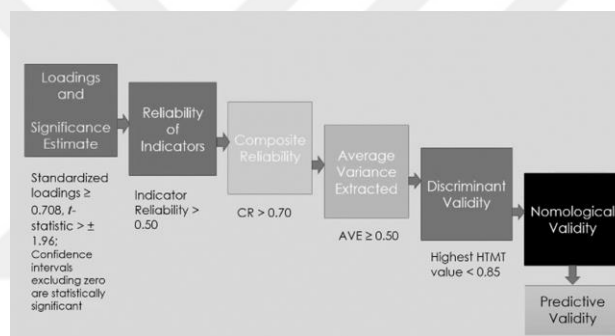
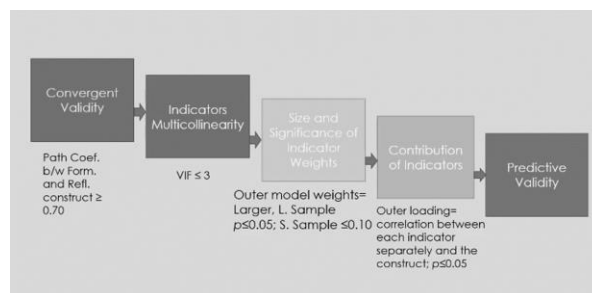


Figure 8 presents The 5-step process of CCA for the formative model.

Figure 9

Confirmatory Composite Analysis-Formative Model



The crucial characteristics of a measuring instrument are validity and reliability, which, if not met at the desired level, may compromise the accuracy of the results, it can be said that the qualities to be measured or the results obtained from the scientific studies used will not be reliable and valid, in other words, the results

obtained will not be valid. Therefore, the validity and reliability levels of measurement tools should be within acceptable limits. (Seçer, 2017).

To assess the dependability of the variables' scales in the research model, an analysis of reliability was conducted. For evaluating the scales' reliability, both Cronbach's Alpha, which is a conventional measure, and the Composite Reliability values yielded by the PLS-SEM analysis were utilized. The scales are considered highly reliable when both indicators are 0.70 or greater.

Due to the limitations of Cronbach's Alpha due to the population and being a more conservative criterion, the Combined Confidence values should be used as a different validity criterion, especially for exploratory models. Exploratory studies can accept Composite Confidence values ranging from 0.60 to 0.70 (Peterson and Kim, 2013).

4.5.3.2 Assessment of First-order Reflective Measurement Model

The assessment of convergent validity, internal consistency reliability and discriminant validity was conducted to examine the associations between first-order latent variables and their indicators. Upon loading and running the model presented in Figure 4 using SmartPLS 3, the path weighting scheme and algorithm were integrated. Convergent validity was evaluated by examining the external loadings between indicators and first-order latent variables..

By examining the acceptable levels of external loads of reflective first-order structures, it was determined that the indicators possess adequate indicator reliability. Due to the consideration of content validity issues when removing items, no items were found with the recommended value of less than 0.70 downloads.

To evaluate the convergent validity of the reflective first-order constructs, their mean variance extracted (AVE) was considered. Table 37 shows that all AVE values are equal to or greater than 0.50, indicating that the first-order latent variables in the model can account for over 50% of the variance in their corresponding items. Based on the loadings and AVE values, it can be concluded that the model's structures exhibit acceptable convergent validity. (Hair et al., 2014). Following the assessment of convergent validity, the constructs' internal consistency was determined by calculating Cronbach's Alpha and composite reliability (CR) values.

4.5.3.2.1 Reliability and Validity

Table 37

Construct Reliability and Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competence	0,960	0,969	0,969	0,861
Change-Oriented	0,890	0,899	0,932	0,820
Flexible	0,971	0,975	0,979	0,920
Result-Oriented	0,976	0,980	0,980	0,859
Speed	0,918	0,959	0,947	0,857
Team-Oriented	0,982	0,983	0,984	0,872
Hope	0,991	0,992	0,993	0,959
Optimism	0,957	0,962	0,965	0,822
Resilience	0,967	0,973	0,973	0,859
Self-Efficacy	0,978	0,981	0,982	0,901
Strategic-Renewal	0,968	0,974	0,974	0,823
Venture Behavior	0,972	0,980	0,977	0,858

Table 37 indicates that all structures' CR values exceed 0.90, which is substantially higher than the critical value of 0.70. Moreover, the Cronbach alpha values of these structures surpass the critical threshold of 0.70. Therefore, it can be concluded that all constructs exhibit satisfactory internal consistency..

Table 38*Loading for Psycap*

Item for PsyCap	Factors	Hope	Optimism	Resilience	Self-Efficacy
Q.1	Factor One:Hope	0,984			
Q.2		0,987			
Q.3		0,993			
Q.4		0,98			
Q.5		0,941			
Q.6		0,989			
Q.7	Factor Two:Optimism		0,889		
Q.8			0,912		
Q.9			0,921		
Q.10			0,892		
Q.11			0,933		
Q.12			0,892		
Q.13	Factor three:Resilience			0,973	
Q.14				0,92	
Q.15				0,91	
Q.16				0,911	
Q.17				0,935	
Q.18				0,91	
Q.19	Factor Four:Self-Efficacy				0,953
Q.20					0,898
Q.21					0,976
Q.22					0,974
Q.23					0,916
Q.24					0,975

All loading values exceeded the critical threshold of 0.70, indicating that all constructs demonstrated satisfactory internal consistency.

Table 39*Loading for Employee Intrapreneurship*

Item For Employee Intrapreneurship	Factor	Strategic Renewal	Venture Behavior
Q.1	Factor One:Strategic Renewal	0,716	
Q.2		0,954	
Q.3		0,933	
Q.4		0,957	
Q.5		0,955	
Q.6		0,933	
Q.7		0,848	
Q.8		0,933	
Q.9	Factor Two:Venture Behavior		0,951
Q.10			0,922
Q.11			0,966
Q.12			0,941
Q.13			0,91
Q.14			0,968
Q.15			0,817

All loading values exceeded the critical threshold of 0.70, indicating that all constructs demonstrated satisfactory internal consistency.

Table 40*Loading For Agile Leadership*

Items For Agile-Leadership	Factors	Competence	Change-Oriented	Flexible	Result-Oriented	Speed	Team-Oriented
Q.1	Factor One:Competence	0,941					
Q.2		0,911					
Q.3		0,931					
Q.4		0,933					
Q.5		0,924					
Q.6	Factor two:Change-Oriented		0,953				
Q.7			0,864				
Q.8			0,898				
Q.9	Factor			0,986			

Q.10	three:Flexible			0,968			
Q.11				0,943			
Q.12				0,94			
Q.13	Factor Four:Result-Oriented				0,827		
Q.14					0,913		
Q.15					0,978		
Q.16					0,932		
Q.17					0,949		
Q.18					0,974		
Q.19					0,923		
Q.20					0,909		
Q.21	Factor Five:Speed					0,966	
Q.22						0,876	
Q.23						0,932	
Q.24	Factor Six:Team-Oriented						0,952
Q.25							0,915
Q.26							0,933
Q.27							0,92
Q.28							0,929
Q.29							0,935
Q.30							0,945
Q.31							0,946
Q.32							0,93

All loading values exceeded the critical threshold of 0.70, indicating that all constructs demonstrated satisfactory internal consistency.

4.5.3.2.2 *Fornell-Larcker Criterion*

To maintain the distinctiveness of each reflective construct in the model, discriminant validity tests were performed on the lower-level constructs. The tests included an analysis of cross-loading of items, adherence to the Fornell-Larcker criterion, and evaluation of the heterotrait-monotrait (HTMT) ratios.

The Fornell-Larcker criterion, outlined in Table 41, presumes that the square root of the AVE of each structure should surpass the highest correlation of the structure with any other structure in the model (Hair. et al., 2019).

Table 41

Fornell-Larcker Criterion

	1	2	3	4	5	6	7	8	9	10	11	12
1.Competence	0,928											
2.Change-Oriented	0,014	0,906										
3.Flexible	0,063	0,025	0,959									
4.Result-Oriented	-0,102	0,32	-0,079	0,927								
5.Speed	-0,232	-0,149	-0,075	-0,134	0,926							
6.Team-Oriented	-0,197	0,01	0,034	-0,128	-0,138	0,934						
7.Hope	-0,377	0,037	0,186	0,034	0,018	0,155	0,979					
8.Optimism	-0,051	-0,051	0,294	0,055	0,151	0,093	0,044	0,907				
9.Resilience	0,052	0,134	-0,168	0,101	-0,217	0,306	-0,048	-0,468	0,927			
10.Self-Efficacy	0,151	0,272	-0,203	0,198	-0,108	0,189	-0,428	-0,152	0,23	0,949		
11.Strategic-Renewal	-0,122	0,342	0,109	0,367	-0,081	0,534	0,208	0,13	0,335	0,224	0,907	
12.Venture Behavior	0,257	0,208	0,051	0,219	-0,176	0,303	-0,026	0,177	0,249	0,436	0,067	0,926

4.5.3.2.3 Cross loading

As another method, cross-loading of each item in the model was examined to evaluate discriminant validity. All indicators are more loaded on the structure they are associated with than other structures. The outcome confirms the distinctness of the constructs employed in the model, as demonstrated by discriminant validity.

4.5.3.2.4 Heterotrait-Monotrait Ratio (HTMT)

To assess discriminant validity via cross-loadings, the researchers utilized the HTMT ratio of correlations and evaluated adherence to the Fornell-Larcker criterion. The HTMT threshold value should not exceed 0.85 and 0.90 for conceptually different and similar structures, respectively (Henseler et al., 2015).

Table 42*Heterotrait-Monotrait Ratio (HTMT)*

	1	2	3	4	5	6	7	8	9	10	11	12
1.Competence												
2.Change-Oriented	0,086											
3.Flexible	0,075	0,08										
4.Result-Oriented	0,102	0,338	0,086									
5.Speed	0,243	0,16	0,096	0,15								
6.Team-Oriented	0,224	0,11	0,076	0,138	0,149							
7.Hope	0,38	0,054	0,189	0,049	0,088	0,155						
8.Optimism	0,133	0,073	0,303	0,069	0,163	0,101	0,071					
9.Resilience	0,077	0,14	0,174	0,105	0,223	0,31	0,057	0,494				
10.Self-Efficacy	0,154	0,289	0,211	0,203	0,103	0,188	0,438	0,161	0,235			
11.Strategic-Renewal	0,124	0,365	0,112	0,369	0,079	0,547	0,212	0,143	0,341	0,227		
12.Venture Behavior	0,269	0,223	0,072	0,219	0,183	0,302	0,044	0,187	0,255	0,441	0,1	

4.5.3.3 *Assessment of Second-Order Formative Measurement Model*

In Figure 4, the discrete two-stage approach involved recording the latent variable scores generated from the first step in the dataset, rather than analyzing the results of the initial model that only included low-level constructs. These scores were utilized as explicit variables for the higher-order constructs in the second phase, as illustrated in Figure 5. The model's effectiveness was assessed by evaluating parameters in the subsequent subsections.

4.5.3.3.1 *Path Coefficients*

The estimated path coefficients are standardized regression coefficients that enable assessment of sign and absolute size. If a single construct's coefficients are increased by one standard deviation while keeping all other explanatory constructs constant, the resulting change in the dependent construct is interpreted in standard deviations. For instance, if agile leadership is increased by one standard deviation with all other variables held constant, Employee Intrapreneurship will increase by 0.580 standard deviations. Population parameter conclusions can be drawn using

confidence intervals and statistical tests, including the percentile bootstrapping confidence interval (Aguirre-Urreta & Rönkkö, 2018).

Table 43 shows path coefficient estimates for hypothetical relationships ranging from 0.436 to 0.598, all statistically significant at the 5% level. To be considered significantly different from zero at the 5% level, a path coefficient estimate's p-value must be below 0.05 or the estimate's 95% bootstrapped percentile confidence interval should not include zero.

Table 43

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
AL -> EIB	0,580	0,580	0,023	24,903	0,000
AL -> PSYCAP	0,600	0,606	0,040	14,976	0,000
PSYCAP -> EIB	0,438	0,436	0,024	18,628	0,000

4.5.3.3.2 Variance Inflation Factor of Second-order Constructs

As all the VIF values in Table 44 are below the threshold of 3, there are no concerns about multicollinearity issues for formative quadratic structures in the model. (Hair et al., 2017);

Table 44

VIF values

<u>Collinearity statistics (VIF)</u>	
<u>Outer model</u>	VIF
AL_C	1,161
AL_CO	1,133
AL_F	1,017

AL_RO	1,200
AL_S	1,157
AL_TO	1,123
P_H	1,229
P_O	1,283
P_R	1,328
P_SE	1,297
SR	1,004
VB	1,004

<u>Inner model</u>	L	IB	AP	PSYC
AL		,562	1	1,000
EIB				
PSYCAP		,562	1	

4.5.3.3.3 Evaluation of R^2

The R^2 value is employed in regression analysis to assess the goodness of fit. For models estimated by OLS, R^2 indicates the extent of variance explained in a dependent structure, providing insight into a model's in-sample predictive capability. Moreover, the R^2 serves as the foundation for numerous model selection criteria.

In PLS-PM research, reporting R^2 is a crucial step, as it can be assessed based on the R^2 values of novel model selection criteria. The anticipated magnitude of R^2 is contingent on the research topic. For well-understood variables, a relatively high R^2 is expected, whereas for less familiar phenomena, a lower R^2 is acceptable. When evaluating R^2 values, studies examining the same dependent variable should be considered. In this study, employee entrepreneurship and psychological capital have R^2 values of 0.832 and 0.360, respectively.

Table 45*R² Values*

<u>R-square</u>	<u>R-square</u>	<u>R-square adjusted</u>
Employee- Intrapreneurship	0,832	0,831
PSYCAP	0,360	0,358

4.5.3.3.4 *f* square (*f*²)

Table 46*f* square (*f*²)

<u>f-square</u>	L	A	EIB	P	PSYCA
Agile-Leadership			1,283		0,562
Employee- Intrapreneurship					
PSYCAP			0,731		

The practical significance of significant effects should be examined by considering the effect sizes of the relationships between the constructs. Effect size is a measure of the magnitude of an effect that is independent of sample size. A weak, medium, or large effect size is indicated by *F*² values of 0.020 to 0.150, 0.150 to 0.350, or greater than or equal to 0.350, respectively. It is not common for most constructs to have a large effect size on the model, just as not all actors can play the lead role in a movie. Expecting or demanding that most effect sizes are large is an unrealistic expectation of scholars. The *f*² values for the default relationships in this study range from 0.562 to 1.283.

4.6 Results of Hypotheses Testing

4.6.1 Testing hypotheses through direct relationships of path coefficients

The structural model was evaluated using a one-tailed test at a significance level of 0.05, which corresponds to a 95% confidence level.

Table 47*Testing hypotheses through direct relationships of path coefficients*

Hypothesis	Path Coefficient	T-value (One Tail)	P Values	Result
H1: Agile Leadership (overall) have a positive effect on PsyCap (overall)	0,600	14,976	0,000	Supported
H2:PsyCap (overall) has a positive effect on Employee Intrapreneurship	0,438	18,628	0,000	Supported
H3:Agile Leadership (overall) have a positive effect on Employee Intrapreneurship	0,580	24,903	0,000	Supported

The structural model underwent 5000 non-parametric bootstrapping iterations and the findings in Table 47 indicate that the significance, relationships, and direct effects in the research model are significant. These outcomes suggest that all hypotheses were confirmed.

4.6.2 The mediation effect -Testing the path coefficients and hypotheses related to indirect relationships

Table 48*The mediation effect -Testing the path coefficients and hypotheses related to indirect relationships*

Hypothesis	Path Coefficient	T-value (One Tail)	P Values	Result
H4:PsyCap has a mediation role in Agile Leadership – Employee Intrapreneurship relationship	0,263	12,096	0,000	Supported

Table 48 suggests that the relationship between agile leadership and employee intrapreneurship is fully mediated by psychological capital. Accordingly, the h4 hypothesis was accepted.



5 DISCUSSION

Today, the change in customer expectations and needs, the disappearance of economic borders, technological innovations, global competition in the market have begun to risk the positions of the companies in the market.

For this reason, today's businesses need to have a sustainable competitive advantage in order to thrive and endure, organizations must attain success. Under these circumstances, businesses are looking for companies seek ways to prolong the lifespan of their products or services and sustain their own longevity. Agile leadership lies on this path that will support the psychological capital and entrepreneurial activities of its employees.

The most important resource for businesses is people and one of the most remarkable resources they use to achieve their goals is the human element. For this reason, factors such as entrepreneurship, agile leadership and psychological capital are paid attention to.

Agile leadership is to ensure that employees want to do the work requested from them with their own will in situations of uncertainty. In businesses where uncertainty and variability are high, agile leadership is considered an important input in order to make progress and advance, an organization must meet the needs of its employees.

Hence, agile leadership implements certain measures to facilitate and enhance the intrapreneurial conduct of its staff. The main focus of working entrepreneurship is to create the necessary infrastructure for businesses to sustain their existence in a sustainable and competitive way in rapidly changing conditions.

With agile leadership, it adopts to see different opportunities under volatility and uncertainty, to implement different and beneficial actions, and to support employees psychologically. Agile leaders share, take ideas, implement ideas from people, support the psychological capital of employees and generate entrepreneurs from them.

With these characteristics, agile leaders are important in the creation of entrepreneurial behaviors that enable individuals to come together within the framework of a common vision, to adopt common goals willingly and enthusiastically, and to realize these goals.

Entrepreneurial teams consisting of employees with characteristics such as intrapreneur, creative, innovative and proactive are necessary not only for the development of intrapreneurship, but also for the development and success of the entire organization.

Agile leaders can contribute to the formation of an entrepreneurial team system, equip employees with different skills, directing the emergence of innovative and novel concepts, and performing a significant function in realizing the objectives of employee entrepreneurship.

In a competitive market, entrepreneurial mindset and agile management practices are required for businesses to be successful in an environment where new opportunities and threats may arise at any time, both to control threats and to take advantage of opportunities.

Employee entrepreneurship should be given attention in this context, which is explained as the ability to engage in entrepreneurial activities within an existing organizational structure, by drawing attention to the fact that it is not enough for entrepreneurs to take action alone and for ensuring their mobility in companies.

Innovative products and services, new processes, new marketing avenues, new supply opportunities, etc. must be. In a globalizing competitive environment, agile leaders who can benefit more from the psychological capital of their employees and create a synergy effect are needed as well as being innovative to provide a competitive advantage over other businesses.

These are the reasons for choosing entrepreneurship, psychological capital and agile leadership as elements in the research. Effective management of psychological capital can enhance employee creativity and ultimately improve company performance, by providing motivation to the employees by having the sustainable competitive advantage of the company with its employee entrepreneurship activities, to secure ongoing growth for the company amidst shifting conditions, agile leadership plays a crucial role and to meet the ever-changing consumer demands.

Reviewing prior studies on this topic in our country reveals several studies resembling our own, although they tend to explore entrepreneurial intention and positive psychological capital as a macro concept. Our research findings are in agreement with the entrepreneurship literature, as demonstrated.

Their study found that incorporating the positive dimensions of psychological capital into entrepreneurship education is necessary, indicating a positive impact of psychological capital on entrepreneurship, as supported by their study (Öge and Kaplan ,2017).

The entrepreneurial tendency was found to be influenced by the sub-dimensions of psychological capital, namely self-efficacy and hope (Özdemir and Özgüner ,2016).In the research conducted on the employees participating in entrepreneurship education, study investigated the impact of psychological capital on entrepreneurial inclination and found a significant effect on entrepreneurial intention (Kahya ,2019).

When the psychological capital and individual creativity of entrepreneurship trainers are examined, the findings suggest that 90% of individual creativity can be explained by the level of psychological capital. (Güngör et al.,2018)

In a competitive environment where conditions change very quickly with the effect of developing technologies, it has become a necessity for businesses to keep the psychological capital levels of their employees high. It is believed that employees who possess a high level of psychological capital are more likely to demonstrate innovative and creative behaviors, as they operate at an elevated cognitive level within the organization (Akduru, 2020).

According to a study, there is a positive correlation between intrapreneurship and psychological capital (PsyCap), which is a multidimensional personal resource that is often overlooked in psychologically gifted individuals. Leadership is inherently related to intrapreneurship, as having an entrepreneur in the organization provides benefits, and entrepreneurially-oriented employees are expected to receive more support from leaders. Therefore, it is reasonable to assume that intrapreneurship has a similar relationship with PsyCap, as supervisory support, conducive work environments, and leadership can all contribute to higher PsyCap in individuals.

In addition, it was suggested that entrepreneurship could improve the components of PsyCap. In the context of an organization, it is anticipated that intrapreneurship will have a favorable impact on the individual's level of PsyCap (Pandey et al.,2020).

Another research found a significant association between sub-dimensions of psychological capital, namely enthusiasm and determination, and entrepreneurial inclination. Accordingly, individuals who feel strong in terms of psychological capital

will be more successful in overcoming the obstacles and problems they encounter in the entrepreneurial process.

While the entrepreneurial activity is being carried out, it may be necessary for the individual or entrepreneur to encounter some problems and to be psychologically strong at the point of solving these problems, and to possess additional components of psychological capital, particularly self-assurance, when finding a resolution, is the point of solving problems. Entrepreneurial tendency is significantly influenced by psychological capital.

Another research conducted, it was revealed that being aware of one's emotions, being able to regulate their emotions and using them effectively at the point of encountering and overcoming obstacles in business life increases their hopes, enables them to think positively about the future, and has more optimistic perspective. This shows that we can conclude that individuals will support their entrepreneurial activities and contribute positively to entrepreneurship tendency.

Private sector managers may need to strengthen their employees in terms of psychological capital in order to achieve success in the field of entrepreneurship, especially in the realm of intrapreneurship, and open new avenues for the organization (Sönmez, 2010).

To enhance the level of psychological capital among employees in the organization, certain measures can be taken, they should participate in in-service trainings, participate in the decisions taken regarding their field of duty, etc. It is recommended that they participate in a number of studies. job rotation, placement in jobs appropriate to their knowledge, skills and abilities.

Leaders can facilitate employee creativity and innovative behaviors by supporting the decision-making, emotional, cognitive and motivational components of psychological resources, which help managers develop and implement innovative business ideas successfully (Suvonova et al., 2019).

Due to their possession of psychological capital, employees are inherently inclined towards creativity and can generate diverse approaches for achieving objectives while also being motivated to initiate and implement innovative work-related behaviors (Abbas & Raja, 2015).

Psychological capital comprises an entrepreneur's conviction in their ability to initiate a venture and identify and leverage business prospects. This category of

capital encompasses assurance, adaptability, positivity, anticipation, conviction, and self-assurance (Kim & Noh, 2016).

There is evidence to suggest that psychological capital plays a significant role in promoting entrepreneurship within an organization, and this psychological capital develops an entrepreneurial culture that eventually increases competitiveness (Tang, 2020).

Furthermore, psychological capital can be viewed as a driving force that inspires individuals to excel and actively engage in business processes, leading to a positive and substantial impact on the overall organizational culture. As a result, this will foster sustainable growth, innovation, and a competitive edge within the organization.

Psychological capital is viewed as an asset possessed by employees, and as such, it is closely linked to the overall performance and competitive standing of the organization. The presence of psychological capital is thought to enhance leadership qualities and boost the level of psychological capital in the organization. Given the competitive and dynamic nature of today's business environment, psychological capital is seen as a highly desirable attribute (Kiziloğlu, 2021).

A study revealed that certain dimensions of psychological capital have an impact on employees' entrepreneurial behavior, while other dimensions do not exhibit any influence (Kahya, 2019).

It has been evaluated that the individual support given to the employees in the transformational leadership practices can develop the positive feelings and thoughts of the employees towards the leader and the company, and this situation can affect the intrapreneurship behaviors positively.

The moderating impact of psychological capital can be defined as the enhancement in employee morale and motivation through individual support from the leader, resulting in greater efforts towards organizational success (Şengüllendi and Şehitoğlu, 2017).

When the relevant literature is examined, different studies on leadership and entrepreneurship have reached the results that support the above-mentioned issues, and the effects of leadership types that are similar to agile leadership on entrepreneurship have been examined.

The correlation between entrepreneurship and leadership has been the subject of recent research, with a particular focus on the relationship between leadership and entrepreneurial behavior. Findings suggest that possessing leadership qualities has a favorable impact on an individual's inclination towards entrepreneurship (Jensen and Luthans, 2006).

A study on white-collar workers revealed that the degree of authentic leadership had a significant impact on intrapreneurial tendencies. Leaders who prioritize transparency, admit their mistakes when they make mistakes, listen to and evaluate different opinions while making decisions, will create a safe working environment and enable innovative and creative employees to emerge. It is foreseen that it will bring the business to a more innovative and competitive level by providing a better working environment (Örücü & Zeynalova, 2022).

Employee skills and competencies and experience influence firm performance during increasing uncertainty in the environment. The company's essential human capital elements include leadership competencies and adaptive leadership skills to handle the intricacies of the business milieu (Dar & Mishra, 2019).

According to a study, transformational leadership and empowering employees' psychological capital can enhance intrapreneurship activities in companies, which is essential for sustaining a competitive advantage in business.

A study has investigated the intermediary function of psychological empowerment in the correlation between transformational leadership and intrapreneurial behaviors in the international context, and it is concluded that psychological factors are mediators in the effect of leadership on entrepreneurial base. The latest information suggests that psychological elements play a vital role in connecting employees' organizational behavior and leadership to achieve organizational triumph (Huynh, 2021).

Recent findings indicate that psychological aspects are significant in elucidating the correlation between employee outcomes and leadership, acting as moderators, mediators, and direct predictors (Bester et al., 2015).

Leadership has the ability to influence the psychological elements of employees in a communication setting that is open and transparent, and where genuine accountability is conveyed through precise and pertinent details concerning strategic objectives, vision, and mission (Huynh, 2021).

Leadership emphasizes enabling employees to engage in suitable activities that can encourage innovative conduct within the organization, leveraging psychological aspects and exemplary figures (De Massis et al., 2016).

According to research, transformational leadership significantly affects international intrapreneurship in enterprises, with psychological empowerment strongly acting as a mediator (Huynh, 2021).

Studies propose that the human aspect that could impact the correlation between entrepreneurial intention and individual entrepreneurial orientation (IEO) in an organization could be the managerial leadership style, such as transformational leadership, which can be highly effective (Razavi & Ab Aziz, 2015).

Leadership affects the intrapreneurial activities of employees. Leadership can foster an organization's employee entrepreneurship and proactivity. Leaders are visionary, inspiring, and compatible with their intrapreneur qualities. Transformational leadership can strengthen intrapreneurship through both direct and indirect channels. Intentional actions taken by leaders to promote entrepreneurship can shape inventive employee behavior (Gerards et al., 2020).

An article examines how transformational leadership can notably impact international intrapreneurship, both directly and through various mechanisms, and how the institutional environment can moderate these heterogeneous effects that drive intrapreneurship (Rosing et al., 2011).

It is stated that the sense of belonging and performance of employees who perceive that they are adequately supported by their organizations will increase. Leaders can leverage their employees' skills and be seen as a valuable asset to the organization. Effective management of employees is known to impact employee behavior, with the perception of leadership significantly influencing intrapreneurship (Eroğlu, 2020).

Leadership has a significant impact in fostering innovation in the organization and supporting employees in discovering new opportunities that will bring benefits to the organization. Leaders of an organization inspire individuals to take risks and cultivate their abilities, promoting employee engagement in activities like intrapreneurship (Farrukh et al., 2021)

To summarize, it is crucial for companies and their executives to possess flexible leadership skills and implement associated methodologies, based on the findings derived from the research.

Along with agile leadership, it is a separate result that businesses will increase the psychological capital of their employees. Consequently, by boosting the psychological capital of their staff, they can contribute value to the enterprise through various means. In this way, businesses can continue their existence in a sustainable and competitive way in increasing uncertainty and changing environmental conditions.

Employee entrepreneurship is seen as an important player to ensure this continuity. By emphasizing this competence of the employees, a competitive advantage can be achieved. Companies have the ability to redefine the market's rules of engagement they are in or they can create new markets for themselves. In this way, positive developments are experienced in financial indicators and many positive results of this can be seen in different areas.

6 CONCLUSION

The objective of this study is to examine the effects of agile leadership and employee entrepreneurship, while analyzing the influence of psychological capital on the latter.

The fundamental goal of this investigation is to investigate the correlation between agile leadership and employee entrepreneurship, as well as to examine the role of psychological capital in mediating their connection. The research data supports the hypotheses based on the analysis outcomes.

All sub-dimensions of the correlation between agile leadership and employee entrepreneurship are substantiated, and there is no evidence of an unsupportive relationship. Additionally, the connection between agile leadership and psychological capital is completely validated for each of its sub-dimensions..

Moreover, the research also confirms the positive and direct correlation between psychological capital and employee entrepreneurship. These results were evaluated as comparisons with some studies in the literature. A review has been made for some sample studies.

A research was conducted to investigate the moderating influence of psychological capital's sub-dimensions, including self-efficacy, resilience, hope, and optimism, on the relationship between transformational leadership dimensions (idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration) and internal entrepreneurial conduct (Erogluer, 2020).

The leadership style of authenticity is well-suited to the principles of positive psychology and serves as a foundation for other positive forms of leadership (Avolio & Gardner, 2005), aligning organizational objectives with the cultural, ethical, and moral values of the surrounding community (Luthans & Avolio, 2003). Furthermore, research findings indicate a positive correlation between psychological capital and internal entrepreneurship (Özkan, O. S., & Tosun, B. 2020).

The considerable impact of positive psychological capital on various organizational behavior outcomes, including job satisfaction, job performance, organizational commitment, and organizational citizenship behavior, emphasizes the

value of investigating and comprehending positive psychological capital (Özcan 2021).

As a result relationship between employee intrapreneurship and leadership affected by changes in psychological capital.



7 IMPLICATIONS

It has been observed that the entrepreneurial tendencies of the employees in agile leadership practices have changed positively. There is a belief that employees who possess favorable attitudes and beliefs can have a constructive influence on their internal entrepreneurial conduct, leading them to endeavor to make valuable contributions to their work.

Psychological capital is considered as one of the principal factors that contribute to this effect. In addition to agile leadership practices, the appropriate conditions provided for employees to reveal their potential in their psychological capital will have stronger effects on employees.

Psychological capital can serve as a mediating factor in this relationship, leading to heightened morale and motivation for employees who receive individualized support from their leaders, ultimately driving them to exert greater efforts towards advancing the organization.

Technology is not only disrupting the company to customer relationship, it's also disrupting the leader - employee relationship. Centralized control with many levels of management not only lacks the agility to respond, they limit the effectiveness of every employee to react and respond individually.

Employees are more free and empowered to choose companies that give them a lot of choice to pursue a balanced life and a purpose linked to their aspirations. In this context, agile leadership becomes more and more valuable in times of rapid change, uncertainty, and complexity.

With the acceleration of change today, the transformation processes in businesses have to keep up with this speed. It is an important part of a rapid transformation process, with employees fully embracing the realization of change.

In order to combat resistances to change, it is necessary to have a pioneer who will defend these changes, that is, to support employee entrepreneurship. Considering these, It is reasonable to assert that intrapreneurship is exceedingly advantageous for both employee entrepreneurship and organization within which it operates.

Viewed from the organization's standpoint, cultivating intrapreneurship can yield innovative transformation, outcomes, and heightened adaptability that, at a fundamental level, enhance efficacy, curtail expenses or augment profitability.

Taking into account these descriptions, it is appropriate to assert that intrapreneurship is commonly regarded as beneficial for both the individual and the organization they work for. .By supporting entrepreneurship working in companies, productivity and profitability increase, cost decreases and agile muscles are strengthened.

Employee entrepreneurship also makes it possible to have potential leaders of projects to support change in an organisation. Employee entrepreneurship offers top management a behavioral reference point, encouraging them to think and act in novel ways.

Evaluating psychological capital is crucial for businesses as a factor focused on developing a team of individuals who have the competencies to support their performance towards success and results..

Everyone in the business benefits from psychological capital. Employees with higher psychological capital perform better. Because of the importance of employee performance, It is imperative for companies to facilitate the enhancement of their employees' psychological capital.

Agile leadership is an important quality that employees can possess in companies. It will have higher psychological capital and thus exhibit better employee entrepreneurial behavior.

8 RESTRICTIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The study has some limitations, as it was conducted on a specific group of LinkedIn employees within a particular organization and timeframe in Turkey. Expanding the study to include employees from different countries and larger sample sizes would produce varying outcomes.

To enhance the model's scope and dimensions, additional reinforcing factors like organizational commitment and motivation can be included in future.

The tri-dimensional model used by Meyer and Allen (1997) presents organizational commitment through affective, continuance, and normative commitments, offering insight into how employees develop organizational commitment and how it affects their behavior. Including this dimension may enhance the model's effectiveness and efficiency.

Finally, this study deals with the dimensions that mediate the effect of leadership on entrepreneurship in terms of psychological capital. Different variables can be added by looking at the relationship between them from an organizational point of view. Future research may consider incorporating components such as organizational culture and climate into the model to explore the effect of organizational parameters and dimensions on the variables in the model.

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APPENDICES

Appendix A. Employee Intrapreneurship Questionnaire

Employee Intrapreneurship	
1= Strongly Disagree, 2= Disagree, 3= No Opinion, 4= Agree, 5= Strongly Agree	
For each statement below, put an "X" on the option that best fits you.	
1	I undertake activities to realize change in my organization.
2	I undertake activities to change the current products/services of my organization.
3	I contribute ideas for strategic renewal for my organization.
4	I conceptualize new ways of working for my organization.
5	I utilize insights of other experts to innovate in my organization.
6	I undertake activities that change the structure of my organization.
7	I undertake activities that change the work practices of my organization.
8	I exploit opportunities in the labor market or society to renew my organization.
9	I undertake activities to set up new business units.
10	I undertake activities to reach a new market or community with my organization.
11	I undertake activities that result in new departments outside of my organization.
12	I conceptualize new ways of service for my organization.
13	I undertake activities that result in new projects within my organization.
14	I actively establish new collaborations with experts outside of my own profession.
15	I conceptualize new products for my organization.

ÇALIŞAN GİRİŞİMCİLİĞİ	
1= Kesinlikle Katılmıyorum, 2= Katılmıyorum, 3= Fikrim Yok, 4= Katılıyorum, 5= Kesinlikle Katılıyorum	
Aşağıdaki her bir ifade için size en çok uyan seçeneğe "X" işareti koyunuz.	
1	Kendi organizasyonumda değişimi gerçekleştirecek faaliyetlerde bulunuyorum
2	Mevcuttaki ürün ve hizmetlerimizi değiştirmek için aksiyon alıyorum.
3	Organizasyonum için stratejik yenilenmesi için fikirler sunarak katkıda bulunuyorum
4	Organizasyonum için yeni çalışma yöntemleri kurguluyorum
5	Organizasyonumda inovasyon yapmak için diğer uzmanların içgörülerden yararlanırım.
6	Organizasyonun yapısını değiştiren faaliyetlerde bulunuyorum
7	Organizasyonumdaki iş uygulamalarını değiştiren faaliyetlerde bulunuyorum
8	Organizasyonumu yenilemek için pazardaki veya toplumdaki fırsatlardan yararlanırım.
9	Yeni iş birimlerinin kurulmasına yönelik aksiyonları alırım
10	Organizasyonumla birlikte yeni bir pazara veya topluluğa ulaşmak için aksiyonlar alıyorum.
11	Organizasyonum dışında yeni departmanların oluşumundaki faaliyetlerde yer alıyorum
12	Organizasyonum için yeni hizmet yolları oluştururum.
13	Organizasyonumda yeni projeler oluşturacak faaliyetlerde bulunuyorum
14	Kendi uzmanlık alanımın dışındaki uzmanlarla aktif olarak yeni iş birliği kurarım.
15	Organizasyonum için yeni ürünler kurgularım

Appendix B. Agile Leadership Questionnaire

Agile Leadership	
1= Strongly Disagree, 2= Disagree, 3= No Opinion, 4= Agree, 5= Strongly Agree	
For each statement below, put an "X" on the option that best fits you.	
16	Leader has a strategic vision to realize the goals of our company.
17	Leader creates a suitable working environment for employees to develop creativity and discovery-oriented behaviors.
18	Leader assigns the right person to the right job at the right time.
19	Leader pays more attention to short-term goals to increase the company's profits.
20	The bonuses and bonuses it gives positively affect the behavior of the staff.
21	Leader makes employees aware of why they are doing that job.
22	Leader leads its employees with their actions rather than their words
23	Leader rewards innovative ideas and applications.
24	Motivates its employees.
25	The quality of the opportunities such as working environment, social facilities and job security offered to its employees is high.
26	Our manager attaches importance to ensuring and developing cooperation between the departments of our company.
27	Leader includes its subordinates in the decision processes in all processes and stages from the pre-production of the product or service to the delivery to the customer.
28	Leader rewards team performance rather than individual performance.
29	Leader attaches importance to team cooperation instead of individuality.
30	Leader attaches importance to developing its employees thanks to the effective feedback culture in our company.
31	Leader allows employees at any management level to demonstrate their leadership in a subject.
32	The ability to persuade its employees is high.
33	Leader has enough up-to-date technological knowledge to follow the trends in the market.
34	Leader reaches the staff quickly by using social media and new technology-based communication channels.
35	Prepares our company for environmental and technological changes in advance.
36	Since it provides quick decision-making, it does not collect all the authority in itself, it transfers the authority to the expert.
37	Leader makes flexible plans to produce different products and models.
38	Leader attaches importance to the flexibility to produce different amounts of products and services in line with technological and environmental changes.
39	Leader is flexible about the exchange of personnel between departments or teams within the scope of human resources policies.
40	Leader allows the staff to act flexibly during working hours.
41	Leader doesn't insist that employees do things they don't believe in.
42	Leader attaches importance to delivering products and services to the customer as soon as possible.
43	The speed of decision-making in production processes is high.
44	Leader acts quickly in producing products that may be popular in the market and presenting these products to the market.
45	Feels environmental and technological changes.
46	Leader has the knowledge, skills and ability to adapt the new technological products and services to our company.
47	Leader strives to respond to the changes in the expectations and wishes of the customers as soon as possible.

1	Խղճելով ընդհանուր առմամբ, իմ կարծիքս այն է, որ ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
2	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
3	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
4	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
5	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
6	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
7	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
8	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
9	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
10	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
11	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
12	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
13	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
14	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
15	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
16	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
17	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
18	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
19	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
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21	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
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24	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
25	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
26	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
27	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
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33	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
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37	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
38	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
39	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
40	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
41	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
42	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
43	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
44	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
45	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
46	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:
47	Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:

Վճիռները մեկ րոպեի ընթացքում ձեր կողմից լրացվում են:

1= Կատարյալ օգնություն, 2= Կատարյալ օգնություն, 3= Կատարյալ օգնություն, 4= Կատարյալ օգնություն, 5= Կատարյալ օգնություն

Եթե ձեր ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը, ապա իմ կարծիքս այն է, որ ղեկավարը լավագույնս օգտագործում է իր ղեկավարման ուժերը:

Appendix C. PSYCAP Questionnaire

PSYCHOLOGICAL CAPITAL	
1= Strongly Disagree, 2= Disagree, 3= No Opinion, 4= Agree, 5= Strongly Agree	
For each statement below, put an "X" on the option that best fits you.	
48	I feel confident when I'm looking for a solution to a long-term problem
49	I feel confident in representing my work area in meetings with the organization management
50	I feel confident to contribute to discussions about the organization's strategy
51	I am able to define set goals for my work area
52	I feel confident when I need to make contact with people outside the company (e.g. customers and suppliers) to discuss problems
53	I feel confident to present information to a group of colleagues
54	If I were in a difficult situation at work, I could think of many ways to get out of it
55	Nowadays, I try to achieve my goals with great energy
56	For any problem, there are many ways to solve it
57	Right now, I see myself as a successful person at work
58	I can think of many ways to achieve my goals at work
59	Right now I am achieving the professional goals that I defined for myself
60	When I fail at work, I have a hard time coming out of it and moving on.
61	In one way or another, in general I can manage work and its difficulties
62	At work, if necessary, I am able to stand "at my own risk"
63	In general, I can easily step over the more stressful things at work
64	I can overcome the difficult times at work, because I already came through difficulties in the past
65	I feel that I can handle many things at the same time at work
66	When things are uncertain for me at work, I usually expect the best
67	Here's how if something can go wrong, it will go wrong
68	In my work, I always look on the positive side of things
69	At work, I am optimistic about what will happen in the future
70	At work, things never go as I would like (*)
71	I work with the conviction that every setback has a positive side

Bölüm 4: Psikolojik Sermaye	
1= Kesinlikle Katılmıyorum, 2= Katılmıyorum, 3= Fikrim Yok, 4= Katılıyorum, 5= Kesinlikle Katılıyorum	
Aşağıdaki her bir ifade için size en çok uyan seçeneğe "X" işareti koyunuz.	
48	Uzun vadeli bir probleme çözüm bulma konusunda kendime güvenirim
49	Üstlerimle yaptığımız toplantılarda kendi alanımı çok iyi temsil ederim
50	İşletmenin izleyeceği stratejinin ne olacağı hususunda yapılan tartışmalara kendime güvenerek iştirak ederim
51	Çalıştığım alana ilişkin hedef ve amaçların belirlenmesine katkıda bulunma konusunda kendime güvenirim
52	İşletme dışındaki insanlarla (örneğin tedarikçilerle, müşterilerle) herhangi bir sorunu görüşmek için iletişim kurmada kendime güvenim tamdır.
53	Çalışma arkadaşlarımı işle ilgili tatmin edici şekilde bilgilendiririm
54	İşler tıkandığında, bu durumdan kurtulmaya yönelik birçok çare/yol bulurum
55	Hali hazırda iş hedeflerime enerjik bir şekilde ulaşmaya çalışıyorum
56	Her sorun için birden fazla çözüm vardır
57	Hali hazırda işimde oldukça başarılı olduğuma inanıyorum
58	İş hedeflerime ulaşmak için pek çok yol bulabilirim
59	İşle ilgili kendime koymuş olduğum hedefleri şu anda gerçekleştiriyorum
60	İşte başarısız olduğumda, bundan kurtulmakta ve yoluma devam etmekte zorlanıyorum
61	İş ortamında meydana gelen güçlüklerin bir şekilde üstesinden gelirim
62	Zorunluluk halinde, işte kendi başımın çaresine bakarım
63	Stresli işleri kendime dert etmem, soğukkanlılıkla halletmeye bakarım
64	Deneyimlerim sayesinde işyerindeki zorlukların üstesinden gelebilirim
65	Bu işte aynı anda birden fazla şeyin üstesinden gelebilirim
66	İşte belirsizlik söz konusu olduğunda, sonucun hep en iyi olmasını ümit ederim
67	İşte bazı şeylerin ters gitme ihtimali varsa, ters gider
68	İşimle ilgili konularda bardağa hep dolu tarafından bakarım
69	İşimle ilgili gelecekte yaşayacaklarım konusunda iyimserim
70	Bu işte hiç bir şey benim istediğim şekilde olmaz
71	İşime bakış açım şudur: "her gecenin bir sabahı vardır" veya "her işte bir hayır vardır"

Appendix D. SPSS Tables

Table 49

Skewness and kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee_Intraprenurship	385	-0,332	0,124	-0,821	0,248
Agile_Leadership	385	-0,232	0,124	-0,48	0,248
Psychological capital	385	0,306	0,124	-0,764	0,248
Valid N (listwise)	385				

Table 50

Independent t-test results of gender and variables

	Female -N:224		Male- N:161		Levene's Test - Equality of Variances		T-Test	
	Mean	Standart Deviation	Mean	Standart Deviation	F value	Sig	t value	Sig
Employee_Intraprenurship	38,9	9,3	40,7	9,27	0,32	0,57	1,88	0,06
Agile_Leadership	82,32	10,53	84,7	9,73	1,54	0,22	2,25	0,02
Psychological capital	88,86	8,06	89,41	8,76	1,62	0,2	0,64	0,52

Table 51*Independent t-test results of marital status and variables*

	Single - N:193		Married- N:192		Levene's Test - Equality of Variances		T- Test	
	Mean	Standard Deviation	Mean	Standard Deviation	value	Sig.	value	Sig.
Employee_Intrapreneurship	40,15	8,78	39,16	9,82	3,32	0,07	1,04	0,30
Agile_Leadership	83,47	9,97	83,16	10,56	0,65	0,42	0,30	0,76
Psychological capital	89,40	8,37	88,77	8,34	0,09	0,76	0,74	0,46

Table 52*Age-One-Way ANOVA Test Results*

	ge		ean	D	Lev ene Test-Sig	A nova-F	A nova-Sig
Employee_Intr aprenurship	8-27	5	39,3 1	9,99	0,78	1,79	0,13
	8-38	4	39,9 8	8,64			
	9-45	8	37,9 7	9,56			
	6-55	9	39,0 5	9,16			
	5+	9	41,7 6	9,34			
Agile_Leaders hip	8-27	5	83,2 4	10,5 5	0,62	0,73	0,57
	8-38	4	83,5 7	9,51			
	9-45	8	82,2	10,3			

			7	3			
	6-55	9	82,5 9	10,0 3			
	5+	9	84,8 1	11,1 0			
Psychological capital	8-27	5	88,7 5	8,30	0,26	1,36	0,25
	8-38	4	88,9 8	8,12			
	9-45	8	87,7 6	8,03			
	6-55	9	89,0 6	7,95			
	5+	9	90,8 0	9,25			

Table 53*Education-One-Way ANOVA Test Results*

	Edu cation		ean	D	evene Test-Sig	nova-F	nova-Sig
Employee_Intraprenursh ip	Bac helor degree	65	39,47	9,00	0,69	0,67	0,51
	Ma sters degree	25	40,40	9,48			
	Ass ociate degree	5	38,99	9,67			
Agile_Leadership	Bac helor degree	65	82,75	10,06	0,92	1,09	0,34
	Ma sters degree	25	84,42	10,14			
	Ass ociate degree	5	82,84	10,74			

Psychological capital	Bachelor degree	65	89,17	8,26	0,92	1,50	0,23
	Master's degree	25	89,87	8,56			
	Associate degree	5	87,92	8,20			

Table 54

Total job experience One-Way ANOVA Test Results

	Total Experience	N	Mean	SD	Levene Test-Sig	Anova-F	Anova-Sig
Employee_Intraprenurship	-5	1	39,17	9,19	0,67	0,35	0,79
	-10	4	40,56	9,44			
	0-15	6	40,13	8,90			
	5+	14	39,35	9,50			
Agile_Leadership	-5	1	83,12	9,97	0,61	1,08	0,36
	-10	4	85,37	9,73			
	0-15	6	82,11	10,99			
	5+	14	83,26	10,17			
Psychological capital	-5	1	89,17	7,73	0,63	1,25	0,29
	-10	4	89,13	8,58			
	0-15	6	90,66	8,76			
	5+	14	88,50	8,25			

Table 55

Work Duration (Current Work) (Year) One-Way ANOVA Test Results

	Work Duration (Current Work) (Year)	N	Mean	SD	Levene Test-Sig	Anova-F	Anova-Sig
Employee_Intraprenurship	0-2	64,00	39,83	9,64	0,59	0,76	0,62

	2-5	48,00	38,58	10,79			
	5-10	90,00	40,94	8,89			
	10-15	97,00	38,71	9,00			
	15-20	48,00	40,27	9,47			
	21+	38,00	39,26	8,51			
Agile_Leadership	0-2	64,00	85,41	10,16	0,19	0,94	0,47
	2-5	48,00	82,17	10,89			
	5-10	90,00	84,17	10,18			
	10-15	97,00	82,15	10,61			
	15-20	48,00	83,83	9,61			
	21+	38,00	81,53	9,43			
Psychological capital	0-2	64,00	88,38	8,03	0,33	0,72	0,65
	2-5	48,00	90,19	9,78			
	5-10	90,00	89,58	8,14			
	10-15	97,00	88,66	8,21			
	15-20	48,00	89,33	8,22			
	21+	38,00	88,53	8,32			